



European Pact for
Integration

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INTERCULTURAL CITY REVIEW REPORT

WP2 - Intercultural City Review

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EXECUTIVE SUMMARY

This report contains a summary of the seven cities' intercultural reviews. Each city has produced a 15 pages document gathering the result of their assessments, which includes the desk research, the ICC Index results and the stakeholders insights. A summary of each report has been elaborated and then gathered in this Deliverable 2.3. *Intercultural City Review Report*. At the end of each city section, a short country-language summary has been added.

Cartagena



Cartagena is the second largest city in the Region of Murcia, located in the Southeast of Spain.

Cartagena has a population of 214,802 inhabitants, out of which 11.1% (23,904) are foreigners (2019). Out of the 27,694 residents, 12.9% were born abroad and the majority are Third Country Nationals: 5.4% from Morocco, 1.5% from Ecuador and 0.6% from Colombia. EU citizens are mainly represented by British (0.8%) and Romanians (0.3%).

Diversity policies

Regional & National policy context: In Spain, the migration policies fall under the State competence, handled by the Ministry of Interior and the Ministry of Inclusion, Social Security and Migration. The latter is responsible for the elaboration and development of the Government's policy on foreigners, immigration and emigration and inclusion policies, while the Secretary of State for Migration, through the DG for Inclusion and Humanitarian Care, manages the policy of integration of immigrants.

There are several laws aiming to protect the rights of foreigners, asylum, integration and anti-discrimination such as the Law 2/2009 and a new version of the Strategic Plan for Citizenship and Integration (PECI 2007-2010 and Peci 2011-2014) is underway.

At regional level, Murcia has developed a migration and integration plan over the years. Different

programmes have been created, such as the “Programas de Atención Integral a Personas Inmigrantes” (holistic care for Migrant persons).

Local policy context: In the 90s, Cartagena witnessed its first waves of immigration and by 1992, the City began focusing on its interculturality and diversity management. In 2004, the approval by the Ministry of Labour, Migrations and Social Security of the Fund for the Integration, Reception and Educational Reinforcement of Migrants represented an important boost to the work being carried out, and an opportunity to move towards a new model of intercultural society.

In 2006, the City Council incorporated the Immigration and Cooperation programme to amplify the management of diversity within different municipal fields that worked on the first steps as the reception of migrants, the provision of primary and complete information and guidance on issues related to the coverage of basic needs and the processing of social benefits.

The ongoing analysis of the city’s reality and context, the flexibility to adjust to changes and the development of functional networks at both local, regional and national levels, including the participation in 2011 in the Spanish Network of Intercultural Cities, lay a solid groundwork to continuously adapt to and invest in a Diversity Management model, which is appropriate and relevant in the current context. Currently, under the coordination of the City Council, multiple Councils and Working Commissions are focusing on developing an adequate consensual planning for social cohesion and better coexistence in the territories.

ICC Index Results, Interviews and Focus Group

Cartagena obtained an aggregate intercultural city index of 67 (out of 100 possible points). It reflects the overall commitment and focus of the city on migration-related issues.

Three outstanding intercultural aspects of Cartagena are Business and Labour Market, Commitment and Interaction. The Agency for Local Development and Employment (ADLE), a public agency of the City Council plays a key role since it developed a business and employment advisory service that, amongst others, attends ethnic minorities’ needs and takes action accordingly to scale up their businesses and entrepreneurship initiatives in the City’s mainstream economy.

Concerning its commitment, Cartagena was one of the first Spanish cities to participate in the Spanish Cities Intercultural Network (RECI). Moreover, the city’s stated public declarations like the Institutional Declaration for Cultural Diversity in 2014 and the Institution Declaration against Xenophobia, Intolerance and Racism three years later highlight Cartagena’s commitment.

However, the city's lowest scores regarding interculturalism are Public Services; Public Spaces and Languages.

The ICC Index analysis was complemented by 10 interviews and a Focus Group where the main regional and local actors involved in the migrants' integration fields such as foundations, associations, NGOs, workers union and entities like the Workers Commission from Murcia and the Regional Government Delegation for Immigration voiced their opinions regarding the situation in the city. Most of the points were well received, but it was also pointed out that the migration evolution in the city occurred rather rapidly and there are still some areas where adaptation is needed like, for instance, in terms of developing an intercultural mentality and a strong coexistence within the Municipality.

Conclusions: where efforts should be focused

Considering the vision of the Municipality, the results of the desk research analysis, the ICC Index and the input of the main regional and local stakeholders, Cartagena decided to adopt a wider approach and build up a holistic Municipal Diversity Management Strategy or Intercultural Strategy.

The stakeholders the Municipality aims to collaborate with are:

- Different departments from the Municipality of Cartagena: Social Services, Education, Employment.
- Different areas of the Regional Government: Health, Transport and Social Services.
- Third sector representatives.
- Polytechnic University of Cartagena.
- Federation of Neighborhood Associations.
- Most representative trade unions.
- Business sector representatives.

Some of the actions to be taken are:

- Change of mentality in the policy decisional bodies.
- Improvement of attitude and competencies of public institution's employees towards an intercultural mentality.
- Enhancement of an effective exercise of the rights of migrant population.
- Facilitation of the adoption of public-private partnerships on Diversity Management in different areas.
- Prevention of conflicts in areas of high concentration of migrants through cultural and ethnic interaction.
- Regulation of the use of public spaces to facilitate an atmosphere of coexistence and sharing.

- Promotion of cooperation in different areas such as education, urban planning, politics and neighborhood.
- Design of new participative processes and structures of working groups and representation in sectorial commissions and councils.

Summary of key points in national language

Teniendo en cuenta la visión del Municipio así como los resultados del Índice ICC, de las entrevistas y del grupo focal, Cartagena ha decidido adoptar un enfoque más amplio y construir una Estrategia Municipal Intercultural. Para el desarrollo de la estrategia, Cartagena colaborará con diferentes departamentos de la Municipalidad de Cartagena y áreas del Gobierno regional. Asimismo, colaborará con la Federación de Asociaciones de vecinos, representantes del tercer sector, la Universidad Politécnica de Cartagena, los sindicatos más representativos y representantes del sector empresarial.

Algunas de las acciones que se llevarán a cabo son:

- Cambio de mentalidad en los órganos de decisión política y de los funcionarios.
- Mejora del ejercicio efectivo del derecho de la población migrante.
- Promoción del asociacionismo en diferentes áreas como la educación, el urbanismo, la política y el vecindario.
- Prevención de conflictos en zonas de alta concentración de personas migrantes mediante la interacción cultural y étnica.
- Regulación del uso de los espacios públicos para facilitar un ambiente de convivencia.

