

CDADI(2023)24

Strasbourg, 13 November 2023

COMMITTEE OF EXPERTS ON INTERCULTURAL INTEGRATION OF MIGRANTS

(ADI-INT)

Compendium of good practices

on intercultural integration and multilevel governance

TABLE OF CONTENTS

INTRODUCTION	6
ENSURING EQUALITY	7
FRANCE	7
PARIS: Improving access to the law	7
STRASBOURG : Espace Egalité.....	8
GREECE.....	9
PATRAS: 241FE- 241 Female Entrepreneurship.....	9
ITALY.....	10
ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE AND THE ITALIAN NETWORK OF INTERCULTURAL CITIES: ITACA – Italian Cities against discrimination	10
ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE : NET-IDEA: Network of European Towns for Interculturalism, Diversity, Equality and Anti-Discrimination	12
REGGIO EMILIA: Intercultural Strategy “Di Tutti” (of all).....	13
REGGIO EMILIA: Local Action Plan against racial discrimination	16
NORWAY	18
New Action plan against racism and discrimination.....	18
OSLO: Data collection and research on discrimination.....	18
POLAND.....	20
LUBLIN: Spilno means “together”: Spilno Lublin - a space for Ukrainian and Polish mothers and children	20
PORTUGAL.....	21
VILA VERDE: Ciga Giro Project.....	21
SPAIN.....	23
University Course on Hate Crimes of the Guardia Civil University Centre (CUGC).....	23
Local Community Learning Against Racism, Xenophobia and Hate Speech (CLARA)	24
CATALONIA: Bill against racism in all its forms and expressions	27
CATALONIA: Commitment of the Government of Catalonia for a Racism-Free Region - 70 measures for social and institutional transformation	28
FUENLABRADA: Migrants Labour Integration Model based on Acculturation Project (MILMA)	29
UNITED KINGDOM	30
Inclusive Britain Action Plan.....	31
BRADFORD: How Bradford Women’s community group became part of the Bangla Bantams supporters’ group for Bradford City Football Club	32
VALUING DIVERSITY	35

CROATIA.....	35
Research on the role of the media in shaping Croatian public opinion regarding forced migration and publication of Recommendations for media coverage about migrants and refugees	35
ITALY.....	36
ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE AND THE ITALIAN NETWORK OF INTERCULTURAL CITIES: #Diversamente – Youth against discrimination (multistakeholder)	36
SPAIN.....	37
Gestión y Atención a la diversidad en la Función Pública. <i>Diversity management in the public services</i>	37
BILBAO: Anti-rumours strategy.....	39
BILBAO: DIVERSITOURS : real and virtual tours	40
BILBAO: Local award for migrant women.....	42
BILBAO: Training and guide to intercultural competencies applied to the development of public administration projects	44
FUENLABRADA: Anti-rumours strategy (ARS).....	45
FUENLABRADA: Citizen Auditors and Municipal Services against Structural Discrimination (CAMUS).....	47
SWITZERLAND.....	49
CANTON OF NEUCHATEL: Implementation of the Roadmap for an Administration that is Open to Diversity and Egalitarianism.....	49
FOSTERING MEANINGFUL INTERCULTURAL INTERACTION.....	51
CROATIA.....	51
Implementation of social actions in local communities, within the scope of school activities	51
NORTH MACEDONIA.....	51
Intercultural education	51
POLAND.....	53
LUBLIN: Baobab: Community centre for migrants and refugees.....	53
LUBLIN: Ukrainian refugee teachers in public schools in Lublin (and throughout Poland) ..	54
UNITED KINGDOM	56
Faith New Deal Pilot Fund.....	56
BRADFORD: Citizen Coin	57
BRADFORD: Schools Linking.....	59
PROMOTING ACTIVE CITIZENSHIP AND PARTICIPATION	61
CROATIA.....	61

Establishment of Advisory Group of Third-country Nationals and Persons of Migrant Background	61
FRANCE	62
NANTES: The Metropolitan Citizenship Pact	62
PARIS: Participatory Budget.....	62
ICELAND	64
REYKJAVIK : Inclusive Public Spaces	64
ITALY.....	65
ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE AND THE ITALIAN NETWORK OF INTERCULTURAL CITIES: DiverCities.....	65
REGGIO EMILIA: Ceremony of conferral of Italian citizenship.....	66
POLAND.....	67
LUBLIN: Lublin Civic Committee to Aid Ukraine (Lubelski Komitet Pomocy Ukrainie)	67
PORTUGAL.....	68
Choices Programme / Programa Escolhas	68
SPAIN.....	70
FUENLABRADA: MULTI-STakeholder Labs for migrants and stakeholders (MUST-a-LaB)	70
SWEDEN	72
VÄSTRA GÖTALAND: Systematic consultations by the Human Rights Committee.....	72
MULTILEVEL GOVERNANCE	74
CROATIA.....	74
Appointment of coordinators for integration at local level.....	74
Creation and implementation of multidepartment network database of statistical indicators on social inclusion of persons granted international protection.....	75
FINLAND	76
The Advisory Board for Ethnic Relations (ETNO)	76
LUXEMBOURG.....	77
"Pakt vum Zesummeliewen" (Pact of Living Together)	77
PORTUGAL.....	79
Local Support Centres for Migrant Integration (CLAIMs)	79
SPAIN.....	80
Consultation process for the elaboration of the Spanish “Strategic Framework for Citizenship and Inclusion, against Xenophobia and Racism” (2021 -2027)”	80
CATALONIA: Inter-administrative agreement for the financing of migration, refugee, and antiracism policies between the Government of Catalonia and local authorities	82
UNITED KINGDOM	84

Integration Area Programme	84
ASSEMBLY OF EUROPEAN REGIONS	85
EU-Belong.....	85
INTERCULTURALISM BEYOND EUROPE: INFORMATION AND PRACTICES FROM CANADA	89
Insights from the Canadian approach to immigrant integration	89

INTRODUCTION

In today's globalised world, intercultural integration has become an essential aspect of building inclusive, peaceful and prosperous societies that value diversity and promote human dignity and mutual respect. However, streamlining the principles of intercultural integration across all governmental policies and departments is critical to ensuring that there is a consistent and coordinated approach to promoting the principles and values of intercultural integration. This requires that policies, strategies, and programmes are designed with an intercultural and intersectional lens through a concerted effort from policymakers, officials at all levels of government, civil society organisations and the communities.

This Compendium of good practices intends to provide policy makers and practitioners from the national, regional and local levels with some inspirational examples for the implementation of intercultural policies, projects or activities. Areas of intervention covered include: human rights and anti-discrimination; human rights and security; inclusion; business and employment; youth; equal rights and opportunities; gender equality; Roma and Travellers¹ rights; inclusive and alternative narratives and communication; public services; interreligious dialogue; intercultural dialogue; education; social and political participation; public space and welcoming policies.

It has been prepared following a decision taken by the Committee of Experts on Intercultural Integration of Migrants at its 1st meeting held in Strasbourg on 14-15 June 2022. The Compendium aims to complement the model [Capacity building programme and tools](#) (Document CDADI(2022)30) supporting the implementation of Recommendation [CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration](#).

The Compendium compiles practices collected from November 2022 – June 2023 relating to policies, projects or activities implemented at the national, regional or local level in the fields of equality, diversity advantage, interaction, active citizenship and participation, and multilevel governance. It is however important to note that, due to the interrelated nature of intercultural integration principles, the suggested categorisation of the practices selected here is for convenience only, while acknowledging that it may be reductive and not fully capture the complexity of the processes leading to their implementation.

¹ The term “Roma and Travellers” is used at the Council of Europe to encompass the wide diversity of the groups covered by the work of the Council of Europe in this field: on the one hand a) Roma, Sinti/Manush, Calé, Kaale, Romanichals, Boyash/Rudari; b) Balkan Egyptians (Egyptians and Ashkali); c) Eastern groups (Dom, Lom and Abdal); and, on the other hand, groups such as Travellers, Yenish, and the populations designated under the administrative term “Gens du voyage”, as well as persons who identify themselves as Gypsies. The present is an explanatory footnote, not a definition of Roma and/or Travellers.

ENSURING EQUALITY

FRANCE

PARIS: Improving access to the law

Type: strategy / policy

Area of intervention: equal rights and opportunities

Duration: Roadmap for access to the law (2022-2026)

Purpose: To reduce inequalities in knowledge of the law and hence also of rights. Access to the law or legal aid is the first step in the integration process: it is a form of recognition of an individual's status as a citizen. For migrants, it means recovering a degree of stability in a new environment, with the possibility of accessing ordinary services. This involves support with obtaining a recognised legal status, access to accommodation and decent housing, stable, paid employment, appropriate care, schooling or training, participation in community life, leisure and cultural activities, etc.

Aim: The aim of the roadmap for access to the law is to strengthen, give structure to and improve the City of Paris policy on access to the law.

Stimulus/Rationale: For 45 years, the City of Paris has been committed to ensuring that its residents, in particular those in greatest hardship, have access to free legal aid close to where they live. The public health crisis greatly accentuated social and economic inequalities, making access to the law vital for the most vulnerable groups, in particular foreigners. Yet the most vulnerable users often have difficulty accessing the services available (digitisation of procedures, problems with transmitting and understanding information, fears, etc.). In 2021, the city therefore decided to consult its institutional and voluntary-sector partners involved in access to the law [and to conduct an assessment of its policy in the area].

Process: The city authorities therefore carried out a consultation and analysis exercise with all their institutional and voluntary-sector partners working in the area of access to the law, including the associations in charge of the five legal access points (PAD) and the legal access network (RAD) help desks, the representatives of the Paris Bar who manage rosters of duty lawyers in *arrondissement* (borough) town halls, the legal advice centres (MJD), the *département* council and the various associations and bodies involved in facilities offering access to the law. [The city also took account of the recommendations from the assessment study.]

The above collaborative process produced a roadmap broken down into four key strands, and 23 individual measures:

- *improving the service provided:* accessibility, interpreters, training for persons involved (reception staff and legal professionals), remote consultations, support for users who have difficulties with IT, information sessions, making it easier to book appointments online, encouraging voluntary work,
- *adapting the range of services to the Paris context:* prioritising the most vulnerable groups and priority neighbourhoods, developing straightforward, easily accessible explanatory tutorials, opening a fourth legal advice centre (MJD) to the public, etc.,

- *making it easier to understand what is on offer in terms of access to the law*: easily accessible digital guide, information using all media, information campaign, national access to the law day, annual review, information for professionals dealing with the most vulnerable groups, dissemination of all useful information on City of Paris media,
- *improving governance and co-ordination*: setting up a steering committee on access to the law to follow up the roadmap, conducting regular surveys of users and professionals to assess the practical outcome of the legal aid provided.

Impact: As a protection tool, the law is particularly vital for the poorest and most vulnerable citizens. Unfortunately, they are also the people who, in practice, may have the greatest difficulty in accessing it because both of its intrinsic complexity and also of the potentially intimidating nature of institutions and procedures for many individuals. Given this fact, the new policy in Paris on access to the law should make the legal protection concerned still more effective by improving existing services and providing new ones, while facilitating access and understanding for users by working as closely as possible to their needs.

STRASBOURG : Espace Egalité

Type: project

Area of intervention: human rights and anti-discrimination

Duration: Since 2019 (ongoing)

Purpose: The “Espace Egalité” (Equality Space) hosts a one-of-a-kind experience for children and young adults to get familiar with 26 discrimination criteria and fully understand the impact of discriminatory behaviours so to prepare to counter those. It is an interactive and playful experience to confront children, youngsters and adults with real situations of discrimination, so to develop their critical thinking.

Stimulus/Rationale: The Equality Space has been set up after numerous exchanges carried out by local anti-discrimination actors and city officials in the aftermath of the terrorist attacks in Paris in 2015. A pilot project was tested in the framework of the Equality and anti-discrimination weeks, organised since 2016 to raise citizens’ awareness about equality and non-discrimination.

Since the 30 September 2019, the Equality Space has become an all-year-round experience, having been allocated a permanent space by the city of Strasbourg. The project is currently coordinated by the anti-discrimination department of the city of Strasbourg, in partnership with various community services (including the Directorate of children and education) and other local stakeholders and associations, and with the support of the Academic directorate of the departmental service of national education and urban policy.

Process: The “Espace Egalité” is composed of different rooms and spaces where visitors are invited to live different experiences linked with equality of with discrimination, while accompanied by skilled personnel who mediates and facilitates all the interactions. The experience is of course adapted according to the age of the group and the learning needs. The spaces proposed are usually not visited all together and groups can come back several times to try different activities or explore different areas and topics. Through a wide variety of workshops, visitors learn about human rights and those

who have fought to get and defend these rights; they learn about gender equality, sexual orientation, immigration or multilingualism, among others. They become familiar with a whole set of criteria to identify discrimination and understand that discriminatory behaviours are contrary to the law and how to denounce these before the judiciary. Visitors can also have different experiences about diversity of identities, families, origins, backgrounds, languages, scriptures, religions, places and ways of life.

Impact/outcomes: The Equality Space has been visited by an increasingly high number of children and youth; the interest raised about the Space has conducted the city to grant a bigger space to the project, as well as to increase its opening hours and the target public: university students (pedagogy), community mediators, teachers from formal and informal education can now book guided visits to the Space for training purposes.

GREECE

PATRAS: 241FE- 241 Female Entrepreneurship

Type: project

Area of intervention: Gender equality

Duration: 1 September 2020 – 30 June 2023 - Project funded by ERASMUS+ EU Programme

Purpose: The 241FE project builds on the important role that migrant and refugee inclusion plays for the sustainable development of societies. In particular, the project targets refugee, asylum seeker and migrant women and aims at providing them with the capacity (materials, tools, training and consulting) to develop their entrepreneurial skills; it further promotes their creativity and empowerment by using the 241FE business model and supports them to start/continue their own employment path.

Stimulus/Rationale: Migrant and refugee inclusion policies shall make sure that migrant women are actively involved in the society without suffering from multiple discrimination. Therefore, encouraging a gender-sensitive policy environment for all is necessary in order to create openness within the community and ensure inclusive social policies that aim to achieve diversity advantage.

Process: The 241FE project is developing, testing and implementing new concepts of training and of business models design by introducing experimentation and piloting, so that the migrant women develop their entrepreneurial skills, are empowered to train others and enter the labour market. Emphasis is put on establishing links with their places of origin (where possible) in order to encourage bilateral agreements and exchange of best practices.

The 241FE project activities include:

- Training needs analysis of the refugee/migrant women involved in the partner cities (in the Netherlands, Italy, Spain and Greece);
- Training of trainers/coaches ;
- Design and implementation of an online training course based on the identified needs;
- Development of a handbook for trainer/coach based on the principles of balance, autonomy and inclusiveness;

- Setting up and activation of a learning network in each partner city.

Impact/outcomes: A supportive learning environment infrastructure is expected to contribute to maintaining a vivid migrant women participation in the actions and a strong willingness when coping with constraints during the testing of the entrepreneurial model and the launch of their own business initiatives.

Further information:

The DAFNI KEK <http://daissy.eap.gr/en/> is the Greek partner of the 241FE project and implements it in Patras, through an active cooperation with local stakeholders (migrant communities included) within the framework of the effective intercultural management at city level. In parallel, it maintains direct cooperation with stakeholders in Athens and intends to exploit this networking within the pilot phase of the application of the 241FE entrepreneurship model so, that piloting also takes place in the capital of Greece and has an impact for as many migrant/refugee women as possible.

ITALY

ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE AND THE ITALIAN NETWORK OF INTERCULTURAL CITIES: ITACA – Italian Cities against discrimination

Type: project

Area of intervention: human rights and anti-discrimination

Duration: November 2020 – February 2023 (28 months)

Purpose: this project aims to:

- Strengthen the ability of the Italian Network of Intercultural Cities to promote an effective implementation of non-discrimination legislation, policies and practices, thus contributing to fight direct and indirect discrimination both inside and outside public administrations;
- Promote a public-private cooperation in participating cities, with a view to increasing awareness and knowledge about human rights among citizens and local organisations.

The “ITACA – Italian cities against discrimination” project is co-financed by the European Commission through the “Rights, Equality and Citizenship” Programme.

Stimulus/Rationale: ITACA aims to achieve a dual impact: improving the skills of the municipal staff in the field of non-discrimination by promoting the setting up of relevant operational tools and knowledge within administrations and empower civil society in the field of anti-discrimination. In order to do so, ITACA promotes close cooperation between administrations and the third sector organisations. The initiative also offers a training course to public officials and civil society organisations, thus supporting Municipalities in strengthening their policies and practices to prevent and fight discrimination. At the same time, ITACA promotes international learning and practice exchange. The projects connect the Italian municipalities involved with other cities located in the EU and strengthen their relationships with the international members of the ICC Network, including by means of a study visit to Dublin, an ICC member.

Process: ITACA is coordinated by ICEI in partnership with the Municipality of Reggio Emilia, the Municipality of Modena, Mondolinsieme Foundation, and Ismu Foundation. The project is promoted in collaboration with the UNAR (Ufficio Nazionale Antidiscriminazioni Razziali – Italian Equality Body),

ASGI (Association for the juridical studies on immigration), and the Council of Europe Intercultural Cities Programme. The project is built around 4 main work packages:

WP1 - PROJECT MANAGEMENT & COORDINATION

- Including Steering Committee's meetings with partners and associates

WP2 - CAPACITY BUILDING & ANTI-DISCRIMINATION TOOLS FOR MUNICIPALITIES

- Mapping of discriminatory practices in municipal services (7 Cities)
- Training sessions in 7 Italian cities for Municipalities staff on anti-discrimination legislation and policies
- Peer review of European good practices and organization of a transnational Study Visit
- Working group on anti-discrimination practices within the municipal administrations
- Elaboration and testing of anti-discrimination tools in 2 pilot municipalities

WP3 - STRENGTHENING OF PUBLIC-PRIVATE COOPERATION TO PROMOTE THE PRINCIPLE OF EQUAL TREATMENT

- Workshops for CSOs in 7 Italian cities on anti-discrimination and advocacy practices
- National anti-discrimination Lab for CSOs and LAs on awareness raising and promotion of advocacy actions
- Public-private cooperation to design and implement an awareness raising campaign in 7 cities
- Communication campaign on social media

WP 4 - ADVOCACY AND EUROPEAN DISSEMINATION

- Development of a Mainstreaming and Sustainability plan
- National advocacy and dissemination event for Italian Municipalities of the Italian Network of Intercultural Cities
- Capitalization and advocacy event

Impact/outcomes: it is expected that the project will have the following outcomes:

- ✓ 140 LAs officials increase their knowledge of EU and national non-discrimination legislation;
- ✓ New policies and tools are adopted by city authorities to prevent and fight discrimination and to contribute to the enforcement of national/European legislation and UNAR's recommendations;
- ✓ Local Authorities and civil society organisations in 7 cities establish structured long-term public-private cooperation and - through this - increase citizens' awareness;
- ✓ 20 Italian and European cities are directly involved in the mainstreaming of project experience.

Further information: [ITACA - Italian Cities against discrimination - ICEI](#)

ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE : NET-IDEA: Network of European Towns for Interculturalism, Diversity, Equality and Anti-Discrimination

Type: project

Area of intervention: human rights and anti-discrimination

Duration: May 2022 – April 2024 (24 months)

Purpose: The project “NET-IDEA: Network of European Towns for Interculturalism, Diversity, Equality and Anti-Discrimination” aims at reinforcing the role of local authorities in the field of Diversity Promotion, Interculturalism, Anti-Discrimination and Inclusion of Minorities, based on a transnational partnership between civil society organisations (CSOs) and 15 Municipalities in 6 European Countries: Italy, Spain, Portugal, Sweden, Germany and Poland.

Stimulus/Rationale: Cities are constantly changing and the growing diversity - partly due to human mobility - makes it necessary that not only communities but also governments welcome cultural diversity and adapt to it. Even more so when situations of inequality and discrimination affecting minority groups are arising. As institutions closer to the citizens, cities need to be supported with effective tools to countering discrimination to raise awareness and improve knowledge.

Process: The project strengthens the competences of European cities in implementing effective policies to promote equality, diversity and the inclusion of minorities by:

- promoting long-term cooperation and the exchange of best practices on anti-discrimination, diversity and inclusion of minorities between European cities;
- increasing citizen’s (in particular youth) participation and awareness about human rights in intercultural societies.

The project provided municipalities with the possibility to deepen transnational peer-to-peer collaboration and to develop specific competences and effective practices to face challenges related to positive diversity management at local level. Moreover, NET-IDEA promotes a meaningful and durable cooperation among local authorities, CSOs and youth groups to design and spread new narratives to fight discrimination and racism, thus creating more inclusive European societies.

The methodology for the project’s implementation includes the following activities:

- Webinars for knowledge sharing aimed at civil society organizations (CSOs);
- Activities of comparison and consultation between the stakeholders of the project and preliminary sharing of knowledge on intercultural competences;
- Capacity building and training activities dedicated to cities;
- Creation of a Community of Practice for the transnational exchange of experiences and good practices;
- Organisation of events and initiatives on the territory in the various cities;
- Organisation of a Youth Summit with the participation of young activists from different countries;
- Implementation of an international communication campaign to raise awareness, carried out with the contribution of the young people involved in the project;
- Final exchange of experiences and best practices between European cities.

Impact/outcomes: It is expected that the project will train at least 220 local authority officials, technicians and decision makers from 15 European cities, thus increasing their intercultural competences and improving their capacity to address key-topics such as positive diversity management and to fight against discrimination and racism (in the short-medium term). At the end of the project, participating civil servants should be able to:

- Promote interaction, valuing diversity and fostering equality;
- Provide better services for local communities to fight discrimination and racism;
- Develop more inclusive policies at local level targeting minorities and vulnerable groups;
- Communicate in a more inclusive way to effectively reach citizens on issues related to the above-mentioned topics.

In terms of networking, it is expected that 15 European Cities from 6 Countries develop a successful cooperation and create lasting links (medium-long term).

The exchange of experiences and the transnational cooperation between European Municipalities (and relevant stakeholders) will ensure a cross-horizontal collaboration among EU cities and create a strategic and operational network to develop further initiatives at larger scale, with the support of CSOs, youth and experts.

A pool of 135 youth workers and young activists is being created to participate in project activities and cooperate with local authorities in the 15 cities, thus acquiring competences and tools to effectively raise awareness on the benefits of diversity.

In addition to the 15 cities directly participating in the Action, other 20 municipalities will be involved in the mainstreaming of project experience and tools, including this experience in their technical and political framework (medium-long term).

Further information: this project is implemented in cooperation with the following partners:

- ASOCIACION CIUDADES INTERCULTURALES (ACI) – Spain
- REDE PORTUGUESA DAS CIDADES INTERCULTURAI (RPCI) – Portugal
- INTERKULTURELLA STADER SVERIGE – Sweden
- CITY OF ERLANGEN – Germany
- CITY OF LUBLIN – Poland

REGGIO EMILIA: Intercultural Strategy “Di Tutti” (of all)

Type: policy

Area of intervention: inclusion

Duration: indefinite

Purpose: to convey an image of Reggio Emilia as a city of Encounters, where it is possible to perceive and value the plurality of identities, cultures, approaches, origins, and sensibilities. To govern Reggio Emilia as a city of Rights, a community attentive to diversity, a city 'Di tutti', where no one should feel a stranger.

Stimulus/Rationale: 'Ditutti' is the plan of strategic actions promoted by the municipal administration and implemented in synergy with the Mondinsieme Foundation in the field of intercultural policies to sustain the longstanding commitment of the city towards living together well in diversity.

The aim of the plan is to strengthen the political and public commitment towards human rights, recognition of diversities, citizenship and civil coexistence between people of different backgrounds with a series of initiatives and strategies in different areas.

