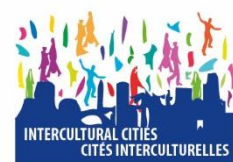


A practical guide and checklist for the evaluation of intercultural project proposals

**HOW INTERCULTURAL IS
YOUR POLICY OR PROJECT?**



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CONTENTS

- INTRODUCTION TO THIS GUIDE 1**

- 1 VALUING DIVERSITY 3**
 - 1.1 How can we value diversity?3
 - 1.2 How can you tell if a policy or project positively addresses diversity and maximises its potential?4
 - 1.3 Checklist for valuing diversity6

- 2 REAL EQUALITY15**
 - 2.1 What is equality in the context of intercultural cities?15
 - 2.2 How can you tell if a policy or project positively addresses equality?16
 - 2.3 Checklist for real equality19

- 3 MEANINGFUL INTERCULTURAL INTERACTION29**
 - 3.1 What do we mean by interaction in an intercultural city?29
 - 3.2 How can you tell if a policy or project positively addresses interaction?30
 - 3.3 Checklist for meaningful intercultural interaction33

Introduction to this Guide

This practical guide aims to help ICC coordinators and their colleagues assess in a user-friendly and quick way whether a city's proposed project, policy or action is intercultural.

It can be used to review a city's own project, or a project proposal received from a partner. The guide could also be used to evaluate completed projects.

Cities have suggested that the guide could be a useful process for a project team or a working group to complete together. Civil society and other partners could also use the guide.¹

Measuring the intercultural nature of an activity or project means understanding to what extent it:

- 1) positively addresses **diversity**;
- 2) promotes real **equality**; and
- 3) fosters meaningful intercultural **interaction**.

The principles of diversity advantage, real equality and meaningful intercultural interaction are at the core of the intercultural integration approach advocated by the Council of Europe. They can help a city design a comprehensive approach to diversity and inclusion as well as identify the specific role of national and local authorities.

The three principles are not stand-alone concepts. They can and should support each other in different situations and policy areas. Focussing too much on one principle can lose goodwill or progress in another. For example, creating interaction in mixed neighbourhoods, schools, public spaces, and organisations, could be counterproductive without measures to ensure equality, and to embrace and protect diversity. The '**intercultural mix**' is finding the right balance of each for different projects, policies, or actions.

The intercultural integration approach focuses on managing diversity based on cultural (ethnic, religious, and linguistic, etc.) difference, in the context of the growing cultural diversity of European societies. However, interculturalism understands that human identity is dynamic and can be diverse in many ways which intersect with cultural diversity. This means that both the guide and the principles it is founded on, can be successfully applied to other diversity-related policy areas, such as human rights, anti-discrimination, gender equality and sexual orientation.

This guide is split into three sections reflecting each of the cross-cutting principles. Each section contains a brief description of what is meant by the term in the context of intercultural integration; a set of indicators to help you measure how much you are using them; and an intercultural checklist to assess your own city's project or a project from a partner.

The intercultural checklist aims to be simple and transparent. Questions are phrased so that you can tick the box in the survey tool should the answer apply. After completing the intercultural checklist, a city should be able to easily identify to what extent the three principles of diversity advantage, real equality and meaningful intercultural interaction are reflected in its policy or project. For example, your project may be strong on diversity and equality, but have fewer elements promoting intercultural interaction. Not every project is the same, however, and depending on the project the "weighting" may differ intentionally. The intercultural checklist is a useful basic tool, to raise awareness of intercultural principles

¹ From working group discussions at the Annual Meeting of ICC Coordinators, 3-5 November 2020.

amongst the project team, it provides indications where further action may be needed and can help a city strengthen different aspects of a project's interculturalism.

Finally, there are suggestions for further reading and good practice on the areas that could be strengthened.

Please note, that the intercultural checklist is intended to be indicative and thought provoking, and that there naturally are several additional factors which apply to each project. The intercultural checklist aims to apply broadly to all projects, whereas some areas may be more or less applicable in some instances.

It is also important to note that this guide is not intended to help cities measure the overall outcomes and impact of their intercultural policies but rather to what extent specific measures and/or project proposals are intercultural. For information on measuring impact more generally, see our report [Evaluating the performance and impact](#) of intercultural cities and our [Step by Step Guide](#) to becoming an intercultural city and the [ICC INDEX](#). It may also be interesting to read the guide [Intercultural competencies applied to the development of public administration projects](#) and the accompanying [video tutorial](#).

Introduction to the Intercultural Cities programme

The Council of Europe's Intercultural Cities (ICC) programme seeks to support cities in benefitting from the opportunities, skills and creativity associated with diversity and managing diversity as an asset.

The ICC programme provides a framework for cities to review their policies through an intercultural lens and develop comprehensive intercultural strategies to help them realise the diversity advantage, reach real equality and achieve meaningful intercultural interaction. It also provides opportunities for cities to network and engage in mutual learning with other like-minded cities.

The programme works together with a range of cities across the Council of Europe member states and beyond on a global scale to gather experience and good practice. This ground-up, collective input has shaped a unique concept to migrant/minority integration called intercultural integration.

There are now² over 150 city members of the ICC programme.

For more information, visit our website: www.coe.int/interculturalcities.

² October 2021.

1 Valuing Diversity

1.1 How can we value diversity?

Valuing diversity means addressing diversity positively and putting policies and processes in place to maximise its potential. The diversity advantage approach is a way of governing, managing and decision-making, based on the idea that diversity can become a key opportunity and resource for the overall development of society.³ The basic idea is that it is possible to achieve more positive results with diversity than without it, when diversity is managed correctly.

Research has shown that diversity in business⁴, government and other contexts can have great potential in terms of productivity and creativity, conflict resolution and innovation. However, to benefit from this diversity, societies must ensure equal rights and equal opportunities.⁵

ICC member cities have found that the diversity advantage approach has contributed to considerable change at local level. They have observed an improvement in social cohesion, in particular with regard to better neighbourhood relationships, improved openness and tolerance towards migrants and minorities and a decreased intensity of conflicts.⁶

The diversity advantage may be particularly useful in a city's work with the private sector. By highlighting the diversity advantage in business, and partnering with their chambers of commerce and entrepreneurs, cities can influence how diversity is perceived in sectors like shops, clubs, restaurants, industry, technical services, and science.

The diversity advantage approach can also help the city maximise the potential of multilingualism in the city and diaspora links with countries of origin.

For more information, you can read:

- [Identifying and preventing systemic discrimination at the local level](#) (2020)
- [10 criteria for the creation of effective alternative narratives on diversity](#) (2019)
- [Step-By-Step Guide](#) – A guide to intercultural policymaking
- [Language policies for the intercultural city](#) – Policy brief
- [How the Intercultural integration approach leads to a better quality of life in diverse cities](#) – MPG Assessment report

³ [The Reci Challenge 2018-2019](#), Inspirational Initiatives that Reflect the Diversity Challenge, page 2.

⁴ For example, see: [A diverse leadership yields higher earnings](#), ISS and Proacteur, 2016; [Migration Policy Debates](#) © OECD May 2014; The effects economic integration of migrants have on the economy of host countries, Evert-Jan Quak, Institute of Development Studies (IDS), 5 April 2019; Migrants' Role in Enhancing the Economic Development of Host Countries: Empirical Evidence from Europe, Gratiela Georgiana Noja, Simona Mirela Cristea, Atilla Yüksel, Ciprian Pânzaru and Raluca Mihaela Dracea; World Economic Outlook, April 2020: The Great Lockdown, April 2020; Chapter 4: The Macroeconomic Effects of Global Migration.

⁵ [The Reci Challenge 2018-2019](#), Inspirational Initiatives that Reflect the Diversity Challenge, page 2.

⁶ See [How the Intercultural integration approach leads to a better quality of life in diverse cities – MPG Assessment report](#) (November 2017) and our webpage on the results and impact of the Intercultural Cities Programme.

1.2 How can you tell if a policy or project positively addresses diversity and maximises its potential?

Indicator 1: Planning for meaningful impact

The diversity advantage is a way of governing, managing and decision-making. To maximise its benefits a city or team needs to embrace the concept from the beginning of their work on a particular policy or practice. We need to ensure that it is part of the team's planning, monitoring and evaluation of a project or policy as well as being an integral part of promoting it.

To embrace the diversity advantage in all stages of planning, you could consider a meeting or training to introduce the concept of diversity advantage to all the stakeholders involved and discussing with them what embedding the diversity advantage would mean for their day-to-day work. They could try and find examples in their areas of work where the diversity advantage has played a role and think what processes and approaches could help promote it in the future. It can also be useful to identify obstacles and ways of overcoming them. A section on the diversity advantage could be included in project descriptions and briefs. There could be monitoring, evaluation and reporting criteria on how the project or action aims to help maximise the diversity advantage and how this has worked in practice for future learning.

Indicator 2: Diversifying decision-making

The diversity advantage applies to the city's team too. This means ensuring there is a diverse team, not just in terms of individuals, skills, or languages, but also in terms of the departments or services they engage with. If there is a department or individual in charge of diversity in your city or district, make sure they are included in the discussions. Do you need to engage a team or department that is less involved on a day-to-day basis in the intercultural work? What about the media or communications team? Think about the different stakeholders it would be useful to have on board and be ambassadors for the diversity advantage in your own city's work. A diverse team in itself is not enough, however. How you give space to diverse voices, empower diverse perspectives, and negotiate final outcomes is also important to ensure that new, unexpected perspectives have a real chance to influence decisions.

This approach should be mirrored in the work with external partners. You want to try to engage a wide range of (relevant) partners. This could include, but is not limited to, intercultural councils, business community, chambers of commerce, umbrella organisations, business incubators, migrant and diaspora organisations, civil society organisations, educational establishments, the media, and religious or faith groups.

Indicator 3: Promoting diverse participation

The target groups or beneficiaries of intercultural cities policies and projects are often the city's residents. When you use the diversity advantage approach you want to harness as many of their skills, talents, and ideas as possible, as well as taking their diverse needs into account when providing services. You can do this through participatory processes for designing, planning, and evaluating your work. You can also check what barriers there may be for residents to participate in or benefit from programmes and seek to minimise these. When people encounter barriers to participation, or otherwise choose intentionally not to participate, they may, passively, withdraw from social and public life or choose, actively, to live outside prevailing social customs and law. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. By doing so, it increases support, and thereby the sustainability of local policies, while at the same significantly reducing the economic costs of

social exclusion and instability. Practical ideas for encouraging participation may include using non-verbal communication methods where needed to engage those who have not yet mastered the local language. Cities should also check if procedures are in place to ensure that all team members feel equally welcome to express their views and that they indeed do so, that all views are considered, and that there is a spirit of openness, risk-taking and innovation which help maximise the diversity advantage. Training can also be considered for team leaders managing diverse teams.

Indicator 4: Encouraging others to maximise the diversity advantage

You also want to leverage your influence and knowledge to ensure that external partners adopt techniques that maximise the diversity advantage. Cities can play a role in influencing others to maximise the diversity advantage in many ways including through policies, partnerships, funding, and procurement. For example, diversity advantage criteria could be included in partnership agreements or in criteria for tenders. The diversity advantage may be particularly useful in a city's work with the private sector, where they can interact in partnership to influence a wide variety of sectors in city life. Discussions of the diversity advantage therefore are needed in interactions with the private sector including with business leaders, migrant-owned businesses, chambers of commerce, sector groups, etc. This could be approached through presentations at events, hosting trainings and feedback sessions and through mainstreaming the concept in all city interactions with businesses. Again, it is important to engage a diversity of views and ideas.

Indicator 5: International outlook

The diversity advantage approach can bring your city additional benefits when it engages with and supports diaspora links with countries of origin as well as the potential of other languages that migrants or minorities may speak. A strong relationship with countries of origin of diaspora can help the city understand the geopolitical, cultural, and economic context in which newcomers have been socialised so it can shape its policies of welcome and integration accordingly. It can also support migrants in developing a sense of belonging to their new community, by giving a formal recognition their country of origin and their cultural identity.

1.3 Checklist for valuing diversity

Planning for positive impact

Question 1: Does the project take account of the diversity advantage from the planning stage? This is the case if:

Checklist

- There is input from diverse stakeholders.
- There are elements of co-design including with those most affected by the project.
- There are activities promoting the diversity advantage in your or others' work.
- There are criteria for valuing diversity in the planning, briefing, monitoring, evaluation and reporting criteria.
- There are specific funds for promotion of the diversity advantage in your budget.

