



MEETING OF INTERCULTURAL CITIES' COORDINATORS

Rijeka, 26-27 September 2018

CONCLUSIONS

1. INTERNAL FUNCTIONING OF THE NETWORK

The Intercultural Cities (ICC) Network continued its rapid growth in 2018. Fifty one cities joined the ICC programme in the past three years, enriching the knowledge and expertise of the network with a variety of approaches. In order to be able to put this knowledge at the disposal of all members, and to continue developing the intercultural inclusion policy model, the ICC team needs to get regular feedback from intercultural cities. This includes new strategies (for the development of the model), policies (for identifying the good practices), initiatives and meetings (to be published as news), impact evaluations (for monitoring progress) and any other relevant information.

Also, it is very important that coordinators keep their decision makers informed of the benefits of being part of the ICC programme. It is also recommended to take inspiration from those cities that convinced their Mayors to sign the [joint article for the International Refugee Day](#), that include ICC logo in their electronic signature and websites, or that had the [Lisbon Declaration](#) adopted at the city council's level.

Finally, the ICC team informed that, in 2019, there could be the possibility to open part of the ICC budget to small grants to support specific activities carried out by single cities or by small groups of cities (for instance within the same national network); some of the areas of work will be decided by the team but there will be scope for cities to make proposals. ICC cities are thus encouraged to think - as from now - to intercultural policy areas for which they might need support.

The value of the Network depends on the relevance it has for the member cities and their citizens. Therefore the role of the coordinators is vital in giving feedbacks and alerting on challenges and topics arising at the local level.

2. STEP BY STEP GUIDE



Taking stock of different comprehensive research carried out by the Council of Europe (CoE), as well as of the rapid expansion of the network and of the knowledge-capital developed by it, an updated “Step by step guide” is under finalisation.

Mr Oliver Freeman, intercultural cities expert, in charge of drafting the update, presented its main features:

- The new Step by step guide will contain practical advice in the form of DOs and DON'Ts, as well as real cases examples coming from the network, to accompany each of the recommendations.
- The guide will target both decision makers and practitioners, offering specific content for each audience.
- Particular emphasis will be put on internal cities processes (which were the keys of success of setting in place a specific policy of action?); inclusion and participation; outreach to all groups; and impact evaluation.

The ICC team informed that – due to delays in the work – the Guide might not be published this year for printing, although it should be available in electronic format.

3. NEW APPROACHES AND METHODOLOGIES

➤ DAY OF DIALOGUE

This methodology has been developed in Rotterdam (The Netherlands) and has now reached more than 100 Dutch municipalities.

Differently to other types of dialogue methodology, the “Day of Dialogue” is based on appreciative enquiry which brings participants to envisioning the future, unlashng their dreams and creating positive energy. It has therefore a future-oriented approach to dialogue and



ends up with a concrete call for the participants' action in terms of their practical contribution to shape "tomorrow" together.

The more diverse is the participating group, the richer is the dialogue. Therefore diversity of age, gender, ethnical, cultural, social and religious backgrounds at the dialogue's tables has to be ensured by partnering with different actors (businesses, neighbourhood and religious associations, municipal services, etc.) so as to lessen isolation and segregation of groups within the population and create better mutual understanding.

The "Day of Dialogue" has been so far very effective with 60% of the participants saying that they have changed their mind about the thematic of the dialogue and 80% affirming that, through the initiative, they have met residents to whom they had never spoken before.

The presentation of the methodology got a discrete success. Participants expressed the wish to receive ICC support for the organization of a training for ICC coordinators. The contact details of the expert will also be shared for those cities willing to establish bilateral cooperation.

➤ FEAR AND HATRED OF MUSLIMS



The Intercultural Cities team has been working on a comprehensive approach to islamophobia, focusing on already existing initiatives that could complement each other as well as be mainstreamed to the entire network. A project is being developed in a way that could be in future applied to other types of fear and hatred, not only those targeting Muslims.