The key words of this policy are: citizenship, creativity, knowledge, culture, dialogue and interculturalism. These are concrete words that imply a common commitment and constant dialogue between the social, cultural, educational and economic realities of Reggio Emilia (associations, institutions, schools and enterprises).

Process: The Di tutti strategy is divided into five macro-environments, each of which develops into a series of objectives, actions and projects that the administration intends to implement during its term of office.

Area Education and Citizenship

There is a natural connection between intercultural education and citizenship education. If citizenship education encourages the development of individuals as active and responsible citizens, within the framework of universal rights and values, intercultural education promotes constructive coexistence skills in a multifaceted cultural and social fabric, which can be defined as intercultural competences.

Objectives and Activities

- Promote and integrate intercultural competences and multilingualism in the pedagogical/educational approach in schools through a pact with schools of all levels and with the territory's educational services;
- Promote the value of citizenship, on the one hand by enhancing the citizenship ceremonies (involving citizenship witnesses, realising ceremonies in the presence of schools and civil society organisations, etc.), on the other hand by activating a process to raise awareness on citizenship rights and law reform for the new generations.
- Promoting a school of global citizenship education targeting the entire city with opportunities for meeting, cultural production, participation and activation of dialogue and collaborations between institutions, associations and citizens. The school will aim to offer educational experiences and opportunities to the territory, integrated with already active cultural and social projects.
- Supporting the teaching of the Italian language, in a more organic form, with integrated actions between the public, private and third sectors, and guaranteeing adequate spaces for courses, with the aim of promoting the right to study also for non-Italian-speaking citizens.
- Promoting multilingualism through the valorisation of territorial training and educational activities (also with the support of diplomatic representations), of the mother tongue and of other language skills.

Diversity Lab

An intercultural society needs to enhance and bring out its potential in relation to new plural economies and innovation processes. The Diversity Lab was thus created in response to this need, as

a place for social innovation, to offer opportunities for exchange, as well as tools for interpreting the different needs that an intercultural society generates, both for companies and businesses in the area, and for the city's collaborative spaces.

The Diversity Lab will specifically:

- Accompany businesses in the area in the creation of inclusive working environments that are favourable to the expression of diversity, as a possible competitive advantage, supporting them, where required, in the development of Diversity Management policies and practices;
- Mapping the diversity of the staff of the Municipality of Reggio Emilia and/or its subsidiaries/controlled companies, and/or in other public organisations, in order to gain knowledge of how diversity evolves and develops in these workplaces and how it can be an additional indirect service offered to citizens;
- Activate a process to enhance the diversity of city's public and private places, including commercial ones, such as the activation of community and neighbourhood tourism routes.

Area of Diaspora and International Relations

Through the Mondinsieme Foundation, a strong relationship of trust has developed with associations in the Reggio Emilia area, which have joined the Foundation and promoted solidarity and international cooperation projects with their countries of origin. Diaspora associations are increasingly taking on the role of facilitators, creating connections with the diplomatic representations of the countries of origin and intercultural twinning towards the cities and territories where the communities come from.

Objectives and activities

- Activate a process of comparison and training of associations and communities of the diaspora on international relations and cooperation;
- Promote a Forum among the cities of the diaspora in Reggio Emilia and draw up a manifesto of friendship of cities and citizens;
- Formalise a twinning with a city connected to the diaspora present in Reggio Emilia;
- Identify and evaluate project proposals for European, AICS or international funding, with the countries and cities of the diaspora in order to activate forms of dialogue and partnership;
- Strengthen the participation of the Municipal Administration and the Mondinsieme Foundation in the Council of Europe's Intercultural Cities network and in the Italian Network of Intercultural Cities;
- Activate a permanent working group with trade associations to assess possible interventions and interconnections between investments and exports in our territory and relations with the diaspora's territories of origin.

Interfaith Dialogue

The private sphere of the individual is also composed of a religious or spiritual background that often does not emerge in a public context. The promotion of interreligious dialogue and confrontation between the believers and non-confessional, with a view to coexistence and mutual understanding, plays a strategic role in promoting intercultural dialogue.

Objectives and activities

- Structuring a process of exchange that encourages interreligious and spiritual dialogue, through places of worship and secular spaces in the territory. Enhancing dialogue between "near and far" in public space, also highlighting the "secular" contexts of openness to the territory to activate forms of encounter-exchange.
- Promote a process aimed at places of worship, in order to integrate welfare/community policies promoted in collaboration with these environments. Activate a path of analysis for the definition of agreements linked to the active social role that these places may have towards communities of believers and others.
- Draw up guidelines for local authorities for interreligious dialogue in cooperation with the Council of Europe.

Area of Intercultural Participation

Alongside the valorisation of the cultural contribution of migration and the realisation of paths of social and economic inclusion, it becomes important to support and encourage the interaction of communities and people with a migratory background settled on the territory by generating paths of active citizenship and participation.

Objectives and activities

- Activate a process of accessibility of spaces and places in the municipal territory in order to promote synergies between associations/communities/social spaces (social centres in particular) for the promotion of training, education, meeting, and participation paths.
- Promote meetings and planning within the services of the Municipality in order to integrate and mainstream intercultural proposals into public policies and services.
- Define a protocol for internal coordination within the Municipality with the services and offices that may have a strategic function in the implementation of cross-cultural policies. Formalise a pathway with objectives and responsibilities within the municipal structure, promoting an annual conference for the presentation of the results achieved. To complement this action, an internal training course will be promoted for intercultural training and awareness-raising within the organisation and its subsidiaries, so that intercultural action can be an integral part of the municipal administration's political thinking.

REGGIO EMILIA: Local Action Plan against racial discrimination

Type: policy

Area of intervention: human rights and anti-discrimination

Duration: indefinite

Purpose: reaffirm a strong political commitment towards equality and inclusion, and put in place specific measures to tackle discrimination on the grounds of race, ethnic and/or cultural origin. Reggio Emilia is the first Italian city to adopt a local action plan to combat racism, discrimination related to ethnic/origin and affiliation, and hate crimes.

Stimulus/Rationale: The action plan has been designed with the intention of completing the existing policies related to valuing diversity, building inclusive societies, and fighting discrimination. With a view to integrating an intersectional approach in the institutional policy-making, the action plan

further takes into account and strengthen the existing system of memoranda of understanding, strategic documents and organisational and monitoring devices related to discriminatory phenomena and violations of rights, including:

- the inter-institutional working group and memorandum of understanding and operational protocol for combating homotransphobia and for the inclusion of LGBTI people;
- the inter-institutional working group and memorandum of understanding for combating female genital mutilation;
- the inter-institutional working group and memorandum of understanding for combating violence against women;
- the inter-institutional working group Reggio Emilia City without Barriers, for the promotion and protection of the rights of persons with disabilities;
- DiTutti, the Strategic Action Plan for Intercultural Policies and the Coordination of Human Rights of the Municipality.

Process: Adopted by the city council in January 2023, the plan was designed through a threefold process which involved capacity building and identification of weaknesses, collaboration between different municipal services and departments, and active dialogue and exchange with more than 35 civil society organisations.

The local plan is one of the outcomes of the European project “Super” (Supporting Everyday Fight Against Racism) in which the city of Reggio Emilia and the Mondinsieme Foundation are participating together with the municipalities of Turin and Bologna and the association Altera (Turin). On 21st March 2023, on the occasion of the International Day for the Elimination of Racial Discrimination, the cities of Bologna and Turin also approved their local action plans.

The European project allowed the local authority to define a comprehensive strategy starting from the needs assessment which involved municipal employees and local representatives of the police, followed by a participatory process of dialogue and exchange which involved more than 35 NGOs and third sector organisations in Reggio Emilia.

The action plan is divided into five areas of action: training and awareness-raising, data collection, services to citizens, internal organisation and transversal-participation-responsibility. There are dozens of objectives that are to be translated into operational actions with the support of a working group composed of various services of the Administration. Among the activities envisaged in the plan are the launch of a training programme for the Administration's staff on anti-discrimination and intercultural competence, the establishment of a data collection and monitoring system on racism and discrimination, and a series of activities to be implemented in different areas, from education to housing, from access to services to communication.

Further information: [Local action plan of the municipality of Reggio Emilia to combat racism, discrimination based on cultural origin and affiliation, and hate crimes](#) (Italian only)

NORWAY

New Action plan against racism and discrimination

Type: policy

Area of intervention: human rights and anti-discrimination

Duration: ongoing

Purpose: The action plan will focus on racism and discrimination that both occur on the way into and on the way up in the labour market. The second focus of the action plan is racism and discrimination that affects youth. The measures will be directed among others at employers and social partners, national and local governments, and specific frontline services.

Stimulus/Rationale: Racism and discrimination are barriers to a just society with good and equal opportunities for full participation in work and social life for all Norway's citizens. Discrimination prevents good living conditions, participation in working life and civil society, enjoyment of the benefits of schooling and training, and access to other public services on an equal footing with other citizens.

Process: The Norwegian Government is in the process of drawing up a new action plan against racism and discrimination, which will be presented at the end of 2023.

The action plan has a broad orientation, in that it will include measures for all groups that may be subjected to racism or ethnic and religious discrimination. These may be immigrants, Norwegian-born to immigrant parents, visible religious minorities, Sami, national minorities, and people adopted from abroad.

Efforts to combat racism and discrimination involve different sectors and authorities. Seven ministries are participating in the work to develop an action plan: The Ministry of Labour and Social Inclusion coordinates the efforts, with involvement from the Ministry of Children and Family Affairs, the Ministry of Health and Care Services, the Ministry of Justice and Public Security, the Ministry of Local Government and Rural Affairs, the Ministry of Culture and the Ministry of Education and Research.

Input meetings have been held with voluntary organisations and civil society throughout the country, as well as meetings with researchers and experts, the Sami Parliament and the municipal sector.

Cooperation with social partners is important for developing, designing and anchoring measures that affect working life, and cooperation with employers' and employees' organisations has thus been initiated.

Impact: By engaging different ministries and authorities and involving other stakeholders in the development of the action plan, we ensure that measures are being followed up at different levels, and that changes are being made beyond the project period.

OSLO: Data collection and research on discrimination

Type: activity

Area of intervention: human rights and anti-discrimination

Duration: 2022

Purpose: Oslo Municipality undertook a research initiative to gather data on experiences of discrimination, alongside an initiative to develop indicators to measure progress made in response to the research. The purpose of these initiatives was to enable an effective focus on diversity in strategic policy documents, secure a high standard of equal services in service delivery, and respond to the high levels of under-reporting of discrimination.

Stimulus/Rationale: Political commitment to equality and non-discrimination drove this initiative, as part of detailed commitments made in relation to equality and non-discrimination on the political platform of the parties governing the City. The Black Lives Matter mobilisation in the city was a further stimulus. While there had been much discussion of discrimination in the city over the previous decade, a civil society drive for delivery on this issue, rather than just talk, further assisted.

Process: A research team with the necessary expertise was contracted by the Municipality. The research involved a survey, focus groups and workshops involving people from a minority ethnic background. Young people, civil society organisations, employees, agencies, and districts in the city were engaged in the focus groups and in the workshops.

The research found high numbers of minority ethnic people reporting discrimination by the Municipality. In this, there was a significant focus on individual level forms of discrimination. However, this output informed the focus on systemic forms of discrimination that emerged in subsequent seminars and discussion on the research, and in action planning in response to the research.

Alongside the research, the municipality sought to establish indicators for the progress to be made on this issue by its services, in achieving the delivery of equal services, and its workplace, in securing a diversity of its employees at all levels. An expert institution was contracted by the municipality to prepare a report on the indicators required. This report encompassed minority ethnic groups, groups based on religion, LGBTI people, and people with disabilities.

The process for this report on indicators included a series of workshops that involved agencies and civil society organisations. A framework for indicators was applied that encompassed: celebration of diversity, making the situation and contribution of minority groups visible, and making the Municipality strategies for diversity visible, to the public and to its employees; competence and training, establishing expectations of managers and employees in this field and bringing this focus into strategic policy documents; and inclusion and protection from discrimination, ensuring effective instruments in place to address this experience.

Impact/outcomes: This initiative has enabled acknowledgement that discrimination is a problem, on the basis that if so many people recount this experience of discrimination, the municipality is not able to deliver quality services. The initiative has informed a new shared understanding of the issue, with a common language to discuss and respond to it. The necessity for action on the issue is seen at senior levels, enabling access to people at this level to discuss the issue and the responses required.

The initiative has brought the municipality to the point of action on the issue. There is an interest in training managers on the issues and making this training more of an obligation. Action planning is enabling a focus on organisational systems change as being central to the action required. An action plan has been developed on recruitment of leaders, managers, and Board members with a minority ethnic background. There is a requirement that when making plans, the problem is established based on facts, and the planning process involves the population including people of minority ethnic background.

Further information: [Mapping of Racism and Discrimination Encountered in Oslo Municipality](#), Report (Norwegian)

POLAND

LUBLIN: Spilno means “together”: Spilno Lublin - a space for Ukrainian and Polish mothers and children

Type: project

Area of intervention: Youth

Duration: November 2022 – ongoing

Purpose: The aim is to facilitate assistance for war refugees arriving in Lublin from Ukraine and create safe integration space

Stimulus/Rationale: Russia's aggression against Ukraine requires the Lublin government to create structural solutions to support integration of the new residents of Lublin. The vast majority of war refugees from Ukraine are mothers with children, which is a vulnerable group requiring targeted interventions to prevent isolation and negative effects of their new situation. Both mothers and children need space where they can feel safe and understood, but also the opportunity to meet and create relations with their Polish peers.

Process: With the financial support of UNICEF, the Municipality of Lublin involved in collaboration and contracted four of the leading NGOs working with youth and children and refugees: 5Medium Foundation, Sempre a Frente Foundation, Bona Fides Association and Homo Faber Association. The four organisations prepared a joint offer of support, which included renovation and refurbishment of the space (located within one of the largest municipal sports facilities of a densely populated living district of Lublin) as well as creation of the support package for mothers and children: mental health and psychosocial support, creative activities, integration activities, Polish and English language lessons, wellbeing activities (meditation, yoga, pilates).

Spilno Lublin was opened on 10 November 2022 and from the very beginning proved to be an extremely needed part of support and integration efforts within the city of Lublin. The friendly, welcoming space and staff of Spilno make sure that everyone's needs are met. The evaluation of the space, conducted by an external body, confirmed that people using Spilno emphasise that the space is decorated similarly to home – there is a kitchen, a living room, and toys are available for children. Such an arrangement of space contributes to reduce , especially for children, stress and fear of entering the threshold of another institution. In addition, the interlocutors paid attention to the use of neutral colours, which reduces the amount of stimuli that reach children. The participants of activities refer to Spilno, where they can meet other refugees from Ukraine and Belarus, as *“a safe haven and an opportunity to support one another in overcoming traumas, as well as in struggling with difficult everyday life. Spilno is the first place of its kind that connects generations of women in need of support.”* (quote from the summary of evaluation report on Spilno Lublin).

Spilno Lublin was established thanks to enormous support from UNICEF, but also thanks to a deep understanding of the needs of Ukrainian refugees that was gathered through 8 months of work of the Lublin Social Committee to Aid Ukraine. It would not have been possible without open cooperation, based on trust, with four NGOs. It is not usual that four organisations create a joint offer and work

together to make sure it is being provided. It is an exemplary case of multi-level cooperation, of joining forces to provide safety and support for those in need.

The Municipality of Lublin is aware that this external funding will not last forever and therefore is putting its best effort to make sure the work of Spilno is continued in 2024 and beyond.

Impact: From the opening of Spilno Lublin until the end of March, over 15 000 people have used the different types of assistance it offers.

Further information:

- <https://lublin.eu/en/lublin-4-all/news/spilno-city-of-lublin-opens-a-new-intercultural-space-for-residents,200,1413,1.html>

- <https://www.unicef.org/eca/press-releases/unicef-launches-six-spilno-hubs-five-months-support-ukrainian-refugees-and>

PORTUGAL

VILA VERDE: Ciga Giro Project

Type: project

Area of intervention: Roma and Travellers rights, inclusion, gender equality

Duration: December 2021 – June 2023

Purpose: The "Ciga Giro Project", located in Vila Verde, Portugal, represents an exemplary initiative of social inclusion that effectively addresses social segregation within the Roma ethnic minority while promoting social inclusion and gender equality principles. This project focuses on critical areas such as education, healthcare, empowerment, citizenship, ICT competence and labour market integration.

The Ciga Giro Project is guided by a set of objectives:

- eradicate deeply rooted social segregation experienced by the Roma ethnic minority;
- create an environment of opportunities for the holistic development and social inclusion of children, youth, and families within this community;
- improve educational outcomes, access to healthcare and employment;
- promote strong gender equality, with a special focus on empowering women;
- equip participants with essential ICT skills;
- facilitate the integration of project beneficiaries into the labour market.

Process: The Ciga Giro Project is promoted by the Social Promotion Division of the municipality of Vila Verde and managed by the Community Center of Vila do Prado and the Portuguese Red Cross (Braga delegation). A consortium was formed for its implementation allowing several partners with intervention responsibilities in the area to join forces and work in a coordinated manner under the banner of intersectionality. This working methodology enables the identification and roll out of various forms of intervention. Implementation takes place in two schools. A technical team has been formed, comprising a coordinator, a Roma mediator and a social and humanities officer. The consortium collaborates with schools to create programmes for the development of social and behavioural skills. The main strategy involved motivating, empowering, and equipping children/youth

to acquire and develop the necessary skills for financial and social self-sufficiency through employability, while not neglecting their families in the empowerment process and recognising the importance of academic paths for effective social integration.

The Ciga Giro project encompasses several best practices, including the establishment of weekly forums for Roma women, titled "Voice, Your Weapon", meticulously designed to boost self-esteem, promote gender equality, deconstruct stereotypes and biases, and address issues related to healthy sexuality. Active engagement of Roma men in dialogues aimed at fostering gender equality and advocating for women's rights can also be highlighted.

Thanks to the Ciga Giro project, young Roma have attended vocational training in local companies and this experience contributed to dissipating the prejudices they had against entering the labour market.

The project also carried out activities to promote the reduction of stereotypes (territory, ethnicity, gender, gender, sexual orientation, etc.) through the "GIRO Open Door" and "Turn off the Prejudice - Faz+" initiatives. Other activities of the project included ICT skills training and sessions promoting healthy lifestyle habits, including cooking habits.

The project implementation includes a strong focus on promoting healthy sexuality and disease prevention in collaboration with the healthcare partner. This initiative encompasses disease prevention methods and sexual education, aiming to empower the participants to make informed decisions about their health. Additionally, health practices and disease prevention are promoted as an integral part of the project.

Furthermore, the project uses sports and the arts as effective means of social integration, with tangible impacts. These activities offer additional opportunities for participants to express themselves, develop skills, and strengthen community ties, contributing to measurable improvements in the quality of life and well-being of the beneficiaries.

Impact: The Ciga Giro Project has produced a range of tangible positive impacts, including:

- improved school results for Roma children and youth thanks to the acquisition of key competences;
- strengthened intrapersonal and interpersonal skills through the practice of cultural and sports activities that also involve the general community;
- increased interest from members of Roma communities to explore new professional opportunities and integrate into the labour market, leading to measurable improvements in quality of life. The pursuit of new work experiences and the exploration of new professions have resulted in the development of social and behavioural skills;
- successful integration of some participants into the labour market, securing stable employment.

The "Ciga Giro Project" in Vila Verde, Portugal, stands out as an example of a social inclusion initiative that effectively combats social segregation within the Roma ethnic minority while promoting gender equality, sexual health, sports, and the arts as means of social integration, with tangible impacts. It has not only achieved impressive results but also serves as a model for similar endeavours.

Further information: <https://www.facebook.com/ProjectoCigaGiro.E8G>

University Course on Hate Crimes of the Guardia Civil University Centre (CUGC)

Type: activity

Area of intervention: human rights and security

Duration: 3 months (2022) - 18 European credits (ECTS). This activity is planned to be repeated annually. The second edition ended in May 2023 and the third edition of the hate crime course is planned for the first half of 2024.

Purpose: The overall aim of the course is to contribute to the improvement of competences for the comprehensive, multi-disciplinary and coordinated management between Civil Guard officers assigned to Hate Crime Response Teams (REDO) who provide a targeted response in hate crime related matters, justice authorities and civil society organisations, assuming and valuing the importance of prevention, awareness raising and education in relation to hate crimes and hate speech. The general objective of the course is to broaden knowledge and improve skills for the comprehensive management and investigation of hate crime cases, with the necessary sensitivity focused on the victims, improving, if possible, training for the management of cases in accordance with the strategies and protocols in force and the use of the established scientific, technological and investigative tools. Students belong to investigative units that provide operational support to public security units, as first responder units. It is also intended that students will be able to transmit their knowledge to other members of their organisations, being able to operate as trainers of trainers.

The specific objectives are as follows:

- To become familiar with the national and international normative reference framework in the field of hate crime.
- To analyse the response instruments and the role of the institutions and actors involved in relation to the care of victims of hate crime.
- To deepen investigation procedures and criminal intelligence in relation to hate crimes.
- Complementarily, the course aims to raise awareness of the need to place victims at the centre of all actions, seeking their protection, assistance and recovery; to advance in the need to offer a multidisciplinary and coordinated response between the different operators; and to establish networks between the different actors participating in the training activities.

Stimulus/Rationale: The first University Course on Hate Crimes was implemented in the frame of the Action Plan to Combat Hate Crimes of the Ministry of Interior. The activity was implemented at the request of the Director General of the Guardia Civil by the Guardia Civil University Centre (CUGC) through its academic portfolio available online at www.cugc.es, and accessible in several languages. The course corresponds to 18 European credits (ECTS) and 450 hours of students' work. It is done in hybrid mode in accordance with the quality standards of the European Higher Education Area (EHEA) arising from the Bologna Declaration, as it applies to the CUGC as a European Higher Education Institution recognised by the European Commission, with the granting of the ERASMUS+ Charter.

Process: The course had a teaching load of 18 European ECTS credits, representing 450 hours total of students' work, through three distance learning modules of one month each, available in the virtual

classroom of the CUGC (www.cugc.es). This was followed by a one-week on-site period in the form of a seminar and workshops with conferences and other activities related to all the modules.

- Module I. Framework of reference in hate crimes (6 ECTS)
- Module II. Care for victims of hate crimes (6 ECTS)
- Module III: Criminal intelligence and investigations against hate crimes (6 ECTS)

The University Course on Hate Crimes is taught by the CUGC following the monitoring of quality standards established in the European Higher Education Area, in collaboration with the Intelligence Headquarters of the Guardia Civil, which has national responsibility for ensuring that hate crimes have an effective police response.

The University Centre of the Guardia Civil is located in Aranjuez (Madrid) near the Guardia Civil Officers' Academy. It can be attached, by means of the corresponding agreement, to one or more public universities in order to provide the official university courses agreed by the Ministries of Defence and Interior in accordance with the requirements of professional practice in the Guardia Civil. The Centre is owned by the Ministry of the Interior through the Directorate General of Guardia Civil.

Further information:

- Royal Decree 1959/2009, of 18 December, creating the University Centre of the Guardia Civil: <https://www.boe.es/boe/dias/2009/12/19/pdfs/BOE-A-2009-20386.pdf>
- University Centre of the Guardia Civil <https://www.cugc.es/>

<https://www.cugc.es/estudios-titulos-propios/titulos-propios/experto-universitario/experto-odio/presentacion-del-curso-odio>

Local Community Learning Against Racism, Xenophobia and Hate Speech (CLARA)

Type: project

Area of intervention: human rights and security

Duration: 30 months (2 years and a half): From September 2019 to March 2022.