Feedback

If you did not tick all the boxes, you could consider if it is still possible to involve additional aspects into the project, which have not yet been addressed or included. If this is no longer possible, the principle is good to be kept in mind moving forward in the project, and for any new projects coming along. Taking this principle into account from the start in future will set a strong foundation for any project moving forward.

Inspiration from other cities

For more inspiration, see this [interview](#) with Joan RODRIGUES from Barcelona, Winner of the Council of Europe Diversity Advantage Challenge for the XEIX project in 2015. This project won best example for the successful involvement of people from diverse backgrounds in the design of projects and services, when they promoted the city retail association amongst diverse businesses in a changing neighbourhood.

In New Zealand Auckland Council's [Inclusive Auckland Framework](#) outlines an organisation-wide change programme led by the Diversity and Inclusion Team to improve diversity and inclusion outcomes for Aucklanders and for the Council. The programme foresees change actions in four key areas: "Our people and culture", aiming to create a diverse talented workforce in the city and a strong inclusive culture; "Our systems and processes", assuring that all processes, policies, plans and services in the city meet the diverse needs of Aucklanders; "Strategic leadership for an inclusive Auckland", assuring that the Council's strategic leadership fosters social inclusion in Auckland; "Diverse and inclusive representation", assuring that elected and appointed members of the government represent the population diversity.

Question 2: If an evaluation of the project is planned, will it help improve how the city values diversity in future? This is the case if:

Checklist

- The evaluation helps identify effects of the project on diverse members of the community.
- Diverse members of the community, particularly any target groups, are included the evaluation process.
- It helps evaluate which members of the community, if any, were unintentionally not represented or unable to access the project.
- The evaluation considers smaller groups within communities who may have additional barriers to access the project and its benefits.
- If relevant, there are criteria for partners and other stakeholders to consider diversity in their evaluation.

- The evaluation process provides space to look at qualitative examples of any diversity advantage elements of the project.
- If the city staff has undertaken training on diversity or valuing diversity, the results have been included in the evaluation.

Feedback

If you did not tick all the boxes, consider looking at the [Intercultural City Index questionnaire](#), the questions could give you more ideas. You could also consider looking at [good practices](#) from other cities.

Inspiration from other cities

[Geneva](#) in Switzerland has interesting experience in evaluating its municipal diversity policy 2016-2020 following a roadmap adopted in 2016. The assessment of the roadmap 2016-2020 presents the main actions carried out in relation to four strategic axes: welcoming residents; accessibility of public services; the fight against discrimination in all its forms; the implementation of a human resources policy that reflects the diversity of Geneva's population. The assessment of the 2016-2020 roadmap presents the main actions carried out in relation to the axes and objectives set out at the beginning. In addition, this report shows that the actions linked to the implementation of the roadmap's objectives have delivered results that were not among the goals initially pursued and which concern important areas such as integration, public services and equality in diverse societies, in particular: Specific training for municipal police officers (including on issues related to the situation of Roma); Measures developed to play sports and make cultural services accessible to migrant persons, in particular in the field of asylum; French courses in the parks; Awareness about political rights for foreign nationals with voting rights at the communal level; and Local and community actions in the neighbourhoods (social barter, solidarity groups). The self-assessment of the objectives and actions undertaken by the City of Geneva concludes that the deployment of the municipal diversity policy for the period 2016-2020 has helped to convey a strong political message that gives a positive image of diversity and that all residents, whatever their origin, religion, nationality, or length of residence, are an integral part of Geneva.

Working together: Diverse teams

Question 3: Is the project team diverse? This is the case if:

Checklist

- The project team includes diversity in terms of individual members as well as the departments and services that are engaged.
- There are clear criteria for the consideration of inviting input from other departments and services.
- There are procedures to ensure all team members feel equally welcome to express their views and that all views are considered.
- Team members include some of the target group of the project or people with an expertise on the issues at hand.
- There are opportunities for openness and risk-taking built into the project to help maximise the diversity advantage.

Feedback

If you did not tick all the boxes, consider reviewing your project or policy again to see which other departments or services have relevant expertise and who could input into the process going forwards. Review how your team works and if there are ways you could make discussions about the project more

inclusive. For example, holding meetings at a time when the maximum number of people can attend, giving plenty of notice so that those working part-time have time to prepare. You also could consider training team leaders in managing diverse teams.

If your department or project team is not diverse in terms of the individuals involved, this may be an issue that is bigger than this project or area of work.

Inspiration from other cities

Cities more generally can consider looking at the ICC [policy brief](#) and [policy study](#) on systemic discrimination that include interesting examples, e.g. from Bradford, on non-discriminatory employment practices to attract and develop talent and develop the internal culture and external impact of its employment practices. It may also be interesting to consult the [Participatory and Deliberative Democracy Strategies for the Intercultural City](#) and the [handbook](#) on valuing religious communities as key actors of social cohesion.

In [Reykjavík](#), Iceland, the Human Rights Office designed a specific training for city employees in order to prevent potential misunderstandings and to open up a dialogue about discrimination, equality, prejudice and stereotypes. The training targets all departments of the city and describes everyday actions in the workplaces, what effects different situations could have on wellbeing at work, how humour is both important but can also be hurtful; it further talks about the importance of words and underlines that they can have different meanings for different people; it describes and analyses micro aggressions, stereotypes and prejudice. The training provides real examples of discrimination based on origin, sexual orientation, disability, and health issues. The training has been considered very successful according to a survey conducted by the Human Rights Office.

Question 4: If your project involves external partners, have you engaged with a range of diverse external partners from different sectors and communities? This is the case if:

Checklist

- All viewpoints have been considered.
- The city has considered if it would be possible to bring in new sectors which the city has not worked with before to ensure the broadest possible entry into the project.
- The project reaches out to specific groups within communities who may be impacted.
- The city has promoted potential involvement of the project to as wide a group of stakeholders as possible and in a wide range of media so that not just the 'usual suspects' are involved.
- The guidelines and criteria for becoming a partner of the city are clear and accessible.

Feedback

If you did not tick all boxes, consider what advantages and new points of view different external partners and sectors could bring. Perhaps consider the experience from other cities in the network who have tried to ensure the broadest possible entry into projects or areas of work.

Inspiration from other cities

[Haifa](#), Israel, set up a new Department under the city secretary office in order to strengthen the cooperation both among the civil organization and between the organizations and the Municipality.

The city of [Ioannina](#), Greece, set up an Urban Working Group with the city, UNHCR and civil society. The group aimed to ensure a coordinated urban response on migration; guarantee the sustainability of good

practice initiatives for refugees, asylum seekers and migrants; and adopt and adapt other good practices in the city and share with others in Greece.

[Stavanger](#), Norway, has created a participatory platform whose main task is to involve Stavanger's diverse citizenry into further developing the city as a place where diversity in equality is an asset. The platform *Dialogue Forum for Diversity and Inclusion* aims to increase the participation of residents with a migrant background in the city's decision-making process and improve communication between the citizens and various stakeholders from the public and private sectors. The members are selected on the basis of their motivation, competence, country background, and gender balance criteria. Members should represent all municipal districts and act in personal capacity. The current membership consists of seven women and seven men, from eleven different national origins. Some of the members are also involved in large organisations such as the Confederation of Norwegian Enterprise (NHO), the Stavanger University Hospital (SUS), the University of Stavanger (UIS), the Chamber of Commerce in the Stavanger region (Næringsforeningen) and the Council for Religious and Life Stance Communities in Norway (STL) and bring these additional competences to the Forum. This diverse and gender balanced body will work with the mayor, the deputy mayor(s), group leaders, members of the Stavanger's Immigration Council, and leaders of the municipal district committees, in order to enhance the reach, the creativity and the communication capabilities of the Dialogue Forum for Diversity and Inclusion. The main areas of work will be the preparation and implementation of the new strategy for equality and diversity as well as the evaluation of measures addressing residents of migrant background, carried out in the municipal districts, with the view to adapt policies and measures to their specific realities

Diverse participation

Question 5: Is your project or policy designed to maximise the participation of diverse city residents? This is the case if:

Checklist

- The city has a strategy for outreach to different groups and/or neighbourhoods.
- There are clear criteria about the level of diversity expected.
- Civil society organisations, citizens' groups, neighbourhood or community groups or other grass roots organisations are involved to improve reach.
- There are opportunities in the project for regular check-ins that the project is not leaving anyone behind.
- The project reaches out to smaller groups within groups so that all voices are heard.
- The project uses a range of communication means including different languages, and non-verbal communication like pictures and colours.
- Information about the project is made available in ways that it can be perceived by people that are illiterate or have lower literacy skills.
- The project or policy celebrates multilingualism and ensures as much as possible that those with different languages receive information they understand and can participate.

Feedback

If you did not tick all the boxes, consider thinking again about your project and any opportunities to reach out to different groups of residents. If you are interested in learning more about multilingualism you could read our [workshop report on multilingualism as a resource for cities](#) (Spain, 2014) or our [policy brief](#) on language policies for the intercultural city. It may also be interesting to familiarise yourself with the

meeting report [Living together in inclusive democracies: how can the intercultural approach promote participation in diverse societies?](#) (Spain, 2018).

Inspiration from other cities

In [Lewisham](#), United Kingdom, the Council talks at Local Assemblies to the residents, community organisations, police, and businesses. The community is much more active in the integration process and people of underrepresented backgrounds are more engaged in the city's social life and in the decision-making process.

On multilingualism there are good practice examples in cities such [Ansan City](#), Republic of Korea. Ansan City offers Korean language education for non-nationals. The city itself runs Korean language education programmes while commissioning private organisations to complete the offer. There is a course in preparation for the Test of Proficiency in Korean (TOPIK), which is considered a necessity for non-nationals to find a job in the Republic of Korea, and a social integration programme as a compulsory course to acquire Korean nationality. With the view of helping intercultural children and youth retain their mother tongue, Ansan City also offers mother tongue classes primarily centring on Russian. Additionally, to help locals understand interculturality and acquire language proficiency, the city runs a range of other foreign language education courses (English, Chinese, Vietnamese, etc.). Ansan City publishes quarterly newsletters to inform residents of updates related to their daily lives in eight languages. Ansan City purchases books from many different countries and lends them to both locals and non-nationals. The current collection contains 122,187 books, with new books added to the collection annually with the goal of improving the diversity of language. Notably, the city runs two multicultural libraries for non-nationals.

[Leeds](#), United Kingdom, has implemented the Leeds Citizens Panel to ensure broad consultation and engagement in co-design involving people with diverse backgrounds in policy formulation. The panel enables the city to engage with diverse groups when considering proposals which have a wider impact on the communities. The city has over 3000 online members and 600 offline members who engage both via survey and face-to-face consultation. To ensure representation, the city measures the demographics of participants. One example is the development of the domestic violence communication and engagement strategy, where the city worked with the organisation Voluntary Action Leeds to meet the gaps in consultation. The organisation used their links with local community organisations to ensure the city enabled these groups to voice their concerns. This the city highlights, led to a community approach to the development of the strategy, including the co-designing of publicity materials.

Question 6: Have you considered what barriers there may be for different groups to participate in your policy and how to overcome them? This is the case if:

Checklist

- The project has considered barriers for physical accessibility/transportation.
- The project has considered communication or linguistic barriers including skills needed in verbal expression or the language used (“expert” vs. “lay” language).
- Interpretation is offered.
- The project has considered if there is a lack of experience with participation in democratic processes amongst any groups.
- The project has considered if meeting times clash with work obligations or times for picking up children from school etc.
- Child-care is offered.

- There is a diverse team of people leading the consultation including men and women and people from different backgrounds.
- There is a variety of ways to input including in writing, verbally, by phone, in meetings, smaller meetings.
- Individual or tailored assistance can be offered.

Feedback

If you did not tick all boxes, consider looking at our [thematic page](#), [policy brief](#) and [policy study](#) on systemic discrimination which includes some useful examples on overcoming barriers and discrimination. You may also be interested in this short video on [inclusive communication](#).

Inspiration from other cities

“[Do it in Barcelona](#)”, Spain, aims to attract foreign entrepreneurs to the city by providing them with support services for the development of their businesses. The programme helps newcomers by ensuring they have knowledge of the new environments in which they find themselves and the tools that can guide them towards success. Set up by Barcelona’s development agency Barcelona Activa in 2009, the scheme is built on close cooperation between educational institutes, the city and regional governments, and business organisations. This enables it to provide a broad range of services, starting from the person’s arrival in Barcelona and learning of city procedures to fundraising and professional guidance for business creation. Because Do it in Barcelona focuses on attracting individual talent rather than corporations, it provides personalised services that are tailored to individual needs.