In particular the project will be built over three components targeting three different types of audience:

- People at risk of extremism: this line of action will be based on the methodology developed by the "Think" project in Swansea, and the multi-agency platform established by the Municipality.
- Wider population: this line of action will be based on the Day of Dialogue methodology.
- Mainstreaming: a game will be developed that will focus on fostering critical thinking, empathy, individualisation, identification of commonalities, positive interaction and a call for collective and personal responsibility.

The project proposal was found to be interesting by a number of cities. Moreover, many municipalities are already working on these issues as part of their intercultural strategies and yet they emphasised the need to strengthening a more preventive and inclusive approach to anti-discrimination, so to ensure

coherence with the intercultural policy model. This could be the topic of a thematic or technical seminar, without prejudice to the possibility of developing a systematic project.

Besides, a [study visit](#) to the ICC city of Geneva is foreseen to showcase good practices applied locally or at the international level to combat discrimination in a decompartmentalised and comprehensive manner, by taking into account the links between sexism, racism and homophobia. A report will be produced after the visit to provide guidance to the members of the ICC network. The follow-up to this work will depend on the results of the study visit and might be possibly linked to a more general anti-discrimination action.

➤ DIVERSITY CHARTER



Ms Carla Calado, Coordinator of the Portuguese Network of Intercultural Cities and ICC expert, presented the experience of the Portuguese Diversity Charter. Diversity Charters are supported by the European Commission and by EU countries as a way to demonstrate the commitment of organisations and private business companies to promoting diversity and access to equal opportunities for their staff.

The Portuguese Charter has some distinctive features that could inspire other countries in setting up their own charter:

- It was collaboratively written by 30 different organisations from very different fields (and it is now signed by 223 organisations).
- It uses a positive language in order to be inspirational for its readers, as well as to encourage the signatories to take action.
- It focuses on building internal expertise on managing diversity in participating companies, more than relying on external assessments and expertise.
- It has among its signatories also a number of municipalities (eg. Oeiras, Amadora, Lisbon, all members of the Portuguese network of Intercultural Cities). This is particularly interesting as it allows interacting directly with the human resources' offices of the municipalities, offering additional actors than can be sensitized to the intercultural policy paradigm.
- It has just developed a toolkit that can be used by companies and the public sector to boost the intercultural competences of their staff.

A few ICC cities are involved in their national Diversity Charter. Many others expressed interest in entering in bilateral contacts with the Portuguese Charter to discuss about the possibility of adapting the process to their country. The contact details of the expert will be shared with the audience.

4. BRAINSTORMING ON NEW POLICY AREAS

➤ GENTRIFICATION

Gentrification has commonly been referred to as “the rehabilitation of working-class and derelict housing and the consequent transformation of an area into a middle class neighbourhood”. The phenomenon frequently concerns segregated neighbourhoods. If in theory it might represent a positive progress in terms of diverse interactions by creating more mixed neighbourhoods, practice often show that gentrification ends up in the displacement of lower income population as it increases the costs of living in the area and changes the services present. Mr Tiago Mota, from Atelier Mob (Lisboa) presented a few anti-gentrification projects carried out in Lisbon using urban regeneration as a tool to involve the citizens in the co-creation of spaces that provoke a positive change in the social structure of the neighbourhood. Among the main challenges faced, Mr Mota evoked the need to establish new relations of power for power-sharing, as well as the phenomenon of micro-level segregation (civic institutions like churches, recreation centres, clubs, etc., continue to be very homogenous) which may hamper the positive results of interaction.



Since inclusiveness should be the goal of (positive) gentrification, an exploration of best practice from the cities of the ICC network is needed to draw lessons and ideas on how to support the diversification of neighbourhoods while strengthening interactions at all levels and respect equal opportunities of the inhabitants. A study visit opened to both national and local authorities will be organised to Lisbon (Palacio Marques de Abrantes, Marvila) with the support of AtelierMob. The visit should target more than one participant per city so to involve not only the coordinators or the municipality, but also the people who are living the everyday experience of gentrification, as well as urban planners. Follow up visits could be then organised also in other cities, namely those who participated in the first one.