Purpose: This project aimed to promote capacity building among local authorities, local police services and local communities to prevent, identify and fight against racist and xenophobic incidents. To do that, the project created local learning communities known as “Comunidades Locales de Aprendizaje” which are a scientifically proven good practice for learning (from now on, CLAPs).

Stimulus/Rationale: The project followed a model of support and monitoring to victims of hate crimes; it also incorporated lessons learned from other European experiences and transferred the results and outputs generated to other similar projects.

Process: During the duration of the CLARA Project, 7 learning local communities (CLAPs) were created in the cities of Elche, Fuenlabrada, Getafe, Leganés, Madrid, Málaga and Pamplona. 136 police officers and 65 local entities and civil society organisations participated in the project. All CLAPs were expertly advised by the University of Salamanca.

All CLAPs went through a common teaching programme, drafted from a methodological guideline manual, that included learning sessions about hate incidents/crimes; concepts and norms referring to

social problems; current situations, rights and demands of discriminated groups; police proceedings, etc. Hereafter, the CLAPs developed specific work such as police proceedings protocols, established specific units in their municipalities to fight hate crimes, and developed cooperation and communication protocols between community police services, local entities and civil society organisations.

The activities developed throughout the CLARA project were divided into three phases:

1. Awareness-raising phase (from September 2019 to January 2021)

The scientific learning programme for CLAPs' coordinators and facilitators took place. The University of Salamanca drafted the "methodological guidelines for CLAPs" to promote the establishment of CLAPs. The design of their goals, the design of the teaching programmes, and the operating guidelines (learning programme) developed during the awareness-raising phase and can be consulted here: <https://proyecto clara.es/>. In addition, CLAPs coordinators and facilitators visited the **Bradford** Hate Crime Alliance to exchange experiences and learn about their collaboration practices between police services and civil society organisations.

The first phase of implementation included the first CLAPs national level meeting, celebrated in Madrid. This targeted coordinators and facilitators to train them on anti-racism and xenophobia (sponsored by the Observatory on Racism and Xenophobia) and on their duties into the CLAPs (sponsored by the University of Salamanca), among others.

2. Decision making phase (scheduled for March 2020, but delayed for 6 months due to COVID-19 situation)

CLAPs constitution: Local stakeholders merged into Local Community Learning (CLAPs) in order to go through the teaching programme and work across the common projects.

During this phase, CLAPs received specific teaching sessions and were involved in several decision-making session under a collaborative and horizontal dialogue model. Each CLAP designed and selected the common projects and the specific learning programmes in which they wanted to participate individually, depending on their preferences.

3. Consolidation phase (From March 2021 to March 2022)

During the consolidation phase, the common projects previously selected started in each CLAP and most of the learning sessions took place. The learning sessions were variable in each CLAP, with some common points but adapted to the specific characteristics of each one. Issues and topics covered during the learning sessions in each CLAP are available for consultation here: <https://proyecto clara.es/wp-content/uploads/2022/01/Publicacion-Final-CLARA.pdf>

During this phase, two national meetings took place: one in April 2021 to follow the progression of CLAPs' work, the other in November 2021 to evaluate goals and objectives achieved so far.

In this final phase, CLAPs carried out extra activities such as visits to places of interest (mosques, synagogues, police services offices, civil society associations, etc.); participatory dynamics to build a sense of group among the CLAPs; quizzes, games and other learning strategies and dynamics.

All CLAPs' coordinators and facilitators went through an initial teaching programme to promote: the CLAPs creation, the design of their goals, the design of the specific teaching programmes, and the operating guidelines.

Later, CLAPs went through a specific teaching programme and worked on common projects that they had agreed upon previously. The resulting common projects and the CLAPs involved in the projects were:

- Learning projects: learning plans addressed to police services workers about hate incidents/crimes, Getafe and Málaga CLAPs.
- Investigation: Police units to tackle hate crimes and diversity, Elche, Getafe and Málaga CLAPs.
- Intervention: Guidelines to tackle hate incidents/crimes, Getafe, Leganés, Madrid and Málaga CLAPs.
- Problem solving Mediators officers: Madrid CLAP.
- Community development: agreements, pacts, collaborations between social and institutional agents, Fuenlabrada, Getafe, Leganés and Pamplona CLAPs.

Impact/outcomes: During the work of CLAPs, the project partners carried out a mixed data collection strategy for evaluation purposes. This consisted of the implementation of 3 surveys addressed to all CLAPs participants in the different project phases (281 respondents) and a series of interviews during the national meetings (27 interviews). A final project evaluation report gathered the results from the whole data collected (<https://proyecto clara.es/wp-content/uploads/2022/01/Publicacion-Final-CLARA.pdf>). Highlights from the results include the following:

- CLAPs maintained a high level of compromise and participation in the different phases of the project
- CLAPs showed a high level of satisfaction with the organisation and logistics of the learning sessions.
- CLAPs showed a high level of satisfaction as regards content and materials.
- The learning methodologies were evaluated as very satisfactory, especially presentations, debates and life stories.
- The learning programme had the effect of reducing initial prejudices and increasing trust among stakeholders.
- According to the results, one of the most valuable aspects of the project was the opportunity to work together and share a common working space.

Additionally, each CLAP evaluated its actions and outputs and produced a final report or presentation to disseminate the results (<https://proyecto clara.es/resultados-de-las-claps>). Finally, the project partners published a transferability report in order to facilitate the replication or continuation of the project in the future (<https://proyecto clara.es/transferibilidad>).

Further information:

Leading authority: Madrid City Council (coordinator)

Implementing partners:

- Elche City Council,
- Fuenlabrada City Council,
- Getafe City Council,

- Leganés City Council,
- Málaga City Council,
- Pamplona City Council,
- Spanish Observatory on Racism and Xenophobia (Ministry of Inclusion, Social Security and Migrations),
- 'Dinamia' social cooperative,
- Bradford Hate Crime Alliance &
- University of Salamanca

Website of the Clara project: <https://proyecto clara.es/>

Further information about common projects can be found here: <https://proyecto clara.es/resultados-de-las-claps>

CATALONIA: Bill against racism in all its forms and expressions

Type: policy

Area of intervention: human rights and anti-discrimination

Elaboration period: December 2021-November 2022

Purpose: The main objective of the bill is to promote a specific public policy to eradicate racism in all its dimensions and manifestations: structural, institutional and social, as well as enabling the creation, implementation and harmonisation of regulatory and institutional frameworks to promote a coordinated action to move toward racial justice and effective and real equality.

Ultimately, the law's main objective is to eradicate segregation, exclusion, discrimination and/or violence that people suffer based on "race" or a background of migration, while guaranteeing their right to a life free of racism.

Stimulus/Rationale: This objective seeks to enhance active participation in the host society under equal conditions and promotes the sense of belonging and inclusion of newcomers from the anti-racism perspective. The Bill has been an initiative of the Ministry of Equality and Feminisms (Government of Catalonia).

Process: The elaboration process consisted of two phases.

- Phase 1 - Participation: public consultation on the draft bill against racism to obtain information from citizens, entities, social organisations, groups not formally constituted and other key agents on: identification of the problem, coping strategies and specific action measures.
- Phase 2 - Feedback sessions with the participants and elected officials. With all the information collected, the University of Girona (UdG) produced a report that analysed all the statements of racism and presented proposals to fight it. A legal team turned it into law and submitted it for a vote in the Parliament of Catalonia.

Public consultations were conducted across different regions through 30 sessions, engaging over 700 participants, including experts, professionals, and, most importantly, individuals directly affected by racism. These activities comprised primary participatory process sessions, in-person feedback sessions, on-site discussions of specific themes, interdepartmental online meetings, and virtual dialogues with social and political stakeholders.

Impact/outcomes: The elaboration of the law against racism in all its forms and expressions has been both a work-process and a community participation methodology. This methodology provided key tools to reach as many people and problems as possible and to sustain debates and inputs. It also ensured that both the process and the results are truly transformative.

CATALONIA: Commitment of the Government of Catalonia for a Racism-Free Region - 70 measures for social and institutional transformation

Type: action plan

Area of Intervention: human rights and anti-discrimination

Duration/Elaboration Period: 2023-2025

Purpose: The initiative's main goals include establishing an interdepartmental action plan for mainstreaming antiracism. It recognises racism as a structural matrix of discrimination in Catalan society and emphasises that administrations are not exempt from this issue. The Action Plan represents an initial set of actions across various departments to address the problem of racism, involving 42 directorates directly. The Plan is structured around three key axes:

- Ensuring equitable access to rights and living conditions (32 measures) to guarantee access to rights and services for the entire population, free from any discriminatory treatment and with a focus on individual dignity and living conditions.
- Memory, understanding of racism and reparation (22 measures) to acknowledge racism, encompassing its historical roots and current manifestations, detect it, and generate preventive, corrective, and reparative measures, along with support for victims.
- Transformation of public administration (16 measures) to ensure exemplary conduct by public administrations in their interactions with citizens, in policy planning, and their capacity to become agents of social change.

Stimulus/Rationale: The Government of Catalonia acknowledges racism as a deeply rooted form of structural discrimination within Catalan society. It holds a dual responsibility: to confront not only the discrimination stemming from its own policies but also the systemic racism prevalent in society. While a detailed four-year plan involving multiple government departments to address racism systematically is in development, this initial Action Plan initiates measures to tackle a range of issues within the Government of Catalonia's authority. These areas encompass diverse fields such as healthcare, education, security, housing, and climate action, among others.

Process: In 2022, a participatory process associated with the forthcoming Law Against Racism in All Its Forms and Expressions conducted a comprehensive analysis of how racism operates. Alongside proposals for the law, government action initiatives were identified. During the first half of 2023, the Directorate-General for Migration, Asylum and Antiracism (DGMRA) engaged in political meetings with 42 Directorates-General across all Ministries of the Government of Catalonia. Within this framework, a political consensus was forged based on the participatory process to establish this initial anti-racism initiative. Technical guidance was provided regarding the most suitable methodology for implementing these measures. In this context, the DGMRA, in addition to leveraging the sector-specific knowledge of each Ministry, offered recommendations for integrating an antiracist perspective. On 10 October 2023, the Plan was introduced to civil society and professionals from both

the Government and local entities, as well as the third sector. The implementation of the initial sets of measures started in the autumn of 2023 and will continue through 2024 and 2025.

Impact/Outcomes: The outcomes of this initiative encompass the full commitment of the Government of Catalonia to integrate an antiracist perspective, the implementation of targeted programmes to combat racism, the reassessment of programmes from an antiracist standpoint, enhanced training for administrative professionals in combating racism, and the creation of tools to address racism.

Further Information: In 2024, the Action Plan will be incorporated into the Citizenship and Migration Plan as a separate axis for combating racism. This will provide additional resources and structure to the government's commitment to combat racism.

FUENLABRADA: Migrants Labour Integration Model based on Acculturation Project (MILMA)

Type: project

Area of intervention: inclusion; business and employment

Purpose: The aim is to foster inclusion through access to employment for immigrants based on a collaborative process focusing on mutual support, skills acquisition, and creation of practical experience aimed at market niches of employment with present and future projection. The promotion of the integration of immigrants has been addressed from the perspective of social inclusion, based on the evidence that integration is most successful when there is meaningful contact between locals and immigrants, based on mutual collaboration, and institutionally engineered. To this end, some Experimental Teams of Employment and Integration (ETEIs) were set up to give the opportunity to local and immigrants to carry out a mutual learning process to improve their chances of accessing the jobs market (through the improvement of their employability and technical capacity development practices). In addition, and in order to fight against exclusion processes, the process of mutual knowledge will help increasing the participation of immigrants in the social fabric, facilitating their personal development as well as improving their socio-economic conditions, supporting the strengthening of social cohesion for the benefits of everyone. Building on this pilot experience, a proposal will be made to create a change in the conditions of access to labour market for both the immigrant and local populations, since the experimental formative process carried out will be oriented to the identification of future and present potential employment niches.

Stimulus/Rationale: Integration of immigrants and lack of employment are two of the most important challenges faced by Fuenlabrada. Considering that access to employment for immigrants is one of the fundamental elements of inclusion, the high level of local unemployment associated to processes of exclusion represents a limiting barrier. Fuenlabrada is a municipality located in the south of the metropolitan area of Madrid which, between 1980 and 2016, has experienced a strong population growth, going from 78.096 to 199.961 inhabitants in 2016. This has been the result of, among other factors, a sustained migratory process at national and international levels. In 2016 the number of immigrants in Fuenlabrada reached 25.303 people, including 32.8% from Africa and 18.9% from Latin America. As a result of these people flows, Fuenlabrada is characterised by a highly diverse population, requiring extensive work towards migrant integration. This project addresses this need through an innovative scheme and with an approach based on intercultural interactions and increased social cohesion. Today, and mainly in the old town of Fuenlabrada, there are no real places and mechanisms

for meaningful exchanges to happen between locals and immigrants, which results in the lack of communication and mutual understanding. In addition, processes of territorial isolation are feeding this gap with risks for the future if the current circumstances would be aggravated and become driver factors for radicalisation processes. There is also a real problem in the difficulty of access to the employment for a large part of Fuenlabrada's inhabitants. In 2015, the total number of unemployed people reached 18.393, of which 12.2% were foreigners. The most affected groups are those who possess primary studies certificate, and secondary education (with or without graduate school), representing 72.4% of the total unemployed population. Their difficulty in accessing the labour market is hindering their personal development and putting at stake their potential for social integration. In terms of the society, the risks associated with the lack of intercultural interaction are the lack of mutual understanding, an increase in discriminatory or racist behaviours, difficulties of integration, and tendency to isolation which are all weakening social cohesion in the municipality.

Ghettoisation of disadvantaged neighbourhoods is also increasing. Economically, there is a clear mismatch between potential employment opportunities that have arisen in new niches, and the existing training offer. In this context, Fuenlabrada is a representative test bed with potential to scale up successful experiences at the European level.

Process: The process was structured around the development of products/services that are already being demanded in the market, completed by a process of skills acquisition to develop real professional experiences. Close contacts with private companies were also established as they were offered to participate in the co-design of content and of technical trainings.

Impact: Milma has addressed many challenges, in areas of big current concern, namely:

- the green transition with the creation of the Urban Recycling Lab;
- the democratic transition, with the method of finding out who each person is and what they want/are capable of;
- the digital transition, with the drone lab;
- the health transition with the hospital wardens;
- the food transition with the garden assistant.

“The legacy of the project is even further strengthened by the principle of respect towards all the inhabitants and the profound conviction of the partners of the project that working together for the benefit of the city and its inhabitants is worth it. MILMA made these elements come into being by managing this collective energy and giving it the added value, it deserves, though, being close to the inhabitants and knowing what their needs are. This has allowed the MILMA project to be symbolically at the centre of the development of the ethos of the city, developing its identity in all directions.”
WOLKOWINSKI, 2022.

Further information:

- MILMA Journal n° 06, Peter Wolkowski UIA Expert, July 2022.
- Systematisation report, SOCIAL GOB, 2021.

UNITED KINGDOM

Inclusive Britain Action Plan

Type: action plan

Area of intervention: human rights and anti-discrimination

Duration: 2022 – Ongoing

Purpose: In the UK, we have made great strides towards becoming a fairer, more inclusive society. However, we know that we must do more to tackle negative racial disparities, promote unity and build a fairer Britain for all. That is why the UK Government announced an ambitious Inclusive Britain action plan in March 2022. It is a strategy which aims to increase trust in our institutions; promote equality of opportunity; and encourage a greater sense of belonging in our multi-ethnic British society

Stimulus/Rationale: This Action Plan has been developed in response to the recommendations made by the independent Sewell Commission on Race and Ethnic Disparities in 2021. The Commission took an evidence-led approach and put forward 24 recommendations spanning crime and policing, education, health and employment. It found that the UK has made enormous progress as a multiracial society over the last 50 years, but that there is more work to do. The UK Government acknowledges there are barriers which can block the way for success for some people from ethnic minority backgrounds. The Inclusive Britain Action Plan enables us to dismantle such barriers.

Process: Inclusive Britain sets out a two-year plan to tackle entrenched disparities. It contains 74 tailored actions to tackle long-standing disparities in education, health, criminal justice and in the workplace. These actions have been embedded in legislative proposals, policy initiatives, and delivery plans across the UK Government.

An example of some of the measures included are as follows:

- Developing a new knowledge-rich Model History Curriculum by 2024 to support high-quality teaching of our complex past;
- Working with a new panel of academics and business people to promote fairness in the workplace;
- Developing a new, national framework for how the use of police powers, such as stop and search, are scrutinised at a local level in order to enhance trust and strengthen relations between police forces and the communities they serve; and
- Taking a number of steps to improve the diversity of police forces and the judiciary.
- The UK Government published an update report in April 2023 which sets out the extensive progress made in delivering the Inclusive Britain action plan. The UK Government will work to deliver the remaining actions over the next year and provide another update in March 2024 on the further progress that has been made.

Impact: To date, the UK Government has completed 32 of the actions, and is continuing to make good progress in delivering the remainder. Particular highlights include:

- Publishing new guidance for employers on how to measure, report on and address any ethnicity pay gaps within their workforce;
- Funding a national recruitment campaign to find more adoptive parents, including those from an ethnic minority background, to improve adoption rates for ethnic minority children;

- Supporting a number of police forces to trial the effect of an automatic 'opt-in' for young people to receive independent legal advice in police custody, which we hope will lead to better outcomes for young people;
- Publishing our ambitious schools white paper and providing targeted support for those pupils who need it, especially the most vulnerable and disadvantaged;
- Publishing updated guidance on positive action so employers who use this measure to widen opportunities can do so in a way that is consistent with equalities legislation.

Further information:

Inclusive Britain Action Plan can be found online at: <https://www.gov.uk/government/publications/inclusive-britain-action-plan-government-response-to-the-commission-on-race-and-ethnic-disparities>

The one year on update report on the Action plan, published on 17 April 2023 can be found online at: <https://www.gov.uk/government/publications/inclusive-britain-update-report>

BRADFORD: How Bradford Women's community group became part of the Bangla Bantams supporters' group for Bradford City Football Club

Type: initiative

Area of intervention: inclusion

Duration: Established in 2015. Latest development – £1.3 million sports complex 2022.

Purpose: To facilitate improvements in integration of local Bangladeshi community into the Football club which sits within their neighbourhood, but which was predominantly attended by White/White British supporters. To improve feelings of safety around the ground and in neighbourhood on match days. To improve relations between existing football fans and local ethnic minority residents. Unity via football.

Stimulus/Rationale: BEAP Community Centre and Bradford City Football Club, Valley Parade sit next door to each other, in the heart of Manningham. Both facilities are positioned in a built-up area with traditional back-to-back terraced properties, and home to Bengali families. In the old days' families used to watch the match from their attic window, before they built-up the stadium.

Process: Humayun Islam, Chief Executive for BEAP Community Centre is the founder of Bangla Bantams, a group of local Bangladeshi women who were given the opportunity to become football supporters at Bradford City. Through forming partnerships with the club, and support from Anwar Uddin (the first British Bangladeshi to play in the football league) local women were the first to lead the way and attend a football match. The ladies started to attract attention with their flags, food and photos with other supporters, which started to go viral on social media. People started to talk about Bangla Bantams and the ladies became regulars at the game.

During their first match one of the ladies was very anxious and concerned about what people would think and how they were going to react, but she was quickly reassured and they were soon chanting football songs with the rest of the supporters. The ladies had Samosa and Pakoras during half time which attracted the attention of other supporters and fostered a natural conversation with other fans, through the sharing of food. This helped to breakdown some of those barriers and alleviate some of

the negative fears that football can portray, giving the ladies an opportunity to experience a match, and a feeling a sense of belonging to their local club, located right in the heart of their community.

Towards the end of the game Bradford City needed to score so one of the ladies said a prayer 'I love Bradford City so much, I know it rains so much, wind and never enough car parking, all these things are your blessings' and they scored. The Bangla Bantams Supporters Group was born².

Impact/outcomes: Bangla Bantams are now leading the way as the first South Asian supporters' group and through Humayun's connections helped other premier football clubs and local fans find different ways to connect and enjoy match experiences. Other clubs include Manchester City Bengal Blues, and Liverpool Deshi Reds, as well as helping other clubs, such as Oldham Athletics and Scunthorpe United.³

The group also won the FSA Fans for Diversity Award 2017, British Muslim Awards 2020 for the 'social inclusion group of the year'. The group also have their very own BBC drama played by Actors; Nina Wadia and Sudha Bhuchar which shows how a Bradford women's community group became part of the supporters' group for Bradford City Football.⁴

BEAP, in partnership with Bradford Council secured £1.3 million from Football Foundation, Sport England, West County FA for the new Midland Road Sports Complex. The facilities include three 4G football pitches for five and seven-a-side matches, new changing rooms and more, giving local people the opportunity to experience football in a positive, safe and fun way. This is also creating a pathway to Bradford City FC for locally talented footballers to attend trials, and potentially play professional football.

Kids who don't make the trials will be given other opportunities to develop their sporting ambitions, such as coaching, referee, umpire and other sports opportunities through accredited courses. The complex will also become a Fan Zone (#fanzone@officialbantams) on match days as the new complex sits next door to Bradford City Football Club. Bantam fans and their away counterparts can meet at the complex over a coffee, game of pool or have a friendly game of football. BEAP and [Bradford City Community Foundation](#) (Bradford City's Charity) also team up to use the facilities for community activities, throughout the week as well as on Bantam match days.

Humayun and the Board, staff and volunteers have worked hard to meet the needs of the local community by creating opportunities, realising potential, and achieving excellence, which are BEAP's main objectives. Through the delivery of services and projects, the centre is helping to revitalise Bradford's working-class communities through investment of time and money, recognising the strengths of cultural identity and the uniqueness and additionality this brings to the community and the Bantams. The centre is helping communities to find common ground, by supporting local people to form and action their own agendas for positive change.

The future is bright and exciting for local communities in Manningham and the wider District of Bradford. The new facility provides the resource for BEAP's marketing strategy and plans going forward, by using sport and education. Bangla Bantams, the forming of new partnerships, such as the

² See: <https://www.youtube.com/watch?v=EpS612Fo-fs>

³ See: <https://thefsa.org.uk/news/bangla-bantams-drive-creates-football-facilities-for-all-fans/>

⁴ See : <https://www.bbc.co.uk/sounds/play/m0013rnr>

University of Bradford City, links to Lancashire Cricket, Bradford Bulls, British Army and more will help to build trust, provide inclusion, opportunities, and empower communities to do the same.

Further information:

- BBC Radio Drama about Bangla Bantams: <https://www.bbc.co.uk/sounds/play/m0013rnr>
- BBC News Video: <https://www.bbc.co.uk/news/av/uk-47545056>
- YouTube: <https://www.youtube.com/watch?v=EpS612Fo-fs>
- Bangla Bantams: <https://twitter.com/BanglaBantams>
- Bradford City FC Community Foundation: https://twitter.com/bcafc_cf

CROATIA

Research on the role of the media in shaping Croatian public opinion regarding forced migration and publication of Recommendations for media coverage about migrants and refugees

Type: activity / policy

Area of intervention: inclusive and alternative narratives and communication

Duration: 2021 - 2022

Purpose: To raise awareness regarding the role and the potential of the media in shaping Croatian public opinion regarding forced migration and, consequently, in the integration of migrants, with special emphasis on persons granted international protection, into the host society. To issue Recommendations for media coverage of migrants and refugees and to contribute to enhancing standards in media coverage.

Stimulus/Rationale: The evaluation of the integration framework found that it is necessary to direct additional efforts to sensitize the general public and, in particular, local communities, about the specific needs of persons granted international protection and their vulnerability, as well as about the cultural and traditional peculiarities of new fellow citizens, with the aim of encouraging intercultural sensitivity and dialogue that will contribute to reducing social prejudices.