The “[VoisinMalin](#)” project in Paris, France, selects neighbours for their communication and language skills, trains and remunerates them. They have different cultural backgrounds and ethnic origins, and many speak several languages, making it easy to approach recent migrants with limited knowledge of French. They work by knocking on doors, trying to reach everyone in the neighbourhood to give out information about various projects and services, and raise awareness about residents’ rights and opportunities. They provide information about housing, transport, recycling, access to education, social benefits, health, and cultural activities. At the same time, they enquire about people’s needs and feed back to the different agencies and companies in order to help adapt the services to the needs. You can find other examples of good practice on our website.

Encouraging others

Question 7: Have you thought about how to encourage others to value diversity in your project partnerships? This is the case if:

Checklist

- The project has considered training for partners on valuing diversity or the diversity advantage.
- The diversity advantage is promoted in brochures and materials on how partners can work with the city on this project.
- If the private sector is involved in the project, the project has developed a strategy to ensure that private sector partners contribute to maximizing the diversity advantage.
- Valuing diversity is part of the selection criteria for the awarding of procurement contracts.

Feedback

If you did not tick all boxes, consider our tools that provide information on [business and diversity](#) including diversity connectors for start-ups, tools for rating diversity in business and assessment tools for local governments supporting the design and implementation of economic policies consistent with the principles of equal treatment, integration and diversity management. The EU diversity charter may also be interesting in this context.

Inspiration from other cities

The [Montreal Work Training Project](#), Canada, aims to speed up the integration of newcomers in the job market, while supporting the largest Montreal employers in testing and assessing innovative processes for recruiting, integrating and retaining newly arrived skilled workers in Quebec. The City of Montreal, which is responsible for project co-ordination, follow-up, and assessment, proposes training in intercultural communication to sponsors, participants, managers, and human resources advisers.

[Bergen](#), Norway, has established a high-level working group on increasing migrant participation in business and employment. The working group is made of political leaders, representatives from companies, the leader of the Chamber of commerce, the Director of the Norwegian Labour and Welfare service in Hordaland and other stakeholders. “Trainee vest” is a training programme which has already trained 1,200 graduates in the region. Special support is given to migrants and refugees with a masters’ or higher degree to ensure they also can enter the programme. Moreover, a specific work fair for people with migrant background is organised every year with employers of the city.

Question 8: Do you have a strategy for your project to promote the benefits of valuing diversity for all? This is the case if:

Checklist

- The diversity advantage of the project is included in its literature, webpage, social media, and other project materials.
- City officials mention the diversity advantage of the project in presentations or meetings.
- Diverse and community media are invited to press events and sent press releases linked to the project.
- The project is planning to share project plans, activities and results with diverse media and others to connect with harder to reach groups of citizens.

Feedback

If you did not tick all boxes, consider looking again at your communication strategy (or developing one if you have not done one so far). You could also look at the Council of Europe’s guidelines on [community media](#). The policy brief [Migration and integration – which narratives work and why](#), may also be of interest with regard to the narratives created.

Inspiration from other cities

On communication strategy there is a good example from [Sabadell](#), Spain, where the city highlights diversity as an advantage as well as running a monitoring programme for social and other media. This includes the [Tenerife Antirumours Group](#) which has an awareness-raising campaign to counter cyber-racism and intolerance spreading out through the internet and social media. [Ansan City](#), Republic of Korea also has some excellent media practices to share including supporting diverse media through blogs and newspapers.

[Turin](#), Italy, has as the first municipality in Italy declared the heritage of antiracist actions and practices as a common citizens' asset. The city launched a public call to collect contributions and expressions of interest to start a co-planning process in which fifty-eight civic subjects participated, including a trade union, second-level networks, neighbourhood centres, youth centres, religious and cultural associations, migrant communities, informal groups and cultural institutions. As a result, the city approved the "Pact of Common Goods": a document containing actions, projects, mutual commitments and that guarantees for the first time a unified and strategic approach and a direct involvement of communities and people of different backgrounds and origins in the phases of conception, implementation and evaluation of policies. The planned activities have been grouped in five lines of action: Events and Initiatives; Spaces; Empowerment; Access to Services; Education; and Culture. Together, the city and the civic actors commit to: plan and organise events and initiatives in the intercultural and antiracist field, giving back a voice to people and communities who suffer several forms of discrimination on a daily basis; provide tools and guidance for accessing city goods and services, in particular registry and civic services, issuing calls for tenders for municipal spaces, and ensuring health services with a gender perspective; train city employees and operators, and volunteers of civil society; set up round tables and forum for discussion and exchange in the field of human rights education and antidiscrimination; design and make visible safe spaces free from racism, fascism and sexism; co-design and seek funds and financing for the implementation of activities and projects. The city will support these actions also through specific resources from its budget. For the co-management of the activities and the coordination of the initiatives, the City Council and the civil society will also set up a permanent working table, which will not only be a tool for the evaluation of the Pact's progress but also a real space of confrontation and guidance for public policies.

International outlook

Question 9: Does your project engage with the diaspora links in your city or countries of origin? This is the case if:

Checklist

- The project recognises and celebrates the intercultural exchange diaspora links can bring.
- The project has brought in added elements previously not thought of based on links with the diaspora.
- The project harnesses the links between diaspora languages and other countries and cities to make closer links and develop ties.
- The project involves or can be shared with sister and partner cities abroad or with the Intercultural Cities network.

Feedback

If you did not tick all boxes, you can consider some good practice from other cities in our [database](#). It may be interesting to consult the document from the Parliamentary Assembly of the Council of Europe: [Parliamentary Network on Diaspora Policies](#).

Inspiration from other cities

[Reggio Emilia](#), Italy signed an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins an (inter)cultural international policy agenda where both parties contribute as equals to supporting integration, social cohesion, and respect for diversity, seeking to promote socio-cultural mixing and openness towards others, including in specific projects such as parks.

[Leeds](#), United Kingdom, seeks to develop business relations with countries/cities of origin of its diaspora groups by involving diaspora and mainstream entrepreneurs in international visits and meetings, through partnership/business agreements with counties or cities of origin as well as by supporting organisations seeking to develop business relations with countries/cities of origin of its diaspora groups. The city has had a partnership with the city of Hangzhou, China, for 31 years, both civic and in business. Every year Leeds works with the Local Enterprise Partnership to take a trade and investment mission to Hangzhou and encourages local companies to be part of these missions. Leeds receives delegations from Hangzhou and, where appropriate, asks local companies to host the delegations. For example, in 2019 the city received a Hangzhou delegation looking at Health Tech and introduced them to start-ups and well-established companies in Leeds who work in the same field.

Question 10: Does the project promote equal rights to celebrations and cultural features and norms and see this as an opportunity and advantage as a true cosmopolitan city? This is the case if:

Checklist

- The project increases the knowledge of different groups within the community among city residents.
- Cultural features or celebrations that take place among certain groups in the city enhance the project, increase meaningful interaction.
- The project embraces different cultural features and norms and how they can enhance the project and its ability to attract support from investors or new visitors to the project events.
- The project explores ways in which minority languages can be learned by majorities and not just the other way around to fully benefit from the advantages of a multilingual city.

Feedback

If you did not tick all boxes, consider reading the [Intercultural Cities Index questions](#) on international outlook that may give you some more ideas. You can also find examples from other cities on our [website](#).

Inspiration from other cities

A dimension of Melitopol's, Ukraine, intercultural strategy is intercultural tourism and hospitality. The "[Intercultural Map](#)" adds the tastes and flavours of the different cuisines of Melitopol to the list of cultural practices. The idea was inspired by the historical recipe book "Tips of the Melitopol Cooks of the XIX century", which was discovered, restored, and published in 2017. The recipes were once assembled by a young officer, who won the heart of his beloved by walking through all the settlements in the city while collecting a variety of the recipes typical for each culture residing in Melitopol at the time. Relying on the information from the book, the "Intercultural Map" was created to include ethnic restaurants in the city which specialize in different ethnic cuisines: Georgian, Karaim, Tatar, Hungarian, Jewish and German. A short [video](#) was also prepared featuring costume, music, traditions and, of course, cuisine. The map was published and distributed to the guests and participants of the 233rd anniversary celebration of Melitopol.

The city of [Braga](#), Portugal, has created a specific website to present the city's intercultural strategy and activities. The website aims to make the city's commitment towards diversity public, to inform all citizens of the public local policies and projects in place, as well as to promote awareness raising in the community about interculturalism. The aim is to achieve a more inclusive society. The website contains information about all projects developed in the city, including: anti-rumours posters; human Libraries - short stories about migrants living in the city also presented in short interactive talks; intercultural cafes - webinars or seminars about migration and interculturality; gender equality measures; and labour market inclusion initiatives.

2 Real Equality

2.1 What is equality in the context of intercultural cities?

Intercultural dialogue allows us to prevent ethnic, religious, linguistic, and cultural divides and to move forward together, to deal with our different identities constructively and democratically on the basis of shared universal values. However, it can only thrive if certain preconditions are met. In its White Paper on Intercultural Dialogue from 2008, the Council of Europe underlines that for intercultural dialogue to work, it has to be based on shared fundamental values, respect for common heritage and cultural diversity as well as respect for the equal dignity of every individual.⁷

The concept of fundamental values includes equality before the law or equal rights as laid down in the European Convention on Human Rights and the European Social Charter. However, the concept of equal rights also requires positive action to ensure that rights are accessible to all. They also need to be promoted so that communities have a shared understanding and belief in equality for everyone within a community.

Non-discrimination is an important principle in this regard. Racism, xenophobia, homophobia, intolerance against certain religious groups, gender discrimination, prejudice, and ethnocentrism, are all conducive to discriminatory attitudes and practices. They often subsist in people's minds despite laws proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin, or sexual orientation. An intercultural city ensures that every effort is made to include non-discrimination in all of its policies, programmes and activities. The city works in partnership with civil society organisations and other institutions that combat discrimination and offer support and reparation to victims. It also communicates widely on the risks that discrimination presents for social cohesion, quality of life and the local economy.

Mutual respect and equal dignity broaden the concept of equality further. Formal equality is not always sufficient because it can result in indirect discrimination when states fail to treat differently persons whose situations are significantly different. Over and above the principle of non-discrimination, states are also encouraged to take positive measures to address inequalities experienced by members of minority communities, a vital step in a diverse society. It may be necessary to take, within certain limits, practical measures to take into account the fact that diversity of situations requires a variety of approaches and norms.⁸ This can be difficult to identify and challenge as it is fundamentally about power.

For more information, you can read:

- New [thematic page](#) on identifying and preventing systemic discrimination.
- [LGBTI Inclusion and Equality Initiatives for the Intercultural City](#) (May 2020)
- [“Fighting discrimination and hate speech: is interculturalism the solution?”](#) - Meeting report (July 2019)
- Intercultural Cities [Bridging the equality, diversity and inclusion agendas](#), - Background Paper, (2017)
- [Human Rights in the Intercultural City, thematic seminar](#) – Meeting report (Oslo, 14-15 June 2017)
- White Paper on Intercultural Dialogue [“Living Together As Equals in Dignity”](#), Council of Europe (2008)

⁷ White Paper on Intercultural Dialogue [“Living Together As Equals in Dignity”](#), Council of Europe (2008).

⁸ Page 4

2.2 How can you tell if a policy or project positively addresses equality?

Indicator 1: Human rights and equality measures are reflected in policies and undertaken in practice

An intercultural city should ensure that the necessary regulations and policies are in place to promote a culture of human rights compliance and equality in all areas of its work. However, regulations and policies are not enough. There needs to be a way of ensuring that they are put into practice when undertaking individual projects, or actions. Translating broad concepts such as rights and equality into the everyday work and practices of a city is one of the biggest challenges.

When looking at a new policy, project, or action, it is useful to think of the project within the framework of equality in the city but also as an intercultural city and how it contributes to its goals. Does it contribute to the city's fundamental values? How does it contribute to the indicators and targets that have been set, for example in countering discrimination? Does the monitoring and evaluation of the project or policy include criteria on how it fits in with the bigger picture of equality in the city? When reporting on the project, will the results be collected so that others in the team/department/administration/city know that this project is contributing towards the goals? Have partners been asked to also consider these questions in their monitoring and reporting?

It is also good practice to undertake a project specific impact assessment that includes how the project will impact specific groups or localities from an equality perspective. The assessment could include accessibility for those with disabilities, cultural sensitivity, language, safety for children, gender, and other relevant factors.