Cluj - Napoca



Cluj-Napoca is the main city in the administrative unit Cluj County. It has a population of 327,000 inhabitants in 2019, 47% from the total population of Cluj County. There are 11,989 registered (3,66%) foreign citizens in Cluj County.

In 2018, foreign citizens in Romania were mainly Third-Country Nationals (65,025); EU citizens (51,217) and beneficiaries of international protection (4,157). Most of the TCNs come from the Republic of Moldova, Turkey, China, Syria and Israel. The legal bases underlying the establishment in Romania was: family reunification (36.5%), employment (26%) and studies (19.5%).

Diversity policies

Regional and National policy context: the return of some of the emigrants, and the arrival of migrants from abroad lead Romania being a country with a mixed migration regime: emigration of Romanian nationals, transit migration, and immigration of an increasingly diverse population.

The main legislative frame in the migration area is covered by Government Emergency Ordinance No. 194 of 12 December 2002, regarding the regime for foreigners in Romania and the Government Ordinance No. 44 of 29 January 2004 regarding the social integration of foreigners granted international protection or a right of residence in Romania, as well as the EU / EEA citizens. Currently, there is no strategy on

immigration for Romania.

The Romanian institution responsible for asylum and migration is the General Inspectorate for Immigration – IGI, represented locally by Immigration Service of Cluj County. Border Police is responsible for foreigners entering Romania through the Cluj-Napoca Airport Border Crossing Point.

Local Policy Context: Almost 42.72% of the total number of immigrants in Region 4 were registered in 2018 to Cluj County¹, as the region is experiencing an increase in the labour demand.

At the municipality level there are several departments involved in dealing with TCNs: the Social and Medical Department responsible for the social protection of migrants; The International Affairs and Foreign Investment Department, which is in charge of the relationship with foreign consulates, embassies, expats' organisations and events such as 'Meet the Mayor'; and the Department for Communication and Project Management, through which the municipality offers funding for NGOs working in the integration field.

At the development of the Strategy for TCNs inclusion, the municipality will work together with GIB (Bassarabia Initiative Group), the Youth Council, Transylvania College Foundation, School Inspectorate), LADO – League for the Defense of Human Rights Cluj, and the foreign cultural centres within Babes-Bolyai University.

ICC Index Results, Interviews and Focus Group

Interviews conducted with representatives of TCNs and NGOs working with migrants revealed that 'diversity is considered as an opportunity and a reality that just needs to be managed by local authorities with the help/assistance of migrant communities and their representatives'.

The most important challenges interviewers considered 'is to have free and proper space and funds to promote cultural diversity'; 'to organize intercultural trainings, workshops across organization to enhance diversity'; 'exchange knowledge and experience between national and international schools who already live this example with divers/international classes where children learn how to celebrate who they are, applaud others for who they are, be proud but not belligerent about their heritage, etc.'

Focus groups came to the conclusion that 'the city of Cluj-Napoca is becoming more and more aware of the need to integrate migrants in the public sector' and 'local group/network to support migrants – welcome neighborhood, is needed', also, the develop of 'One Stop Service Solutions for Foreigners' will facilitate their arrival and integration at the local level.

¹ Romania has 5 migration regions; Cluj county is included in the 4th region.

The aggregate Intercultural Cities Index is 54 (out of 100 possible points). The areas that obtained higher scores are education, cultural and social life, business and the labour market, and the international outlook. The areas that scored lowest are public service, mediation, language and interaction, participation.

In terms of neighbourhoods, most of the Cluj-Napoca areas are culturally/ethnically diverse. Although the city does not have a policy to encourage diversity in the neighbourhoods, there are several events and activities organised with this aim in partnership with NGOs.

As for the services aimed to develop language competences in Cluj-Napoca, providing specific training in the official languages for migrant/minority children or hard to reach groups is recommended.

For the public services area, the city could promote diversity in the municipality and organize awareness campaigns in order to combat stigma. Public services work for the benefit of the public as a whole.

In Cluj-Napoca, there are several initiatives that encourage intercultural interactions in public spaces. At the same time, stimulating the contribution of the ethnic minorities and of migrants to the design of different public spaces and buildings is recommended.

The optimum intercultural city sees the opportunity for innovation and growth emerging from the genuine process of conflict mediation and resolution, so the development of a mediation network representing diasporic groups needs to be considered.

Conclusions: where efforts should be focused

Cluj will focus on two priority areas for intervention, namely education and labour market. Regarding education, the city is becoming more and more an education destination for foreign students, according to one of the focuses of the City-investment in education. As for the labour market, more and more TCNs have been choosing Cluj-Napoca in recent years because of opportunities for jobs, especially on the private market.

Based on needs assessment of the TCN expressed during interviews and focus groups, on education area we intend to:

- develop an intercultural education programme/curricula for nursery, kindergartens, schools;
- facilitate intensive Romanian language immersion courses for migrants and ethnic minorities;
- key information provided by local authorities in English/French;
- develop cross educational welcoming programs for foreign students.

The activities proposed above will be designed and implemented together with representatives of national (state) and international educational institutions, County School Inspectorate and Cluj Education cluster. There is a structural cooperation between the County School Inspectorate, private schools (Transylvania College, Royal School), Municipality of Cluj and County the Education Cluster, in order to develop the guide for welcoming migrant students and their families.

A dynamic platform will be to support TCNs looking to come to Cluj with information related to job opportunities (including remote work), start-up ecosystem dynamics, welcome kit for employees and their families, and for providing an increased level of quality of life.

On the **labour market** area, Cluj-Napoca is planning to encourage activities to celebrate diversity and combat discrimination in multinational companies; to create a platform that provides information related to job opportunities (including remote work), start-up ecosystem dynamics, welcome kit for employees and their families; and to adapt the local labour dispositions in order to be more accessible for foreigners.

The main stakeholders involved will be: the representatives of TCNs coming from entrepreneurial areas; foreign business clubs; clusters and NGOs related to businesses and local representatives for employment.

In addition, Cluj-Napoca will emphasize activities related to:

- Public services - to enforce the existing national network of intercultural mediators and how to use their expertise as part of the know-how provided in the future platform.
- Public space – to cooperate together in a form of trade, gastronomy, school projects, cultural events, not only in the downtown but in the neighbourhoods/public markets, as well.
- Anti-discrimination - improving the social skills and competences of the students in dealing with diversity.