Process: The research analysed the dominant topics of media reporting by media with national reach, whose enhanced interest in the topic of migration and refugees arose during the so-called migrant crisis (2015/16) and continued after the closure of Balkan corridor. In addition, the research included regional and local media that followed the process of arrival, acceptance and early integration of citizen of third countries with approved international protection, who came to Croatia from 2017 to 2019 via the relocation programme. Findings of the research were summed up in the publication *Media Representation of Migration: Discursive Constructions of Migrants, Refugees and Asylum Seekers in the Croatian Media*, which contains Recommendations for media coverage of migrants and refugees. The publication was presented at a round table held on 6 July 2022 at Hotel Dubrovnik in Zagreb by the authors - Ph. D. Helena Popović, Ph. D. Kruno Kadrov and Ph. D. Drago Župarić-Iljić from the Faculty of Philosophy, University of Zagreb, and reviewer Ph. D. Margareta Gregurović from Institute for migration and ethnic studies.

Impact/outcomes: Publication of Recommendations for media coverage of migrants and refugees.

Further information:

- [Publication *Media Representation of Migration: Discursive Constructions of Migrants, Refugees and Asylum Seekers in the Croatian Media*](#), Ph. D. Helena Popović, Ph. D. Kruno Kadrov and Ph. D. Drago Župarić-Iljić
- [Recommendations for media coverage of migrants and refugees](#)

ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE AND THE ITALIAN NETWORK OF INTERCULTURAL CITIES: #Diversamente – Youth against discrimination (multistakeholder)

Type: project

Area of intervention: inclusive and alternative narratives and communication

Duration: November 2022, for 24 months

Purpose: To build capacity of young people and of the educating community as leaders of positive change in promoting the construction of more inclusive cities and societies that value diversity as a strength.

The project *#DiversaMente – Youth against discrimination* is being implemented in 5 Italian cities that are member of the Italian network of Intercultural Cities (Milan, Montesilvano, Pontedera, Turin and Reggio Emilia).

Stimulus/Rationale: Racism, intolerance and hate speech have increased in Italy with episodes of discrimination also on the rise among young people, inside and outside school, in formal and informal spaces where youth gather. In the *SottoSopra* survey, conducted by Save the Children in secondary schools, more than 3 out of 5 students declared that they had been victims of discrimination and have first-hand experience of violence or threats and almost 9 out of 10 were direct witnesses of discriminatory behaviour towards their friends and companions.

Within the project Youth Spaces Free of Rumours⁵, it also emerged that within youth groups there is a strong incidence of discrimination between and against young people: homosexuality, belonging to the Roma community, obesity and being black are the main “labels” for which people risk being discriminated against, followed by being perceived as Muslim, poor or having a disability.

The significant presence of stereotypes, prejudices and discrimination prevents society from fully valuing diversity, negatively impacting the construction of inclusive cities and the sense of belonging to a global community.

Process: Through a strategy based on the intercultural approach, as well as on bottom-up participation in the implementation of the anti-rumours methodology developed by the Council of Europe, the project contributes to the prevention and fight against discrimination by promoting active citizenship and participation of young people at the local and national. Young people are involved in the co-planning of the cities’ anti-rumours strategies and other actions to combat discrimination and engage in promoting those within youth spaces and throughout the city, with the support of participating local authorities. Thanks to the setting-up of a “young anti-rumours network”, the awareness-raising events and campaigns are organised to bring the voice of young people into the policies to combat discrimination.

On top of a multi-stakeholder partnership including civil society organisations in the 5 participating cities, the project counts on the direct support and contribution of the municipalities of Turin and

⁵ Project implemented in November 2021 – April 2022, with funding from the Italian Presidency of the Council of Ministers, Department for Family policies, by the intercultural cities of: Milan, Turin, Reggio Emilia, Modena, Casalecchio di Reno, Venice, Novellara, Palermo.

Milan, the Council of Europe, the UNAR – National Office Against Racial Discrimination and UNITED for Intercultural Action (a network of 560 European youth organisations). The project's activities include:

- Anti-rumours methodology training for mediators, facilitators and educators;
- The creation of a *Community of practice* to share experiences and knowledge;
- A capacity building programme for young people that explores in depth the topics of diversities and discrimination, with methodologies that place youth at the centre of change;
- Non-formal education and *Edutainment* (education and entertainment) activities with the creation of an innovative "Escape rumours" that will facilitate the active involvement of young people on the topic of anti-discrimination.

Impact/outcomes: it is expected that by the end of the project:

- 260 young persons will have been involved in co-planning and implementing Anti-Rumours activities in the 5 participating cities, working together with local stakeholders to establish youth spaces "free from prejudice" and to organize events to give them voice and visibility, reaching more than 1,360 young people attending youth centres and 2,500 citizens;
- Young activists from the 5 participating cities will be able to reach new spheres of influence, strengthening their role as *change-makers* also at the national level, by establishing a national network of "Anti-Rumours Youth" that will co-design and implement advocacy activities addressed to 60 national institutions, as well as awareness raising campaigns for the public at large (200,000 people reached);
- 60 operators and 350 young people from 5 Italian cities will have improved their skills to enhance diversity and fight discrimination;
- The Italian network of "Anti-Rumours Youth" will positively influence the design of nationwide public policies and the awareness-raising of citizens to enhance and value diversities.

Further information: the project is implemented in cooperation with the following partners:

- Fondazione Giangiacomo Feltrinelli
- Movimentazioni APS
- Comune di Montesilvano
- ARCI comitato territoriale Valdera – APS
- Comune di Pontedera
- Giro del Cielo SCS
- Comune di Reggio Emilia
- Associazione di promozione sociale Rete delle Case del Quartiere

SPAIN

Gestión y Atención a la diversidad en la Función Pública. *Diversity management in the public services*

Type: project

Area of intervention: Public services

Duration: ongoing. Launched in January 2020

Purpose: The project seeks to contribute to raising awareness and training civil servants in diversity management and in the promotion of equal treatment and non-discrimination.

Stimulus/Rationale: Civil servants have a fundamental role to play in the defence of equality and in the fight against racism, xenophobia and any other form of intolerance or discrimination. Respectful and inclusive treatment and the protection of people's rights, whatever their cultural origins or characteristics, fosters high quality public services orientated towards the defence of human rights and the maintenance of a democratic society. To this end, public workers must be equipped with the necessary tools and skills to manage diversity; to learn to identify the difficulties that people from other countries face when moving within our systems, which they are unfamiliar with; and to recognize and manage their own prejudices.

For all these reasons, this project was launched in 2020, targeting civil servants of the national, regional and local administrations, with the purpose of contributing to promote equal treatment and the fight against discrimination both at a social level, as well as in the workplace and in the provision of public services.

Process: The activities implemented include:

- [Campaign "I am public services"](#). This is both a resources area and a collective action to incorporate diversity in Public Administrations. Its purpose is to provide free and accessible training materials so that, above all, public service workers, but also citizens, understand how discrimination and racism operate in the Spanish State, and are trained to question and confront institutional racism both individually and collectively. The materials produced include: a campaign website, posters, videos, leaflets, stickers, news, articles and specialised documents, and other documentation of interest.
- Guide "[Inclusive public services. Guide for the application of the intercultural and anti-racist approach in the management of public services](#)". The Guide aims to contribute to the provision of quality and effective public services to a diverse citizenship. To this end, the guide provides criteria and practical tools to incorporate the intercultural and anti-racist approach in the management of public services in accordance with current legislation.
- [Training courses](#) on "Diversity management in public administration: inclusive and anti-racist public services" and on "Adolescence, social networks and hate speech" (30-hour online courses, accredited at university level). From 2020 to 2022, 23 editions have been developed.
- [Webinars and virtual meetings](#): virtual meetings and interviews related to diversity and public administrations, with the participation of experts and anti-racist movements, through the Facebook live channel #Yosoy serviciospúblicos. 7 meetings held.
- [Kit inclusive public services](#) - I am public services (yosoy serviciospublicos.es): awareness raising materials, legislation, videos and anti-racist library.

Impact/outcomes: Results attained during the period 2020, 2021 and 2022 (quantitative and qualitative) are:

- Number of civil servants trained: 1.166.
- Average evaluation of the training courses: 4.7 out of a maximum score of 5.
- Sectors of the administration most represented in the training: education, local administration, social services, employment services, sport and culture, security forces, health.
- Public employees who pre-register or apply for training: 2.784.

- Web visits: 111.185.
- Participants in virtual meetings: 8.298.
- Downloads of online materials (Guide, videos, reports, posters): 11.718.
- Printed material distributed: 45.000.

Further information:

Leading authorities: The project is led by the Federación de Servicios Públicos de la Unión General de Trabajadores (UGT-SP) (Federation of Public Services of the Spanish General Workers Union) and the Spanish Observatory on Racism and Xenophobia (OBERAXE) (Directorate- General for Humanitarian Attention and Social Inclusion of Immigrants; Secretary of State for Migration – Spanish Ministry of Inclusion, Social Security and Migration).

Implementing partners: The project is funded by the Directorate General for Humanitarian Attention and Social Inclusion of Immigration of the Ministry of Inclusion, Social Security and Migration (MISSM) and co-financed by the European Union's Asylum, Migration and Integration Fund (AMIF).

<https://www.yosoy serviciospublicos.es/>

BILBAO: Anti-rumours strategy

Type: policy and project

Area of intervention: inclusive and alternative narratives and communication

Purpose: The Anti-Rumours Strategy is a long-term process of social change. It seeks to prevent discrimination, improve coexistence, and harness the potential of diversity by triggering a change in perceptions, attitudes, and behaviours among the general population and specific target groups.

The main objectives are to:

- engage and empower a wide range of stakeholders and citizens by implementing a local public policy and building a cooperative multi-level social platform within the framework of a long-term “anti-rumours city strategy”. More than 450 people from Bilbao are currently involved in the project.
- promote critical thinking and raise awareness of the negative effects of stereotypes, prejudices, and false rumours by implementing innovative and participative actions to reduce them, and challenging the negative narratives around diversity.
- influence the political and social agenda so that reducing prejudices and preventing discrimination is recognised as a crucial collective goal for society as a whole.

Stimulus/Rationale: Bilbao, similarly to all cities that have seen their diversity increase in recent years, is aware of the need for an intervention focused on preventing prejudices, stereotypes and rumours related to cultural diversity, origin, religion, languages, etc., as these are at the root of discriminatory behaviour. The city periodically carries out a barometer of perceptions towards the immigrant population, which identifies attitudes, prejudices and rumours related to immigration and their evolution over time.

Process: The project started in 2013 and has since then been developed to feature the following lines of action:

- **Network of anti-rumours agents in neighbourhoods**. The aim is to develop a citizen network made up of people able to have influence in different areas (social, cultural, artistic, educational, neighbourhoods, etc.) in order to achieve a greater awareness-raising effect in the districts. This line of project intervention includes training activities for the network, awareness-raising actions in neighbourhoods designed and implemented by the agents themselves, and regular meetings. The network of anti-rumours agents has its own budget. The network's dynamisation is carried out by an entity contracted by the City Council and trained on this specific issue. Awareness-raising activities include storytelling competitions, exhibitions, film forums, performance, information activities and others.

- **Youth**. Every year, different awareness-raising workshops are held in schools and municipal youth centres with methodologies adapted to young people. The City Council has its own publication related to anti-rumours dynamics.

- **Local administration**. Through the project, internal intervention is also developed in the municipal institution through specific training and awareness-raising actions. An anti-rumours module is included in the City Council's annual training plans for all municipal staff. Municipal services where this intervention can be carried out are also identified.

- **Communication and media**. The project has a strong communication and media impact component through press releases, publications on social networks, media seminars, development of audiovisual materials, etc.

Impact: The network of anti-rumours agents involves 480 people. Each year 130 people are trained and an average of 800 people take part in the different awareness-raising actions of the project. Anti-rumours workshops are held in more than 15 educational centres. In 2022, around 2,000 pupils participated in workshops. The Bilbao anti-rumours strategy is a strategic project included in the third Bilbao Intercultural City Plan of the Bilbao City Council, as well as in the Local Government Plan of the Municipality.

Further information:

- Annual meeting of the network of anti-rumours agents: https://www.youtube.com/watch?v=l8xwpwB7dsE&list=PL_E7cE9PsylnQZIdOiKQpK5xzdfNO2dXH
- [Anti-rumours Strategy](#)
- Manual on anti-rumours activities for youth: https://www.nadiesinfuturo.org/IMG/pdf/Manual_herramientas_antiRumor_para_jovenes.pdf (Spanish only)

BILBAO: DIVERSITOURS : real and virtual tours

Type: project

Area of intervention: social and political participation; inclusive and alternative narratives and communication

Purpose: This intercultural community project aims to put the focus on the contribution of migrant groups to the development of the city through guided tours in three neighbourhoods. The objectives of the project are to:

- CREATE MORE INCLUSIVE NEIGHBOURHOODS BY ENHANCING THE PRINCIPLE OF EQUALITY, RESPECT FOR AND RECOGNITION OF DIVERSITY AND POSITIVE INTERACTION between people from diverse backgrounds and participation as basic principles of the Intercultural Model of diversity management.
- CONNECT VISITORS with the history of the neighbourhoods and their vibrant communities, meeting places, businesses, places of worship and other social, economic and cultural manifestations.
- TRAIN people committed to a tolerant, critical, inclusive and intercultural citizenship, encouraging social responsibility.
- CONTRIBUTE TO THE FIGHT AGAINST NEGATIVE STEREOTYPES, hate speech and the global rise of extremism as well as to improve the image of involved neighbourhoods that have a strong social stigma.
- EMPOWER LOCAL NGOs, COLLECTIVES, MIGRANT COMMUNITIES and neighbourhoods' residents from diverse backgrounds and cultures who become content creators, project designers, storytellers and actors in the visits.
- Build a NEW NARRATIVE of these neighbourhoods that makes them more inclusive, emphasising the contribution of diversity to the social, economic and cultural development of the city.
- ATTRACT NEW VISITORS TO THESE NEIGHBOURHOODS by offering a community, responsible and intercultural tourism alternative.
- Boost Bilbao as a PIONEER CITY for the development of intercultural awareness contents using NEW TECHNOLOGIES (VIRTUAL REALITY) with a focus on citizen participation and training.
- Digitally train and promote the use of LEARNING AND COLLABORATION TECHNOLOGIES to facilitate processes of dialogue, co-creation and dissemination of inclusive digital narratives, considered tools for reflection and awareness-raising on the reception of migrants and refugees.
- Develop a project TRANSFERABLE to other territories and cities and SUSTAINABLE over time.

Stimulus/Rationale: DIVERSITOURS is an intercultural community project of guided tours in two formats, i.e. on-site and immersive Virtual Reality, to show the contribution and richness of cultural diversity to the development of three neighbourhoods of Bilbao: Bilbao la Vieja, San Francisco and Zabala. It offers the opportunity to walk through a territory with high cultural diversity, with a significant past and present history of migration and intercultural coexistence. The project has a strong element of citizen participation since the design of contents and execution of both on-site and virtual routes is carried out with neighbours of the involved areas, of diverse origins that bring the participants closer to places and experiences full of life and activity, excluded from the classic tourist tours of the city. Initially, it was promoted by Bilbao City Council and is currently led by two social entities, [KOOP SF34](#) and the cultural innovation association [MOVILTIK](#). In addition, the project involves the collective of young creators and content developers, [Kamanga Influencers Club](#).

Process: The project started in 2021 with the support the Council of Europe. A working process was developed with all the actors involved entailing the following stages:

- Selection of the territories;
- Selection of the coordinating team and the group of intercultural guides;
- Construction of a narrative for the neighbourhood;
- Training of intercultural guides;

- Design of the intercultural routes and maps of the visit;
- Implementation of the face-to-face routes;
- Design and production of content in Virtual Reality (VR) format;
- Implementation of the routes in VR format.

Impact: The effectiveness of the project can be observed from multiple perspectives: visit data, evaluation, communication and transferability.

The profile and scope of the people participating in the on-site visits has been diverse, including political representatives, municipal and provincial technical staff; technical team at national and European level (RECI- Intercultural Cities Network, European Youth Parliament Delegation, European Heritage Days); reaching also the international field through international delegations (a delegation from Cuba in the International Invisible Film Festival / The Wellbeing Summit) and of course the educational sphere with the participation of Entrepreneurial Leadership and Innovation Mondragon University students, University of Deusto, Harrobia Vocational Training and Educational Centres, during the years 2021-2023.

27 tours have been completed and 597 people have experienced the Diversitours on-site visits, 60% of them have been women, 50% have been young people under 25 years old, the vast majority are people who live in Bilbao or Bizkaia, only 5% have been foreign tourists.

More than 400 people enjoyed the virtual experience during the 2022 [Loturak Festival](#) (*Ties Festival*). The profile of the participants was made up of students from 7 schools in the city, and adults.

Diversitours won in the Eurocities Award 2023 in the category “From human global mobility to local community cohesion”.

Further information:

- [Methodological Guide for designing “Diversitours” - 2021](#)
<https://eurocities.eu/latest/bilbao-hamburg-and-london-triumph-at-eurocities-awards/>

BILBAO: Local award for migrant women

Type: awareness raising

Area of intervention: gender equality; inclusive narratives and communication

Purpose: The local award for migrant women is an initiative which recognises the contribution made by women of migrant origin and/or descent to the social and public life of the city of Bilbao; identifies role models; and gives recognition to diversity. Each year an award is granted to migrant women in six different categories: Community agent, Politician, Entrepreneur, Human Rights defender, Artist and Young Woman. An award ceremony, public events, awareness-raising activities and derived outputs such as documentaries, publications or workshops, contribute to the visibility of the initiative among the general public.

Stimulus/Rationale: Bilbao is an intercultural city and this presents opportunities in terms of cultural richness, while at the same time presenting new challenges for citizens, institutions and those who govern. Recognising and constructing new ways of relating to each other; identifying and fostering the strengths, knowledge and cultural accumulation of the different population groups and communities that are present in Bilbao is an opportunity, but also a necessity. Within these large and diverse population groups, the immigrant population shows great strengths, capacity for action and desire to

contribute to the social, political and economic development of the place that welcomes them. In particular, migrant women play an essential role as professionals, leaders, thinkers, politicians and entrepreneurs, while also being the driving force for the well-being and development of their families and other social circles. They represent more than 50% of the migrant population of Bilbao. Creating new narratives focusing on their contribution and avoiding prejudices and stereotypes is key.

This initiative is promoted by the Local Immigration Council of the Bilbao City Council. It is included in the third Bilbao Intercultural City Plan, which foresees empowerment for equality between women and men as a specific field of action.

Process: The project has been running since 2019. A call for women to apply for the awards is published annually.

The categories are defined as follows:

- Community agent: recognises and gives visibility to the work carried out by women in their neighbourhoods and communities, which is sometimes invisible, but of great importance for coexistence and social cohesion.
- Entrepreneur: includes female entrepreneurs carrying out sustainable and successful projects – individually, as a group or as an association – in any field.
- Politician: recognises migrant women who carry out political advocacy actions aimed at transforming public policies in any area of action as part of a political party or through other spaces for public participation or advocacy such as social entities.
- Artist: recognises migrant women who stand out in any type of discipline linked to arts, design, cultural production or other creative industries.
- Human Rights Defender: recognises migrant women with a track record in the defence of human rights, especially those that can be linked to Sustainable Development Goals.
- Young woman: recognises young migrant women up to 30 years of age with a track record in any of the categories listed above.

In addition to the public award ceremony and the official communication in the media, outputs are designed each year with the women participating in the initiative to raise awareness and shape the perception of migrant women in the municipality of Bilbao. For instance, a documentary has been produced and shown in cinemas and a programme of itinerant screenings was rolled out in strategic spaces. A publication has also been produced and includes interviews with the awarded women and different workshops have been developed with the women to build an empowerment project.

Impact: Since the launch of the local award for migrant women, 55 women of migrant origin or descent have participated. Each year, 6 women received awards and additional actions were carried out with all the women involved to raise awareness.

As a follow up to the awards, a project on empowerment will be launched in 2023. It aims at:

- building a network of women linked to the awards;
- empowering migrant women who have not yet been participated in the awards;
- creating links with other networks of women or with projects on empowerment that are being developed in Bilbao to offer spaces for interaction, knowledge-sharing, dialogue and mutual learning.

Further information:

- Documentary: <https://www.youtube.com/watch?v=6zC-0ZdR-MY>
- Award ceremony: <https://www.bilbao.eus/cs/Satellite/infobilbao/es/noticias/1279215186618?fbclid=IwAR23-Kimyxx48wv9E3Rj-82zPdLwRM99xw-dtmoc-75XhO1ZYEKgOi54Ixo>
- Annual call: https://www.bilbao.eus/cs/Satellite?c=BIO_Evento_FA&cid=1279220682447&language=es&pageid=3012566673&pagename=Bilbaonet%2FBIO_Evento_FA%2FBIO_Evento

BILBAO: Training and guide to intercultural competencies applied to the development of public administration projects

Type: project / policy

Area of intervention: public services

Duration: ongoing - 10 hours training module

Purpose: Mainstreaming the intercultural perspective in local projects led by the Bilbao City Council.

Process: This is an action led by the Bilbao City Council, in cooperation with the Association Matiz <https://asociacionmatiz.org/>. The training consists of a mix of theoretical and practical training based on the presentation of the concepts and terminology related to intercultural competences, to be delivered by a facilitator, following a Socratic methodology to enable interrelation, reflection, and exchange of ideas amongst participants.

The modules aim to:

1. Transpose the concept of intercultural competence and mainstreaming into practical language for the project design of the local administration officers.
2. Define the basic keys of an intercultural competent public action related to the project design
3. Build local administration staff's capacity in mainstreaming the intercultural approach in the project design.

The training sessions are built as follows:

Session 1: Intercultural coexistence
<ol style="list-style-type: none">1. Training needs and expectations of participants (<i>Questionnaire on intercultural competencies applied to the development of public administration projects</i>)2. Presentation and introduction to the training module3. Management models for immigration, cultural diversity and coexistence4. Principles of interculturality5. The dimensions of coexistence6. Intercultural mainstreaming
Session 2: Intercultural skills applied to project management (I)
<ol style="list-style-type: none">1. Intercultural skills2. Managing projects with an intercultural focus

<ul style="list-style-type: none"> a. Identifying the project 3. Designing and formulating the project
Session 3: Intercultural skills applied to project management (II)
<ul style="list-style-type: none"> 4. Managing projects with an intercultural focus (continued) <ul style="list-style-type: none"> a. Project execution and monitoring b. Evaluating the project 5. A central element: participation
Session 4: The dimension of promoting interculturality through public contracting and support lines
<ul style="list-style-type: none"> 1. Considerations for the promotion of interculturality through public contracting 2. Considerations for the promotion of interculturality through open calls and public support lines 3. The roles of people with political responsibility in promoting intercultural coexistence

Further information: [Guide to intercultural competencies](#)

FUENLABRADA: Anti-rumours strategy (ARS)

Type: policy and project

Area of intervention: inclusive and alternative narratives and communication

Duration: Since 2013

Purpose: The Anti-Rumours Strategy is designed following three main objectives:

- engaging and empowering a wide range of stakeholders and citizens by implementing a local public policy and building a cooperative multi-level social platform within the framework of a long-term “anti-rumours city strategy”.
- promoting critical thinking and raising awareness of the negative effects of stereotypes, prejudices, and false rumours by implementing innovative and participative actions to reduce them, and challenging the negative narratives around diversity.
- influencing the political and social agenda so that reducing prejudices and preventing discrimination is recognised as a crucial collective goal for society as a whole.

Stimulus/Rationale: The Anti-Rumours Strategy is a long-term process of social change. It seeks to prevent discrimination, improve coexistence, and harness the potential of diversity by triggering a change in perceptions, attitudes, and behaviours among the general population and specific target groups.

