



United Nations  
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Cultural Organization



# FIGHTING RACISM AND DISCRIMINATION

IDENTIFYING AND SHARING  
GOOD PRACTICES IN  
THE INTERNATIONAL  
COALITION OF CITIES

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# **Fighting Racism and Discrimination**

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**Identifying and sharing good practices  
in the International Coalition of Cities**

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## Introduction

While the origins and forms of racism may vary throughout history and across geographies, it persists as one of the most significant challenges to the full participation of individuals and groups in societies around the world. As questions related to diversity, migration, and integration become increasingly pressing, so too will the need for an informed, organised and concerted strategy to address discrimination. In this respect, confronting legacies of racial discrimination as well as its contemporary formations represents an opportunity for governments and citizens to work productively in the promotion and provision of human rights.

The fight against racism and discrimination has long been at the heart of the work of UNESCO. Since its creation in 1946, the organisation has worked on many fronts to further human rights and the freedoms affirmed to all people, without discrimination.<sup>1</sup> With this as its guiding purpose, UNESCO has contributed to the fight against racism in intellectual, normative, and applied ways. Following the Second World War, UNESCO mobilised experts from the scientific community to draft statements on the concept of ‘race’ to refute its viability as a biological phenomenon. Indeed, this intellectual and scientific contribution set the direction for future work on racism.

In addition to its research contributions, UNESCO has engaged in the production of numerous international standard-setting and normative instruments. A hallmark of this work is the Declaration on Race and Racial Prejudice, adopted in 1978 in which it is written that, *‘Population groups of foreign origin... should benefit from appropriate measures designed to afford them security and respect for their dignity and cultural values and to facilitate their adaptation to the host environment ...’* Nearly two decades later, the Declaration of Principles on Tolerance (1995) aimed at defining the concept of tolerance, raising public awareness of the dangers of intolerance, and incorporating principles of tolerance more fully into the work of the organisation, was ratified.

On a programmatic level, UNESCO has spearheaded several initiatives in the fight against racism that have garnered worldwide interest and support. These efforts include the ‘Special Programme against Apartheid’ and the ‘Slave Route Project’. UNESCO has also organised four World Conferences against Racism (1978, 1983, 2001, and 2009) with the objective of bringing together leaders and experts from around the world to discuss the most pressing issues in society. The 2001 World Conference against Racism held in Durban, South Africa, organised to address issues related to increasing globalisation and violent inter-ethnic conflicts, provided a forum for reaffirming the need for the Organisation’s work and re-launching its efforts through

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<sup>1</sup> The Constitution of UNESCO, signed on 16 November 1945, came into force on 4 November 1946 after ratification by twenty countries: Australia, Brazil, Canada, China, Czechoslovakia, Denmark, Dominican Republic, Egypt, France, Greece, India, Lebanon, Mexico, New Zealand, Norway, Saudi Arabia, South Africa, Turkey, United Kingdom, and United States; [http://portal.unesco.org/en/ev.php-URL\\_ID=15244&URL\\_DO=DO\\_TOPIC&URL\\_SECTION=201.html](http://portal.unesco.org/en/ev.php-URL_ID=15244&URL_DO=DO_TOPIC&URL_SECTION=201.html) (last visited 25 July 2012).

a new integrated strategy.<sup>2</sup> The Durban Review Conference in Geneva (2009) provided UNESCO with the opportunity to communicate on the results of their work since 2001, and its programme of Coalitions of Cities against Racism, Discrimination, Xenophobia and related Intolerance was highlighted.

## **1. Background of ICCAR**

The International Coalition of Cities against Racism (ICCAR) is an initiative launched by UNESCO in 2004 to establish a network of cities with a common interest to develop and enhance policies related to the fight against racism, discrimination and xenophobia. At its base, the ICCAR provides a structure to connect anti-discrimination work on international, national and local levels. In doing so, it ensures that the principles and objectives that comprise international conventions, declarations and programmes are not only in line with, but complement and support, the work of actors on the ground in cities.

As of 2011, the Coalition had over 500 Member Cities. As a way to more effectively identify and respond to the unique histories, contexts, and priorities of its members, cities were grouped into coalitions at the regional level. The Regional Coalitions that comprise the International Coalition include Europe (2004), Asia and the Pacific (2006), Africa (2006), Latin America and the Caribbean (2006), Canada (2007), and the Arab Region (2008).