Summary of key points in national language

Strategia de incluziune a resortisanților țărilor terțe la nivel local, elaborată în cadrul proiectului EPI se va axa pe două arii prioritare de intervenție: educația și piața muncii, deoarece: 1) Cluj-Napoca devine o destinație pentru migranți, în concordanță cu una dintre prioritățile orașului, investiția în educație; 2) Tot mai mulți resortisanți ai țărilor terțe au ales Cluj-Napoca în ultimii ani, datorită oportunităților de angajare, în special în sfera privată.

În domeniul educației, se preconizează următoarele acțiuni:

- dezvoltarea unui program/a unei curricule educaționale interculturale, la nivel de creșe, grădinițe și școli;
- facilitarea accesului la cursuri de limba română;
- informații cheie oferite de autoritățile locale în limbile engleză/franceză;
- dezvoltarea unor programe educaționale de bun venit pentru studenții străini.

În domeniul pieței muncii se preconizează următoarele acțiuni:

- activități dedicate celebrării diversității și combaterii discriminării în companiile multinaționale;
- crearea unei secțiuni dedicate pe platforma online, care să ofere informații legate de oportunități de angajare (inclusiv muncă la distanță), dinamica ecosistemului de startup-uri, kit de bun venit pentru angajați și familiile lor, pentru asigurarea unui nivel ridicat de calitate a vieții;
- adaptarea normelor legale care reglementează piața muncii pentru a fi mai accesibilă pentru străini.

Dietzenbach



Dietzenbach is located in the district of Offenbach (Hesse, Germany). It has a population of 34,019, of which 10,307 (30.3%) are foreign residents. The population with a migration background represents 48.6%. Every third Hessian has a migration background (2.1 million people).

Between 2015 and 2018, there were 404 acknowledged refugees in Dietzenbach, while 91 were still in the asylum procedure. Since 2017, about 10,000 asylum seekers have been coming to Hesse. The main countries of origin are Syria, Turkey, Iran and Afghanistan. In 2018, approximately 150,000 persons seeking protection were living in Hesse.

Diversity policies

Regional & National policy context: Even though Germany is an immigration country, it took until mid-2000 to acknowledge this by law: immigration was first established as a state task in the 2005 Immigration Act. Since then the Federal Office for Migration and Refugees (BAMF) has been in charge of integration promotion measures. These include integration courses, which consist of a 600-hour language course and a 60-hour orientation course teaching various regional culture.

In the course of the so-called refugee crisis, the Integration Act came into force for Germany in 2016 to regulate the integration of refugees comprehensively and conceptually.

Local Policy Context: Since 2012 Dietzenbach has had an integration concept entitled "Dietzenbach on the move". It contains goals and measures for a better living together of all people in the city and provides

a common definition of integration. It should serve as a basis for the cooperation of all people in Dietzenbach. Its special feature is that it was elaborated in work groups by very different Dietzenbach citizens and is also politically legitimized. Since 2012, the city has made an annual budget available for projects that are particularly relevant to the goals of the integration concept. Individuals and associations can apply for financial support from the respective work group for project ideas.

ICC Index Results, Interviews and Focus Group

According to the overall index results Dietzenbach has an aggregate intercultural city index of 62 (out of 100 possible points). All areas directly related to the city's innovative integration concept received a particularly good rating. For example, the innovative approach of developing an integration concept, i.e. involving citizens in this process in topic-related working groups.

Intercultural competence and intelligence was also evaluated with a very high score. In 2016 the city carried out a survey including questions about living together in a diverse society in order to contribute to the Integration Concept. The city also conducts regular surveys on the subject of security sponsored by the Hessian Ministry of the Interior. Furthermore, the city promotes the intercultural competence of its officials and staff. For example, the training of trainees takes place every two years and is compulsory.

The strong efforts in developing initiatives to encourage intercultural mixing and interaction e.g. in libraries, museums or in the open space, find appreciation in the positive evaluation of public space.

The expert interviews and focus groups confirmed the strongly evaluated areas, as well as the weak ones: Participation and interaction as well as business and labour market were identified as areas with potential for improvement. Dietzenbach already provides its citizens with a very good access to political participation. The aim should now be to enable as many people as possible to acquire the skills, knowledge, confidence and opportunity to participate. Furthermore there is a desire for more systematics and coordination especially in the areas of interaction and participation. Open spaces for meetings of all kinds, which allow a mix of age groups and nations, are rare. In addition, support for migrant business start-ups could be more customize to meet their needs.

Conclusions: Where efforts should be focused

Dietzenbach offers a wide range of **interaction** possibilities, but unfortunately these are mostly selective and not coordinated with each other. There is a lack of coordination of the already existing network, so that the different interaction offers are bundled. One approach to this is via the city's numerous sports clubs, which act as door openers for children and young people to their peer group. However, this only

works with parents' contribution. So the task here is to discover ways to facilitate access to the clubs for parents and their children.

In the **business start-up** sector, we have identified three target groups in Dietzenbach: already self-employed people with a migration background who need support to get out of their ethnic niche. People with a migrant background in receipt of unemployment benefits who would like to become self-employed and need support in this respect, and successful entrepreneurs with a migration background who can serve as best practice examples.

Furthermore, it is important to give the many **young people** in Dietzenbach a professional perspective. Here, coordination is needed to meet the local companies' employer needs with the young people.

Summary of key points in national language

Dietzenbach ist Verwaltungssitz und liegt im Herzen des Kreises Offenbach (Hessen, Deutschland), unweit der Finanzmetropole Frankfurt am Main. Hier wohnen rund 35.000 Menschen aus 115 verschiedenen Nationen. Mit einem Anteil von 20% Unter-18-jährigen ist Dietzenbach zudem auch eine sehr junge Stadt. Seit 2012 arbeitet Dietzenbach mit einem politisch autorisierten Konzept zur Integration, das mit öffentlicher Beteiligung von Hunderten von Bürgern, die in verschiedenen Gremien über Integrationsbedürfnisse diskutiert haben, entwickelt wurde. In der Evaluation durch den ICC-Index wurde Dietzenbach u.a. ein starkes Engagement und hohe interkulturelle Kompetenz bescheinigt. Eine systematische Bündelung der vielen städtischen Angebote und Projekte zur Interaktion, die Unterstützung von Existenzgründungsvorhaben und die Verbesserung der Berufsperspektiven Dietzenbacher Jugendlicher sind die Herausforderungen, denen sich die Stadt im Rahmen dieses Projektes stellen will.

Linköping



Linköping Municipality has 163,051 inhabitants (2019), out of which 17.7% are born outside of Sweden and 17.6% have a foreign citizenship. The largest group of foreigners are from Iraq 2.4%, followed by EU-EFTA nationals (2.3%).