There are four stages of an equality impact assessment: scoping/an initial discussion of the nature of the project or policy and the target population; any evidence you have on the target population, diversity, the needs you are addressing; the impact assessment itself; and decision making.⁹

Any equality impact assessment should take into account the input of those groups who are most likely to be exposed to discrimination as well as the effects of the plan or project. Decision-making should be informed by that input as well as equality data and information, with no room for assumptions or stereotypes about groups that experience inequality.¹⁰

Indicator 2: Active non-discrimination measures

Discrimination takes many forms and can impact the daily lives of its victims in a multitude of ways. Discrimination can take place in education, employment, housing, political participation, healthcare, and many other areas, which makes it complex and difficult to tackle. There is also systemic discrimination that hides in structures, policies, and procedures in organisations, including local authorities.

An intercultural city takes action to identify and prevent any systemic discrimination in their structures and beyond. It ensures every effort is made to ensure non-discrimination in all of its policies, programmes, and activities. It also communicates widely on the risks that discrimination presents for social cohesion, quality of life and the local economy.

In any particular project or policy, the city should analyse the risk of discrimination, including any groups that may be at risk of discrimination, and plan for active non-discrimination measures to mitigate it.

⁹ Identifying and Preventing Systemic Discrimination, Policy Study, October 2020, page 31.

¹⁰ Ibid.

Indicator 3: Working together: Nurturing an understanding of shared fundamental values in communities

Sometimes human rights and equality can be seen as being for others in our society or not for the benefit of all. The discussion can become divorced from mutual respect and responsibilities towards each other and the place where we live, or the equal opportunities that need to be in place for real equality to flourish. This can create resentment and misunderstandings.

An intercultural city should try to nurture a shared understanding amongst all sectors of its population of the importance of fundamental rights and values for each and every resident. This does not mean just communicating, although this is very important (see indicator 4). A long-term political commitment and social engagement is needed with residents, with staff, as well as with a wide range of allies on the ground in civil society, schools, NGOs, sports, hospitals, neighbourhood groups, businesses, universities and institutions that combat discrimination and offer support and reparation to victims.

When looking at an individual project or policy it is useful to check if it is clear to the project team and others why the project is important and how it will contribute to the city and communities. What is the goal of the project and who does it aim to serve? For example, if a city is designing a new park, what is the aim of the park, who does it serve? Can all the relevant groups access it? Are there any barriers to using it that have not been thought about? As always, input from users and residents will be important from an early stage to ensure you have not made assumptions.

Indicator 4: Communicating and promoting human rights and equality

Linked to the third indicator, a city's use of media and communications can have a very powerful influence on attitudes towards cultural diversity and fundamental rights and can promote a climate of public opinion more conducive to meaningful intercultural relations. In its communication, an intercultural city should constantly highlight the positive contribution of people with migrant/minority backgrounds to the social, cultural, and economic development of the city, as well as the importance of shared fundamental values and how these benefit the whole community. Cities can also support migrant or minority voices to be heard in the media both through their own coverage and their work with others. The city could train and partner with local media agencies so that they have a similar message and cover events occurring in the city in an objective and unbiased way.

When you are communicating about a particular policy or action, it is important to take a step back and look at the bigger picture. How does this promote fundamental values, how are these values beneficial to all of the community, have you checked how messaging will be viewed by diverse sectors of our community? Were diverse groups involved in developing and delivering the communications? Do you have a diverse group of allies on board to help you share your communication? Did you ensure that residents with a minority or migrant background can access communications and have a voice too? In this regard it is important to think about where and how you communicate, which channels and what languages you use.

Indicator 5: Positive measures to address inequalities

Cities should be aware that positive measures are sometimes needed to address inequalities experienced by members of minority communities in diverse societies. Practical measures should take into account the fact that diversity of situations requires a variety of approaches and norms. An intercultural city acknowledges that a 'one size fits all' approach to public services and actions does not guarantee equal

access to public benefits. The city also recognises that residents with migrant/minority backgrounds should never be treated as passive consumers of public benefits but can contribute actively by suggesting new ideas and innovative solutions to public problems.

When preparing projects or policies, cities first need to be aware of the inequalities that may need to be addressed, both through data and evidence that the city collects, but also through discussions with stakeholders and residents. Positive measures could then involve initiatives of positive action or targeting resources at disadvantaged groups to ensure they can participate and benefit to the same extent as others and that there are no barriers to their participation. This could include focusing on certain neighbourhoods, on educational institutions etc.; making specific skills connected with membership of minority groups, such as language, specific features etc., an asset or a requirement; outreach activities using language(s) and media easily accessible for minorities to spread information about the initiative; or individual support so that residents from a minority or migrant background can participate equally in standard procedures or activities.¹¹ It can also be useful to work closely with community and other civil society groups who work with hard-to-reach communities, such as self-help groups, neighbourhood groups or refugee or other community groups.

¹¹ The Benefits of Positive Action, Thematic Discussion Paper, On behalf of the European Union Agency for Fundamental Rights (FRA), the International Centre for Migration Policy Development (ICMPD) - Elisabeth Strasser (project manager) August Gächter, Mariya Dzhengozova Vienna, March 2008, page 3.

2.3 Checklist for real equality

Human rights and measures promoting equality are reflected in policies and undertaken in practice

Question 1: Have you considered how the broader concepts of human rights and equality are reflected in this specific policy or action? This is the case if:

Checklist

- The city has reviewed the project according to the cities' goals or based on shared values or other criteria such as the ICC Index.
- The city has scoped the project to see how it contributes to broader goals on diversity, equality, or similar values.
- It is clear to the city which national legislation and obligations are engaged as part of this project.
- There are no unresolved issues or potential issues of a legal nature such as freedom of speech or protection against discrimination to consider.
- The city has sought advice from specialists about issues of equality or human rights that may be engaged.
- The project resources (financial, material, human and time) are being used in an equitable manner.
- It is clear in the project monitoring and evaluation how the city will measure the project inputs into key concepts of human rights and equality so this can be reported on and analysed.

Feedback

If you did not tick all boxes, consider involving your equalities department for more advice or other members of your team. Remind yourself of your city's charter or values document and the larger framework the project feeds into. If your city reports back on anti-discrimination measures or other specific human rights issues, consider examples of good practice from the city previously.

Inspiration from other cities

The [Montreal Charter of Rights and Responsibilities](#), Canada, covers the main sectors of municipal activity: democratic, economic, social, and cultural life, recreation, physical activities and sports, environment and sustainable development, security, and municipal services. The Montreal Charter of Rights and Responsibilities and its commitment to values of human dignity, tolerance, peace, inclusion, and equality forms the basis for all the city's work including the Gender and Intersectional Analysis (ADS+). ADS+ has been developed and deployed as an analytical tool and a process to guide and organise decision-making in relation to the programmes and projects of the city. It is founded on gender differences but takes an intersectional approach in addressing differences of social class, disability, age, ethnicity, sexual orientation, and gender identity. The ADS+ serves to prevent systemic discrimination and ensure an inclusion of the vulnerable groups. It ensures that the specific needs of a diverse population are understood and addressed in the development and implementation of initiatives. It enables more accessible, safer, and more inclusive programmes and projects

Question 2: Has there been a project specific impact assessment of how it will affect different groups or localities in the city? This is the case if:

Checklist

- The city has evidence to inform the decision-making including equality data.
- The city has input from those who will be most affected by the project.
- The city has clearly defined the problem and the measures planned to improve it.
- The city knows who will benefit most from the project.
- The city knows the risks.
- The city is aware of any other preconditions needed to succeed such as resources or alliances.

Feedback

If you did not tick all the boxes or you wish to read more on this subject, consider reading our policy study on [Identifying and Preventing Systemic Discrimination](#) that includes a section on impact assessments and decision-making.

Inspiration from other cities

[Kirklees Council](#), United Kingdom, has developed an Integrated Impact Assessment process that is implemented when new services, policies or strategies are being developed, existing ones are changed or when reviews or audits are being conducted in the organisation. The Integrated Impact Assessment allows for an assessment of likely impact on people and on the environment to be considered in the development of services, policies, and strategies. This enables an early identification and prevention of any systemic discrimination that might be involved in these. The equality element of the impact assessment encompasses the grounds of age; disability; gender reassignment; marriage or civil partnership (employment only); pregnancy and maternity; 'race'; religion or belief; sex; sexual orientation; unpaid carers; and people on low income or experiencing poverty. The Integrated Impact Assessment allows a focus on the interactions between environmental and social policy to be recognised and addressed. It allows consideration of the distribution of environmental quality among groups; the groups driving environmental quality; and the equity of environment policy. The process is designed to have influence on and be integrated all the way through the development of a plan, service, or strategy. It is evidence-based, and there is a toolkit with access to a range of relevant data sources. It is participative with a draft of the assessment being made available for public comment. It looks beyond equality of opportunity to emphasise an ambition for equality of outcomes for groups.¹²

[Dublin City Council](#), Ireland has set up an equality review. The equality review focused on one ground, racial or ethnic origin, and on one area of service provision, social housing supports and homeless services. It started with a desk-based review of relevant legislation and national policy and of relevant Dublin City Council plans, policies, procedures, service level agreements, information materials, and data sources. It involved interviews with staff members of the Dublin City Council and of contracted bodies involved in the provision of services. It included focus group sessions with service users covered by the ground of racial or ethnic origin. Some recommendations were directed at the government department responsible for national policy in this area. An Equality Action Plan was developed and is being implemented, to address the recommendations to the specific departments responsible for social housing supports and

¹² Council of Europe, Intercultural Cities Unit, Systemic Discrimination. Identifying and Preventing Systemic Discrimination at the Local Level, Policy Study, October 2020. Pages 35-36.

homeless services, those to Dublin City Council overall, on strengthening its equality and human rights infrastructure. It is planned to repeat the equality review to cover all the grounds under the Equal Status Acts.

Active non-discrimination measures

Question 3: Have you looked at the policy/project to ensure that non-discrimination is a central component of all its features, including assessing any systemic discrimination? This is the case if:

Checklist

- The city has the data needed on equalities and discrimination in the city to plan the project.
- The city is reviewing the project in all of its aspects to consider structural discrimination and how this could be mitigated.
- The city has considered what other relevant power structures may cause discrimination and are within the city's powers to mitigate.
- There have been opportunities for other departments offer advice and support such as human resources or the equality department.
- Individuals who may have experienced discrimination have the opportunity to input into the planning, implementation, or evaluation of the project.

Feedback

If you did not tick all boxes or you wish to read more on this subject, consider reading our policy study on [Identifying and Preventing Systemic Discrimination](#) or visiting the [thematic page](#) on the website.

Inspiration from other cities

[Barcelona](#), Spain, has an institutional infrastructure to try to combat all forms of discrimination, including systemic discrimination. This involves internal structures that enable the city to: identify and address systemic and other forms of discrimination; build staff capacity on the issue; create platforms for the participation of people experiencing inequality and their associations in policymaking; and give public visibility to the issue of discrimination and the city's commitment to address it. Barcelona also publishes an annual report on incidents of discrimination reported in the city on different grounds, including racial or ethnic origin; sexual orientation; disability; language; gender; socio-economic status; health; religion; ideology; and age. This published diagnosis of discrimination makes the issue visible so that such behaviours or attitudes do not become normalised. It provides the data necessary for an adequate and appropriate focus on the issue in policymaking. It builds trust between civil society organisations and the city council and creates space for joint strategy in combating discrimination to be discussed.

The [Canton \(state\) of Neuchâtel](#), Switzerland, has implemented the "Roadmap for an Administration that is Open to Diversity, Egalitarian, and Non-Discriminatory". The roadmap sets out actions along three axes to value diversity and promote equality, addressing: the state as an exemplar in matters of equality and non-discrimination; the state as a service provider; and the state as employer. It seeks to achieve systemic change and sustain a pro-equality culture across all departments. The roadmap is a flexible instrument that can be adapted to the realities of different departments. It emphasises that valuing diversity is not only achieved by the absence of discrimination but also requires proactive measures. It is based on quantitative and qualitative data gathering and analysis. It is explicitly concerned with both individual level discrimination and systemic discrimination. It takes a multi-ground approach encompassing: gender,

nationality, cultural or ethnic affiliation, socio-economic status, language, age, or disability. The state as exemplar involves objectives to: clearly communicate commitment; apply the principle of equal rights in all actions; and inform society of diversity advantage. The state as service provider involves objectives to: develop tools to support the management of diversity; ensure services are accessible to all service-users; and support staff awareness and understanding of diversity and non-discrimination. The state as employer involves objectives to: increase visibility of under-represented groups; ensure recruitment processes are non-discriminatory and accommodate diversity; secure staff awareness of the needs and contributions that flow from diversity, and of services that support those experiencing discrimination. The roadmap addresses responsibilities for implementation and human and financial resources required. The Service for Multicultural Cohesion has a role to prevent and combat discrimination, provide staff training on diversity, and support diversity awareness initiatives. It makes a key contribution in driving the roadmap.