Although the ICCAR federates and provides an over-arching infrastructure for the work in cities, the locus of organisation and interaction occurs within the Regional Coalitions. Guided by the principles and objectives of the ICCAR, tailored plans of action containing ten commitments were drafted and adopted by each Regional Coalition. The ten commitments contained in the Plans of Action cover a variety of areas related to the competences of city authorities including education, housing, employment, cultural activities, and other social programmes. The Plans also contain examples of policies and initiatives that cities might develop or enhance in order to promote a discrimination-free municipality.

In order to become a member of a Regional Coalition a city produces a Declaration of Intent conveying the interest of the municipality in membership of the Coalition and conveys its agreement to incorporate the Plan into its municipal policies, strategies, and programmes. Through this process, cities set the groundwork to integrate the principles and actions of their respective Regional Plan of Action.

Raising awareness and building capacity at the city level through networking and the sharing of experiences and information takes time. As such, the Coalition is designed as a long-term effort to address racism and discrimination. In particular, it facilitates the building of comprehensive and extensive networks of actors who can engage in dialogue over an extended period of time.

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<sup>2</sup> UNESCO, 'Development of an integrated strategy to combat racism, discrimination, xenophobia and related intolerance', UNESCO Doc 32 C/13, <http://unesdoc.unesco.org/images/0013/001312/131202e.pdf> (last visited 25 July 2012).

It also acknowledges and accommodates the fact that change, both on an individual and system levels, is a process that requires sufficient time for assessment and resolution.

## ***2. Why look at cities?***

There are several reasons why cities represent a promising site for work against discrimination. In their composition, design, and governance, cities reflect historical patterns and ideologies of migration and discrimination. The legacy of these histories remains evident today, as cities continue to be a crucial hub for the settlement and integration of migrants, as well as the rich collection of ethnocultural heritages of its nationals. As a place where the past and future combine, cities are exciting sites where different forms of citizenship are shaped and performed.

Because cities are places of such ethnocultural diversity, local authorities play a key role in mobilising interest and resources, and in developing and implementing anti-discrimination policies and programmes that have the potential to make a real impact on the ground. These authorities often also have access to a range of local actors, organisations and networks to facilitate the collection and dissemination of information, the ability to evaluate the necessity and impact of current municipal programmes and activities, and the authority to affirm and support the well-being of its citizenry through various anti-discriminatory measures.

Cities are therefore uniquely positioned to link anti-discrimination efforts from a variety of levels. On one hand, they are connected vertically to regional national and international levels of government and governance. This relationship facilitates the application of priorities and agendas and instruments from these levels. On the other hand, cities also have a broad horizontal reach locally, across social, political, cultural and economic boundaries.

## ***3. Methodology and purpose of the report***

Since the establishment of the International Coalition, UNESCO has headed the regional scientific committees. In this role, UNESCO receives reports from cities in fulfilment of formal or informal requirements of their membership. These reports showcase the efforts of cities in addressing the Ten-Point Plan of commitments for their respective region. UNESCO undertakes its efforts based on the information provided by the city in its report. First, it provides feedback to the cities on their efforts. The report identifies promising practices and highlights areas where additional work can be undertaken. Second, the reports from cities provide information that can be used for a variety of purposes including the publication of this report of good practices in anti-discrimination. The contents of this report reflect the information shared by Member Cities and as current Member Cities become increasingly active and new ones join the Coalition, the collection of good practices will undoubtedly expand.

The purpose of this good practices report is two-fold. First, it draws together a collection of good practices in anti-discrimination of Member Cities so that they can inspire and inform the policies and practices of other cities. Second, the report uses major themes related to the different roles and domains of cities to inform and indeed, encourage critical reflection on anti-discrimination work in these areas.

Several key objectives underlie the report:

- Reflect on the different roles and capacities of cities and provide a framework to understand and assess their policies and practices;
- Present, in one publication, examples of a wide variety of good practices;
- Provide a useful resource on anti-discrimination for stakeholders including city staff and representatives, community organisations, researchers, as well as interested individuals and groups;
- Contribute to the successful networking of cities underway through the coalition;
- Highlight the fact that even if there are challenges to engaging in anti-discrimination work, and that city representatives may feel limited, there are multiple actions that they can undertake.