➤ URBAN SAFETY AND COMMUNITY POLICING



The Police services of a few intercultural cities have been developing in the last years a preventive approach to safety based on intercultural community policing principles. Community policing strategies aim to engage citizens in creating safety solutions through the public space, promote trust-building and change in police culture, and establish a strong connection between safety and care with the view

to reduce crime rates and increase the feeling of safety. Community policing also increases the efficiency of policing by developing a focused, evidence-based approach to surveillance and prevention. A study visit to the ICC of Fuenlabrada is foreseen to showcase the work of a specialised police unit that managed to reduce crime rates by involving its citizens in defining community-based and public space safety solutions. A Manual on Intercultural community policing is also under preparation to satisfy the high demand in knowledge, expertise and training from member cities. A specific training for Limassol Police will also be provided following the request of support received by the city.

This topic remains highly relevant to cities that are working on intercultural competence of police officers. The Manual that ICC is producing, together with a curriculum for training that is in development, should be able to satisfy cities' needs. However, many ICC Cities were placed on waiting list for the Study Visit to Fuenlabrada due to the restricted number of available spaces. Therefore, it was decided to leave open the possibility that ICC sponsors and co-organises national training on demand, or a second study visit for those cities that couldn't register in 2018.

➤ **INTERCULTURAL CITIZENSHIP TEST**

The ICC team has drafted an **Intercultural Citizenship Test** with the aim to assess citizens' knowledge and awareness on human rights, their intercultural competences, their perception of diversity as an advantage, as well as their willingness to act in an intercultural way. The test is intended to be both an educational and a political tool – raising awareness among citizens, professionals and politicians of the need to define (urban) citizenship in a pluralistic and inclusive way. Unlike the national citizenship tests which



are meant for foreign residents, the Intercultural citizenship test allows any member of the local community to self-assess their skills and readiness to behave as an active citizen in a diverse society.

The test also supports the debate around active citizenship as a factor of integration and the role of cities in fostering active citizenship for all by opening up political and participation spaces for newcomers. Coordinators expressed strong interest in developing this tool further and particularly appreciated the possibility of customizing it to the specific contexts of their cities / public.

The initiative received the high appreciation of coordinators. The ICC team will keep on working on the Test by reducing the number of questions and focusing in particular on the Action component. Cities are encouraged to tailor the Test to their own context and to pilot it during public events or other situation that might seem appropriate (intercultural competence training for staff, educational curriculum) when working on the Intercultural Strategy.

➤ PARTICIPATION

Public authorities have the opportunity to put participation at the heart of decision making on a huge range of different issues, and to develop inclusive participatory practices that enable to determine or influence the decisions and responsibilities of public authorities beyond voting in elections. Through a commitment to participation, public authorities create and enable opportunities for people of different backgrounds and lived experiences to come together to make, shape and influence the decisions that affect their lives. This year [the ICC Thematic Seminar](#) addressed present challenges for active and quality participation, and produced action points to enable the implementation of the relevant CM Recommendation in the field of empowering participation through: 1) intercultural strategies, 2) social innovation, 3) co-design and co-implementation of public policies. It also produced recommendations related to the methodologies and instruments for the development of inclusive participation in multicultural contexts.



A guide on participation is being edited and should be available for comments by the end of the year. Coordinators considered the work done so far in this field by the ICC programme to adequately respond to their needs.

5. WORKING GROUPS

➤ ICC INDEX

A small technical group composed by the ICC team, Bak Basel and an expert has been working for the past months on a review of the ICC Index.

Although the Index has been recently found to be scientifically sound through a study produced by Migration Policy Group, there is room for improvements to make it more relevant to the work of the cities. Among the main constraints to the Index full effectiveness:

- The increasing number of cities, which makes the database difficult to read;
- The increased diversity of members, which complicates comparison;
- Some questions are out-dated for more experienced cities; some others do not offer a fair scoring; some of the new policy areas are missing;



- The scoring system does not always reflect cities' efforts (especially for successive assessment waves).