Sweden's officially recognized national minorities are Sami, Swedish Finnish population, Tornedalis, Jews and Roma.

Diversity policies

Regional and National policy context: In Sweden, the government is responsible for shaping the Swedish integration policy. The Swedish government's position is that everyone who works and lives in Sweden should be part of the community regardless of where they are born and what their ethnic background is. The government therefore provides extra support to newly arrived immigrants during their first years. Authorities working with reception and establishment are the Swedish Migration Agency and the Swedish Public Employment Service. Current legislation that directly affects the issues is the Establishment Act, the Settlement Act, the Social Services Act, the Act on national minorities and minority languages and the School Act.

The Swedish Public Employment Service is responsible for the establishment programme and is one of the authorities that helps newly arrived refugees and immigrants to enter society. The establishment

programme provides the newcomer with a planning that includes various activities that will support him on the way to work and to be a part of the Swedish society.

Local Policy Context: In the municipality of Linköping, all administrations are actively working for a good and systematic integration and inclusion of newcomers. As a newly arrived family in the municipality, children have access to childcare and to school through school duty. However, there are no central governance documents specifically for integration and inclusion today, and the focus has since 2016 been on labour market integration. However, several key documents have been adapted by the municipality (i.e. Action plan for Roma inclusion, Guidelines for Equality and Diversity, Labour and Integration Guidelines, Program for collaboration with NGOs).

Linköping municipality works actively at the local level to strengthen activities aimed primarily at young people. The aim is to secure a generally safer neighbourhood. Another effort is the establishment of “bridge builders”, whose task is to act as a cultural interpreter between authorities and residents of ethnic origin other than Swedish. In the municipality's sports policy programme, the focus is particularly on the importance of diversity both within municipal initiatives, but also in activities organised by associations in collaboration with the municipality.

ICC Index Results, Interviews and Focus Group

According to the overall result, the municipality of Linköping has a total intercultural index of 53 (out of 100 possible points). This is a result that shows improvement potential, and activities that, in the long term, can increase the index are mainly in different forms of collaboration with local entrepreneurs, but also with civil society and NOGs. Employment and language training for groups in the communities of third country nationals should be developed, together with various forms of participation in both democratic processes but also in leisure activities such as culture and sports.

Index for Commitment, Participation and Intelligence/ Competence are relatively lower, while Leadership and Citizenship, International outlook, Anti-discrimination and Welcoming newcomers places put Linköping relatively ahead.

Public places and urban planning is an area where Linköping shows good results according to the index. The current plan for the municipality aims to promote room for public meetings. There are also special urban planning plans for the districts of Skäggetorp, Berga and Ryd (skate parks, playgrounds).

Mediation and conflict resolution shows a relatively good result. The city does not have its own mediation service, but this is a service that has been outsourced to a civil society organisation (The Anti-Discrimination Agency).

The municipality's international outlook derives a large part of its strength and impact through the cooperation agreement that exists between Linköping municipality and Linköping University. Linköping has a clear and sustainable policy to encourage international cooperation, primarily through the Action Plan for European Cooperation in Linköping Municipality. The municipality also manages contacts with several cities in other countries.

The Commitment of Linköping Municipality is not communicated and systematized clearly enough today. The municipality has not publicly stated that it is striving to be an "Intercultural city". Although the municipality has adopted governance documents for diversity and equality, there is still no intercultural integration strategy.

Business and labour markets would benefit from a stronger local foundation, in addition to the support currently available at regional level for entrepreneurs in Linköping municipality. By continuously highlighting the value of diversity in business and through closer cooperation between chambers of commerce and local entrepreneurs, the municipality can more effectively influence the way in which diversity is perceived in the private sector.

Active citizenship is one of the goals of intercultural politics. It aims to increase the participation of the entire community as a means of enabling wider inclusion. Local authorities are very well placed to test, create and enable people from different backgrounds to make, shape and influence the decisions that affect their lives. Participation strategies can also encourage increased mixing and interaction between different groups in the public space.

Conclusions: where efforts should be focused

The report shows a low result for the Linköping municipality regarding its administrations' ability to communicate what commitment they consider themselves to have regarding integration and inclusion in the society, as well as the guidelines for equality, integration, diversity and strategic collaboration for intercultural meetings. The municipality's decision makers at both the civil servant and the political level need, in order to increase that result, to initiate a systematic process in order to put the principles of intercultural activities and action plans into practice. In order for Linköping municipality to call itself intercultural, a comprehensive approach is needed that includes all local residents. Above all, Linköping municipality should strengthen its **external communication** by more systematically lifting good examples from its own operations and from effective collaborations with business and the civil sector.

A good establishment and inclusion in Swedish society is very much based on the individual's conditions for work, housing, leisure and learning. Here it is important to find tools and understanding to be able to fulfill the individual's own drive and ability to set the framework for his or her own life, and in a larger context where he or she exists and works in interaction with others. The **meeting place** is central, both

for established entrepreneurs and for potential entrepreneurs, with the aim of providing the same conditions for a mutual exchange of skills as all groups and individuals working in a common arena have something important to learn from each other. It thus involves both knowledge in language and social orientation, but also insights and knowledge in the individual's own person.

Similarly, individuals' own conditions for **participation** are central. It involves both participation in their own establishment process, but also participation and inclusion in the process of community building, the way in which the city and the parts of the city are built, developed and managed by its inhabitants. Dialogue meetings of strictly local nature should be initiated, in collaboration with local actors on site in the residential area or district. This also requires a more systematic collaboration with stakeholders from both the business community and from civil society and NGOs in terms of cultural and sport activities.

Summary of key points in national language

Enligt det övergripande resultatet har Linköpings kommun ett sammanlagt interkulturellt index på 53 (av 100 möjliga poäng). Det här är ett resultat som visar på förbättringspotential, och aktiviteter för att på sikt kunna höja indexet finns främst inom olika samverkansformer tillsammans med det lokala näringslivet, men också med civilsamhälle och idéburen sektor. Sysselsättning och språkträning för grupper i samhället med utomeuropeisk bakgrund bör här utvecklas, tillsammans med olika former för delaktighet inom både demokratiska processer samt inom aktiviteter som rör fritid i form av kultur och idrott.