## ***4. Structure of the report and conceptual framework***

Part of the objective of the ICCAR is to create a network for on-going dialogue on the topic of anti-discrimination work in cities and the sharing of knowledge among them. However, since the Action Plans adopted by the Regional Coalitions<sup>3</sup> contain related, but not identical commitments, a framework to articulate the findings of their efforts to date is necessary. For the purpose of this report, the contributions of Member Cities across the world reflect five major roles of cities in the fight against racism and discrimination:

- As policy-maker
- As service provider
- As employer
- In networking and partnerships
- In promoting inclusion and community-building

While these categories are not mutually exclusive, they do denote a useful way for looking at the work of Member Cities and sharing some of their most promising practices. Within each of these themes we identify some of the challenges faced by cities working in those areas of intervention. We offer suggestions for an analytical approach to these challenges, and through the use of examples from Member Cities, highlight potential solutions.

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<sup>3</sup> See appendix.



## **GOOD PRACTICES**

## 1. Policy making

Policy is one possible framework for developing anti-discrimination strategies and programmes. It can also serve as a referent of standards and expectations in cases of discrimination. In either case, the role of the city as a policy-maker is not limited to drafting new guidelines and principles. It involves several stages of background work, including the identification of the issues, the individuals and groups concerned, as well as the contextualisation of policy initiatives within the city's strategy and planning.

### A) Assessment

There is a range of challenges that cities face when it comes to the assessment of discrimination at the city level. First, a city may not have access to accurate data and information. Without this information, it is difficult for the authorities to understand which individuals and groups experience discrimination and how it affects their effective participation in the community. It can also be problematic to assess the kinds of discrimination experienced by residents if there is no organised system in place to collect this information.

Another problem arises because of the broad mandate of cities and the division of competences between departments. Namely, it can also be difficult to have a clear picture of what services are available to marginalised or vulnerable segments of the population. In this case, for the city to understand the current state of its work against discrimination, the evaluation of the distribution of resources within the different city offices may reveal necessary. This evaluation can be completed by the identification of possible gaps in service delivery and the use of benchmarking. These operations are not only a way to get a picture of the city's work against discrimination, but also permit an assessment of how it can move forward.

To address these challenges effectively, a city can approach assessment of discrimination at city level in the following ways:

#### The structure of assessment: Permanent or ad-hoc assessment system

Assessment initiatives can be organised to be more or less formal. If a city wishes to collect continuous data on racism and other discrimination, developing a permanent system is a worthy option. These types of on-going initiatives, housed in a specific department of the city administration can be administered on a regular basis. The existence of such a department provides an infrastructure for the expansion of assessment activities when needed. The City of Barcelona leads a permanent assessment of the human rights situation on the basis of a document adopted in 2000.

Assessment can also be undertaken in a more ad-hoc manner. When permanent methods are not in place, this can be a good way to gather information on the needs and experiences of residents. Ad-hoc assessment projects are based on the need for immediate and focused

information. They can therefore be tailored in particular ways to reach different groups of people, collect a range of different kinds of information, and can be used flexibly to gather data on emerging issues. The Cities of Potsdam and Quilmes have both successfully opted for this type of assessments.

#### The object of the assessment: Determining discrimination or effectiveness of services

Cities find it useful to collect information from residents and organisations about what they experience in the community. Such information may help authorities understand the reality of discrimination in the city. When aware of a particular issue or concern, the city may decide to engage in assessment in order to get a deeper understanding of the issue from multiple perspectives. Conversely, the city may lead assessment in order to find out what individuals and groups feel are the most pressing issues of discrimination. In this case, the research tools (surveys, questionnaires, focus groups, etc.) are designed in such a way that participants can highlight a range of issues and share their experiences. In either case, the information obtained from the community can be used to inform the policies, practices and programmes of the city. The good practices from Barcelona, Potsdam and Quilmes are examples of an assessment initiative directed at understanding discrimination on the ground.

The assessment needs vary among cities. They require data on what is happening in the community but also within the city government. Therefore, although cities may want to determine how individuals and groups feel in a community, they may also wish to understand how the discrimination is being addressed. In this context, a city can identify the availability and capacity of its services. Creating an inventory of the programmes and the responsible units is primordial in clarifying the work of the city. It also helps increase the efficiency of work by reducing duplication, maximising cooperation and dialogue across departments and programmes and identifying gaps in services. The inventory can be used as a foundation for the evaluation of current programmes and initiatives. This evaluation can guide the draft of future strategies and service development. In Calgary, the creation of an inventory of City services available to immigrant children and youth was a crucial first step in fulfilling the needs of that population. In Aubervilliers, the City conducted interviews with residents and City providers to determine the effectiveness of services.