Process: The first step of the strategy is the identification and analysis of the rumours that have the strongest negative impact on coexistence and discrimination, as well as the collection of anti-rumours arguments at different levels:

- Local employees at the internal level should be specifically targeted and involved as many of them have a direct contact with citizens. They are the closest source to citizens.

- Key “intermediate” actors from the city are more exposed to rumours than other citizens due to their profile and professional functions. In addition, people representing associations and communities (associations of neighbours, cultural and immigrants communities, sports, parents, business and youth, etc.), even as more informal community leaders are as exposed as education and health workers.
- Citizens should have access to spaces in which they can express themselves, be heard and debate with their peers and people with various profiles, backgrounds and from other neighbourhoods. Facilitating such exchange spaces is essential especially if it is impossible to conduct large citizen surveys.

In Fuenlabrada, 34 online surveys were conducted with key professionals from local governments and autonomous communities. In addition, 18 interviews of key associations and 11 extensive interviews with key professionals were carried out.

The second step of the strategy is the identification of robust anti-rumours arguments and data. Anti-rumours arguments go hand-in-hand with the use of face-to-face interactions, dialogues and debates that foster critical thinking.

Focus should be placed on working on anti-rumours arguments that:

- Raise doubts and challenge generalisations;
- Stress contradictions and hypocrisy;
- Foster empathy, find commonalities and similarities (needs, interests...);
- Appeal to personal experiences and universal values;
- Allow to strengthen personal links and interactions;
- Recognise and valorise diversity.

In addition, people willing to contribute to confronting prejudices and false rumours should be trained to become anti-rumours agents. In Fuenlabrada, training of anti-rumours agents helped empowering people with the theoretical knowhow, skills, and practical tools to be more effective in challenging prejudices and rumours, thus greatly contributing to the objectives of the ARS. Subsequently, activities especially designed to fight rumours including gymkhanas, participative performances, role plays and poetry were organised to raise awareness based on the principles of the ARS.

Lastly, this work is accompanied by the creation of an anti-rumours network, standing as one of the key elements of the ARS. The network is not designed as yet another municipal policy, but rather as a long-term city strategy that requires the engagement and involvement of a variety of social actors. As the experience in many cities has shown, there are many ways to create, operate or manage this network. Flexibility and adaptability to different contexts is crucial.

The Network fulfils different objectives, which include:

- functioning as an outreach group within the wider target community, enhancing understanding and contacts to generate feedback on ideas and their implementation;
- providing advice, guidance and direction to anti-rumours campaigns;
- proposing, designing and implementing interventions;
- expanding the ARS in the future and build sustainability.

FUENLABRADA: Citizen Auditors and Municipal Services against Structural Discrimination (CAMUS)

Type: project

Area of intervention: public services

Duration: ongoing

Purpose: The project "Citizen Auditors and Municipal Services against Structural Discrimination (CAMUS)" aims to design and validate a methodology and tools for European cities, to identify and tackle structural discrimination in their public services, in particular racism and xenophobia. The project is implemented in collaboration with the citizens, and complies with the European values and principles of equality, non-discrimination and human rights. The most innovative element is the constitution of a Network of Citizens Auditors of Structural Discrimination. Those auditors will be trained, and they will develop two Pilot Audits (one focussing on the local police and the other one targeting the municipal employment services). A model of Local Action Plan against Structural Discrimination will also be designed.

Stimulus/Rationale: The project aims to fight against structural discrimination in every administration and in this way make administrations free from any kind of discrimination. The idea is to make citizens, irrespective of the group to which they belong, feel closer to the administration.

Process: The specific objectives of the project are: 1) to clearly identify discrimination patterns in the access and use of public services; 2) to design a methodology for a local authority to be able to map its structural discrimination; 3) to design and validate an innovative and participative model to deal with structural discrimination based on Citizen Auditors and the empowerment of victims; 4) to design and implement specific training packages on non-discriminatory public policies and human rights; 5) to transfer these models, methods and tools to other European cities in all the Member States as a way to visibly and tackle structural discrimination. In a nutshell the project will:

- Establish a citizen audit network;
- Develop a training methodology both, for the citizen audit network and workers from the City Hall;
- Develop a mobile application to carry out the audit;
- Audit two departments of the City Council;
- Develop a guide of recommendations and improvements for each of the services audited.

Impact: Beneficiaries will be workers of public services, through awareness and training actions on non-discriminatory public policies, victims of discrimination on grounds of race, ethnicity, religion or sexual orientation, but not only, as well as policy and decision-makers with competences in improving public services.

The CAMUS project hopes to provide European cities with tools and a methodology that enable them to play an active role against structural discrimination, improving their procedures, services, routines, and organisational culture, contributing to a better access and treatment for minority groups.

Some short-term effects are expected:

- A useful tool will be available to carry out diagnostics and mapping of discrimination, racism and hate incidents. This will improve the capacity of municipal public services, the city council itself and of citizens to effectively fight racism, xenophobia and hate crimes.
- At least 20 municipal workers will have received 40 hours of specialised training from the National University of Distance Education (UNED) in the field of Human Rights and non-discrimination, as well as in the Human Rights and non-discrimination, with special emphasis on the elimination of racism, xenophobia and hate crimes.
- At least 10 persons belonging to civil society and preferably to groups likely to be discriminated against on the grounds of racism, xenophobia or religious orientation, will also receive 40 hours of training on Human Rights and non-discrimination by the UNED, with special emphasis on the identification of discriminatory bias in public services.
- Warnings and corrective measures will be developed, and the relationship with the public will improve.
- A Network of Citizen Auditors will have been created, initially comprising 10 auditors certified by the City. The network will be certified by the City Council and will have a protocol for action and official recognition to carry out audits of municipal public services.
- Three Belgian police officers from the city of Mechelen will have participated in the citizen audit of the Fuenlabrada Local Police. Fuenlabrada Local Police will assess the experience and tools of the Spanish local police in their fight against racism, xenophobia and discrimination.
- Both the tool for diagnosis and mapping of discrimination and the Citizen Audit Network on Structural Discrimination Audit Network will have been transferred to other cities in European member states, together with the other products and results of the project, through the city networks of which they are part (Intercultural Cities, Eurocities and URBELAC) and the City Council of Mechelen (ECCAR).

Medium-term effects:

- A stable space for collaboration of the municipal institution with organised civil society will have been generated through the Citizen Discrimination Audit model.
- A useful training package will have been developed for any local administration to address the challenge of structural discrimination in its public services through the training of its workers and an informed design of public policies.
- The whole municipal corporation will have been sensitised to the importance of non-discrimination in the access and use of public services.
- Awareness will be raised on the importance of non-discrimination in access to and use of public services throughout the municipality.
- In particular, the project will have contributed to a greater awareness and sensitisation of local police, as it will be one of the public services examined by the Citizen's Discrimination.
- Local authorities will have a very high level of interaction with the public and take an active role in receiving and intervening in situations of discrimination and hate crime.
- There will be an Action Plan against structural discrimination, to be implemented for two years after the end of the project.

Long-term effects:

- Awareness will be raised and the whole society will be involved with the objectives of non-discrimination of access to public services, but not exclusively, in line with the European principles and values of coexistence, tolerance, inclusion and respect for diversity.
- The most vulnerable groups exposed to racism, xenophobia, and other forms of discrimination, will become aware and will be empowered about their rights, in order to be able to point out discriminations and to build trust in the institutions targeted by the project.
- The political agenda will include the need to identify and fight against structural discrimination in local administrations and their public services, generating and transferring useful tools for this purpose.

The tools and working methodology have potential to be transferred to other cities or administrations interested in combating situations of discrimination.

SWITZERLAND

CANTON OF NEUCHÂTEL: Implementation of the Roadmap for an Administration that is Open to Diversity and Egalitarianism

Type: policy

Area of intervention: Public services

Duration: ongoing since 2018

Purpose: This policy responds to an ambition of the administration to be an exemplar in its approach to equality and openness to diversity and seeks to develop an organisational culture that encompasses inclusion and diversity and enables necessary structural changes.

Stimulus/Rationale: Following the adoption of the “Roadmap for an Administration that is Open to Diversity and Egalitarianism” approved by the Canton (state) of Neuchâtel in 2018, a working group was set up to progress an action plan for its implementation. The working group was made up of representatives of state services, including: human resources department; statistics department; communications department; Office for Family Policy and Equality; and multicultural cohesion service. The full Council of State supports this work.

Process: A survey questionnaire was developed and distributed among staff, with the involvement of Université de Neuchâtel, in order to capture the diversity of staff within the administration. The university was involved to ensure staff confidence in, and participation in, the initiative. The questionnaire encompassed three axes: profile of employees; work-life balance for employees; and experiences of racism and/or other forms of discrimination. The staff profile encompassed place of birth, nationality, country of origin of parents, language, age, gender (including non-binary), and childcare responsibilities. Sexual orientation was not listed in the questionnaire but will be a focus for action.

There was a 46% response rate from an overall staff of 5,314. There was diversity found among employees, but a large majority were Swiss citizens. A significant level of discrimination was noted on the basis of gender, age, origin, and physical appearance. The Université de Neuchâtel prepared a report on the findings, while respecting confidentiality of respondents. This was communicated both internally and externally.

Impact/outcomes: the survey informed an action plan to be approved by the Canton of Neuchâtel. The actions in this plan are to be prioritised and their implementation monitored. In terms of change of a systemic nature, there is a commitment to review internal policies and documents and the manner in which they reference and respond to diversity and inclusion objectives. An ethics/diversity charter is to be prepared. Recruitment processes are to be a particular focus, including training for personnel involved. Staff induction is to include a focus on the administration's commitment to diversity and its zero tolerance for discrimination. The Working Group is considering which elements of the report are to be included as indicators in the monitoring of the overall Roadmap. This first survey is to serve as a baseline with the exercise repeated every four years, to coincide with the term of office of the legislature.

Further information: https://www.ne.ch/medias/Documents/22/02/SFM_PanoramaDiversiteACN.pdf
(French)

FOSTERING MEANINGFUL INTERCULTURAL INTERACTION

CROATIA

Implementation of social actions in local communities, within the scope of school activities

Type: project

Area of intervention: Education

Duration: 2021 - 2022

Purpose: To raise awareness regarding the role and the potential of schools and other educational institutions in encouraging the social inclusion of persons granted international protection and other third-country nationals. To provide education for teachers and education workers in relation to the possible roles and actions of educational institutions in encouraging the social inclusion of persons granted international protection and other third-country nationals.

Stimulus/Rationale: The evaluation of the integration framework found that is necessary to direct additional efforts to improve awareness of the general public and, in particular, local communities, about the specific needs of persons granted international protection and their vulnerability, as well as about the cultural and traditional peculiarities of new fellow citizens, with the aim of encouraging intercultural sensitivity and dialogue that will contribute to the reduction of social prejudices.

Process: Educational workers were trained to gain knowledge about best practices for the integration of persons granted international protection, suppression of discrimination and the possible roles and actions of educational institutions in encouraging the social inclusion of persons granted international protection and other third-country nationals. The training was held through two connected modules for representatives of 18 schools from different Croatian cities.

The Government Office for Human Rights and Rights of National Minorities of the Republic of Croatia financed the implementation of 19 social actions organized by 18 schools, with the aim of empowering local communities for reception and inclusion of third-country nationals. Residents of local communities actively participated in the implementation of local actions.

Impact/outcomes: A [manual on Empowering educational workers and teachers for successful integration of refugee students through social action in the community](#) was produced and is available in Croatian language.

NORTH MACEDONIA

Intercultural education

Type: policy

Area of intervention: Education

Duration: ongoing since 2020

Purpose: The main goal of this policy is to contribute to the improvement, acquisition and development of new intercultural knowledge, competences and skills of teachers, students and parents. The policy further aims at improving well-being in schools and better quality of the educational process by reducing ethnic based segregation through the promotion of the values of the intercultural approach in the educational system.

Process: the policy has been translated into a project implemented by the Nansen Dialogue Centre Skopje (NDC Skopje) based on four pillars:

- The introduction of the Nansen Model for Intercultural Education in the higher education institutions (Faculties of Pedagogy, Institutes for Pedagogy and Psychology). This pillar combines the programmes developed by NDC Skopje and the subjects offered by the teacher training faculties with the view to develop a joint programme of work focussed on the trends and tendencies of intercultural education combined with theory and practical work. Students from the teacher training faculties will follow training and practical work organized by NDC Skopje and the Faculties of Pedagogy. NDC Skopje will recruit six groups of students from the teacher training faculties, and will work with them offering structured training on topics such as intercultural education, stereotypes, anti-discrimination, human rights, etc.
- Upgrade and enrichment of the first digital educational and intercultural platform - eduresurs.mk. Considering the latest challenges that appeared because of COVID 19, NDC Skopje has built a one-of-a-kind online platform that will serve as a resource centre for teachers and educational workers. The beneficiaries will have the possibility to choose from 180 activities that are elaborated and visually presented up to the latest detail. For the moment www.eduresurs.mk is available in Macedonian, Albanian and Turkish language for all interested parties without limitation whether they would like to use it in the regular teaching process or through cross-curricular or extracurricular activities. In 2022 the team for education has made the necessary preparations to develop materials and content in the platform in additional two languages – Bosnian and Serbian. With the addition of these two languages, *eduresurs* will be available in all five official languages of education in North Macedonia. The selected topics are structurally presented to follow the educational goals set for the development period from 5 to 15 years old, as one of the phases during which students intensively develop and improve many skills, master many cognitive operations, and expand knowledge. An additional advantage of these resources is the precise incorporation of the intercultural dimension, with the promotion of linguistic, cultural, gender, physical, social, religious, ethnic peculiarities present in both local and global context. This platform serves as a direct support to the Ministry of Education and Science as well as to the Bureau for Development of Education.
- The Training Centre for Intercultural Education: MODULE A is a basic level of training that is offered to 5 groups of teachers and educators from all across the country through an open call published on official websites and social media. Teachers from pre-school, primary and secondary education have the opportunity to apply in transparent manner for the basic level of training which covers the following areas: the challenges of intercultural education, the approaches of intercultural curricular activities, overcoming stereotypes and prejudices in school environment, communication and bilingualism, positive education, international positive experiences, and practices. MODULE B is the advanced level of training for intercultural education. This is offered to all teachers that successfully completed the

MODULE A training in 2021. During this level of training, participants receive knowledge and skills on the following topics: developing a secure school environment, inclusive education, cross-curricular approach in intercultural curricular interventions and the ethos of an intercultural school. MODULE C is the specialised level of training for teachers (training of trainers) that includes one group of highly motivated and skilled teachers who obtained extraordinary results. During this level of training the selected teachers have the opportunity to learn from the following thematic training sessions: Developing emotional intelligence, Inclusive education, and Peer violence and ways to prevent it.

Impact/outcomes: In 2022 it was expected that 200 teachers from 100 primary and secondary schools originating from 25 different cities and municipalities would be trained.

The extracurricular activities are equally important as a bridge through which the children from different ethnic communities have the possibility and space for mutual everyday gatherings, spontaneous and free communication, cooperation, mutual learning, and socialization.

Further information:

- Last available Annual Report of NDC Skopje: <https://2021.ndc.mk/>
- Publications, manuals and handbooks published by Nansen Dialogue Centre Skopje can be found on the following link: <https://ndc.mk/publications/manuals/>
- The evaluations, research analysis and other strategic documents of the work of NDC Skopje can be found on the following link: <https://ndc.mk/publications/researches-evaluations/>

POLAND

LUBLIN: Baobab: Community centre for migrants and refugees

Type: project

Area of intervention: welcoming policies, intercultural dialogue, public space

Duration: January 2023 – ongoing

Purpose: The aim is to facilitate assistance for war refugees from Ukraine arriving in Lublin and refugees and migrants in general, and to create a safe integration space.

Stimulus/Rationale: Russia's full-scale aggression against Ukraine requires the Lublin government to create structural solutions to support integration of the new residents of Lublin. The needs of all other migrants residing in Lublin also should not be forgotten. There is a growing need for integration spaces which support and empower new residents of Lublin.

Process: Since the beginning of Russia's aggression against Ukraine, all hands were on deck when it came to creating a comprehensive, coherent system of humanitarian aid and support. All of the activities were done within Lublin Social Committee to Aid Ukraine, which consisted of 3 leading NGOs: the Homo Faber Association, the Spiritual Culture of the Borderland Foundation, and the Rule of Law Institute, as well as the Municipality of Lublin. From the very beginning it was understood that the needs of the refugees will change with time and focusing purely on humanitarian assistance will no longer be

enough. Therefore a month after the beginning of the war, members of the Committee started planning the future.

One of the crucial steps was to create the place, the centre for migrants and refugees. This work started in April 2022. The Municipality allocated an abandoned building, a former bank, in the centre of the city. Strabag, a construction company, agreed to renovate the building free of charge. The business company IKEA agreed to provide furniture for the entire 3 floors of the building, and the business companies Fluggers and Tarkett provided paints and carpets. Renovation lasted till the last days of 2022.

In January 2023, Baobab was opened. The name of the space comes from a tree that grew in the central spot of the city, just two minutes away from the building. The tree was known as a meeting spot for everyone in Lublin and it was called baobab by all the residents. At the same time, the baobab tree is known to provide shade and shelter in its natural environment. The space is run by the Homo Faber Association which is in charge of providing all of the programme of activities: Community Centre, funded by UNHCR and DRC as well as multicultural library and all the other integration activities. Since the opening a number of events have taken place in baobab: panel discussions, concerts, book discussion meetings and others. There's a coworking space and a common kitchen which can be used by all visitors. Baobab is also a home for Plast, an Ukrainian scout organisation, and Belarusian migrants organisation. Countless activities organised by migrants take place in the centre.

Impact: Almost six months since its opening, the place has proven to be one of the most popular spaces in Lublin, both for migrants and refugees and the local community. It has filled in a very important gap in the city and became one of the pillars of integration efforts of Lublin Social Committee to Aid Ukraine.

Further information:

- <https://lublin.eu/en/lublin-4-all/news/baobab-a-new-space-in-the-centre-of-lublin-for-integration-and-inclusion,208,1413,1.html>
- <https://baobab.lublin.pl/en/>

LUBLIN: Ukrainian refugee teachers in public schools in Lublin (and throughout Poland)

Type: policy

Area of intervention: Education

Duration: March 2022 – ongoing

Purpose: Offering high-quality education in public schools in Lublin to thousands of war refugees from Ukraine in a way that is friendly, respecting the language and culture of new students and preparing the school community for welcoming of new students. Development of a refugee employment model in public schools.

Stimulus/Rationale: As a result of Russia's aggression against Ukraine over 50,000 of refugees arrived in Lublin, mainly women with children. The challenge for local authorities was to offer friendly and high-quality education to thousands of children and youth in public schools.

Process: The first emergency shelters for refugees arriving in Lublin were created in schools, dormitories and sports facilities. From the first days, school communities, including parents' councils and teachers, joined the support of refugees. Symbolically, the flags of Ukraine were hung on all schools next to the Polish flag.

From the first weeks of Russia's aggression against Ukraine, students from Ukraine have been admitted to kindergartens and public schools in Lublin. Schools, parent committees, non-governmental organisations helped in completing textbooks, notebooks and teaching aids. A serious challenge for public schools was the unfamiliarity with the mother tongue of new students as well as Ukrainian culture. Simultaneously, employing foreigners in public schools is practically impossible both in Poland and in most countries in the world.

Less than a month after the mass arrival of refugees, the city of Lublin was the first city in the world to employ the first 50 Ukrainian refugee teachers in public schools. In the following months, the number of teachers and psychologists increased to over 100.

Thanks to the innovative model of cooperation between the city of Lublin and the Polish Center for International Aid (PCPM), teachers were employed under the "Cash for Work" programme financially supported by CARE, an international humanitarian organisation.

The most outstanding available Ukrainian refugee teachers were employed. Additionally, two Ukrainian coordinators were employed in the education department of the city of Lublin. Thanks to the support of the Lublin Civic Committee to Aid Ukraine, from the first day of employment, the teachers started intensive learning of the Polish language.

Ukrainian teachers provide support to Ukrainian and Polish students, parents as well as fellow Polish teachers and school management. They are "part of the home" for Ukrainian students and parents, but also a source of knowledge about the Ukrainian language and culture for the Polish community. They exchange Polish innovative teaching methods with their colleagues. They have also become a very important channel of direct communication between the city authorities and the refugee community.

31 primary schools and 8 secondary schools were under the care of teachers from Ukraine. Some teachers support children with special educational needs, including deaf children and children on the autism spectrum. During the holidays, teachers from Ukraine supported municipal cultural institutions and non-governmental organisations as part of the annual Summer in the City campaign (integration picnics, educational, cultural and sports activities).

Impact: In schools in Lublin, more than 2500 refugee students attend public schools and kindergartens. Over 90% of students attend public classes that facilitate integration with peers and overcoming war trauma. The innovative model developed in Lublin allowed employing more than 1600 teachers all around Poland.

Further information:

- Lublin employs 50 resettled teachers from Ukraine <https://lublin.eu/en/lublin-4-all/news/lublin-employs-50-resettled-teachers-from-ukraine,176,1413,1.html>
- Life for Ukraine's refugees in Poland - BBC News <https://youtu.be/LoWTZU7fLXQ>

UNITED KINGDOM

Faith New Deal Pilot Fund

Type: project

Area of intervention: Interreligious dialogue / Intercultural dialogue

Duration: 6 months; the Faith New Deal programme pilot was launched in July 2022

Purpose: The Faith New Deal Pilot Fund provided £1.3 million to support 15 faith organisations to deliver innovative partnership projects. The main programme objectives were to harness the capacity of the faith sector to work alongside local public services, seeking to reduce the number of initiatives taking place in silo, and make best use of national, local and philanthropic funding. The projects funded through the Faith New Deal built on the collaboration between faith groups and government (local and national) that has taken place during the pandemic.

Stimulus/Rationale: The Faith New Deal Pilot Fund was a response to recommendations made in Danny Kruger MP's report for government, '[Levelling up our communities: proposals for a new social covenant](#)' and the All-Party Parliamentary Group on Faith and Society's report, '[Keeping the Faith – Partnerships between faith groups and local authorities during and beyond the pandemic](#)'. Both reports set out how faith groups were instrumental in bolstering the efforts of both national and local government to support communities and deliver practical services throughout the pandemic, and recommended building on this in the future. The Faith New Deal Pilot Fund was launched by the UK Government to test and strengthen the nature of engagement between national government, local government and faith groups – providing proof of concept of the role faith groups can play in supporting communities to address local issues.

Process: 15 organisations were identified through open competition. They submitted detailed proposals and costings for their projects which supported one or more of the following COVID-19 recovery objectives: mental wellbeing and loneliness, debt advice, employability, food poverty and increasing community engagement through volunteering. Once their project bids were assessed and approved and funding provided to them, they began delivery. Their projects spanned diverse areas including: culturally appropriate mental health provision for different faith communities, addressing food poverty and safety of school children, supporting the biodiversity of churchyards and supporting women exploited and trafficked in the sex industry. As all the funded organisations were either small or mid-sized and in receipt of direct central government funding for the first time, the UK Government put in place a package of intensive programme management and support with regular fortnightly individual monitoring meetings and two sets of progress reports (mid-programme and end-of-programme) to enable addressing issues at pace and to ensure transparency.