The process of reviewing the Index put the team before other technical or philosophical challenges. For instance, it's important that the Index remains sound but understandable by cities; that it keeps comparison between the revised database and previous versions; the filling of the index should not become a lengthy exercise with too many sub-questions to address the new areas; and the process as a whole needs to be clarified so that the Index is not considered as a ranking tool, but rather as a benchmarking tool. After those initial considerations, the team presented the results of on-going work that consisted in:

- Reviewing the scoring/weighting principles to make them more intercultural;
- Breaking down stats to introduce smaller sampling scales and/or more criteria, to compare own results with comparable cities;
- assessing ICC index questions to ensure their update in view of present challenges, situations, and policy areas, so to provide more complete and realistic intercultural profiles;
- analysing the needs of "older" and more experienced cities.

Next steps were discussed in the working group, namely after reviewing together the most difficult Index questions, identifying those that are not relevant anymore, so as the policy areas that should be added.



The team will now work on revising the questionnaire in light of the comments received. Questions will also be correlated with short concrete examples. These will not be taken from real cases, but will depict how the policy/action would ideally look like if it was set up.

Some questions which have been systematically not answered will be deleted; some will be reformulated in a clearer way and some will be added. The core index of 10 policies areas will remain intact, but two optional areas for evaluating policies in the fields of "Participation" and "Interaction" will be added for cities that are working on it.

Besides, an issue that has emerged and that is relevant for the quality of the Index analysis is that the ICC coordinators do often work alone on answering the questionnaire. On one hand this way of proceeding does not allow for capturing a real picture of the state of the art in the city; on the other, it also precludes the possibility to use the Index as a discussion starter between different units within the city services, something that is pivotal to cut the silos within the administration. It was therefore agreed to develop a separate and short methodological guide that should help cities to conceive the filling of the Index as a process, rather than a task, and to do it in a more transversal way, involving all concerned departments. A video-tutorial could also be produced.

➤ POLICY LAB

Launched at the ICC Milestone event in November 2017, the Policy Lab is a concept that has been sustained and further developed, both at national and international levels. In June 2018, the second International Policy Lab took place at Council of Europe's headquarters in Strasbourg. The purpose of the meeting was to review and agree on the main principles and structure of what could be a "model" integration strategy for the national level, and start collecting operational elements that would feed that model with concrete actions. A discrete number of Council of Europe member states participated in the exercise, together with a few ICC cities invited by the ICC team.



Before the end of the year a national Policy Lab will also take place in Portugal.

The working group gathered in Rijeka during the meeting of coordinators has concluded that:

- The work of the Policy Lab is highly relevant and needed. Participants noted that, while in some countries there have been successful examples of co-building policies between different levels of governance, this has only happened in specific policy areas, not yet in a comprehensive field like it is the case for integration. Furthermore, the relational aspects of the policies should be the focus, rather than the legal aspects, and this is perhaps a dimension that is missing at the national level and where ICC has expertise and examples of success.
- There is a need to set up a more formal structure than the current one. This will facilitate the invitation and participation of Governments.
- This structure could be shaped on the model of the intergovernmental committees of the Council of Europe, but could also involve the voice of cities, including cities' associations and the Congress of Local Authorities of the Council of Europe. It could also include observer states (eg. Canada, Mexico, Japan, United States).
- The Committee would be tasked with preparing recommendations and will be working in direct contact with the European Commission against Racism and Intolerance (ECRI).
- In the meantime informal work with governments will be carried out to build confidence and involve them in the ICC work. To facilitate this, a partnership with the Parliamentary Assembly of the Council of Europe (PACE), which brings together 324 members of the parliaments of the CoE's 47 member states, can be further discussed, building on a Recommendation already done by the PACE Committee of Migration in support of the Policy Lab initiative. Another option is to open study visits or other ICC events to members of the national government as well.
- There is a need to expand the coalition to support a permanent dialogue around intercultural and integration policies. Leaders from the NGO world, as well as media, business and Associations of

Local and Regional Authorities should be involved in the conversation. These actors should be made aware of the work of the Council of Europe and of the Intercultural Cities Network.