#### The purpose of the assessment

Assessment is a tool used in the process of understanding the needs of the community. The way one defines a community has implications for the design and purpose of the assessment. When appreciating the information needs of the city, it is important to take into consideration the purpose of the activity. If the city wants to understand the experiences of a wide range of its residents, it should seek out a panel of representative participants and informants. The information collected can then be analysed according to different criteria such as the type of discrimination experienced, the geographic location of residents, the ethnocultural heritage of respondents, etc. This type of data collection permits to obtain an overall perspective of the situation on the ground and the existing responses.

In other cases, a city may already be aware that a segment of the population is marginalised, at risk, or in special need of service. In such a situation, it is appropriate for the city to lead a targeted assessment of the experiences of that group of individuals, and of the services that may be concerned in this issue.

The sources of information

A final consideration in the design and administration of an assessment project are the sources of information. The cities act in a wide range of areas, and are therefore brought to deal with numerous actors and networks. They are consequently well-positioned to gather information from different sources. Determining the most appropriate source of information for the assessment depends on both its topic and purpose. Cities frequently gather information from residents in order to understand their experiences. The initiatives in Potsdam, Quilmes and Calgary are good examples. Cities can also choose to address service providers, whether affiliated with the city or not. These intermediates can provide the city with their perspective on the issues facing particular groups in the community. Having recourse to such actors enables the city to become aware of the availability or unavailability of the different services and the way services are engaged. The City of Calgary used this method when assessing immigrant children and youth services.

There are no rules for determining the most appropriate sources for assessment information. However, a good guideline is to seek to involve individuals/groups/organisations most closely positioned to the issue. The assessment method should also enable the widest range of perspectives to be heard.

***Good Practices***

***The New Potsdam Tolerance Edict, POTSDAM, GERMANY***



*New Potsdam Tolerance Edict.*  
© Daniel Wetzel, New Potsdam Tolerance Edict Association and  
Dr Ursula Löbel, City of Potsdam

In 2008 the City of Potsdam conducted an anti-discrimination campaign to gather information on the opinions and desires of its citizens in relation to discrimination and tolerance. The aim of this operation was the crafting of a new tolerance edict for the City.

Message boards were installed in 66 locations including schools, public areas, malls, universities, and at various companies. Thousands of people participated by sharing their thoughts and at the end of the campaign 4,000 messages were recorded. After being collected, the messages were evaluated and summarised. A one-hundred-page book was produced on this basis, with 17,500 copies distributed. An exhibition showcasing the

message boards was organised at a main train station, attended by about 2,500 individuals. In addition to the collection and dissemination of the public opinion, the

campaign led to the creation of the New Potsdam Tolerance Edict Society. This Society functions as a network that links local authorities, companies and civil society in the fight against discrimination.

**Why this works:** The use of message boards as a way to gather information from citizens was a creative and effective way to reach a broad cross-section of individuals. Since the boards were posted in different accessible locations, a wide range of individuals were able to contribute and communicate what they perceived as the most pressing issues of discrimination in the City. Furthermore, since the feedback format was unstructured, language was not a barrier to participation. The dissemination of the findings represents a significant commitment on behalf of the City to inform residents, organisations and staff of the outcomes of the research.

More information at <http://www.potsdamer-toleranzedikt.de/>

### ***Building regional integration from cities, QUILMES, ARGENTINA***

Convinced of the pressing need to shape a government response to rising levels of discrimination, the City of Quilmes administered a survey asking residents to provide information on discrimination. The survey, which was completed by 500 people in 2009, specifically asked the respondents to detail the kind of discrimination they have experienced, their frequency, the place where they occur and the feelings they experienced when being discriminated against. 79% of the respondents reported having been victim of a discriminatory act. According to the survey, the main grounds for discrimination were race and ethnicity, followed by socio-economic causes.

**Why this works:** The lack of data and information is the principal barrier to understanding who experiences discrimination and how this affects them. By gathering the information through an ad-hoc survey and addressing it directly to its residents, the City of Quilmes was able to better assess the sources of discrimination on the ground, which will enable it to shape a more efficient government response.