Impact: the outputs and outcomes of individual projects varied depending on their area of expertise. One project distributed 850k meals across their hubs in 6 months and created 50 new partnerships creating referral pathways for marginalised groups including: refugees, sex workers, people with addictions, elderly, homeless, prison leavers and low-income families. Another project distributed 28k meals just in one location over the duration of 6 months. One Christian-based group delivered 360 hours of debt counselling, while another engaged 400 people in rural areas in various activities to tackle loneliness. A Christian organisation specialised in working with asylum seekers and refugees provided a comprehensive package of support including counselling sessions to 24 refugees who had

been traumatised by their experiences, nearly 100 English language group lessons and courses on cultural norms in the UK. A Jewish organisation with strong interfaith links delivered culturally tailored mental health interventions and counselling to 140 members of Jewish, Sikh and Muslim communities, the majority of whom have reported improved mood/wellbeing as well as that the provision met their faith needs.

Other projects aimed at building local faith infrastructure by bringing faith leaders and smaller organisations together and providing various training courses to them, from financial and bid writing, to IT, to safeguarding. Another project utilised volunteers to support 55 vulnerable families to reduce loneliness and increase their sense of belonging in the local community with 94% of families reporting improved outcomes following the intervention.

The programme delivered outputs at a cost likely lower than public service provider costs in improving outcomes for marginalised groups, from food poverty, to wellbeing, loneliness and mental health, to addressing safety of children at school. It also built new and strengthened existing partnerships with local authorities including children and adult services, police, job centres, GP surgeries, Citizens Advice Bureau, universities, specialist mental health providers, local schools and a wide range of voluntary sector organisations.

BRADFORD: Citizen Coin

Type: project

Area of intervention: social and political participation

Duration: Funded by Bradford for Everyone intercultural Strategy during the period December 2018 – March 2022. The leading organisation delivers on an ongoing basis via other funding sources.

Purpose:

- Increase civic participation. Civic participation is driven by people to improve their own and other people's lives. It occurs when individuals or groups get involved in formal or informal activities that can help improve life in communities and neighbourhoods. Some examples include voting; volunteering; neighbourhood watch; organising community gardens or clean ups; participating at events, focus groups or consultations to address public concerns or to improve quality of life or a place.
- Increase spending with local services and retailers.
- Increase opportunities for social interaction to take place between people who are different from each other.
- Change perceptions around doing social good.
- Increase engagement and involvement in local activities with those people who would not normally participate.
- Increase participation by people from low-income households in civic and social activities.

Stimulus/Rationale: The project's intention was to bring local residents of different backgrounds together to engage in local activities. This is captured via the Citizen Coin scheme, which enables people to earn digital discount coins when undertaking social value activities such as volunteering.

Users can then spend these coins to get discounts off goods and services. Those earning the digital discount coins can also opt to donate their coins to other people and organisations.

Process: Through an app-based technology, our Citizen Coin scheme rewards people for doing *social good* while connecting voluntary organisations to communities and businesses. This connection and partnership are crucial especially when the economy has been struggling as a result of austerity and the Covid-19 pandemic. With Citizen Coin, customer footfall is boosted and the economy boosted. The project is ‘holistic’, underpinned by the Council Plan to promote better skills, create opportunities for people to get into jobs/ good jobs and have better health. It aimed to contribute to ensuring safe, strong, active communities, whilst helping to grow the economy sustainably.

Organisations, charities and projects rely on local people giving up their time to get involved in all sorts of activities. Not only does Citizen Coin give these groups/organisations a free platform to advertise and recruit new people to get involved in activities, it also gives them a unique way to say ‘thank you’. The platform creates an innovative ‘social CV’ for each user by recording what they’ve done and what they’ve earned. The local authority gains evidence of the broad range of social value activity, via collecting valuable transactional data. For example, the social value generated and recorded in less than 12 months equated to £103,968.

The positives for Bradford’s businesses are many. For example, the scheme is helping to keep spending local, it is connecting businesses with local citizens and it is helping retailers to meet corporate social responsibility goals whilst simultaneously rewarding customers. Only local businesses are able to join the scheme. In a time of increased uncertainty for high streets, Citizen Coin has helped get customers through the door with bespoke offers, giving retailers freedom to tailor promotions to increase consumption of their goods and services.

Citizen Coin also aims to increase volunteering. The statistics and case studies demonstrate that people are volunteering more, up-skilling and getting into paid or better jobs. There is more footfall for businesses, and communities are more active and healthier.

Impact/outcomes:

- Intended: 200 local people (participants earn rewards)
- Actual Output (as of March 2022): 817 registered users
- Intended: 10-20 organisations (providers award social coins)
- Actual Output (as of March 2022): 60 rewarding organisations using the scheme to advertise activities
- Intended: 20 retailers / local businesses / services (retailers offer discounts)
- Actual Output (as of March 2022): 112 retailers offering discounts off goods and services

Further information:

- Citizen Coin Bradford: <https://bradford.citizencoin.uk/>
- Citizen Coin pilot Evaluation 2020-2021: <https://bradfordforeveryone.co.uk/wp-content/uploads/2022/07/Citizen-Coin-Evaluation-Report-2022.pdf>
- Citizen Coin UK: <https://citizencoin.uk/>
- Social Media: [@CitizenCoinBFD](#)

BRADFORD: Schools Linking

Type: project

Area of intervention: Education

Duration: Funded by Bradford for Everyone intercultural strategy over the period December 2018 – March 2022. The leading organisation delivers on an ongoing basis via other funding sources.

Purpose: School Linking is a carefully designed, well-evidenced and practical framework to support schools and communities to bolster the emotional and relational confidence of young people. The project aims to:

- Develop skills of enquiry, critical thinking, reflection, and communication.
- Develop trust, empathy, awareness, and respect.
- Promote dialogue and experiences that help pupils avoid the twin traps of hate and fear.
- Provide opportunities for children and young people to meet, build new relationships, work together and contribute to the wider community.

Stimulus/Rationale: The Linking Network works with children and young people to build relationships with people they might otherwise not meet – people of different ages, ethnicities, religions and backgrounds – through School Linking and Intergenerational Linking. Through their work, children and young people are also supported to unlock a life-long commitment to taking action in their communities.

Schools Linking was one of four key elements of *Bradford for Everyone* commissioned work:

1. **Schools Linking:** forging links between schools in an area and offering young people the chance to connect with others of different backgrounds. Together they share time and take action to build belonging.
2. **Intergenerational Linking:** Bringing young people and older people in care homes - and living in the community - together to share experiences and build intergenerational (and inter-ethnic) connections.
3. **Spiritual, Moral, Social and Cultural Development (SMSC) Training and Support:** Offering training to school leaders, teachers and trainee teachers on SMSC in schools.
4. **Resources for the Classroom:** Offering a large library of classroom resources designed by teachers for Schools Linking, Intergenerational Linking, SMSC education, *Social Action, Personal, Social, Health and Economic education (PSHE)*, and Citizenship.

Process: The Linking Network works with primary, secondary and special schools in localities that have been identified as having segregated communities. Through a carefully planned and research-led approach, underpinned by Social Contact Theory, they support teachers to facilitate meaningful and positive sustained social mixing.

A year-long programme of structured visits for paired classes and curriculum work equips learners with the skills, confidence and knowledge to thrive in modern Britain. The training provided enables teachers to support their learners to develop trust, empathy, awareness and respect. Tried and tested resources are employed in the classroom and the resulting work is exchanged between the pairs of

schools. Learners first meet at a neutral venue, such as a museum, where they engage in joint co-operative, enjoyable activity.

The first meeting is followed by class visits to both schools, where the learners experience being hosts and guests by turn. Great care is taken in structuring these visits, including reflection time to unpack learning and experiences. Throughout the linking year ongoing curriculum work on the themes of identity, diversity, community and equality is exchanged. Opportunities for dialogue, critical reflection and positive attitudinal development are encouraged.

Impact/outcomes:

- 538 classes over the funding period
- Approx. 16,140 Primary School Pupils linked. Exceeding the target of 50% of *all Primary children linking at some point in their school lives* in every year of the project and reaching 69% during the 2019-2020 academic year.
- 56 classes from 16 Secondary Schools (1680 pupils) participated in either linking or utilisation of resources
- 10 Special School links established (300 pupils)
- Positive impacts on children, teachers and families.

Further information on schools linking, and other innovative elements of The Linking Network's work can be found below:

- The Linking Network: <https://thelinkingnetwork.org.uk/>
- Project Evaluation 2019-2022: <https://bradfordforeveryone.co.uk/wp-content/uploads/2022/07/The-Linking-Network-Evaluation-2019-2022.pdf>
- Social Media: [@Linking_Network](#)

PROMOTING ACTIVE CITIZENSHIP AND PARTICIPATION

CROATIA

Establishment of Advisory Group of Third-country Nationals and Persons of Migrant Background

Type: activity

Area of intervention: social and political participation

Duration: 2022

Purpose: To enable a platform to discuss various aspects of socio-economic integration between decision-makers at national and local level and third-country nationals and persons of migratory background, with particular emphasis to beneficiaries of international protection. To ensure that the creation and implementation of integration policies and practices are executed in cooperation with third-country nationals and their valuable contribution as users of prescribed measures is taken into account.

Stimulus/Rationale: the evaluation of the integration framework established that integration policies are drawn up within a relatively narrow circle of stakeholders. In the process of creating integration policies and practices, it is necessary to include experiences and recommendations of third-country nationals, through establishing and strengthening a dialogue and cooperation with decision-makers at national and local level.

Process: The content of the trainings included successful examples of direct action and participation, as well as activities of advocating human rights in the European and national context. Members of the advisory group took part in coordinative meetings with representatives of state administration bodies and international and non-governmental organisations.

In the new EU financial perspective, deepening of cooperation with the advisory group is envisaged, through coordination meetings with decision-makers and creation of policy reports in major integration areas containing recommendations from third-country nationals. Members of the advisory group will also participate in the evaluation of integration policies and practices.

Impact/outcomes: Members of the advisory group gained knowledge about the legislative, institutional and regulatory framework for the protection and promotion of human rights at the international and European level, and about the available mechanisms for protecting one's own rights and combating discrimination in the national context. A focal point for cooperation with third-country nationals, particularly with beneficiaries of international protection, has been established.

Further information:

[Integration and human rights – a manual for educators](#) (Croatian language)

FRANCE

NANTES: The Metropolitan Citizenship Pact

Type: Policy

Area of intervention: social and political participation

Duration: Since October 2021 (ongoing)

Purpose: to set out a framework committing the community to values and principles in favour of a participatory and citizen-oriented metropolis that recognises, promotes and supports metropolitan citizenship. The Pact fulfils 5 main goals:

- to inform public decision-making and transform the metropolitan public action;
- to support a metropolitan citizenship ;
- to support a prospective vision of the territory;
- to develop a culture and practice of public debate; and
- to support citizens' power to become real actors of their territory.

Process: The Metropolitan Citizenship Pact is a political and managerial tool for metropolitan action, making the metropolitan level a place of active citizenship and participation. The Pact is the result of work carried out between March and September 2021 by a group of metropolitan elected representatives who drew on the input of experts and/or local authorities. The pact enables citizens to take an active role in the implementation of initiatives of common interest, and facilitates their participation in decision-making through debates on public policies and major metropolitan projects that affect the territory.

Impact: The Pact is expected to support the democratic vitality of the territory and to encourage inhabitants to launch and implement local initiatives.

Further information (source): [Le pacte de citoyenneté métropolitain | metropole.nantes.fr](#) (French)

PARIS: Participatory Budget

Type: policy

Area of intervention: social and political participation

Duration: Since 2014

Purpose: The participatory budget is a tool for participatory democracy, expression and decision-making by the population. It is also a political choice that indicates a commitment to involve the population in the running of the city. In Paris, the participatory budget is one of the tools that allows Parisians to participate in the decision-making process concerning their community. A quarter of the City of Paris' investments are built and decided with the people of Paris.

Stimulus/Rationale: Launched in 2014 to implement actions of participatory democracy in Paris, the Participatory Budget aims to mobilise all residents, regardless of nationality, to be involved in the making of their city.

Since the 2016 edition, there has been a special focus on deprived/sensitive areas that benefit from 30% of the allocated budget; in the same year, voting was opened to children. In 2017, some 66,155 children voted in the frame of a new schools Participatory Budget.

Process: Each year, residents of Paris aged 7 and over (regardless of nationality) are invited to submit an idea for an investment project. Ideas can be submitted individually or collectively: associations, groups of neighbours, friends, parents or students from the same school, etc. These ideas are then analysed and put to the vote of the Parisian population. Some of the ideas are new and innovative, while others involve expenditure that is already regularly programmed by the City of Paris.

To be admissible, the ideas submitted must meet 4 criteria: they must be in the general interest; they must fall within the City of Paris' field of competence; they must have been submitted by residents of Paris; and they must constitute an investment expense (without excessive operating expenses).

In order to reach the greatest number of residents, the City works with associations established in these territories. The City's teams also support the population during the idea submission phase by organising project emergence workshops and public meetings. A guide to submitting projects has been specially designed to assist residents of working-class neighbourhoods.

Once submitted, the ideas are studied by the City of Paris and they go through several filters: an admissibility study, consultation workshops to clarify the ideas and facilitate the feasibility study, the feasibility study, public review commissions, and finally the vote of the residents. Since 2021, the vote is by majority judgment. This is a new way of voting that allows for a more detailed analysis of the results and more support for the ideas voted on. To do this, the voter votes by giving their opinion on all the ideas using a scale of 4 preferences. The best rated projects are awarded the prize.

Ideas located in working-class neighbourhoods are given an extra credit. In concrete terms, the best voted "working class" ideas can be winners thanks to this bonus, even if they have a lesser merit profile than other non "working class" ideas.

Each year, in early autumn, the winning ideas are announced after Parisians have voted. The ideas then become projects. Their financing is adopted by the Paris Council in December, at the same time as the City of Paris budget is voted upon. The financial credits are then released and the concrete implementation of the projects can begin. It is the City of Paris that orchestrates the implementation of the projects, so they become projects supported by the City.

Impact/outcomes: Since its launch in 2014, 603 million euros of investments have been decided by the inhabitants of Paris and more than 3000 projects have been completed.

Further information: [Participatory Budget](#) (in French)

ICELAND

REYKJAVIK : Inclusive Public Spaces

Type: project

Area of intervention: public space

Duration : starting in February 2023

Purpose: Inclusive Public Spaces is a project implemented by the City of Reykjavik, Department of Culture and Sport to promote creative and collaborative approaches to public space management.

Stimulus/Rationale: The project addresses issues related to self-determination, representation, and sense of belonging within the Icelandic cultural context, by triggering creative exchanges on narratives, power structures, privilege, and inclusive practices of cultural institutions.

Process: Inclusive Public Spaces reflects upon changing cultural landscapes through artistic praxis to:

- Explore pathways for open, critical dialogues within a cultural context.
- Initiate creative conversations on narratives, power structures, privilege and cultural institutions.
- Enhance innovation in the cultural sector and inclusive practices at the structural level.

The process includes think tank sessions to open up a discursive space on cultural programming, guided by creative visions, critical perspectives and innovative thoughts. A podcast with contributors in the think tank sessions provides an insight into understandings on issues discussed during the think tank sessions. Site-specific events with artists work with ideas of the “Library” as an inclusive public space and put the issues in place or where they feel they should belong.

A chronicler is present during each think tank session and event with artists. The role of the chronicler is to provide a reflection on the process in written or visual form. The chronicle created is thought as a subjective narration of the chronicler as opposed to an objective report.

Impact/outcomes: A publication with the material created by chroniclers and artists will be published as an end result, to give an insight into the processes for those absent during the sessions and events. It will also serve as a source for strategic development of the Library.

Further information:

- Project webpage: <https://borgarbokasafn.is/en/inclusive-public-spaces-who-has-voice>
- Publication: <https://borgarbokasafn.is/en/inclusive-public-spaces/publication>
- Podcast: <https://borgarbokasafn.is/en/inclusive-public-spaces/podcast>

ICEI – ISTITUTO DI COOPERAZIONE ECONOMICA INTERNAZIONALE AND THE ITALIAN NETWORK OF INTERCULTURAL CITIES: DiverCities

Type: project

Area of intervention: social and political participation

Duration: November 2022, for 20 months

Purpose: DiverCities promotes and implements innovative democratic approaches and tools to help citizens make their voices heard, with a strong focus on the participatory elaboration of local intercultural strategies through the organisation of Intercultural Citizens' Assemblies, knowledge sharing events and activities of awareness. In order to create the conditions for a more inclusive policymaking process, the Project further strengthens the competencies and methodologies of local authorities from an intercultural perspective and supports the active engagement of citizens from different backgrounds in local intercultural policies. DiverCities further embeds a gender-sensitive approach and will contribute to the inclusion of gender as a cross-cutting issue in local politics and citizen engagement, promoting participation and power-sharing with a pluralistic sense of identity.

Stimulus/Rationale: DiverCities builds on the experience of the Intercultural Cities Programme (ICC) of which the partner cities are all members. The project focus on one of the fundamental principles of the intercultural approach: active citizenship and participation.

Active citizenship and participation make it possible to ensure that no one is left out and that even those without formal citizenship have a say in the shaping of their local society. Equality, diversity, interaction, active citizenship and participation are four interconnected values that underpin the development and maintenance of an intercultural city. In putting in place participatory processes, the project takes into account the consequences of the COVID-19 crisis and provides a shared response to the impact of the pandemic on citizen engagement in local democratic practices.

Process: The DiverCities Project is implemented by a transnational partnership of Municipalities and civil society organizations (CSOs) who work together to develop an effective model of citizens' participation in the elaboration of local intercultural policies. The project directly involves 8 intercultural cities members and 3 national ICC networks in 4 European countries as follows:

- Italy: Modena, Montesilvano and Pontedera, with the technical support of ICEI
- Greece: Ioannina (KEPPNADI - Public Benefit Enterprise of Culture Environment Youth and Athletics of the Municipality of Ioannina)
- Spain: Castelló de la Plana, Zaragoza and Logroño with technical support of ACI - Asociación Ciudades Interculturales
- Portugal: Loures with the technical coordination of RPCI - Rede Portuguesa das Cidades Interculturais

The project follows 5 main steps:

- Creation of a Community of Practice, capacity building of local authorities (Las) and elaboration of a common "bottom-up" methodology (Intercultural Assemblies)
- Local participatory process (Public consultations) carried out in 8 European Cities with the engagement of more than 1,300 citizens

- Knowledge sharing activities developed by LAs, CSOs and citizens to strengthen the participation of local stakeholders on the key-topics identified by the Intercultural Assemblies
- Public awareness raising on interculturalism and diversity to transform the results of the local participatory process into awareness-raising activities addressed to a wide public
- Dissemination of project experience and results at European level

Impact/outcomes: It is expected that at the end of the project:

- LAs officials and technicians from 8 European Cities are able to better promote democratic and bottom-up participation into their decision-making process. In particular, this target group will improve its capacities related to:
 - a) Citizens' engagement and interaction, including the involvement of citizens with different backgrounds
 - b) Participatory processes for the elaboration (and implementation) of local activities, that are therefore taken with a high level of consensus, and represent a solid basis for decisions
 - c) Response to the COVID-19 crisis to reduce its impact on the local democratic debate
 - d) Development of more inclusive local policies on interculturalism and diversity promotion
 - e) Communicate in a more inclusive way to effectively reach citizens on the above-mentioned topics.

It is further expected that the project helps around 1,300 citizens to significantly increase their degree of engagement in local societies, concretely contributing to the elaboration of the intercultural strategies of their City and to the resilience towards the negative impacts of the COVID-19 crisis. Potentially, 45 other cities will be indirectly benefit from the project's results through the dissemination of its key-deliverables.

REGGIO EMILIA: Ceremony of conferral of Italian citizenship

Type: policy

Area of intervention: inclusion

Duration: Since 2016

Purpose: To strengthen the commitment of the municipal administration and the territory to accompany and promote the value of citizenship.

Stimulus/Rationale: To raise awareness on citizenship rights for the new generations and promote the reform of Italian national law.

Process: Citizenship ceremonies are organised at public civil rituals and are held in the City Council Hall (Sala del Tricolore, where the flag of Italy was born in 1797). More recently, social campaigns have been organised to demand the reform of the national citizenship law (to further facilitate access to nationality for persons born in Italy), including exhibitions and other events aimed at promoting the identity of second generations who have not yet acquired citizenship. The citizenship ceremonies are presided over by city councillors who first attend a specific training course (on legal issues, the value of citizenship and the municipal policy on its conferral). The ceremonies are held publicly involving

witnesses, schools and civil/social organizations. In 2019 the Municipal Administration of Reggio Emilia has further created "Nati sotto lo stesso cielo" (Born under the same sky), a kit given to new citizens at the ceremony of conferral of Italian citizenship, as a sign of welcome in the community. The kit is distributed along with a copy of the Constitution. This kit is a sort of guide to fundamental rights that are acquired with Italian citizenship and represents a useful tool to accompany the new citizens in their inclusion process. It also contains information on the services that the City provides to address intercultural issues, city and national festivals and celebrations, symbolic and cultural places of the city. The kit is composed of several elements, including a series of postcards designed and produced by students of two classes of Blaise Pascal High School of Art and Graphics who, through this experience, had the opportunity to follow an educational path on the theme of citizenship.

Some vouchers are also offered by local cultural and sports realities as a welcoming sign to the new citizens.

Impact/outcomes: public and civic engagement in promoting citizenship as a value are strengthened; the municipality governance keeps focus on the importance of citizenship rights.

Further information: <https://www.comune.re.it/argomenti/intercultura/progetti/identita-e-cittadinanza>

POLAND

LUBLIN: Lublin Civic Committee to Aid Ukraine (Lubelski Komitet Pomocy Ukrainie)

Type: Participatory coordination body

Area of intervention: social and political participation

Duration: February 2022 – ongoing

Purpose: The aim is to manage and coordinate assistance for war refugees from Ukraine arriving in Lublin.

Stimulus/Rationale: Russia's aggression against Ukraine requires the Lublin government to create structural solutions and coordinate humanitarian aid on an unprecedented scale. On the first day of aggression, thousands of refugees arrived in Lublin. In the first two months of the crisis, over 1.3 million refugees passed through the city. The city gained over 50,000 new residents.

Process: The Lublin Civic Committee to Aid Ukraine was established on the first day of Russia's aggression against Ukraine (5 hours after the attack). The Committee operates as an informal umbrella organisation, to combine assistance given by NGOs, local government, and residents to support refugees from Ukraine.

Within the first week of operation, the Committee attracted several thousand volunteers, among them 460 speaking Ukrainian, and dozens of civil servants from the Lublin Municipal Office and personnel of municipal cultural institutions. Initially housed in the Lublin Centre for Culture in Lublin facility, the Committee has been led by the Homo Faber Association, the Spiritual Culture of the Borderland Foundation, and the Rule of Law Institute.

The work of the Committee was managed by representatives of the three non-governmental organisations and the City of Lublin. Among the leaders of the Committee were NGO leaders, civil servants, employees of municipal cultural institutions, and students, including foreigners mainly from Ukraine.

From the first week, the activities of the Committee were organised into 21 sections responding to the specific needs of refugees. The Committee operated a 24-hour hotline (in 5 languages). Committee volunteers work as interpreters at the reception and accommodation areas. The Committee was connecting residents offering free accommodation with refugee families, providing legal aid, as well as the support of psychologists, among many others. In the first weeks, the Committee was joined by over a thousand volunteers (including over 460 volunteers who speak Ukrainian), and several dozen employees of the City Hall and Lublin cultural institutions. From the second week of the war, we also assisted in transferring humanitarian aid from Poland and Western Europe to Ukraine. At the time of writing over 100 trucks and one train of humanitarian aid were sent to Ukraine

Just one month after the arrival of the first refugees and meeting the most urgent needs, the Committee began strategic planning for the long-term integration of refugees in the city.

Impact: The Ukrainian refugees, as well as numerous third-country nationals, have found safety, shelter and assistance in the welcoming city of Lublin. Despite limited assistance from the government and international organisations, the creation of refugee camps/ghettos (over 97% of refugees stay in private accommodations) was avoided, as were conflicts with the residents. An increasing number of refugees take up work, and take advantage of the multilingual cultural offer of the city, and children attend kindergartens and public schools.