Offentliga platser och stadsplanering är ett område där Linköpings kommun uppvisar ett gott resultat enligt indexet. Den nu gällande översiktsplan för kommunen syftar till att främja inkluderande mötesplatser. Det finns också särskilda stadsbyggnadsplaner för Skäggetorp, Berga och Ryd (skateparker, lekplatser). Medling och konfliktlösning visar på ett relativt gott resultat för Linköpings kommun. Staden har ingen egen medlingstjänst, utan det här är en tjänst som har utlokaliserats på en tredje part; civilsamhällesorganisationen Byrån mot diskriminering. Kommunens internationella utblick hämtar en stor del av sin styrka och genomslagskraft genom det samverkansavtal som finns mellan Linköpings kommun och Linköpings universitet. Linköping har en tydlig och hållbar politik för att uppmuntra internationellt samarbete, främst genom Handlingsplan för europeiskt samarbete i Linköpings kommun. Kommunen förvaltar också kontakter med flera städer i andra länder.

Linköpings kommuns engagemang (Commitment) kommuniceras och systematiseras idag inte tillräckligt tydligt. Kommunen har inte offentligt tagit ställning till att man strävar efter att vara en "Interkulturell stad". Även om kommunen har antagit styrdokument för mångfald och jämlikhet finns ännu inte någon interkulturell integrationsstrategi. Likaså skulle Näringsliv och arbetsmarknad gynnas av en starkare lokal förankring, förutom det stöd som idag finns på regional nivå för företagare i Linköpings kommun. Genom att kontinuerligt belysa värdet av mångfald inom näringslivet och genom ett närmare samarbete mellan handelskammare och lokala företagare kan kommunen mer effektivt påverka på vilket sätt mångfald uppfattas i den privata sektorn. Ett aktivt medborgarskap är ett av målen för interkulturell politik. Det syftar till att öka hela samhällets delaktighet som ett medel för att möjligheter för en bredare inkludering. Lokala myndigheter är mycket välplacerade för att testa, skapa och möjliggöra för människor med olika bakgrunder att träffas, utforma och påverka de beslut som påverkar deras liv. Strategier för deltagande kan också uppmuntra till ökad blandning och interaktion mellan olika grupper i det offentliga rummet.

Lublin



Besides the settling of newcomers from the 'East' and transit migrants, Poland is undergoing an inflow of refugees from Chechnya and Afghanistan. In 2019 the status of international protection has been granted to citizens of Russia, Turkey, Ukraine and Iran.

Diversity policies

Regional & National policy context: Despite the challenges of this migration growth phase (especially given the relative homogeneity of the Polish society), Poland has not yet developed any policy to facilitate the integration of immigrants. The country does not offer any measures for immigrant labour market integration. Polish law is also not flexible in granting immigrants any permits even though some regulations have been revisited.

Local Policy Context: The way Lublin is managed nowadays as far as participation is concerned has been affected by the city's participation in the European Capital of Culture 2016. This experience allowed the city to rebuild and improve existing institutions and consultation procedures in order to make them more inclusive. The basic conclusion drawn from this process by the authorities was that work based on in-depth public consultations can lead to good-quality results broadly accepted by the public. From that moment onwards, Lublin worked to build a complex and sustainable system of diversity management based on three pillars: support, cooperation and knowledge. An integral part of the system is the

Integration Support Group as well as ongoing consultations with representatives of Lublin minorities and migrant communities. The Integration Support Group is part of a participatory system of cultural diversity management in Lublin (like a consultation body).

In addition, Lublin chose to work according to the intercultural integration model of the Intercultural Cities Programme run by the Council of Europe. The city has conducted the ICC Index twice, in 2011 and currently in 2020. In this regard, the “Lublin for All” and “Communication for Integration[2]” projects were implemented by the municipality.

ICC Index Results, Interviews and Focus Group

Lublin obtained an aggregate intercultural city index of 67 (out of 100 possible points). Lublin scored the most points in the following categories: International outlook and Interaction. Participation and Citizenship are, instead, the weakest points.

Regarding the International Outlook, Lublin has an explicit and sustainable policy to encourage international cooperation in the field of culture. This is done both through cooperation with partner and friend cities as well as through implementation of cultural events with partners from abroad. As for Interaction, the city has a public database with all organisations active in intercultural inclusion and the Municipality does meet with these organisations on a regular basis (i.e. through the Migration Board). The Integration Support Group meets once a month. Invitations to participate are sent directly to the group members by the Deputy Head, Social Participation Department.

One of the lowest Lublin’s scores in ICC Index is Participation. Despite different participatory mechanisms are developed (such as a participatory budgeting, the Lublin 4 all initiative, and platforms such as the Civic Panel and Your City or You Decide), the city does not monitor the participation and does not encourage the participation of city residents with migrant/minority backgrounds in the decision-making process. As for the Leadership and Citizenship area, the Polish legislation does not permit that foreign nationals could stand as candidates in the local elections. However, voting is allowed to EU nationals. In the elected Council of Lublin, there are no persons with a migrant background.

In all interviews and focus groups conducted, stakeholders have been clearly underlined two challenges that Lublin should deal with negligible employment opportunities for foreigners and the rise of racism and xenophobia.

Conclusions: where efforts should be focused

- **Employment opportunities** for foreigners: Some migrants perceive Poland as a stop on the way to the EU. The city integration strategy will focus on providing reliable information to employers and migrants regarding the validity of the legal status of residence and employment; raising awareness on the benefits of hiring foreigners. This will be done by promoting employment opportunities for foreigners and by building a municipal networking platform to match foreigners with companies.
- **Fighting the rise of racism and xenophobia:** surveys show that Polish people have limited knowledge of migration and are very skeptical regarding its benefits. Therefore, the city integration strategy will develop an innovative awareness campaign, with both offline and online actions. The campaign should reach different groups of recipients – children, adolescents, adults, elderly people - and include long-term activities.

Summary of key points in national language

Na podstawie rozmów i wywiadów oraz w oparciu o badania wśród grup fokusowych, przeprowadzonych od marca do końca czerwca 2020 r., z udziałem ponad 30 interesariuszy, wyraźnie wyodrębniono dwa wyzwania, na których miasto Lublin powinno skoncentrować swoje działania:

- Ograniczone możliwości zatrudnienia dla cudzoziemców. Niektórzy migranci postrzegają Polskę jako przystanek w drodze do UE, gdzie zarobki są wyższe niż w naszym kraju. Lublin chciałby skoncentrować swoją strategię integracji miasta na dostarczaniu wiarygodnych informacji / współpracy / popularyzacji i podnoszeniu wiedzy wśród pracodawców, migrantów i mieszkańców w kontekście: zatrudnienia zagranicznych absolwentów lubelskich uczelni, oraz korzyściach wynikających z zatrudnienia cudzoziemców w Lublinie. Będzie to możliwe dzięki promowaniu możliwości zatrudnienia obcokrajowców .
- Rosnąca fala rasizmu i ksenofobii. Badania opinii publicznej pokazują, że Polacy mają bardzo ograniczoną wiedzę na temat imigracji i są uprzedzeni do korzyści z niej wynikającej. W odpowiedzi na powyższe wyzwania, strategia integracji miasta Lublin koncentruje się na zwalczaniu wzrostu rasizmu i ksenofobii poprzez opracowanie innowacyjnej i rzetelnej kampanii społecznej. Kampania powinna uwzględniać problemy społeczne wynikające z niewiedzy o cudzoziemcach i migrantach. Kampania powinna dotrzeć do różnych grup odbiorców: dzieci, młodzieży, dorosłych, osób starszych oraz obejmować działania i efekty długoterminowe.