More information at <http://www.quilmes.gov.ar>

### ***Observatory of Human Right, BARCELONA, SPAIN***

The Observatory of Human Rights in the City of Barcelona is an instrument for the protection of human rights at the local level. The Observatory is composed of the Department in Human Rights of the City of Barcelona, a technical body and a platform of supporting organisations. The mission of the Observatory consists of a regular monitoring of the situation of human rights in the City of Barcelona, which the City committed to do together with other European local authorities with the signature of the European Charter for the Safeguarding of Human Rights in the city in 2000. The monitoring takes the form of a regular global report on the situation of human rights in Barcelona. There, the Observatory evaluates the situation of city's compliance with human rights, and identifies weaknesses of city programmes and vulnerabilities of specific groups. The City of Barcelona can then use this information to move towards the actual achievement of human rights in the daily lives of its inhabitants.

**Why this works:** The Observatory of Human Rights collects information about the typology of cases of racism and xenophobia, aggression and abuse of law enforcement, employment discrimination, and violence against women, children, elderly and disabled people. As a permanent institution, the Observatory is able to engage the help of multiple other organisations such as SOS Racism Cataluña and EAD. By working in collaboration with different organisations, the city is able to gather data and information about individuals and groups that otherwise may not be heard.

More information at [http://w3.bcn.es/dretscivils/0,4022,259064949\\_760152251\\_2,00.html](http://w3.bcn.es/dretscivils/0,4022,259064949_760152251_2,00.html)

***Conversations for Change: An Overview of Services for Immigrant Children and Youth, CALGARY, CANADA***



*Conversations for Change: Implementation of the CARE Strategy for Children and Youth of Immigrant Families in Calgary (from left to right: Elizabeth Schnitzler, The City of Calgary; Maria Steinborn, Calgary Separate School District; Dr. Darren Lund, University of Calgary; Lianne Lee, CARE Strategy Manager). © City of Calgary*

In 2004, the City of Calgary released a report 'Overview of Services for Immigrant Children and Youth in Calgary'. The purpose of the report was to gain a deeper understanding of the services provided to immigrant children and youth, in order to improve their quality. The objectives of the research were to inventory existing services, to identify gaps and capacity of available services, and to assess the needs of the population concerned. The 2004 overview report follows other research projects on immigrant and immigrant youth populations that identified the needs of children and youth as being very high and not always appropriately or adequately met.

A consulting firm was retained by the City of Calgary to conduct the overview. This had to be done in collaboration with a Steering-Committee comprising funders, social service agencies, school board representatives and immigrant-serving organisations.

The research project was divided into four stages. The first stage consisted in the context assessment, which included the compilation of literature on immigrant children and youth and service delivery, as well as an inventory of services. The second stage of the research took the form of primary research, on the basis of interviews and focus groups with service providers and immigrant youth, and surveys sent to service organisations. During the third stage, the data was analysed and major themes were identified. Recommendations were then drafted, comprising the rationale and suggestions for implementation, within these themes.

**Why this works:** There are several reasons why the Conversations for Change project was a success, and why it is a promising practice to share. First, the Overview represents a very focused attempt to assess the city's programmes and services related to immigrant children and youth. Knowledge of the kinds of services and their capacities is central to any efforts to improve them, or to address gaps. Furthermore, the several waves of research projects helped the City identify the main problems and enabled it to have a deep understanding of where the main problems lie. After having identified a target group, the City asked both service providers and users to contribute in order to get the most accurate picture of the situation and needs. The recommendations that followed the research are tailored to the problems highlighted and can therefore address the real needs of all actors.

More information at

[http://www.calgary.ca/CSPS/CNS/Documents/fcss/fcss\\_immigrant\\_youth\\_sector\\_review\\_report.pdf](http://www.calgary.ca/CSPS/CNS/Documents/fcss/fcss_immigrant_youth_sector_review_report.pdf)

***Making a Diagnosis, AUBERVILLIERS, FRANCE***

In 2010-2011, the City of Aubervilliers conducted a diagnosis relating to discrimination and equality promotion, in the direction of its inhabitants. This project was funded by the Agency for Social Cohesion and Equality. Its implementation was entrusted to an external provider, assisted by the services of the town hall. The City had several objectives through the programme. It aimed at mobilising various actors on the basis of the public

knowledge of discrimination. The diagnosis was designed to help identify local issues, and particularly the existing obstacles and discrimination produced by the various institutional and societal processes. These observations would therefore be used as the foundation for the definition of a strategy of concerted intervention. The diagnosis consisted of interviews with service partners and City officers, as well as four groups of work composed of inhabitants. This inventory was completed by four working groups composed of professionals around the themes of health, housing, education and access to justice for victims of discrimination. Hundreds of agents, partners, elected officials and residents were mobilised.