Further information:

- Daphne Panayotatos, Irla Atanda, Eric P. Schwartz, Crisis in Ukraine: Humanitarian and Human Rights Imperatives, Refugees International, March 2022, pp. 18-19
- <https://www.refugeesinternational.org/reports/2022/3/21/crisis-in-ukraine-humanitarian-and-human-rights-imperatives>
- <https://komitet.lublin.pl/>

PORTUGAL

Choices Programme / Programa Escolhas

Type: programme

Area of intervention: education

Duration: Created in 2001 and integrated in the High Commission for Migration, this programme of national scope has been in implementation for more than 20 years and is in its 8th edition (from 1st of January 2021 to 30th June 2023).

Purpose: The mission of the Choices Programme is the promotion of social inclusion and integration of children and youths, aged from 6 to 25 years old, from vulnerable social economic backgrounds, including migrant descendants and Roma children and independently of their nationality, background or religious origins. It aims to achieve real equality in accessing opportunities and reinforcing social cohesion.

Process: The Choices Programme is structured around three main strategic intervention areas: a) Education, Digital Inclusion, Training and Qualification; b) Employability and Entrepreneurship; and c) Community Dynamisation, Health, Participation and Citizenship.

The Choices Programme makes an open call for participation every two or three years, and public and private entities which work closely with the target groups can apply and present project proposals which meet several criteria related to a given area of intervention such as:

- Contributing to the implementation of relevant public policies;
- Ensuring strategic planning;
- Promotion of partnerships with other projects and/or entities;
- Guaranteeing participation of target groups, communities and relevant organisations;
- Promoting intercultural dialogue;
- Promoting mediation and favouring interventions in close proximity with the participants;
- Creating innovative solutions;
- Promoting progressive empowerment and sustainability;
- Promoting equality and non-discrimination;
- Preventing hostile behaviour and fighting violence;
- Promoting digital inclusion;
- Promoting and facilitating integration.

Within the scope of its 8th edition, 105 projects were funded at the national level.

In parallel to financing selected projects, the technical team at the High Commission for Migration that manages the Choices Programme organises a number of complementary activities in each edition. Some activities have been occurring on a more permanent basis across editions, such as:

- Training sessions directed at the project's coordinators;
- Monthly challenges addressed at youth community leaders;
- Thematic workshops aimed at technical teams as a whole (project coordinators, youth community leaders and collaborators);
- Escolhas de Portas Abertas – Choices Open Doors, an activity where projects are challenged to open doors to local communities and, in the course of a week, share with the local communities developed activities through exhibitions, demonstrations on public spaces, awareness sessions, activities open to communities' participation, etc.;
- Choices Club, an activity included in the Youth National Plan and which consists in a five-a-side tournament between teams representing different projects.

Some of the projects' activities particularly deserve to be highlighted:

- Youth Assemblies;
- Study support and development of study methods;
- Mediation between schools and families;
- Individualised psychosocial support;
- Development of digital skills;
- Music, dance and theatre workshops;
- Promotion of activities related to health issues and healthy eating.

Choices Projects have also been involved in the promotion of activities related to the Sustainable Development Goals – Choices in conjunction with the achievement of SDGs: 17 steps to transform our world.

Impact/outcomes: Between the 1st of January 2021 and 31st of December 2022, the 8th edition of the Choices Programme involved the direct and indirect participation of 27,888 children and young persons (aged from 6 to 25 years old) and 6,410 family members.

A total of 1,026 entities were engaged in project's consortiums during this timeframe.

Evaluation: With its projects being evaluated each semester, the Choices Programme is also regularly evaluated through indicators that assess annual results; the latter are included in the High Commission for Migration Activities Report. Furthermore, the technical team of Choices Programme promotes in-site evaluation visits and accompanies and closely monitors the activities carried out by the sponsored projects. In addition, every edition of the Programme is externally evaluated by an independent entity.

Further information:

- Leading authority(ies): High Commission for Migration
- Implementing partners: Public and private entities which presented their projects, as part of consortiums, and were selected to integrate Choices Programme (as municipalities, schools, associations, etc.).
- <https://www.acm.gov.pt/> ; <http://www.programaescolhas.pt/>

SPAIN

FUENLABRADA: MUlti-STakeholder Labs for migrants and stakeholders (MUST-a-LaB)

Type: project

Area of intervention: social and political participation

Duration: 36 months, start date: 1 January 2022

Purpose: The MUST-a-Lab project proposes a systemic and long-term involvement of stakeholders in cities and communities through the methodology of Policy Labs (PLs), in which existing local integration strategies are discussed and improved. These Labs bring together different types of local stakeholders, including official stakeholders, usually involved in local policies, grassroots stakeholders, closer to the final implementation of policies, as well as established migrant stakeholders and influencers of migrant communities. Each PL focusses on specific topics, selected based on the experience and needs of local stakeholders, in one of the two following areas : 1) Education, lifelong learning, rights and professionalisation and 2) Care, work-life balance and gender equality. Based on the input of participants, the PLs aim to discuss, evaluate and improve existing local strategies, reframe integration challenges and foster the creation and experimentation of new measures while also implementing improved multi-stakeholder strategies.

Stimulus/Rationale: Migration policy is a national and European responsibility, but integration happens at the local level in neighbourhoods, schools, workplaces, etc. Local authorities play a key role in integrating newcomers and empowering them to contribute to their new communities. Some

weaknesses often remain in local integration strategies, including due to a lack of coordination between stakeholders across different sectors such as labour, health, housing and education, as well as across levels of government. Moreover, there is a need to bring together stakeholders and migrants to foster the development of innovative strategies for effective integration at the local level and thus building more resilient communities.

A comprehensive approach to foster cooperation among stakeholders in these fields is the starting point for local integration strategies to achieve effective results and cooperation. With the MUST-a-Lab project, PLs are expected to contribute to an increased effectiveness of local strategies, eventually leading to PLs and other participatory approaches to be fully integrated in local authorities' practice.

The MUST-a-Lab initiative is based on the European Commission's Action Plan on Integration and Inclusion 2021-2027 - in particular on section 5.1 "Building strong partnership for a more effective integration process" – from which two areas are selected for local multi-stakeholder actions, as specific drivers for migrant empowerment:

1. Education, Lifelong learning, citizenship education and professionalisation
2. Care, Work-life balance and gender equality.

Young migrants (18-24) born outside of the European Union are much more likely (21%) than natives (12.5%) to be neither in employment, education or training (NEET). This is particularly true for migrant girls and young women (25.9%) who face additional obstacles to integration compared to migrant men and boys. They are frequently burdened with domestic responsibilities that can prevent them from fully participating in the labour market or in integration programmes, skills assessments, re-training and other measures helpful for their empowerment.

Early childhood education and care, primary and secondary education, vocational training and lifelong learning, citizenship education and awareness of human and civil rights are the foundation for successful participation in society and represent powerful tools for building more inclusive societies. Especially if these societies are organised along the principles of a caring democracy and the consideration of logistical friction between the educational, care and employment sectors are additional important organisational factors for inclusion in societies.

Process: The relationship between stakeholders (SH) and Third Country Nationals (TCNs) is as important as that between policy makers and TCNs, particularly at the local level. Due to the difference in cultural and civic approaches between SH groups and the local administration the lack of a direct dialogue may result in opposition to the local integration strategies.

The project starts with a specific outreach action to identify and involve the SH in a preparatory debate on local integration strategies. Among the SH groups a total of about 20-25 participants will be selected to take part in the formalised City Lab. Among these, the first half will be grassroots SH and representatives of the TCNs community, and the other half will be local politicians, administrators and official representatives of well-established SH (employers, unions, education institutions, recognised NGOs). The Lab will be preceded by a specific preparation phase during which the less experienced SH and migrant representatives will be initiated to the rules of policy-oriented debate (informal dialogue, future-oriented, systemic approach and confidentiality). During the second year, the City Labs will gather on three occasions to explore SH' perceptions on the effectiveness of existing strategies, to reformulate challenges, to imagine possible alternatives, to prepare the ground for micro-experiments

and finally to propose a renewed strategy. Partner cities will then have one year to partially or totally implement the recommendations and proposals coming from the Labs. The exchange will involve all groups of SH.

Impact/outcomes: The PLs are designed to have a long-term impact on local integration in four ways:

- Enabling migrants and asylum seekers to become active actors in local integration strategies by giving them the opportunity to influence the implementation of those strategies through sharing their views and experiences with relevant stakeholders.
- Equipping local stakeholders with the necessary information to implement effective strategies.
- Increasing the complementarity of actions developed by different stakeholders.
- Optimising integration strategies.

The whole project foresees a responsive evaluation and a substantial communication activity will be organised to raise awareness and enable replication of the PLs at the local and European level.

Further information: www.must-a-lab.eu

SWEDEN

VÄSTRA GÖTALAND: Systematic consultations by the Human Rights Committee

Type: policy

Area of intervention: social and political participation

Duration: Ongoing

Purpose: The consultations held by Human Right Committee in Region Västra Götaland aim to include various groups of citizens in policymaking and goal setting related to cohesion, stability and prosperity. The overall goal is to promote and secure equality for all members of society. The areas covered by the former Plan for Human Rights (2017-2020) of the region have been integrated in the Goals for Social Sustainability, in which consultations are seen as providing a forum for building social trust and encourage community cohesion.

Stimulus/Rationale: The approach of the former Action Plan for Human Rights was based upon two main principles: the region as a duty-bearer and the individual as a rights-holder. The Action Plan is now integrated in the Goals of Social Sustainability, which are articulated as follows:

1. We promote good health and well-being: The health and well-being among people in Västra Götaland will be improved by 2030.

2. We work for equality and equal rights : Unfair differences in living conditions and human rights for people in Västra Götaland will be reduced by 2030.

3. We create trust, security and participation : Trust, security and participation among people in Västra Götaland will increase by 2030.

Process: Systematic consultations in five areas are held on a regular basis as the region is engaged in dialogue with over 60 civil society organisations. These five areas are: 1. Children´s rights ; 2. Disability ; 3. LGBTQI ; 4. Human Rights ; 5. National minorities.

The Act on National Minorities and Minority Languages (2009:724) recognises five national minorities in Sweden: Jews, Roma, Sami, Swedish Finns and Tornedalers. Systematic consultations with national minorities bring together organisations representing the five national minorities in Sweden.

Impact: The consultation shall contribute to providing national minorities with the opportunity to influence and participate in issues that concern them and thereby contribute to the development of the region while focusing on cohesion, stability and prosperity.

MULTILEVEL GOVERNANCE

CROATIA

Appointment of coordinators for integration at local level

Type: policy

Area of intervention: social and political participation

Duration: 3 years, 2020 – 2022

Purpose: to establish cooperation with decision-makers at local level, i. e. representatives of local and regional self-government units, in creation and implementation of national integration policies and practices. To strengthen local capacities, enhance their integration potential and offer expert support in creation and implementation of local inclusion policies and practices, in line with their decentralised competences.

Stimulus/Rationale: The evaluation of the integration framework established that integration policies are drawn up within a relatively narrow circle of stakeholders, among which representatives of local and regional self-government units and representatives of public institutions at the local level have not been included to a sufficient extent.

Process: Coordinators for integration at local level were appointed from 18 cities where beneficiaries of international protection are accommodated or where accommodation capacities for third-country nationals have been detected.

Coordinators participated in education aimed at enhancing capacities of the local stakeholders for integration of third-country nationals, with an emphasis on persons granted international protection. The aim of education was to: a. improve understanding of the importance of integration at the local level and the connection between European and national policies and local policies and practices; b. raise awareness of the role and responsibility of local self-government in managing the integration process in the community; c. develop the competencies necessary to recognize discriminatory practices and prevent discriminatory treatment of officials and experts at the local level towards citizens of third countries; and d. develop the competencies necessary for the development and implementation of programmes/models of integration at the local level through the cooperation of various stakeholders involved in the process of inclusion in society.

Coordinators took part in coordinative meetings with representatives of state administration bodies and international and non-governmental organizations. They actively contributed to the creation of Protocol on integration of persons who have been granted international protection.

Impact/outcomes: Focal point for cooperation with local self-government units has been established. Network of coordinators for integration at local level has been established.

Creation and implementation of multidepartment network database of statistical indicators on social inclusion of persons granted international protection

Type: policy

Area of intervention: inclusion

Duration: 2021-2022

Purpose: To establish cooperation with relevant state administration bodies and public institutions in major integration areas (social and health care, language learning and education, employment, housing and accommodation, naturalization and discrimination), in the process of collecting and evidencing statistical data regarding the implementation of prescribed integration measures and services.

Stimulus/Rationale: The evaluation of the integration framework found that it is necessary to improve the system of monitoring and measuring the results of the implementation of integration measures, i.e. progress in the integration of persons who have been granted international protection, with the aim of appropriate planning of resources that will correspond to the needs of the users and the needs of competent stakeholders.

Process: Research has been conducted aiming to improve the process of monitoring and evaluating the effect of integration policies in certain areas key to integration, using a series of defined statistical indicators. The principal goal of the research was to determine which statistical data the competent authorities collect in their every-day activities and to produce recommendations on how to improve the data collection process in a way that better suits the needs of users. Following the research, centralized database of statistical indicators was established. Findings of the research were made available in the publication 'Social inclusion of persons granted international protection' in the Republic of Croatia. From the perspective of coordinating the work of competent stakeholders, the Government Office for Human Rights and Rights of National Minorities of the Republic of Croatia has appointed coordinators for collecting data on social inclusion of persons granted international protection, i.e. representatives of state administration bodies and public institutions. The process of updating the content of the database was initiated at the end of 2022.

Impact/outcomes: A focal point for collecting and exchanging statistical data on social inclusion of persons granted international protection has been established.

Further information:

- Report: [Social inclusion of persons granted international protection in the Republic of Croatia](#), Ph. D. Snježana Gregurović i Ph. D. Sanja Klempić Bogadi from the Institute for migration and ethnic studies.

FINLAND

The Advisory Board for Ethnic Relations (ETNO)

Type: Consultative body

Area of intervention: social and political participation

Duration: 2020-2024

Purpose: The Advisory Board for Ethnic Relations (ETNO) serves as a national forum for dialogue and cooperation. The main goal of ETNO is to enhance constructive dialogue and collaboration between various actors in key policy areas. ETNO is not a decision-making body, rather a platform through which citizens have an opportunity to influence decision-making.

ETNO brings together migration experts from national, regional and local levels ranging from public officials to civil society representatives. Alongside the national ETNO, there are seven regional advisory boards for ethnic relations; these are coordinated in regional centres of Centre for Economic Development, Transport and the Environment (ELY).

The membership of ETNO comprises of 6 ministries, political parties in parliament, employer and employee trade unions, CSOs representing migrant and ethnic minorities, regional ETNOs, Association of Finnish local and regional Authorities and permanent experts.

Provisions on the purpose, tasks and composition of the Advisory Board for Ethnic Relations are laid down in the Government Decree 771/2015 (available in Finnish).

Rationale: The rationale behind ETNO was to establish a participatory dialogue platform that would bring together experts and expertise on various policy areas. ETNO acts as a formal platform through which migrants and new citizens can partake in policy-making, build networks and share relevant information about society.

Process: ETNO is established by the government for four-year tenures as per decree. The membership of 34 is stipulated in the decree. CSOs have to apply for membership and open calls are made at the end of every tenure. Prior to establishing the national ETNO, regional ETNOs are set up for four-year tenures in designated ELY centres. They have a minimum of 14 members, half of whom should represent migrants or ethnic minorities.

Once established, ETNO drafts its own action plan that it aims to implement over the four-year period. The current action plan covers the period 2020-2024.

Impact/outcomes: Through the action plan, members participate in the formulation, implementation and review process of various policy areas. Currently ETNO has decided to focus on the following policy areas: integration and migration; democracy and participatory rights; civil society; good relations; and diversity in the labour-market. In practice, this means establishing expert groups, facilitating consultations and workshops, cooperating in projects and participating in campaigns related to the above-mentioned areas of work.

Further information:

- [Government Decree on the Advisory Board for Ethnic Relations \(available in Finnish\)](#)[Link to an external website](#)[Opens in a new tab](#)

- [Advisory Board for Ethnic Relations](#)

LUXEMBOURG

"Pakt vum Zesummeliewen" (Pact of Living Together)

Type: policy

Area of intervention: inclusion

Duration: Since January 2021

Purpose: The objectives of the "Pakt vum Zesummeliewen" are to promote living together at local level through communication, access to information and citizen participation. Particular attention is paid to the integration of newcomers, whether they come from another community or another country. The "Pakt" targets the entire population, Luxembourgers and non-Luxembourgers, young and old persons, men and women, people from all social backgrounds. The approach is cross-cutting in the areas of language learning, civic participation, democracy, sport and culture, communal information and communication policy, intercultural training, anti-discrimination and mediation, political participation, and the development of civic spaces.

Stimulus/Rationale: The municipality is the first point of reference for anyone arriving in the country or moving to another place. It therefore plays a key role in ensuring harmonious living together for all.

Process: Through the "Pakt vum Zesummeliewen", the municipality, SYVICOL (Union of Luxembourg Cities and Municipalities) and the Ministry for the Family, Integration and the Greater Region are committed to close cooperation, with a view to a dynamic, multi-year process that emphasises communication, access to information and the participation of all persons living or working in the municipality. Integration counsellors accompany the municipality throughout the process of implementing the "Pakt vum Zesummeliewen".

The "Pakt vum Zesummeliewen" is designed in five stages:

1. political commitment;
2. inventory and diagnosis of needs;
4. citizen workshops (thematic workshops on the identified field of action);
5. implementation of one or more of the identified actions;
6. the assessment made one year after the signing of the Pakt.

After the official signature of the "Pakt" between the municipality, the ministry and SYVICOL, the municipalities set up a steering group to manage the "Pakt" process at local level. The steering group is made up of members of the local council, the local integration advisory committee and other people with local expertise (e.g. representatives of the local authority, schools, a senior citizens' service). The "Pakt" process is based on an analysis of the situation that answers three questions: what is the socio-demographic situation of the municipality? what actions and projects are currently being carried out in the area of Living Together? and what are the expectations of the population? The steering

group chooses from the state of play an area on which it wants to work during the next 6 months. A citizens' workshop is organised to develop concrete projects at the local level that respond to this challenge. After the projects and activities have been implemented, an evaluation will be carried out before starting again: prioritisation - citizen workshop - activities - evaluation.

The Ministry provides the municipalities with an Integration Advisor who actively accompanies this process at the local level. For the various stages, external partners (such as CEFIS, ASTI or others with expertise) are available to the municipalities.

Impact: By August 2022, 28 municipalities had signed the "Pakt vum Zesummeliewen" and others had expressed interest. The "Pakt" is intended to contribute to the following objectives:

- Better support for the municipalities by the Ministry for Family, Integration and the Greater Region and its partners.
- Enhancement of the communal consultative integration commissions.
- Participatory approach: more pronounced involvement of the community's active forces and citizens.
- Cyclical approach in constant evolution with regular evaluations.
- Quick, visible and tangible results.

An evaluation of the actions implemented by the municipality is carried out after six months in order to draw conclusions and/or lessons. This makes it possible to adjust the implementation of the activities if they were to be repeated or if other more appropriate actions were chosen. These observations serve as a basis for feedback which is then passed on to the other signatory municipalities.

Further information:

Authority responsible for the initiative: Ministry for Family and Integration - Department of Integration

Partners :

- ASTI (Association de Soutien aux Travailleurs Immigrés)
- CEFIS (Centre d'étude et de formation interculturelles et sociales Asbl)
- SYVICOL (Syndicat des Villes et Communes Luxembourgeoises)
- De Reso (cooperative society bringing together experts from different backgrounds who co-construct analysis and societal intervention approaches)

<https://mfamigr.gouvernement.lu/fr/le-ministere/attributions/integration/niveau-communal/plan-communal.html>

PORTUGAL

Local Support Centres for Migrant Integration (CLAIMs)

Type: Support centre

Area of intervention: welcoming policies

Duration: set up in 2013 (ongoing)

Purpose: the objective of CLAIMs is to provide decentralised information, counselling and support to migrants and refugees. In some regions CLAIMs are mobile in order to reach migrants who otherwise would not have the means of transportation or financial resources to access the services they provide. CLAIMs are recognised as safe places for migrants, irrespectively of their status.

Stimulus/Rationale: CLAIMs result from partnerships established by the High Commission for Migration (state level) with municipalities, higher education institutions and civil society organisations, including migrant associations. They represent safe spaces where information and counselling are made available to migrants and refugees, in order to promote their integration, in close coordination with local authorities and key stakeholders.

Process: there are currently 154 CLAIMs nationwide. The services they provide range from information to support in several different areas such as access to nationality, regularisation of migrants' legal status, family reunification, recognition of qualifications and inclusion in the labour market, access to health, access to education and other aspects related to the daily life of migrants and refugees. The CLAIMs also organise initiatives related to the recognition and respect of diversity, intercultural and inter-religious dialogue and the contribution of migrants to the local community.

Impact/outcomes: although the results to be achieved with the setting up of CLAIMs were not specifically defined, it was expected that these centres would contribute to the localisation/decentralisation of basic services that promote positive integration and inclusion of migrants at the local level. Through a dedicated team, the High Commission for Migration continuously monitors CLAIMs ability to develop actions involving local partners, which take into account the promotion of interculturalism, the development of municipal plans for the integration of migrants, and good practice sharing among different municipal services, among others. This monitoring work relies on analysis of meetings and attendance records; production of statistical reports; quality of activities implemented; bilateral follow-up meetings; meetings between CLAIMs present in specific regions and the High Commission for Migration's teams; and tutoring and assistance to CLAIMs officers by the High Commission dedicated team.

In addition, the High Commission for Migration carries out initial and continuous training to CLAIMs technicians in areas such as intercultural dialogue, legislation (immigration and nationality), access to healthcare, registration of minors, trafficking in human beings, among others.

Consultation process for the elaboration of the Spanish “Strategic Framework for Citizenship and Inclusion, against Xenophobia and Racism” (2021 -2027)”

Type: policy

Area of intervention: human rights and anti-discrimination

Duration: February 2019 to June 2022 (29 months)

Purpose: The main goal of the policy was to open a process of dialogue and participation and to reach a consensus between relevant stakeholders in the design and elaboration of the **Strategic Framework for Citizenship and Inclusion, against Xenophobia and Racism” (2021 -2027)** (hereafter, Strategic Framework).

Stimulus/Rationale: The evolution of society requires a comprehensive and effective response to address the new challenges posed by racist and xenophobic attitudes and their manifestations, and to ensure the protection and enjoyment of human rights, fundamental freedoms and human dignity.

Therefore, seven years after the last «Strategic Plan for Citizenship and Integration» (PECI 2011-2014) and a decade since the approval of the «Comprehensive Strategy against racism, racial discrimination, xenophobia and related intolerance», it was essential for the Spanish government to launch a new programmatic framework to promote the inclusion of immigrants, applicants and beneficiaries of International Protection, and to prevent and combat xenophobia, racism and other related manifestations of intolerance.

Process: The activities developed during the consultation process were based on dialogue, participation and consensus principles. The consultation process succeeded in gathering the views and inputs of relevant actors under a multilevel and multi-stakeholder approach. The different drafts of the Strategic Framework were put into examination by administration representatives, public bodies, civil society organizations, academic experts, immigrant’s associations and by the public interested in the subject, therefore amended during the process according to the suggestions gathered. The consultation process ended with a final draft of the Strategic Framework, which is expected to be adopted in the coming months.