Question 4: If relevant, will you work in partnership with civil society organisations and other institutions that combat discrimination and offer support and reparation to victims as part of this initiative? This is the case if:

Checklist

- The city has considered the involvement of a range of organizations and institutions who work to combat different types of discrimination in your city.
- Organisations advise on the planning of the project or feed into its implementation, monitoring or evaluation.
- The city plays a leadership role in mainstreaming specific issues of human rights and equality into the project for itself and partners.
- The project participates in or is involved in local platforms for exchange on good practice.
- Legal bodies or institutions such as ombudsmen or anti-discrimination bodies advise on methodology or are interested in the results of the project.

Feedback

If you did not tick all boxes or you wish to read more on this subject, consider reading our policy study on [Identifying and Preventing Systemic Discrimination](#) or visiting the thematic page on our website that includes good practice examples from other cities. You may also wish to take a look at the [European Commission against Racism and Intolerance](#) (ECRI), which is a human rights monitoring body specialising in questions relating to the fight against racism, discrimination, xenophobia, antisemitism and intolerance in Europe.

Inspiration from other cities

The [Barcelona Discrimination Observatory](#), Spain, publishes a report on an annual basis, which includes detailed data regarding the discrimination situations that occurred throughout the year, the actions and strategies that have been carried out to face them, and future challenges. The Observatory is the result of the joint work between the Office for Non-Discrimination, the Human Rights Resource Center of the Barcelona City Council and the Board of Organisations for the Assistance of Victims of Discrimination, currently made up of 18 entities including human rights organisations, organisations monitoring homophobia, anti-racism organisations, Romany organisations and others.

[Leeds](#), United Kingdom, organises an Equalities Assembly, participatory budgeting, intercultural dialogue platforms/round tables as well as MAP+ and the Migrant Community Networkers weekly drop-in. Additionally, the city has the Intercultural dialogue platform which was developed in 2010 when creating

the 'Vision for Leeds' for the next 30 years. The city then undertook a public consultation to allow people who live and work in Leeds to respond on both short and long-term priorities. This was ground-breaking in terms of equal participation and was the first time the city used social media in the council on a mass scale, including blogging the opinions of each focus group and using people's opinions to inform the decision-making on future policy for the city. Further, the MAP+ ran 'U Choose' which provided an opportunity for individuals to apply for a small pot of funding. A community event was run in order to decide on the projects that would receive funding, which included intercultural projects.

Working together: Nurturing a shared understanding of fundamental values

Question 5: Does the city ground all of its work and activities in a sense of a shared understanding of fundamental values? This is the case if:

Checklist

- The city is aware how shared fundamental values relate to this particular project.
- The city knows how the project fits into the city's overall framework of shared values.
- The city has created space for the definition, engagement, and discussion of values, such as dignity, inclusion, and social justice, in the planning of the project, to ensure equality, diversity and non-discrimination issues are taken into account.
- The city is clear and committed to promoting fundamental values and equality throughout the project's planning, implementation, evaluation and reporting.
- Publicity about the project will include information about the values that it promotes or is founded upon.

Feedback

If you did not tick all the boxes, consider some extra reading on how other cities do this. The [Policy Study on Systemic Discrimination](#) includes a section on values-led organizational systems that are useful to read.

Inspiration from other cities

After a process of citizen participation, the Plenary Session of the City Council of [Bilbao](#), Spain, approved the Bilbao Charter of Values in March 2018. The Charter includes 17 individual and collective values, including: Respect for Human Rights, social justice, equality between men and women, solidarity; diversity/inclusion, commitment, environmental sustainability; participation, trust, creativity, coexistence, identity, effort; stewardship, honesty, illusion, and health. Neighbours, institutions, and companies can sign up to maintain and promote attitudes and behaviours in line with the spirit and content of the Charter. A "Values Development Plan" followed to integrate the values in the Charter of Values of Bilbao into the day-to-day citizenship of all residents. A city values commission has been created to carry out the monitoring and evaluation of the project within Civic Council of the city. The project cooperates with the Business sector, social entities, political leaders, cultural entities, municipal companies, schools, educational entities, women entities, media, individuals, religious diversity entities, ecologist entities, sports entities, and immigration entities.

Bradford District's, United Kingdom, Stronger Communities Partnership Board is developing [a set of statements](#) about the values that unite everyone who lives and works in the district. The Stronger Communities Partnership Board brings together voluntary, private and faith sectors, and local people. They have been working to define the shared values of the people of Bradford, finding out what is important to people and the things Bradford stands for that bring everyone together. The same words

kept coming up: caring, understanding, kindness, people, safety, community, supporting, helping, respecting. From analysing all the words, a set of values were drafted and checked through working groups and an online survey. The values will form an important part of [Bradford For Everyone](#) – an initiative to take forward a pledge for a district that is for everyone.

Question 6: Has the city actively sought out allies to promote shared fundamental values in this project? This is the case if:

Checklist

- Partners are aware of the city’s values and how this project fits into that framework.
- There are opportunities or a need in the project to train or promote the city’s values amongst its partners.
- Commitment to equality is a criterium for programme design or for choosing partners.
- The city’s values are a part of what partners are asked to report back on.
- The project supports or takes part in campaigns and actions run by others to promote fundamental values and to amplify their impact.
- The project includes a diverse range of allies.
- There are other allies who could help you to plan, implement, promote the message, values, or results of the project.

Feedback

If you did not tick all boxes, consider if you have enough information on the other potential allies in your city who could be involved. Seek advice from colleagues, partnerships or the equalities departments or teams. Look at the [good practice](#) to see how other cities work with allies and partners in this field.

Inspiration from other cities

The “ITACA – Italian cities against discrimination” aims to fight both direct and indirect discriminations within and outside the administrations of seven municipalities of the Italian Network of the Intercultural Cities (Cities of Dialogue). ITACA is co-financed by the European Commission through the “Rights, Equality and Citizenship” Programme; it is coordinated by ICEI in partnership with the Municipality of Reggio Emilia, the Municipality of Modena, MondInsieme 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 Intercultural Cities programme. ITACA aims to have a dual impact: improving the skills of the staff of participating municipalities in the field of non-discrimination and to engage with civil society – including the private sector - to raise awareness on this topic. ITACA will also offer a training course to public officials and civil society organisations to support municipalities in strengthening their policies and practices to prevent and fight discrimination.

In [Botkyrka](#), Sweden, the municipality works closely with the Anti-Discrimination Bureau, Stockholm Syd, a non-profit organization run by SIOS, the Cooperation Body for Ethnic Organizations in Sweden, funded by the Swedish Agency for Youth and Civil Society (MUCF) and Botkyrka municipality. It works to combat discrimination and promote human rights, providing free counselling, support and information for individuals who feel discriminated against, conducting investigations into cases, mediating between the parties, and preparing referrals to the Equality Ombudsman. This Anti-Discrimination Bureau is an important resource for those who experience discrimination in being able to take action to change their

situation and experience. It provides important inputs for the work of Botkyrka municipality in: enabling issues of discrimination in the area to be tracked and understood; raising incidents of discrimination with city as necessary; and contributing to the developmental work of the municipality in activities including projects to challenge all forms of discrimination.

Communicating and promoting human rights and equality

Question 7: Is there a communication plan for the project to ensure that information reaches all members of the community, and that communication is done in an as inclusive way as possible? This is the case if:

Checklist

- The project's communication strategy emphasizes positive elements of the project and interculturalism to a broader audience.
- The project's communication strategy ensures that communication about the project is accessible to as broad a range of people as possible.
- The project uses inclusive language – for example, gender-neutral language, symbols, non-verbal communication, like pictures, colours.
- Information is accessible and made available in ways that can be accessed by people who are illiterate or have lower literacy skills.
- The project and its activities are promoted in events or forums that are regularly attended.

Feedback

If you did not tick all boxes, consider talking to your media or communications team or equality department about good practice in the field of accessible communications and if this can be brought into the project, for example, in the design of any leaflet or poster that may be produced or in how you approach publicizing events on social media. You may also be interested in this short video on [inclusive communication](#).

Inspiration from other cities

The city of Turin, Italy, hosted a [2-day workshop](#) on intercultural communication and mediation for Italian city officers and policy makers in 2018 on the theme of "Explaining interculturality: how do you present, discuss & defend intercultural policies at the local level". The workshop addressed two main questions: how to effectively communicate intercultural policies and strategies to citizens and how to engage in constructive dialogue at round tables, district meetings and neighbourhood events.

In [Sabadell](#), Spain, the project "Sewing our rights" is inspired by a reflection on the Universal Declaration of Human Rights. Women from Sabadell meet to share their experiences and sew them. Each work is accompanied by an article of human rights legislation. Workshops take place in civic centres, and women are encouraged to share their stories with other women in the neighbourhood. Works were exhibited at the civic centre where the workshops took place.

Question 8: Does the city strive to ensure that diverse groups can help develop and share the communication strategy including through amplifying minority and migrant and other diverse voices? This is the case if:

Checklist

- The communication strategy has input from a wide range of diverse voices who will be able to help amplify the project's messages.
- The press team or the project team regularly sends information to a wide range of media including community media and minority or migrant journalists.
- Community media, minority or migrant journalists and a range of community groups are invited to events and briefings.
- Materials are provided in different languages and formats, for social media and in hard copies, so that different communities, groups, and individuals can read and share them.
- Publicity and other materials about the project contain minority, migrant and other diverse voices.

Feedback

If you did not tick all boxes or you may wish to learn more from the practice of other cities or discuss with your communication or equalities department. You can also read more from the Council of Europe on the importance of [community media](#).

Inspiration from other cities

[Ansan City](#), Republic of Korea, runs a multicultural newspaper project with a local media company providing non-nationals with a range of information about the city twice a month. It has a circulation of 20,000 copies. The city also runs classes to teach residents how to use YouTube, social networks, and blogs to publish their own materials.

In [Paris](#), France, the House of Journalists is a governmental association that welcomes refugee journalists who have fled their home countries. The organization helps them through all the stages of their asylum process and gives them the means to express themselves freely.

The Municipality of [Cascais](#), Portugal, has created a webpage to share the stories of persons with migrant backgrounds who are residing in the city. Any group of two or more persons where one of the participants is born in Cascais and the other person is not, can share their stories on the website. There, they can tell the story of how they arrived in Cascais, how they met the other person in the presentation, about their lives and the interaction in their city. The storytelling is done in text with supporting images.

Positive measures to address inequalities

Question 9: Have you assessed your project for structural or other inequalities that will restrict participation in its development, delivery, use, or evaluation and how these may be mitigated? This is the case if:

Checklist

- The project has an equality plan or other framework to assess, plan and measure any interventions that may be needed to address structural inequalities that would restrict access and participation in your project.
- Structural barriers in terms of transport and location for citizens from certain areas or neighbourhoods are identified.
- Planned positive measures to address inequality are informed by those groups exposed to inequalities and their representative organisations.
- Additional financial, human, or other resources needed to support access for particular groups are identified.

Feedback

If you did not tick all boxes, consider reading our [policy study on systemic discrimination](#) that includes a section on equality plans. You could also learn from the [example of other cities](#). For specific topics, the [Gender Equality](#) work of the Council of Europe provides recommendations on for example gender mainstreaming and equal participation, while the [Sexual Orientation and Gender Identity unit](#) look at LGBTI-related topics and multiple discrimination.

Inspiration from other cities

Long before [Oslo](#), Norway, became a multi-ethnic city, there was already a distinct east/west division in the city on the basis of social class and income. Educational professionals were anxious that this could be exacerbated by the high levels of immigration over recent years. They noted that kindergartens tended to be very ethnically mixed, while primary and secondary schools were gradually becoming more ethnically-polarised as more affluent parents opted out of some schools and into others. This is now being countered by limiting the right to parental choice, but mainly by heavily investing in schools. By ensuring that even schools in the poorest districts are able to offer teaching standards and facilities as good as those in the wealthiest parts, Oslo aims to conquer a problem that has defeated many other cities. For example, the Gamlebyen Skole is a classic inner-city primary school with a wide range of languages and a combination of complex social and cultural issues. The school has been given the funds to enable it to compete effectively in the teacher recruitment market and has a strong and very high-profile head teacher. Its physical environment is shaped to involve references of migrant children's culture of origin such as the climbing wall made up of letters of all world alphabets, the original carved wood pillar of a destroyed Mosque in Pakistan, kilims and other objects which create a warm, homely atmosphere. The curriculum in the school involves cultural and intercultural learning. There is a benchmarking tool allowing teachers to check whether they stand in diversity matters such as engaging parents from different origins. The school has edited a book from a joint project from Ankara and is now running a film project with schools from Denmark and Turkey.