Ravenna



Ravenna is a town in Emilia-Romagna (Italy), capital of the homonymous province that extends from the Adriatic Sea to the hills of the Apennines. The city has a population of 159,057 inhabitants of which 11.8% are foreign citizens (a similar percentage to the regional -12.1%- and national level -12.9%-).

The EU enlargement has produced an increase in migration flows by citizens coming mainly from Romania, the largest community of foreigners in Ravenna (22.6%), followed by Albania (14.2%) and Nigeria (6.5%).

Diversity policies

Regional and National Policy Context: The progressive increase of foreign population has introduced corrective elements with respect to emergency situations, without producing legislative interventions aiming at governing the phenomenon. Nevertheless, interventions for the integration of the foreign population are made up of a plurality of rules, practices, projects and services, of different levels, such as the European Asylum, Migration and Integration Fund, the Italian Protection System for refugees and unaccompanied foreign minors, all regulations, even European, which protect foreigners' access to social benefits.

Local Policy Context: Since 2014, the city has been a member of the Intercultural Cities network, an opportunity that has allowed the Municipality to interact with other cities and exchange practices, training and experiences. The Municipality has a dedicated body for inclusion and integration policies, the Organizational Unit for Immigration Policies and Decentralized Cooperation, which refers to the Department of Immigration Policies, as well as the Department for International Cooperation.

The Unit is responsible for the implementation of the intercultural strategy within the Executive Management Plan, defining the objectives (participation, intercultural mediation, integration) and activities.

In addition, the Municipality is part of the Siproimi network, for the reception of refugees and UAM, aimed at the social and economic inclusion of guests (every around 100 beneficiaries receive board and lodging and socio-economical support).

ICC Index Results, Interviews and Focus Group

According to the overall index results Ravenna has an aggregate intercultural city index of 62 (out of 100 possible points).

Ravenna's higher performance according to the ICC index is in the field of Education, Cultural and civil life, Interaction and Commitment, while the areas of Public Service, Citizenship and Participation are those in which efforts should be focused. The Index analysis shows that public officers, as school teachers, do not reflect the diversity of origins in the city and there is no public policy to improve the hiring and presence of minorities in the local staff, mainly because the competence falls on the national-level authority.

Interviews and focus groups conducted have clearly identified two main priority areas Ravenna has to work on:

Housing policies and new forms of living: Optimization of dialogue and interaction within the system composed by the welcoming projects, the present innovative projects on housing/social housing, the available resources, in order to better coordinate social intervention in the field of housing, and to stimulate new experiences and experimenting in the local administration.

It would be useful to also involve the private sector and to promote good practices exchanges, as well as a regular debate among stakeholders involved in the other field of intervention, drawing the need for a commitment concerning the cultural dimension on the housing inclusion of foreign citizens.

Labour market policies and socio-economic inclusion: Thanks to strong and specialised stakeholders, as well as efficient legislative instruments at regional levels, Ravenna would take into account the implementation of major structural networks among them to reinforce its governance.

Conclusions: where efforts should be focused

- **Housing policies and new forms of living:** Propose permanent place of meeting and exchange between the various co-involved actors to agree on common actions to intervene on the cultural dimension and on the increase in the housing offer.
- **Labour market policies and socio-economic inclusion:** Strengthen the organization network that works for socio-occupational inclusion to implement the possibilities offered by the regional legislation on the matter.

Summary of key point in national language

La città di Ravenna ha avviato, grazie al progetto europeo EPI-European Pact for Integration (Patto Europeo per l'Integrazione), una riflessione sulle proprie politiche, strategie e scelte in relazione all'integrazione degli stranieri ivi residenti. Il processo, guidato dalla metodologia definita dal Programma per le città interculturali del Consiglio di Europa, ha coinvolto l'amministrazione pubblica e gli attori del privato sociale e del privato tout court. Insieme hanno condiviso l'obiettivo di implementare Strategie per l'Integrazione efficaci. A partire dall'analisi dei risultati dell'Intercultural Cities Index (ICC), sono state identificate due aree d'intervento su cui concentrare l'attenzione e gli sforzi:

- politiche abitative e nuove forme dell'abitare,
- politiche per il lavoro e per l'inclusione socio-economica.

Le aree d'intervento identificate non compaiono così come sono state definite all'interno dell'ICC, questo perché integrano al loro interno una pluralità di aspetti (educazione, vicinato, servizi pubblici, vita culturale e sociale, non discriminazione).

Riga



Riga is the capital of the Republic of Latvia and the largest city in the Baltic States. It has 693,046 inhabitants (2020) of which 7.9% are foreign citizens (21% are EU citizens and 79% third-country nationals). The majority of TCN are from Russia, Ukraine, India, Uzbekistan and Belarus. The number of foreign citizens in Riga has increased by 21% over the last 5 years. There are 364 people with international protection.

Historical ethnic minorities represent 51.7% of the population, including Russians (36.6%), Ukrainians (3.7%), Belarusians (3.6%) and Poles (1.8%).

Diversity policies

Regional and National policy context: 97,366 citizens from 139 countries of the world lived in Latvia, making up 4.7% of the total population (2020).

The preamble of the Latvian Constitution (Satversme) emphasizes that Latvia is a democratic, legal, socially responsible and national state that protects fundamental human rights and respects national minorities, which have the right to preserve and develop their language, ethnic and cultural identity.

“Guidelines for the Development of a Cohesive and Civically Active Society for 2021-2027” aim at creating a national, solidarity-based, open and civically engaged society, the existence of which is based on the

democratic values and human rights specified in the Latvian Constitution, the Latvian language and the Latvian cultural space. Goals have been set to promote the integration of foreign citizens living in Latvia into society through Latvian language and integration courses and to promote the population's understanding of the diversity of society by reducing attitudes towards different groups based on negative stereotypes.