The consultation process was implemented according to the following phases:

- Phase one (February 2019 – February 2020). In this phase, the team reviewed the former “Strategic Plans for Citizenship and Integration” in force during 2007-2010 and 2011-2014. The team also reviewed the former “Comprehensive Strategy against racism, racial discrimination, xenophobia and related intolerance”, in force since 2011. During this phase, consultations addressed to civil society organizations and to experts took place (during November, December 2019 and January 2020). Finally, the team carried out bilateral meetings with ministerial departments with the aim of gathering information about planned or already in force policies addressed to migrants.
- Phase two (June 2020 – September 2021). During this phase, the team prepared a first draft of the Strategic Framework according to the results obtained from the first phase consultations. Additionally, the team carried out consultations with National-level

Administrations, the General Council of the Judiciary (CGPJ) and the State Attorney General's Office. A second draft of the Strategic Framework resulted from this phase.

- Phase three (October 2021 – June 2022). During this phase, the team carried out additional consultations addressed to national, regional and local level governments and other relevant public bodies.

During May and June 2022, the draft of the Strategic Framework was subject to a public consultation process in order to publicise the initiative and to gather the opinion, comments and suggestions of citizens and other stakeholders on this instrument. The purpose of the public consultation was to "review and consolidate the priority lines of the Strategic Framework and ensure its appropriation by the agents involved in the promotion of citizenship and inclusion and in the prevention of xenophobia, racism and other related forms of intolerance in Spain".

The procedure was made known to potentially interested persons through its publication in the "citizen participation section" of the website of the Ministry of Inclusion, Social Security and Migration.

The steps through which the public consultation process took place are as follows:

- Online survey published and addressed to the general population (the response period for the consultation was from May 9th to June 27th 2022).
- First workshop on the Strategic Framework (June 2nd 2022), organised face to face at the Ministry of Inclusion, Social Security and Migration headquarters and with the participation of institutional stakeholders, civil society, immigrants organizations, union' representatives, private sector and academia experts.
- Second workshop on the Strategic Framework (June 22nd 2022) held online with the participation of institutional stakeholders, civil society, immigrants' organisations, union' representatives, private sector and academic experts.

All the information was gathered and used to review and elaborate a final draft of the Strategic Framework (which is expected to be adopted in the coming months). During the three phases of the consultation process, 15 ministerial departments, 7 autonomous communities, 57 local entities (21 of which through the Intercultural Cities Network (RECI), 8 academic experts, 2 unions' representatives and 70 civil society organisations participated.

Likewise, the Strategic Framework has been submitted for review and consideration to the following advisory bodies on integration and equal treatment: Forum for the Social Integration of Immigrants (FISI); Council for the Elimination of Racial or Ethnic Discrimination (CEDRE); Interministerial Commission on Foreigners, Agreement to cooperate institutionally against racism, xenophobia, LGBTIphobia and other forms of intolerance.

Finally, in order to incorporate the principle of child and youth participation, a guiding principle of the Convention on the Rights of the Child, the child and youth population has been directly involved, thanks to UNICEF, in the social consultation process of the Strategic Framework.

Impact/outcomes: The outcome of the consultation process was a final draft of the Strategic Framework ready to be discussed and passed according to standard governmental procedures (approval still pending). As for the Strategic Framework, mid-term evaluations are foreseen in 2024 and 2026 as well as a final evaluation in 2027. It is worth mentioning that the Strategic Framework

provides for a system of indicators to carry out the evaluations and to review compliance with the objectives established.

Further information:

Leading authorities:

- Spanish Observatory on Racism and Xenophobia (OBERAXE) – Directorate General for Humanitarian Attention and Social Inclusion of Immigration
- Ministry of Inclusion, Social Security and Migration.

Implementing partners:

- Spanish Observatory on Racism and Xenophobia (OBERAXE) – Directorate General for Humanitarian Attention and Social Inclusion of Immigration of the Ministry of Inclusion, Social Security and Migration.

<https://www.el-futuro-es-la-inclusion.es/>

CATALONIA: Inter-administrative agreement for the financing of migration, refugee, and antiracism policies between the Government of Catalonia and local authorities

Type: framework document

Area of Intervention: human rights and anti-discrimination, inclusion, welcoming policies

Duration/Elaboration Period: 2022-2026 (January to December of each year)

Purpose: The objective of this initiative is to effectively coordinate migration, asylum, and antiracism policies at the local level. Furthermore, it seeks to establish a robust theoretical framework for interventions related to these policies, focusing on various crucial aspects. These include enhancing the reception of migrants in Catalonia, promoting policies that ensure effective equality for migrants and racialised individuals, fostering a stronger sense of belonging within communities through the creation of projects and programmes, and embedding antiracist policies throughout all sectors of local administration. Additionally, the initiative aims to provide vital support for reception policies tailored to the needs of refugees, thereby addressing and mitigating the challenges they may face.

Within this framework, the programmes eligible for funding include the following:

- Hiring of professionals: This includes roles such as reception officer and migration and antiracism policy officer responsible for coordinating and mainstreaming policies, and developing pilots based on local needs and conditions. It also involves other professional support positions dedicated to the management of migration, antiracism and policies for a dignified and shared life. These roles encompass administrative staff who assist with managing reception, migration and reporting, among other tasks.
- Training programmes for the first reception service: These programmes encompass vocational training, proposals aimed at engaging the community and Catalan society in participation, and comprehensive reception pathways with modules (A, B, and C) that offer meaningful content for the service's target beneficiaries.

- Specialised reception services: This category includes services such as language training, interpretation, translation, and mediation services, as well as legal services and assistance in regularisation, including the processing of immigration procedures. It also covers support for family reunification processes, reception actions tailored to applicants for international protection and refugee status, and awareness campaigns related to the Equality and Non-Discrimination Law and the legal framework against racism. A draft of the latter is in the process of being prepared at the time of writing (October 2023).
- Mainstreaming migration and antiracism policies: This involves actions designed to adapt public services to ensure equal opportunities, programmes aimed at preventing administrative irregularities or addressing post-irregularity issues, and the development of plans, studies, programmes or projects addressing racism. This encompasses both racism within the administration (institutional racism) and within society.
- Promotion of a collective sense of belonging: These actions intend to display the diversity of references and the social and cultural heritage, which may include community action practices, references, and knowledge. They also aim to recognise the backgrounds and knowledge of migrant or racialised populations, including language training and recognition, as well as training in their home countries.
- Promotion of dignified and shared life: This involves actions designed to remove barriers to material equality, address population, educational, and urban segregation, and implement campaigns and training initiatives for public service professionals, civil society networks, and community members focused on understanding and combating racism.

Stimulus/Rationale: Municipalities, being the closest government level to citizens, play a vital role in translating policies into action to promote equality, fostering a sense of belonging, and combating racism. The Government of Catalonia is responsible for managing reception and social services across the region and is obligated to ensure their thorough implementation. This involves coordinating these policies locally and providing the required funding. The Inter-administrative Agreement serves as a mechanism to ensure key components such as adequate financial support, inter-administrative coordination, and cooperation, all aimed at achieving targeted goals in the areas of migration, refugee, and antiracism.

Process: The process comprises several phases:

- Municipalities with a population exceeding 20,000 residents, and county councils acting on behalf of municipalities with fewer than 20,000 residents, become signatories to the Inter-administrative Agreement.
- The Ministry of Equality and Feminisms becomes responsible for establishing the political guidelines, project foundations, and financial allocations that local entities may receive under the Inter-administrative Agreement.
- Local entities, considering their specific needs and local conditions, prioritise the political guidelines within the framework of the Inter-administrative Agreement and engage in negotiations with the Ministry of Equality and Feminisms.
- The agreement can undergo annual modifications of specific aspects, as needed, despite its four-year duration.
- Local entities must create an Action Plan, clarifying the reasoning behind their implemented policies and the strategy for executing associated actions, projects, and programmes.

- Local entities facilitate discussions and assessments of the progress made in implementing the agreed actions by conducting annual bilateral monitoring meetings, involving each municipality and the Ministry of Equality and Feminisms.
- Local entities submit annual result reports to gauge the impact and effectiveness of these efforts.

Impact/Outcomes: The outcomes of this initiative include enhancing reception systems for migrants, fostering better social cohesion, strengthening the sense of collective belonging, integrating policies to eliminate racism, and enhancing effective equality among individuals.

Further Information: The budget for the action plan is €11,290,311.38. It is determined by assessing various indicators, including the total population, the proportion of migrant population, the percentage of migrant students in schools, the approximate rate of individuals facing administrative irregularities, and the percentage of individuals overseeing family reunification, among other factors.

UNITED KINGDOM

Integration Area Programme

Type: programme

Area of intervention: inclusion

Duration: April 2018 – March 2021

Purpose: The [Integrated Communities Strategy green paper](#), published in March 2018, invited views on the UK Government’s vision for building “strong, integrated communities where people – whatever their background – live, work, learn and socialise together based on shared rights, responsibilities and opportunities.”

Stimulus/Rationale: Integration challenges are not uniform throughout the country. The interplay of demographics, patterns of migration, physical geography, industrial history and local economy in each place makes a unique set of challenges.

Process: The [Integration Area Programme](#) therefore focused local and national resource on a common goal to deliver integrated communities, to better understand and tackle the challenges specific to a place, building on existing best practice and local strengths.

The UK Government worked with five local authorities (Blackburn with Darwen, Bradford, Peterborough, Walsall and Waltham Forest) who demonstrated a keen understanding of the challenges they faced.

Each area produced a locally-focused integration strategy, outlining the activity they will take to address the challenges specific to their place and capture the impacts of this work. You can view each local strategy via the following links:

- [Blackburn with Darwen](#)
- [Bradford](#)
- [Peterborough](#)
- [Walsall](#)

- [Waltham Forest](#)

An integral part of the strategy is the delivery plan which sets out numerous projects to support better integration within the community. This approach would help us to learn what works and how it could be applied in other places – ultimately helping us to improve integration in other areas.

Impact:

The UK Government undertook an [evaluation of the Integration Areas Programme](#). The evaluation focused on 3 intervention types: Schools Linking, Community Conversations, and Community Ambassadors.

Schools Linking is a programme facilitating social mixing between schools within areas that have been identified to have segregated communities. It was found to have a positive effect on pupils and helped to support IAP related outcomes in participating schools, particularly improving pupils’ confidence in meeting young people of different ethnicities, religions, and economic backgrounds; and improving pupils’ understanding of different races, religions, and cultures.

Community Conversations consisted of events that created safe spaces for community members to engage in facilitated debate on integration-related topics such as race, culture, and religion. The evaluation found it to be well received by participants, who found their experience positive, and felt a sense of pride and satisfaction from being involved. It also showed that it may have had an influence over some of the outcome areas of meaning social mixing.

Community Ambassadors provided training and support to local volunteers with the aim of developing local leadership skills that would enable the championing of integration values within their communities. The model was found to have several positive impacts, for example in improving Ambassadors’ comfort engaging with individuals from different backgrounds and their motivation to effect local improvements. However, more evidence is needed to determine how trained Ambassadors go on to impact their local communities. The evaluation identified factors that are worth replicating in future programmes as well as ways the programme could have increased its potential for having impact.

ASSEMBLY OF EUROPEAN REGIONS

EU-Belong

Type: project

Area of intervention: inclusion

Duration: January 2022 to January 2025 (date of submission of report: February 2023)

Purpose: the EU-Belong project aims to improve the socio-economic inclusion and the sense of belonging of migrants through the development and implementation of integration strategies in European Regions with a strong multi-stakeholder and intercultural approach, focusing on the principles of equality, diversity and positive interaction. The project does so by strengthening the capacity of 11 European Regions and stimulating their cooperation with local authorities and other public and private stakeholders to design and adopt intercultural regional integration strategies.

Stimulus/Rationale: The Council of Europe intercultural approach guides the overall project methodology and the design of regional integration strategies. In EU-Belong the research, methodologies, tools and practices that have made the success of the Intercultural Cities Programme, are being adapted and implemented at the regional level. Regions are key players for successful integration processes.

Process: This EU-funded project led by the Assembly of European Regions brings together 11 Regions from 8 countries: Catalonia (Spain), Navarra (Spain), Pomerania (Poland), Poznan (Poland), Emilia Romagna (Italy), Donegal (Ireland), Arad (Romania), Timis (Romania), Salzburg (Austria), Leipzig (Germany), Västra Götaland (Sweden). Moreover, the consortium counts on the technical expertise of the Istituto de Cooperazione Economica Internazionale-ICEI- which is also the national contact point in Italy for the ICC programme, and ART-ER (working together with the Emilia-Romagna region).

The Assembly of European Regions is the largest independent network of regions in wider Europe. Its membership spans from Norway to Turkey and from Georgia to Portugal. The AER was created in 1985 to connect regions to improve regional policies and practices through peer learning, knowledge transfer and capacity building, and be the voice of regions in European policymaking.

The EU-Belong project is based on a 5-steps process:

1. Capacity building & mutual learning

After a participatory need assessment, partners develop and deliver 3 online training modules for regional decision-makers, civil servants and local stakeholders to build knowledge in intercultural integration concepts and methods. The online training is delivered to approximately 150 public and private officials in each region (1.650 persons in total).

A second phase focuses on mutual learning, through the organisation of 3-day regional multi-stakeholder Learning Labs to strengthen the competences of key-players to plan and implement effective integration strategies. Participants exchange and facilitate mutual learning among the stakeholders directly involved in the co-design activities carried out in step 3.

2. Elaboration of a general model framework for regional integration strategies

In order to elaborate and validate a regional multi-level and multi-stakeholder policy and governance framework for the development and the implementation of intercultural integration strategies at the regional level, partners first review replicable European good practices, and then assess regional integration contexts (Regional integration questionnaire+ report).

The final model provides, for the first time in the EU, an overall framework for intercultural integration at the regional level, focusing on competences, policies and practices of Regional authorities and their connections with local/national institutions.

This model framework serves as guidance to the partner Regions in developing their own 3-years intercultural integration strategies (step 3), and is made publicly available to other regional authorities willing to develop intercultural integration strategies.

3. Multi-stakeholder co-design of 11 regional strategies

Based on the general model framework elaborated in step 2, the partner Regions carry out a co- design process with the following steps:

➤ Setting up of regional multi-stakeholder Platforms

The multi-stakeholder Platforms supports the **design, implementation, monitoring and evaluation of the integration strategies** by creating a “safe space” for structured dialogue between stakeholders with diverse views, interests and competences. They also contribute to building trust and mutual respect, promoting an environment in which stakeholders can generate new ideas for tackling common challenges and proposing integration strategies and pilot actions.

Moreover, the Platforms are an important player in **strengthening the accountability** system, increasing the possibility to succeed and ensure a broad ownership and sustainability of the results.

➤ Multi-stakeholder co-design meetings

The consultation phase is an intensive process in which representatives of the stakeholders join the regional civil servants to work together with the support of co-design specialists and experts.

At the end of the consultation activities, each multi-stakeholder Platform provides a report including opinions, needs and priorities of the relevant stakeholders on the targeted topic(s); potential activities to be carried out at local level; and risks and mitigative measures.

➤ Elaboration of the Intercultural integration strategy in 11 European Regions

Starting from the inputs provided by the multi-stakeholder Platform, each region elaborates and validates its 3-years Intercultural integration strategy applying a "theory of change" approach in order to describe how the strategy is supposed to deliver the desired change.

The strategy plan is described as a road map for getting from the initial situation to a positive change, focusing on the interconnections between the general goals and the required outcomes, specifying actions, actors, resources, timeline and indicators.

The strategy includes commitments by the regional authority as well as pledges by the stakeholders (institutions, civil society organisations, businesses, etc.) to undertake specific actions to foster diversity, equality and inclusion in their activities.

4. Pilot testing

Based on its Intercultural integration strategy, each Region selects one pilot project among those included in the strategy, to test new measures (e.g. services, tools, etc.) that will contribute to the goals of the regional strategy.

5. Modelling, dissemination and mainstreaming

The experience carried out for the co-design and co-implementation of intercultural integration strategies will be evaluated and the whole process and its results will be modelled in a comprehensive report.

To disseminate the results of the project and mainstream the intercultural approach across policy areas, four knowledge transfer clusters are set up around societal challenges:

- Where people live
- Skills of the Future
- How People work and create

- Healthy societies

Impact/outcomes: The objective is to make the outputs of the EU-Belong project available and useful to all people and organisations who benefit from them. Indeed, the methodologies and good practices the project is producing are useful for sectoral policies too, not only stakeholders working on migration and inclusion. The intercultural approach is particularly innovative, and a tool for more cohesive, innovative and resilient societies. The transfer clusters facilitate peer learning around common challenges and offer different formats of online and in person knowledge transfer activities. The project is further expected to contribute to:

- increased capacity in intercultural competences through policy learning between 11 regions,
- increased capacity in developing and implementing multistakeholder collaboration in a structured sustained way
- improved cooperation between different levels of governments
- intercultural approach shaping 11 regional strategies
- strengthening the role of regional administration in promoting integration and inclusion policies
- mainstreaming of the intercultural approach across sectoral policies (employment, education, social and health care, housing...)
- promoting co-design: 165 local stakeholders (short/medium term) are formally involved in the co-design process and cooperate with the Regions in the elaboration and implementation of the integration strategies
- promoting knowledge sharing: other 40 EU Regions are involved in reached by knowledge sharing activities; at least 15 relevant organisations and institutions working at EU level in the field of TCNs integration directly involved in the knowledge sharing
- reinforcing existing frameworks for the exchange of experiences and lessons learnt among European Regional administrations on TCNs' integration, adopting a strong cross-cutting intercultural approach to ensure effective and comprehensive regional policies.

Further information:

EU-Belong website: <https://aer.eu/eu-projects/eu-belong/>

INTERCULTURALISM BEYOND EUROPE: INFORMATION AND PRACTICES FROM CANADA

Insights from the Canadian approach to immigrant integration

Within Canada's managed migration model, settlement/integration is viewed as a key pillar to attaining Canada's immigration objectives – economic growth and prosperity as well as building Canada as an inclusive and cohesive society. Canada's approach to integration is premised on social inclusion and mutual adaptation by newcomers and societal actors – what they refer to as a **two-way approach**. This is a complex space with a wide array of actors and shared roles.

Inclusive laws/policies and enabling programmes promote equality for all immigrants and citizens

- **Inclusive laws:** Canada's inclusive laws are embedded in the 1981 *Canadian Charter of Rights and Freedoms* with its provisions related to equality and freedom from discrimination. Canada's 1977 *Citizenship Act*, 1977 *Canadian Human Rights Act*, 1985 *Official Languages Act*, 1988 *Canadian Multiculturalism Act* and 2001 *Immigration and Refugee Protection Act* uphold these principles.
- **Enabling programmes:** Programmes are in place to support immigrants along a continuum - from settlement/resettlement services, to labour market programmes (including those that support foreign qualification recognition), as well as health, education and social programmes.
- **Societal involvement:** Canada's model is premised on the involvement of a wide array of societal actors, from federal, provincial/territorial and municipal governments to public institutions, to employers and professional associations, and to individual Canadians.

Local/federal relations

Immigrant integration is not solely a federal responsibility, but it also involves other levels of government. While there is a clear separation of mandates between the Government of Canada and provincial/territorial governments in a number of areas, with Provinces and Territories responsible for education and health, there is a **shared responsibility for immigration, settlement and the labour market**. When it comes to settlement, the Government of Canada mainly has **bilateral arrangements with provinces/territories**, but there is ongoing multilateral cooperation on high-level cross-cutting issues and key initiatives. A **distinct arrangement is in place with the province of Quebec**, where the provincial government is responsible for selection and the administration, design and delivery of federally funded settlement and resettlement services. **Municipalities** are also part of the picture as they have the mandate for areas that are important to immigrants, such as housing, public transport and community services. As they are within the jurisdiction of provinces/territories, they are part of federal-provincial/territorial relations.

For 2022 – 2023, Canada is investing approximately **\$1.097 billion CAD** to support the settlement and integration of newcomers outside the province of Quebec. This funding is invested in third-party service providers, and Francophone communities, in the provinces and territories (outside of Quebec) to deliver settlement services.

Intersectional approach

[Gender-based Analysis \(GBA\) PLUS](#) is Canada's approach to mainstreaming intersectional equality, diversity and inclusion considerations in all government initiatives. From IRCC's perspective, in addition to the mandatory use of GBA+ in our Immigration Refugee Protection Act, intersectional gender considerations are embedded across multiple lines of business within Immigration, Refugees and Citizenship Canada (IRCC) Settlement Program.

Recently, Canada launched the [Canada's Anti-Racism Strategy 2019-2022](#), which is guided by a vision of Canada where all Canadians benefit from equitable access to and participation in the economic, cultural, social and political spheres. An amount of \$45 million CAD over three years has been allocated to this strategy. This programme is led by [Canadian Heritage](#).

Inclusive programmes

Place-based approach: IRCC has taken a settlement-forward approach in both the [Atlantic Immigration Program \(AIP\)](#) and the [Rural and Northern Immigration Pilot \(RNIP\)](#) by increasing the role of the employer and local communities in the settlement and retention of newcomer employees and their family, in coordination with a federally- or provincially-funded immigrant settlement service provider organizations. As part of the AIP, employers must commit to:

- working with immigrant settlement service provider organization to ensure that both the newcomer employee and their family receive a needs assessment and individualized settlement plan;
- Supporting newcomers' access to settlement services (including potential financial support) as assessed by the immigrant service provider organization; and,
- Demonstrating that they have a welcoming workplace by inter-cultural competency training.

The Rural and Northern Immigration Pilot (RNIP) takes a different approach to settlement and integration. Eleven (11) communities were selected to test a new approach to community-based immigration in an effort to encourage the long term retention of immigrants. Being a "welcoming community" means:

- Championing the benefits of immigration to community members and employers;
- Matching newcomers with established members of the community, for mentoring and support;
- Connecting newcomers with settlement services and other core social services after their arrival.

Local Immigration Partnerships: Canada funds a variety of actors to help foster welcoming communities at the local level. This includes Service Provider Organizations (SPOs) as well as municipalities. Local immigration partnerships (LIPs) are an innovative practice in community-based initiatives to help local communities realize the value and benefit of newcomers and the importance of working with various local and regional partners and stakeholders to enable social and economic integration. They bring together service providers, settlement agencies, community groups, employers and a host of other organizations to create a welcoming and inclusive community for newcomers. Because of the success of the LIPs model, over the last decade, the partnership network has grown from 45 to 86 LIPs across Canada (outside Quebec), including a new type of Zonal immigration partnership (ZIP) designed specifically for partnerships in small centres and rural communities. Available evidence shows that the most effective partnerships are those hosted or led

by municipality, in particular when it comes to leveraging additional funding. Close to 40% of LIPs are led by municipal governments, with those municipalities playing a key role in setting up partnership networks, bringing the right mix of local players on board and providing municipal funding and infrastructure required for long-term sustainability of partnerships.

Local Immigration Partnerships (LIPs) have a strong record in raising public awareness of emerging newcomer needs, convening local stakeholders to identify service gaps and encouraging a systemic response to growing settlement and integration challenges. In response to the Covid-19 pandemic, many LIPs took a leadership role in hosting public events and promoting education about the impact of COVID-19 on vulnerable newcomers, and systemic racism, discrimination and xenophobia experienced by certain communities. More recently, LIPs have responded to the Government of Canada's humanitarian effort for the urgent resettlement of Afghanistan refugees and for assistance to Ukrainians seeking refuge in Canada by quickly mobilizing local partners around immediate needs for housing, health, transportation, education and social supports.

Intersectional approach

An example of what this looks like from a programming perspective is the [Racialized Newcomer Women Pilot](#) which was launched in late 2018 – and extended to 2023 - to address the multiple barriers to labour market entry and career advancement faced by racialized newcomer women in Canada.