The London Borough of [Lewisham](#), United Kingdom, conducted research into public attitudes. Residents complained of loneliness and alienation, intergenerational suspicion and fear of using certain public spaces. Public discussion forums were set up which elicited a great deal of deep knowledge about local lifeways which had previously been unknown to officials. It also threw up issues which might appear obvious, but were nevertheless overlooked, such as the complete lack of seating in public space. This situation had emerged deliberately because planners had become excessively pre-occupied with a need to discourage problems, rather than with providing spaces in which a wide diversity of people might interact. A toolkit for intercultural place-making was produced and this informed a new approach to public space in Lewisham. Since then, a programme of targeted improvement has transformed numerous locations within the district.

Question 10: Have you assessed if it would be useful to work with a range of community and other civil society groups on this project? This is the case if:

Checklist

- The project considers involving organisations working with hard-to-reach communities such as self-help groups, neighbourhood groups or refugee or other community groups to help extend the project reach.

- There is a clear strategy on when and how to involve people from diverse groups and communities.
- There is space to review to ensure that no groups (e.g., smaller groups within groups) have been left behind.
- Representatives involved represent a wide range of different voices within communities.

Feedback

If you did not tick all boxes or you would like more ideas, you may wish to learn about [good practice](#) from other cities. To build competence within the organisation it may also be interesting to look at the page on [building intercultural competence](#).

Inspiration from other cities

[Patras](#), Greece, runs an intercultural mediator training programme to provide training on issues related to the role and activities of the cultural mediators. The training scenarios are set in fields such as health, education, legal support, and public services. Through other social media in the platform, participants can explore and learn from the experience of others working in the field through their recorded experience and views of other cultural mediators. Participants are also able to post their experience and issues and receive the views of other professionals in the field on the issues they raise.

[Barcelona](#), Spain, runs a school promotion campaign for Roma children. The programme aims to encourage the full schooling of Roma students, promote the socio-economic inclusion of Roma students and promote the values of the Roma culture within the school curriculum. The key in this project is the "school promoter" - a professional who is part of the Roma community, with a minimum of secondary education, who co-ordinates with schools, families, and students to implement the programme. The action is managed by the Pere Closa Private Foundation, with the collaboration of the Barcelona City Council.

3 Meaningful intercultural interaction

3.1 What do we mean by interaction in an intercultural city?

Interaction is the cornerstone of intercultural integration and is what gives an intercultural city its distinctive value. Interaction means creating conditions for meaningful and constructive everyday encounters across cultural and other differences. Prejudice and discrimination can thrive where there is segregation or a lack of contact and dialogue between people, even where there are protective laws. Evidence has shown that, under the right conditions, the more contact people with different backgrounds and lifestyles have with each other, the less likely they are to think and behave in prejudicial ways.

Therefore, an intercultural city works in partnership with other organisations to develop a range of policies and actions to encourage more mixing and interaction between diverse groups. All local policies directly or indirectly influence the creation of an environment that facilitates or hinders social contact and meaningful interaction. This is not just a question of public space or certain socio-cultural activities. Housing and urban planning, education, sport, commerce, or culture, all influence the levels of interaction within communities. The way in which services, resources and equipment in the city are adapted, such as libraries, museums, social and sports centres, is also important. Thus, when diversity is recognised, it has a positive impact on interaction. Urban planners, park wardens and architects can all help to create an “interculturally” inclusive environment that attracts visitors from all walks of life that ensures that minority groups are incorporated into cross-cultural activities, dialogues, and organisations. City architecture such as statues and the way the history of the city is told can also enhance or hinder meaningful interaction depending on whether other cultural references are taken into account.

Certain conditions make activities to promote social contact and meaningful interaction more effective in reducing prejudice and generating more intense bonds: the equal status of participants; identifying and achieving common objectives; promoting cooperation.

Interaction also facilitates the creation of shared senses of belonging and is crucial for cities to benefit from the diversity advantage and the creativity this brings.

Finally, cities play an important role in active engagement across cultural and social differences. In diverse societies there is always the potential for misunderstanding and conflict over values, behaviour, or resources. In cities, where people with different cultural backgrounds and socio-economic statuses live together in close proximity, such tensions are natural and part of everyday life. Instead of denying, ignoring, or repressing conflict, the intercultural city seeks to anticipate, identify, address, and resolve issues to the satisfaction of all protagonists without compromising the principles of human rights, democracy, and the rule of law. The intercultural city views conflict as a normal feature of free, dynamic, and interactive communities and sees the process of conflict mediation and resolution as an opportunity for innovation and sustainable social cohesion.

This explicit commitment has created the conditions for real policy innovation within intercultural cities.¹³ For example, the [Anti-rumours strategy](#) aims to raise awareness about the importance of countering diversity-related prejudices and rumours that can lay the foundations of discriminatory and racist attitudes and hamper meaningful interaction and social cohesion. Originally devised in Barcelona, Spain,

¹³ INTERCULTURAL CITIES [Bridging the equality, diversity and inclusion agendas](#), background paper, November 2017, Page 5

it has been endorsed by the Council of Europe and many different cities globally are adapting the methodology for their use.

For more information, you can read:

- [Bridging the equality, diversity and inclusion agendas](#) - Background Paper, (2017)
- [Engaging with faith and convictional communities in the Intercultural city](#) – Policy Brief (2015)
- [Public Space Management](#) – Report to the Intercultural Cities Research Programme (2012)
- [Intercultural spaces and centres: models and role for intercultural development in cities](#) – Briefing paper (2011)
- [Anti-rumours Handbook for cities](#) (2018)
- [Participatory and Deliberative Democracy Strategies for the Intercultural City](#) – Policy Brief (2017)

3.2 How can you tell if a policy or project positively addresses interaction?

Indicator 1: Increasing meaningful every-day encounters across difference

An intercultural city works hard to maximise meaningful everyday encounters across difference between residents. The first step is the adoption (and implementation) of strategies that facilitate meaningful intercultural encounters and exchanges and promote equal and active participation of residents and communities in the development of the city, thus responding to the needs of a diverse population. At the level of individual projects or activities, the potential for increasing intercultural interaction is something that should be considered carefully.

All local policies and projects directly or indirectly influence the creation of an environment that facilitates or hinders social contact and meaningful interaction. This is not just a question of public space or certain socio-cultural activities - housing and urban planning, education, sport, commerce or culture influence the levels of interaction. The way in which services, resources and equipment in the city are adapted is also relevant.

The design, renovation or use of public spaces can be a particularly important time to think about opportunities for intercultural interaction and how to maximise them. At the most basic level, evidence suggests that the quality and availability of infrastructure and amenities (e.g. cafes, restrooms, sport fields, trails) encourage the use of public space, whereas the presence of litter, vandalism, and unclean restrooms could deter them. There is also evidence that minority groups may avoid public spaces as a result of discrimination. Design features such as place names or architecture can fundamentally impact upon how places are perceived. Some policy measures may work for a particular group but socially and culturally exclude others, whereas other design elements seem to hold broad cross-cultural appeal.¹⁴ It is important to take as many of these elements into account as possible. To do this an intercultural city will take into consideration the views of a diverse group of experts, partners, and citizens and where possible include participatory approaches into the design of place and planning of activities.

Indicator 2: Interaction and working in partnership

The intercultural city cannot increase intercultural interaction alone, although it can certainly encourage this through its activities, festivals, actions, communication, and funding. It needs a broad range of allies.

¹⁴ [Public Space Management](#), 2012, page 35.

Co-design of projects and policies with communities, residents and those who use the services and spaces, are one of the main ways of ensuring that a city works in partnership and that its projects are based on evidence and achieve the desired results.

It is very important to work on interaction from the bottom-up so that people feel involved and heard, which generates a sense of belonging at the local level. In this sense, it is very important to promote the participation in social spaces of people of diverse origins and profiles, but from an inclusive approach and going beyond the usual suspects. Cities need to be proactive and creative to reach wider and diverse targets.

Indicator 3: Understanding fears and barriers to interaction

An intercultural city tries to understand fears and barriers to intercultural interaction. This means that an intercultural city needs to regularly 'test the waters' or find ways of understanding what barriers exist. Where there are fears or tensions, the intercultural city actively engages with all the people concerned, firstly to understand the local context from their perspective, and secondly to identify solutions with them.

Another key issue is communication. How municipal services, resources and policies communicate can determine the level of interaction, communication should be adapted to the different profiles, information channels, and take multilingualism into account. Barriers to interaction can include language, lack of information, timing problems, but they can also be related to other more indirect issues such as having a very poor public transport network that leaves some areas more isolated, social housing policies that favour segregation etc. as well as barriers related to prejudices and stereotypes. In this sense, the importance of cities having resources, tools and strategies to reduce or eliminate these barriers should be noted, requiring professional profiles that act as bridges or connectors, or to adapt services so that they are truly accessible and also respond to the needs and interests of all citizens

Finally, to understand barriers to interaction cities need information and evidence to better understand the dynamics of interaction. If cities do not have information it is very difficult to convince others within and without the city of the importance of promoting the intercultural approach in all municipal areas, especially with regard to interaction. It is important to get some idea about the levels of interaction, but also what kind of interaction takes place.

Indicator 4: Proactively facing challenges and conflicts

Instead of denying, ignoring, or repressing conflict, the intercultural city seeks to anticipate, identify, address, and resolve issues to the satisfaction of all protagonists without compromising the principles of human rights, democracy, and the rule of law. The intercultural city views conflict as a normal feature of free, dynamic, and interactive communities and sees the very process of conflict mediation and resolution as an opportunity for innovation and sustainable social cohesion.

When planning specific projects or policies, a city may undertake a risk analysis of any conflicts that may arise during the planning process. It also may ensure there are fora for discussions about the project within localities or with different groups that can influence the project process. Sometimes this work is done in-house by the city or district. Sometimes the city works with civil society or other organisations who provide this service for them.

Indicator 5: Maximising sustained intercultural interaction

Increasing interaction as part of a project is very useful but it is also helpful to consider the outcomes of any project or policy to see if it can lead to longer-lasting change and more interaction as an outcome of the activity. In this way it should be verified if the project works with all those who can create more interactions as a long-term feature of the activity or policy. Perhaps it can be considered a pilot project that you can evaluate and improve next time with more interactive features. A regular event may mean more participation and interaction. Perhaps the project or policy can include communication or training to ensure that results are sustainable, or interaction can be built into criteria for assessing projects with other partners or funding for civil society groups. Events or meetings to discuss or showcase good practice can also lead to mutual learning and interaction between projects.

3.3 Checklist for meaningful intercultural interaction

Increasing meaningful every-day encounters across difference

Question 1: Does this project have the potential to increase meaningful everyday intercultural interactions between residents in the city? This is the case if:

Checklist

- The city has evidence on intercultural interaction and what interaction currently takes place.
- The project considers involving organisations working with hard-to-reach communities such as self-help groups, neighbourhood groups or refugee or other community groups to help extend the project reach.
- There is a clear strategy on when and how to involve people from diverse groups and communities.
- There is space to review to ensure that no groups (e.g., smaller groups within groups) have been left behind.
- Representatives involved represent a wide range of different voices within communities.

Feedback

If you did not tick all the boxes think again about the evidence you have as a city on interaction and how this can be improved, including by discussing it with the city's partners and other stakeholders.

Inspiration from cities

A good example of a project designed specifically to increase interaction is the "[Cuisine ta ville](#)" (City cooking) art and citizenship festival in Montreal, Canada. The festival aims to promote better understanding of the migrants who have made the social fabric of Montreal, from the past to the present. In 2019, the festival offered a multidisciplinary experience as a means of getting to know refugees and migrants from all generations. The event addressed the issue of migration from the angle of the various stages in life. The scenography for the event involved a set of ten tents that evoked both refugee camps and Montreal's urban visual identity (as with winter car shelters), where one-to-one meeting places were provided for getting to know other people better. The programme was divided into three sections, comprising performances and works by migrants or individuals addressing migration issues, a series of talks and testimonials and cookery workshops in which migrants cooked Montreal-style home-made soups in front of the public, while talking and sharing their experiences. Given the success of the project, "Cuisine ton quartier" (Neighbourhood cooking) is to be held as the local, small-scale version of "Cuisine ta Ville" in eight neighbourhoods where over 62% of newcomers live. The assessment will take the form of testimonials, general surveys and before-and-after polls.