Local Policy Context: Since 2010 society integration issues in Riga have been viewed as a separate municipal policy. Division of Projects and Society Integration at the Education, Culture and Sports Department is responsible for coordination and promotion of society integration process in Riga.

The aim of the Riga City integration policy is to create preconditions for active and diverse participation and cooperation of population groups in various spheres of life, enabling them to develop their social, cultural and civic resources, build relationships based on mutual understanding and respect and improve their quality of life in a modern, inclusive and multicultural urban environment.

An Action Plan for 2019-2021 includes a range of measures: civic participation measures for the integration of newcomers, activities promoting intercultural dialogue and reducing intolerance, support for NGOs promoting the preservation and promotion of cultural identity of national minorities, measures to increase Latvian language skills, free intercultural events to promote contacts between different ethnic and social groups etc.

ICC Index Results, Interviews and Focus Group ²

According to the overall index results Riga has an aggregate intercultural city index of 62 (out of 100 possible points).

Riga's higher scores are in the areas of participation, language, commitment, interaction and intercultural outlook. Lower scores regarding the intercultural approach are found in Media and communication, welcoming newcomers and mediation and conflict resolution.

According to the stakeholder interviews and the focus group, there are still important challenges that

² The ICC Index results from Riga have not been fully approved by the technical partner ACI (ICC expert and lead of WP2, Intercultural City Review). A consensus has not been reached between ACI and Riga regarding the city's responses to the questionnaire, partly due to time restrictions and the compressed implementation. In cases where the city's assessment differed with the technical judgement, the city's responses have been given precedence. Only a limited number of questions have been affected by the aforementioned situation and the final ICC average score differs slightly (56 vs 62). It is worth mentioning that this instance has not affected the overall methodology implemented by the city of Riga in its review of its integration policies from an intercultural perspective nor the wider European Pact for Integration partnership.

should be addressed in the following 3 areas: interaction, education and language. Concerning **interaction**, there is a lack of daily contacts and regular informal intercultural activities involving local people and newcomers/remigrants. It is difficult to attract locals to events that introduce other cultures. This has led to an isolation of newcomers. The newcomers/remigrants are also insufficiently involved in NGOs and voluntary work, including the neighbourhood movement.

Regarding **education**, pupils – newcomers/remigrants have insufficient knowledge of Latvian language, whereas teachers and other service providers lack knowledge on how to work with newcomers/remigrants and lack support (psychological, methodological, financial, etc.) when admitting newcomers/remigrants to school. Educators also lack knowledge regarding intercultural dialogue and migration. Last but not least, there is an insufficient intercultural interaction between students of different nationalities.

In regards to **language**, Latvian language and integration courses are organised within projects and thus they are not available permanently. In some cases Latvian language courses are aimed at narrow target groups. Also there is a lack of Latvian courses for newcomers/remigrants with such auxiliary languages as English, Spanish, French, German, etc. Finally, there is a lack of regular opportunities to practice Latvian language in an informal setting, with elements of cultural exchange.

Conclusions: where efforts should be focused

The following actions were proposed by the stakeholders on the different areas selected:

Interaction

- Informative events and campaigns for Latvian residents about diversity.
- Joint sports, cultural events in parks, neighbourhoods, museums and theatres to introduce newcomers/remigrants to Latvian culture with a long-term perspective (joint projects, camps, etc.)
- Support for NGO activities to promote the inclusion and participation of newcomers/remigrants in the neighbourhood movement, in NGOs and volunteering.
- Awareness raising campaigns to promote a more tolerant society.

Education

- Training on intercultural communication and support mechanism (mentors, specialists) for teachers when admitting newcomers/remigrants to children at school or pre-school
- An in-depth review of intercultural issues in the learning process at schools
- Additional Latvian language training for pupils - newcomers/remigrants
- Educational and informative camps on intercultural issues for students and young people

Language

- Regular offer of high-quality Latvian language and integration courses.
- Latvian language clubs in different parts of Riga to practice the language while networking with locals.
- App to learn Latvian.

Summary of key points in national language

2020. gada sākumā Rīgā dzīvoja 693 046 iedzīvotāji, no kuriem 51.7% veidoja etniskās minoritātes. Lielākās etniskās minoritātes Rīgā ir krievi (36,6%), ukraiņi (3,7%), baltkrievi (3,6%) un poļi (1,8%). Rīgā dzīvo 54 889 ārvalstu pilsoņi no 136 pasaules valstīm, veidojot 7,9% no iedzīvotāju kopskaita. Kopš 2010. gada sabiedrības integrācijas jautājumi tiek skatīti kā patstāvīgs Rīgas pilsētas pašvaldības politikas virziens. Sabiedrības integrācijas veicināšana, šīs nozares stratēģisko plānošanas dokumentu izstrādāšana un to satura īstenošana ir Rīgas domes Izglītības, kultūras un sporta departamenta Projektu un sabiedrības integrācijas nodaļas atbildībā. Rīgas pilsētas integrācijas politikas mērķis ir radīt priekšnoteikumus aktīvai un daudzveidīgai iedzīvotāju grupu līdzdalībai un sadarbībai dažādās dzīves jomās, lai tās attīstītu savus sociālos, kultūras un pilsoniskos resursus, veidotu uz savstarpēju sapratni un cieņu balstītas attiecības un celtu savas dzīves kvalitāti mūsdienīgā, iekļaujošā un multikulturālā pilsētvidē.

Starpkultūru pilsētu (turpmāk – ICC) indekss novērtē pilsētu sniegumu starpkultūru integrācijas modeļa īstenošanā. Rīgas vērtējums ir augstāks par vidējo vērtējumu ICC pilsētu grupā tādās jomās kā līdzdalība, valoda, apņemšanās, starpkultūru prizma, mijiedarbība un starptautiskais skatījums. Rīgas vērtējums ir zemāks par vidējo vērtējumu ICC pilsētu grupā tādās jomās kā mediji un komunikācija, jauniebraucēju uzņemšana un meditācija un konfliktu risināšana.