- To do so a set of tools could be developed to make communication by cities more coherent and effective. A common statement of support for the ICC work to present to governments should also be produced for the broader coalition to sign.
- Further work will be devoted to the “Model” Integration Strategy Paper to be drafted in a way to encourage governments’ signature.

➤ INTERCULTURAL COUNCILS

Ms Céline Maye, of the Canton of Neuchâtel, has animated a third working group devoted to identifying core steps for the successful setting up of intercultural councils. These Councils, differently from Migrant Councils, involve not only members of the immigrant communities, but also representatives of businesses world, trade unions and other associations that are active in the city.

The workshop has focused on the experience of the Canton of Neuchatel that has recently undergone a substantial reform of the composition, procedures and tasks of its intercultural council. The WG has worked out a set of guidelines for cities engaged in the setting up or restructuring of intercultural councils:

Membership	Members form different age and gender groups, and active in different fields; Members should be appointed not on the basis of ethnic criteria but according to their expertise, network and willingness to engage in intercultural interactions; Include newcomers; Geographic representation – people living in different neighbourhoods.
Chair person	The statutory chair person should not be the Mayor or Vice-Mayor in charge of intercultural police, but rather identified from the local board.
Link	The relationship with governing bodies must be permanently institutionalised.
Training	Training on intercultural competence should be provided (and others regarding the needs). At the same time avoid “professionalising” the role of intercultural councillor.
Operation/ terms of reference	Decision-making structures and mandate should be clarified to avoid confusion and frustration; Make sure there is a common understanding – use an agreement or principles people can recognise into.
Communication	Use different channels and platforms to meet the goal of enlarging participation and increase the visibility of the Council; Be a link with the administration.
Term limit	Term limit should be fixed to ensure the renewal of members and the expression of fresh ideas.
Resources	The advisory body must have adequate resources and logistical support to carry out its tasks;

	If others Councils in the city have benefits, the Intercultural Council should have the same; If possible, the Council should be made responsible to give grants for projects and supervise their execution.
	Do not use the Council as the only means to shape citizens participation in the field of interculturalism. Open up participatory processes where the entire population and all stakeholders can be involved.

6. PROGRAMME OF WORK FOR 2019 – MAIN ACTIVITIES

The following areas have emerged as the most relevant for working on in 2019:

- **TRAINING FOR ICC COORDINATORS ON “DAY OF DIALOGUE” METHODOLOGY**
- **THEMATIC OR TECHNICAL SEMINAR ON HATE SPEECH AND ANTI-DISCRIMINATION**
- **STUDY VISIT TO LISBON ON PREVENTING GENTRIFICATION**
- **TRAINING OR STUDY VISIT ON INTERCULTURAL POLICING (UPON DEMAND)**
- **DEVELOPMENT OF THE INTERCULTURAL CITIZENSHIP TEST**
- **THIRD INTERNATIONAL POLICY LAB**
- **INTERCULTURAL INTEGRATION ACADEMY:** In order to help build knowledge and capacity rapidly in new members, and streamline the process, the Intercultural Integration Academy is conceived as a 5 days intensive and immersive course, a useful space where to find all basic information, as well as to be presented with all the services and tools of the programme. Organised in cooperation with UNHCR, an ICC Academy is already foreseen to take place in March for Iceland. Other cities/networks should contact the ICC team if they are interested in organising a tailored one for their context.
- **WORKING GROUP ON IMPACT INDICATORS (AT BOTH THE LOCAL AND NATIONAL LEVEL):** as long as the model develops further and has vocation to expand to the national level, it seems important to work on a scientific set of indicators to measure impact of implementation, as complementary to the ICC Index measurement tools.
- **OTHER STUDY VISITS:** study visits are recognized as one of the most enriching learning tool within the ICC programme. Apart from the Study visit on gentrification, Haifa (Israël) has also for hosting ICC Coordinators next year. The focus of the visit could be either: 1) Setting up an intercultural centre as a place for community mediation, interreligious dialogue, and intercultural interaction; 2) Trust building policies through arts and culture. Besides, Swansea (UK) has a long-standing experience in policies that target children’s human rights education and participation, and might also wish to share its work by hosting a study visit in 2019 or 2020.