In [Donostia-San Sebastian](#), Spain, Tabakalera is a former tobacco factory that was converted into a contemporary culture centre. Located in the Egia district, the building is an impressive space (13,277m²) that organises a wide range of activities (exhibitions, short film screenings, etc.). The Tabakalera programmes are mostly free, and the funding is mostly public (30% comes from the municipality). When opening this public space, it became clear that people were looking forward to use and engage the open spaces envisaged in the building: especially young people on rainy days. The center has been adapting its activities and spaces to these non-planned uses from families, youth, etc. At some point, the centre identified a group of mainly youth male migrants who used to spend time at the centre, not always behaving correctly. After discussing with them about their needs and aims, the Tabakalera decided to

open a programme to support them through cultural activities. A first project involved photography, and the initiative was warmly welcomed. Since, the project has grown to the point of holding weekly meetings (every Friday with a mediator), during which the group has, for example, created music together or prepared artistic performances. The 2018 project was a theatre play, where a group of around 25 people participated, using the Theatre of the Oppressed as a working methodology.

Question 2: If the project involves public space, was maximising intercultural interaction an integral part of its planning, design, renovation, and use? This is the case if:

Checklist

- The city has considered where the project will take place and how different infrastructure and amenities may impact or limit interaction.
- The city has considered how specific design features may have an impact on different groups.
- The city has taken into account the views of a diverse group of experts, partners and citizens to ensure that the plans will be able to maximise interaction.
- The city has used participatory approaches in the project design.
- The project plans or designs have been communicated in an accessible format including in pictorial and other forms.

Feedback

If you did not tick all the boxes, the Intercultural Cities [Step-by-step guide](#) includes sections on interaction and public space. You could also consider looking again at the [ICC index questions](#) on public space and neighbourhood for more ideas. Further, the policy study and brief on [managing gentrification](#) may be of interest.

Inspiration from other cities

When proposing a change, [Auckland Council](#), New Zealand, partners with appropriate community organisations to engage with the affected communities. In 2017, the Council included the communities of South Auckland in an 'integrated area plan' to prepare for future development in the area. The engagement strategy included: gathering feedback at local community events, shopping malls, train stations and other hubs; utilising an 'All Our Ideas' web platform (championed by a local youth council); and running public workshop sessions (world-cafe style). A key objective of this engagement strategy was to challenge the norm of community engagement and create effective ways to reach out to different ethnicities, age groups and communities in the area that typically do not engage or participate in a council-lead planning process. It was important to design the consultation and engagement process to ensure that the views of Māori, Pacifica, other emerging ethnicities, and young people were incorporated to help shape the long-term vision and future of these areas. The people engaged in the plan were to reflect the demographic profile of the area. The Council received over 5000 pieces of feedback from the community, of which more than a third were submitted by Māori residents and half from people aged below 34 years. This closely matched the ethnic and age profile of the area.

In [Sabadell](#), Spain, all of the city's public spaces host diverse activities that include the promotion of diversity as a positive value. There is a territorial distribution of public facilities that allows close and decentralised access to different facilities and activities generating spaces for interaction and coexistence. These include libraries, sport facilities, parks, and playgrounds. The design of a new local infrastructure or service is done through public participation, and through the platform 'Decidim Sabadell' the participation

of different groups is encouraged and facilitated. Sabadell City Council has also promoted the community process "We are Torre-Romeu" with the aim that residents, associations, and professionals work together to plan actions and projects that improve the life of the neighbourhood. The return of a diagnosis was made to determine the aspects of improvement and two areas were prioritised. From there, three community working groups were constituted: "Involvement and participation"; "Strengthening of the educational community"; "Torre-Romeu Network of professionals". Each one of these tables has defined objectives and proposals for action.

Working in partnership

Question 3: Is your city working in partnership with others to encourage more mixing and interaction between diverse groups in this project? This is the case if:

Checklist

- The project takes a 'bottom-up' approach to the project design and planning.
- The project has a participatory approach or co-design or other elements of real engagement with diverse city residents from the beginning stages of planning and throughout.
- The project is creative and proactive in its outreach, going beyond the 'usual suspects'.
- There is a clear plan for how and when to engage with other stakeholders.

Feedback

If you did not tick all the boxes you may wish to take a look at some good practices for inspiration. An intercultural city cannot work alone and needs the support of allies including on encouraging intercultural interaction. Consider joining local, regional, or national forums to find different partners, or learning more from other members in the Intercultural Cities network.

Inspiration from other cities

[Dublin City Council](#), Ireland, in partnership with the Immigrant Council of Ireland, the Equality Authority of Ireland and partners in public transport have been working hard towards an inclusive public transport service. This project developed with the "One City One People" campaign to assure passengers and staff travelling on Dublin public transport, that racism and discrimination would not be tolerated. The project has evolved with improved transit and outdoor advertising campaigns, staff training, recording of racist incidents and awareness of interculturalism for the whole city.

In [Donostia/San Sebastian](#), Spain, the city works on partnership with SOS Racismo, which develops educational projects and awareness-raising activities, a good part of which is supported by the municipality, including: the Berdin project used to identify areas in which discrimination happens, such as housing rentals, labour market, etc.; anti-rumours campaigns and trainings (in cooperation with the municipality), including targeting local police officers; bizilagunak, a yearly initiative aimed at bringing together families (by two, accompanied by a facilitator), to exchange their culture and gastronomy; urretxindorra (mockingbird) project, to mentor youth in need of social support to overpass languages obstacles, social isolation, etc. University students accompany and provide support and advice to these young people during a year (15 pax); "Kumunikation", a project aimed at educating for media literacy; awareness-raising activities addressing the local police and administration officers regarding hate crimes; as well as their actions such as an exhibition about the Holocaust or a project on Islamophobia. Similarly, SOS Racismo provides support and information for complainants to denounce discrimination, as well as

support to specific groups (such as women in care services) to get to know and be able to claim their rights.

Question 4: Has the city considered intercultural interaction as a criterium for funding, events, partnerships, or other elements of this particular project? This is the case if:

Checklist

- The project has identified the main stakeholders, places and issues that could bring together residents over and above cultural differences.
- The city collaborates with civil society and grassroots organisations active in fields concerned with intercultural inclusion.
- It is clear which specific parts of the project will enable more intercultural interaction.
- Intercultural interaction is included as a topic for specific project events, materials or activities.
- It is clear which partnerships will enable more intercultural interaction.
- Increasing intercultural interaction has been considered as one of the criteria for partners' activities to be included in the project.
- Intercultural interaction is a criterion for partners' activity reports.
- The city encourages schools to organise intercultural extra-school activities that occupy the public space and contribute to its desegregation.

Feedback

Sometimes it is easier to include value-based criteria in overall programmes rather than one specific project or when funding a specific proposal. For example, an art commissioning programme could have a programmatic objective to be diverse and increase interaction but not necessarily each individual artwork within the programme. However, it is always useful to check where a city can do this and where events, funding and reporting criteria can be used to increase interaction or understanding on interaction and its barriers. See more inspiration from our cities below.

Inspiration from other cities

[Sabadell](#), Spain, in particular the Department of Civil Rights and Gender, includes the intercultural dimension as a criterion when allocating grants and funds to associations and initiatives. Other municipal departments also include the intercultural criterion when granting projects and initiatives, namely in education (summer outdoor activities), culture (dissemination of ideas and cohesion; dissemination of traditional and popular culture), and participation (neighbours associations projects). In addition, the city regularly organises awareness raising campaigns and debates on the subject of cultural diversity and living together. Discussions have been held with the local and public press to reflect on the treatment of diversity in the media and the effect of the spread of rumours and prejudices. In addition, the city supports local organisations in their activities and campaigns on cultural diversity (dissemination, logistic). The city also has the Human Rights Programme - a series of activities, with the collaboration of around fifty organisations, to get to know, reflect on and vindicate people's rights. Sabadell considers that the city is a key space for the implementation and real guarantee of these rights and, in this sense, municipalism is working in a network towards the construction of tools to defend and guarantee people's rights. As a result, the European Charter for the Safeguarding of Human Rights in the City was signed by Sabadell in 2000. This programme offers more than 30 proposals of activities from November to December to deepen the knowledge and shared commitment in the defence of Human Rights in Sabadell and everywhere. They include cinema, games for children, photo exhibitions, seminars, theatre, and concerts.

[Dublin City Council](#), Ireland, encouraged citizens' participation and involvement in the city through access to public grants for community projects. Community Development is a process where community members come together to take collective action and generate solutions to common problems. Dublin City Council aims to support community groups with their activities and projects by promoting participation and involvement in the city through the community grants scheme, which is run on an annual basis. Under the scheme, community and voluntary groups may apply for grants for activities which benefit the local community. The criteria required to receive support from this grant fund is that groups are locally based and contribute significantly to the local community development and relate to at least one key priority area which include integration and social inclusion.

Understanding fears and barriers to interaction

Question 5: Has the city taken measures to understand if there are any fears and barriers to interaction in a particular location or with regards to this project? This is the case if:

Checklist

- The city has data on intercultural interaction in the city and any gaps or barriers more generally that the project could learn from.
- The project has considered as wide a range of factors as possible that could be barriers to interaction, including the infrastructure, street lighting, transport links etc.
- The place and time of any event or consultation takes into consideration factors such as the safety of women, accessibility for different groups and 'safe' spaces.
- Barriers from daily lives have been taken into account such as work times, school pick-up times, if childcare is needed or if children can attend, provision of food.
- There is a clear plan to disseminate information to ensure this is not a barrier to participation.
- When organising any consultation or meeting, the arrangement of the room, where participants are sitting, and how they are welcomed, is considered to ensure that everyone feels at ease to actively participate.
- There are plans for mitigating barriers to interaction where they have been identified.

Feedback

If you did not tick all the boxes consider involving other departments or partner organisations, or ideally, the group the city hopes to engage, in discussions on what barriers to interaction could be and how to mitigate them.

Inspiration from other cities

In [Bergen](#), Norway, the public library plays a key role in the inclusion of refugees and has a strong cooperation with the introduction centre. Further, it has also designed services taking into account many barriers for interaction. It is a hub for cultural activities, provides books translated in several languages, as well as bilingual versions of famous Norwegian publications. Everyone can access and use the library without the need for papers or identity documents. The library has a learning centre and some learning activities including a reading group, an IT club for immigrants - run by a Somali refugee - and a "Norwegian language café", in cooperation with the Joint Immigrant Council in Hordaland. Over the past five years, the library has become a meeting place for dialogue and has increased the number of activities aimed at multiplying the meeting opportunities between Norwegian residents and the newcomers. For instance, the library organises events during which the refugees can present their countries through an historical

and socio-cultural lens and explain the reasons that made them feel unsafe in their homeland. A recent event on Eritrea had equal attendance of Eritreans and Norwegians.

The [Portuguese National Intercultural Cities Network RPCI](#) has developed a guide for welcoming migrants (available in English and in Portuguese) as a complement to the web app “Portugal Incoming”. The app and guide are a major practical contribution to the integration of migrants in Portugal, bringing all relevant insights and information on how to navigate through Portuguese services and bureaucracy to newcomers, as well as access to information about cultural and social events. In addition, they have developed a guide for practitioners on how to carry out welcoming sessions, together with a matrix for the creation of municipal integration plans and strategies.

Question 6: Communication can be a particular barrier to interaction. Does your project have a clear plan to ensure that these barriers are minimised as much as possible? This is the case if:

Checklist

- Inclusive language is used, for example non-gendered.
- The project has considered if messages need to be delivered differently for different groups. The vocabulary used is accessible.
- The project has considered if messages need to be delivered differently for different groups. The vocabulary used is clear.
- Images to be used are representative of the target group of the project.
- Materials are translated into different languages where possible.
- There are simple communications or images to help those with low literacy skills.
- Where input is needed, there are different ways of interacting, for example, in one-to-one meetings, in writing, verbally, by phone.
- The communication department is able to support differentiated communication strategies for different groups.

Feedback

If you did not tick all the boxes and you have not yet involved your communications or media department, consider consulting them for advice from the experts. You should also try asking other partners or departments who are experienced in this field or who you know have recently published accessible materials. You may also wish to consult the policy brief [Migration and integration – which alternative narratives work and why?](#)

Inspiration from other cities

Barcelona, Spain, has issued a guide, the Guia de comunicació inclusiva [inclusive communication guide], as a reference document for the public and for municipal staff to promote communication free of stereotypes, prejudice and discrimination, and which is respectful towards all others. Besides offering alternatives to colonial and discriminatory expressions, the guide also recommends avoiding generalisations such as ‘Arabs’, ‘Africans’ and ‘Latin Americans’, which reduce highly diverse cultural realities into simple stereotypes. Images and people’s attitudes also convey stereotypes, though very often not so evidently. People who appear in photographs and the images reflect the world we live in and so those images should seek that diversity. There are many types of families, skin colours and different bodies. In addition, the way we behave with others can also express disrespectful or discriminatory attitudes. The guide covers some of these situations that can be avoided: when addressing people with disabilities, people should address the person directly and not the person accompanying them; On public

transport we should sit in any available seat, regardless of the origin of the person sitting in the next seat; there is no need to shout when speaking to migrants, people with disabilities or the elderly.