Starpkultūru izvērtējuma ietvaros tika veiktas intervijas un organizēta fokusa grupa, lai identificētu problēmas un risinājumus starpkultūru integrācijas jomā. Ņemot vērā starpkultūru izvērtējuma rezultātus, Rīga ir izvēlējusies 3 jomas, kurās koncentrēt starpkultūru integrācijas centienus: mijiedarbība, izglītība un valoda. Mijiedarbības jomā jāveicina jauniebraucēju vai remigrantu un vietējo iedzīvotāju ikdienas kontakti un kopīga dalība starpkultūru aktivitātēs. Izglītības jomā jāstiprina bērnu jauniebraucēju vai remigrantu latviešu valodas zināšanas, uzsākot mācību procesu. Savukārt

skolotājiem jāceļ zināšanas kā strādāt ar šādiem skolēniem. Latviešu valodas jomā jārada iespējas regulārai latviešu valodas neformālai praktizēšanai ar kultūras apmaiņas elementiem, piemēram, diskusiju klubīšos.

Annex 1: Guidelines – Focus Group

Guideline to conduct the Focus Group

This document is only meant to be a guide, rather than a questionnaire. The moderator might decide to deviate from it during the course of a focus group, perhaps if participants bring up new and interesting areas of discussion.

Duration: A focus group typically lasts for 90 or 120 minutes. Around half of this time could be the moderator talking, either asking the questions or probing for detailed answers. So that leaves 45-60 minutes actual "answering" time. However, the first few minutes could be spent on introductions and explanations, so that leaves roughly 40-50 minutes of "answering" time. The guide includes 7 questions, although not all of them would take the same time. In any case, it is useful to plan around 6 minutes per question.

Objectives: the purpose of the focus group is to provide insights and contribute to the city's Intercultural Review. This includes the validation of the results from the ICC Index and the interviews with some stakeholders as well as the engagement of new public and private city stakeholders. The results of the focus group will indeed support cities in defining policy areas where integration of Third Country Nationals is more needed and lay the base for the co-design of tailored solutions.

Participants: 20 people is expected to participate in the focus group, although it would be understandable if fewer people is consulted. It is desirable that stakeholders are from both inside and outside the administration. This means that colleagues from other areas at the City Council who were involved in the fulfillment of the ICC questionnaire could be invited. External stakeholders have to be different from those individually interviewed.

Means: due to the pandemic situation most of you will not be able to perform a face-to face focus group. For those who will find difficulties in conducting the focus group, a virtual encounter could be organised. In this sense, we would suggest organising two or three of them, as more than 10 people in a videocall would not be feasible in getting their views and allow all of them to intervene. Some applications, such as Zoom, allow to record the meeting, which could be very useful for the purpose of the focus group. In case you opt to do that, ask first the participants for its permission.

* Remember to use the Informed Consent Forms and Participant Information Sheets provided by PATRIR.

Development:

Context: explain in no more than 5 minutes why they have been invited to take part in the focus group (objectives) and explain the different phases already developed within the project. You can use the information developed for the stakeholder's interviews and the deliverables of WP2.

Warm up section: The first few minutes should be devoted to warming up the participants, and also getting them to start thinking about the subject generally. So usually your first questions would be broad and designed to get participants relaxed and talking.

How do you assess the increase in sociocultural diversity in recent years in the city?

What are the main challenges/key aspects experienced in your city in relation to diversity?

Main section: This is when you ask most of your questions. Instead of starting presenting the results of the ICC index and the conclusions of the stakeholders' interviews, start by explaining /reading them the definition of an intercultural city and whether your city fits in this definition and why. This question could lead to a discussion on the areas where the city should dedicate more efforts.

The cities participating in the project are reviewing their governance, policies, discourse and practices from an intercultural point of view. The intercultural city has people with different nationality, origin, language or religion/ belief. Political leaders and most citizens regard diversity positively, as a resource. The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population. The city has a strategy and tools to deal with diversity and cultural conflict and to enhance participation. It encourages greater mixing and interaction between diverse groups in the public spaces.

Which areas do you consider that have 'scored' better?

Which areas do you consider that have 'scored' worse?

Hereafter, the results of the index are briefly presented (it could be useful to show a graphic representation). There is no need to achieve a consensus among the participants, as ideally they come from different areas and fields. But it is interesting to gather the arguments for considering a specific area as priority for intervention.

Do you agree with these results? Why? Do you consider that an area performing well is missing or not scored fairly? Could you think of any area or field that should be consider as performing poorly?

Resources are scarce, and we should prioritise interventions. Which are the three areas where the city should dedicate more efforts to improve the performance?

Before closing the focus group, a proposal section should have place.

Could you think of any initiative / action that has not been implemented in your city and should be in any of these areas?

Closing section: You may want to spend the last few minutes rounding up your understanding of your participants' answers, and giving them time to respond.

Annex 2: Template – City Report

INTERCULTURAL CITY REVIEW

Introduction

[City Name] has performed an internal review of its policies, strategies, attitudes and behaviours in relation to the integration of third-country nationals. The review has followed the methodology used by the Intercultural Cities Programme of the Council of Europe by using the ICC Index. This tool has been complemented by other tools including the participation of key stakeholders at city level.

[City name], an overview

Geographic data

Demographic data: % foreigners, countries of origin, TCN...

2-3 paragraphs

Diversity policies

Regional & National policy context

General migration figures.

The context of immigration and integration policies. Instruments, main laws and plans.

Regional – national competences and relations.

Councils, observatories, etc.

3 paragraphs

Local Policy Context

Explain the main policies and measures the City Council has implemented in the field of integration.

What is the Department dealing with this topic? Does the city have Plans or Strategies for the integration or living together? What are the role of NGO and Third Sector Organisations?

3-4 paragraphs

ICC Index

Methodology

The intercultural cities index assesses cities' performance in relation to the intercultural integration model. The results of the Index help cities make evidence-based judgments about the impact and outcomes of their policies and resource investment.

The Intercultural Cities Index is a tool developed by the Intercultural Cities Programme of the Council of Europe, capable of illustrating the level of achievement on intercultural integration of each city, progress over time, and enabling comparison with other cities. This tool contains a number of strong indicators which make it easier to identify and communicate where a city stands in relation to intercultural integration, where effort should be focused in the future.

The ICC Index questionnaire aims to find out the efforts cities make to encourage participation and interaction from an intercultural perspective. The ICC-Index is a bench-learning tool which has enabled the city to carry out a thorough review of the various governance/policy areas that contribute to intercultural integration, assess where the city stands in these areas and thus to determine in which areas efforts should be concentrated.

Results

To be provided by BAK Economics and ACI

1-2 pages

Priority areas for intervention

Chose two areas of intervention. Describe, for each, the interventions and actions developed, the actors involved, the needs and challenges detected, etc.
Use the insights from stakeholders.

Education

Public services

Public space

Anti-discrimination

Labor market...

2 pages per area

Conclusions: where efforts should be focused

What are the proposals? What kind of actions should be planned? With what actors?

1-2 pages