[Geneva](#), Switzerland, organised the anti-racism week with the theme “hurtful words”. In order to identify, deconstruct and condemn them, of course. But also, and perhaps more importantly, to highlight, through poetry slam, storytelling, films, workshops and talks/lectures, positive use of language that promotes diversity and celebrates our plural identity. Young audiences are particularly vulnerable to verbal violence. The 2018 anti-racism week in the city of Geneva was therefore organised with the firm intention of encouraging young people to develop prevention tools. Another feature of the campaign was the active support shown by all the neighbourhoods, which put on a number of excellent local events. The Action Week against Racism in the city of Geneva is co-ordinated by Service Agenda 21 - Sustainable City, in the context of the city’s policy on diversity and is co-hosted by the Culture and Sport department and the Social Cohesion and Solidarity department of the city of Geneva, the Office for the Integration of Foreigners of the Canton of Geneva and the voluntary sector.

Proactively facing challenges through mediation and challenging rumours

Question 7: Has your city conducted a risk analysis of any potential conflicts that may occur because of, or as part of this project? This is the case if:

Checklist

- The city has undertaken risk analysis for the project to see if there could be potential fears, barriers or conflicts related to it, particularly in terms of intercultural interaction.
- Residents and target groups are included in the project planning, including to ensure that any tensions that may arise are noted early in the project cycle.
- There is a clear action plan to deal with challenges or tensions during or because of this project.
- The city undertakes mediation services or specific activities as part of the planning or policy or project cycle or work with other organisations who do this work to address challenges and tensions when they arise.
- The city takes measures to try and elaborate solutions with residents, ensuring all voices are heard and respected.

Feedback

If you did not tick all the boxes, you may wish to consider assessing the risk of the project. Risk assessment for projects is always recommended, so as in for example the [policy brief](#) on preventing the potential discriminatory effects of the use of artificial intelligence in local services.

Inspiration from other cities

Guro-gu, Republic of Korea, has a specific Ordinance on the Prevention and Resolution of Public Conflicts of Guro-gu. A conflict management deliberation committee and conflict mediation council are in operation to prevent and coordinate different public conflicts. Prior to the implementation of any project plan, a conflict diagnosis must be conducted to make active efforts to prevent and resolve conflicts. The conflict management deliberation committee and the conflict mediation council work to prevent conflicts expected in various public policy implementation processes and to promptly and accurately respond to conflicts that have already occurred. There are also regular public conflict meetings. The results of the conflict management deliberation committee and conflict resolution meetings are actively reflected in policy. In addition, a manual has been prepared to prevent public conflicts. According to the manual, Guro-

gu has to conduct conflict diagnosis before establishing a project plan for large-scale public and private projects that have a total project cost of more than 500 million won and interests of 10 or more individuals or entities. After conducting a conflict diagnosis using the preventive public conflict diagnosis table, aspects of activities or projects are divided into those that could have severe conflicts (A), middle conflicts (B), and those with little chance of conflict (C). Conflicts judged to be at levels A and B are managed by the auditing department and the C level is managed by the usual department.

In [Oslo](#), Norway the mediation panel organised by the Norwegian Peoples Aid is a service where victims of discrimination can present their complaints, get advice, and engage in dialogue through mediation with the offenders the police and the discrimination tribunal in cases that do not meet the criteria of documentation and evidence required by the law for prosecution. The panel provides professional mediation services; outreach and counselling to victims organized by the Norwegian Centre Against Racism and Queer World; courses for businesses, organizations and public services on how to recognize and prevent discrimination; and an annual conference on human rights, in collaboration with the Oslo Pride Foundation and other stakeholders. The impact of the panel will be evaluated through analysis of the reports on complaints submitted to the Ombudsman for equality; the reports on hate crime submitted to Oslo Police District, while the statistics on attitudes towards minorities are collected by Statistics Norway (IMDI).

Question 8: Have you considered developing an anti-rumour strategy, plan, and activities in relation to this project to challenge stereotypes and prejudices that can limit meaningful interaction? This is the case if:

Checklist

- The city knows about the antirumours methodology advocated by the Intercultural Cities programme of the Council of Europe.
- The city is aware of the wide range of activities and projects that can use this strategy.
- There are specific activities in the project or materials and information that could include an antirumours element.
- There are project partners or other stakeholders who are able to work on potential antirumours elements of the project.

Feedback

If you did not tick all the boxes, the Intercultural Cities programme has a wealth of materials that include guides for cities, training materials for allies, examples of good practice and the different ways cities have used the anti-rumours methodology to challenge stereotypes, prejudices and hate speech, as well as evaluation tools. You can find more information on the dedicated [Anti-rumours page](#) on the website. You may also wish to consult the [Toolkit for antirumours dialogue](#).

Inspiration from other cities

[Bilbao](#), Spain, has an anti-rumour campaign with an umbrella as a metaphor for the defence against rumours that fall from the sky. The city has developed a short game, in two forms of a scratch card and a web app, that allows the user to assess whether they are 'protected' from or 'drenched' by rumours. Following a series of fact-based questions, it tests the degree of knowledge people have about immigration and illustrates the truth or otherwise of common rumours about immigrants. Multiple-choice questions are used. In addition, a longer statement of factually accurate information is presented

alongside each answer, with a view to raise awareness on the rumours and stereotypes that negatively affect coexistence of different city populations. A final score is given, indicating the degree of ‘protection’ from rumours. By disseminating this information more widely in social networks, the user may obtain additional ‘medals’ and join the campaign for the values of multiculturalism, social cohesion and combating racial discrimination. To ensure this information reaches all people, both an online and paper version of the game were created.

In [Botkyrka](#), Sweden, anti-rumours cafés have been set up in libraries as a public platform to discuss and explore rumours and prejudices. Libraries were chosen as they are well attended by young people aged 18-25. Four anti-rumour cafés were set up and each one focused on a particular rumour. The initial theme was “criminality” (the most prominent theme of rumours in Botkyrka), followed by “incompatibility of the Swedish and immigrant cultures”, “unequal distribution of public resources” and “Swedish culture is under threat”. The rumour-theme, “Swedish culture is under threat”, was the most visited café. This notion of a threatened ‘Swedishness’ is often illustrated by the feeling that Swedish traditions are no longer being celebrated or performed as they used to be and that “the good old days” are dying out. Statistically, many Swedes attended the cafés in Tumba and Tullinge, with lower concentrations of immigrants. This challenge was addressed by organising “extra invitations” addressed to target groups from different demographic areas (Tullinge and Tumba). In addition, invitations and information about all the events were disseminated through social media. The goal of each café was to encourage people to talk about rumours that they usually feel uncomfortable discussing, and the survey of the participants indicate that this goal was accomplished. One general outcome was a widespread belief that rumours lead to depression and that there is a need for more dialogue.

Maximising sustained intercultural interaction

Question 9: Does the project have elements which may encourage a sense of ownership among residents or specific groups? This is the case if:

Checklist

- The project is based on an identified need in the community.
- There are diverse residents included in co-design or participatory processes for designing and evaluating the project.
- Residents and other stakeholders’ views are taken into account regularly throughout the project to ensure two-way communication.
- Resources or materials are be passed to communities or groups at the end of the project to enable them to continue the work (e.g., tools from a garden project).
- The project publicises its successes including the input and work of diverse stakeholders and residents who are helping to make the project a success.

Feedback

If you did not tick all the boxes, you may wish to consider the Intercultural Cities [Step-by-step guide](#) which provides examples of practices and tools used by cities to gather an in-depth knowledge of their population in a sustainable way, including: collaboration with universities, research institutes, establishment of monitoring and evaluation bodies, surveys, minority and local councils, etc. There are also structures aiming at fostering civic and political participation in a sustainable way (such as the [Public Participation Networks in Dublin](#) (Ireland), [Swansea Voices Online Panel](#) (United Kingdom), or [Minority](#)

[body in Auckland](#) (New Zealand)). These structures offer the city opportunities to tap into local resources and knowledge, collect important data and, at the same time, foster trust and participation.

Inspiration from other cities

[Leeds](#), United Kingdom, has put in place an Equalities Assembly which has been set up to ensure involvement of the diverse communities. The Equalities Assembly is a forum made up of Equality Hubs, which helps ensure the city engages with the full range of citizens in the decision-making. Each year Leeds holds an Equality Assembly Conference which brings together the hubs to discuss key challenges and opportunities faced by groups across the city, listen to their contributions and let them have their say through round table discussions. The hubs are: Religion or Belief Hub, Age Hub, Black and Minority Ethnic Hub, Disability Hub, LGBT+ Hub and the Women and Girls Hub. The Assembly acts as the corporate consultation and involvement forum for equality, diversity and integration issues. It also acts as a forum to challenge the council's progress on equality, diversity, cohesion and integration. Public debates have also taken place regarding Cohesion, Counter Extremism and Prevention. The council also reports to have supported the running of 'Real People, Honest Talk', in partnership with Near Neighbours, providing an opportunity for different communities to gather and present on issues that were significant in their area. Topics included housing, discrimination, hate crime and perceptions of refugees. Cultural diversity has been discussed at length through city wide consultation, including Leeds Culture Strategy (hosted 1500 conversations) and Leeds 2023 (engaged with more than 3,000 residents).

[Sabadell](#), Spain has the New Citizens participation table, made up of representatives from different organisations representing newly arrived citizens. This roundtable is chaired by the representative of the municipality responsible for welcoming and intercultural policies. In this space, issues related to the citizenship rights and duties or the legal difficulties encountered by migrants are discussed. Proposals then are transferred to other political, judicial and social bodies. At the same time, this space allows to elaborate proposals of collective and open activities to the whole citizenship, to put in value and to make visible the diverse cultural groups that coexist in the city and to facilitate exchange, boost respect and knowledge. Additionally, the New Citizenship Board is an advisory body that includes different immigrant associations and organisations that work in the migration field as well as representation of the local administration. Its functions are: the transfer of information, to find consensus on lines of work, to detect the interests, concerns and problems of the migrants and ethnic minorities and to address those issues in cooperation.

Question 10: How can you ensure that more meaningful interactions take place but also that the effects are long-lasting? Will the project outcomes lead to more interaction? This is the case if:

Checklist

- The project design includes clear indicators on meaningful interactions that can be reported on.
- There are elements of the project design that will ensure meaningful interactions continue after the project has ended (e.g., sustainable funding elements or a place or activity that will continue after the project ends).
- There are elements of the project that will change how residents think about and participate in intercultural interaction.
- The evaluation includes criteria on meaningful interactions both for the city and any partners.
- The evaluation allows for consideration of any unintended effects of the project that either negatively or positively affected interaction.

- There are elements of good practice that can be shared with other cities or stakeholders, including the Intercultural Cities network.
- There are elements of the project that need to be included in core areas of work for the city or more formal structures to ensure their sustainability at the end of the project.

Feedback

If you did not tick all the boxes, look again at the outputs of the project and see where ownership by other stakeholders can be encouraged to maximise sustainability at the end of the project.

Inspiration from other cities

In [Auckland](#), New Zealand, they have instated a Council Research and Monitoring Unit (RIMU) which conducts environmental, social, economic, and cultural research to inform and support policy development, implementation and evaluation. The Auckland Plan 2050, for example, is based on statistical and qualitative evidence about diversity and intercultural relations provided by the RIMU, shaping the specific directions and focus areas in the plan. Moreover, to improve inclusive governance, the Inclusive Auckland Framework and the Council's Quality Advice programme (which aims to ensure that elected members are presented with the best advice, at the right time and in the right way to help them fulfil their decision-making responsibilities) are working together to: pilot, evaluate and implement a new process for community service design and delivery decisions based on demographic data and research; and establish high quality social and community impact assessments as standard practice for all policy advice, with training on this already underway.

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

The Council of Europe and its partner cities have developed and validated an intercultural approach to integration and inclusion which enables cities to reap the benefits and minimise the risks related to human mobility and cultural diversity. A decade after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing, and economic development.

The Intercultural Cities (ICC) Programme invites cities in Europe and beyond to explore and apply policies that harness diversity for personal and societal development.

www.coe.int

The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