**Why this works:** The City of Aubervilliers wanted to understand both how residents feel in the City as well as how effective its services were in addressing discrimination. By interviewing both the residents and the service providers, the City was able to make a 'full diagnosis', get a clear picture of the situation on the ground and assess which services were effective in addressing discrimination and which would have to be adapted.

More information at <http://www.aubervilliers.fr/>

## B) Strategy development and action plans

Discrimination is a complex issue and the impact it has in the lives of individuals and groups can make drafting a strategy seems like a huge task. When data is not currently collected or only provides a partial picture of what kinds of discrimination are present in communities and who are its victims, developing an informed strategy is even more difficult. And even when a city is able to draft an informed and comprehensive strategy to address discrimination, it may face problems in its implementation.

In order to address these challenges and develop an informed strategy that can be implemented to effect real change, a city should consider the following elements:

### The use of data for drafting an appropriate strategy

Many cities already collect assessment data on vulnerable populations and their experiences of discrimination. If this is the case, the information collected can be used to inform the development of a city strategy. Strategies can take many forms and can cover any number of issues. On the basis of the information at its disposal, the city can focus a strategy and identify its priority actions. If the findings of an assessment project highlight a general need for support and services for racialised and marginalised individuals and groups, the city can draft its strategy accordingly. Strategies can also focus on a segment of the population, in order to address its particular needs. Either way, assessment data provide a good foundation for the definition of the objectives of a strategy, and for the suggestion of desired outcomes. In the case of the City of Madrid, it was data showing increasing levels of immigration that prompted the development of a City Action Plan.

### Translating objectives into actions

When objectives are defined, the strategy needs to be developed and implemented in the form of action plans. At this stage it is important to consider the different levels at which anti-discrimination work can be done. A city can decide to establish a meta-level strategy, reflecting the city's position with respect to discrimination, and highlighting a series of values and expectations. This initiative can provide a useful structure for the city and its residents. The Charter and Declaration developed by the City of Montreal are examples of documents that inform all work in the city. They also represent the values and expectations of the community.

A strategy can intervene at the programmatic level, as a guide for the implementation of actions. A strategy of this nature may result from the analysis of services and programmes currently available and propose ways to enhance them and fill the existing gaps. The City of Madrid produced an Action Plan highlighting seven priority areas for action, which involve thirty-three services and measures. The Inclusive Society plan adopted by the City of Yala, the Municipal Development Plan in Rabat and the Integration concept in Berlin provide similar examples.

### ***Good Practices***

#### ***Montreal Declaration for Cultural Diversity and Inclusion and the Montreal Charter of Rights and Responsibilities, MONTREAL, CANADA***

In 2004, the Montreal Declaration for Cultural Diversity and Inclusion was adopted by the City of Montreal. The Declaration reaffirms the value of dignity, respect for human life, social order and protection against arbitrary acts, and calls upon the City administration, departments and boroughs to work for the promotion of the principles of the declaration in their policies and practices. In the Declaration, the City of Montreal commits to implementing equal opportunity employment programmes, engaging a zero-tolerance policy against racism, and adopting measures to ensure human rights. Through the Declaration, the City also agrees that special attention be paid to vulnerable or disadvantaged groups.

In 2006, the City of Montreal adopted the Montreal Charter of Rights and Responsibilities—the first such Charter in North America. The Charter was developed through an extensive public consultation process so as to reflect the values of city residents and calls for the City of Montreal to engage in the concrete improvement of public services. The Charter details the principles and values of the City and various rights, responsibilities and commitments of the City related to democracy, economic and social life, cultural life, recreation, physical activities and sports, environment and sustainable development.

***Why this works:*** In both initiatives, the commitments of the City are made visible in a document, be it a Declaration or a Charter. This strategy acts to normalise ideas of inclusion and acceptance into the language and vision of the city government and its population. A Charter provides a framework for understanding the role of the government and serves as a barometer for interpreting the work of the city and the actions of citizens. It is also a way to promote the values of diversity and inclusion among the constituency. The content of the 2006 Charter directly reflected the opinions of the first concerned: the inhabitants of Montreal. The values and rights contained in the document then legitimately penetrate all the City's offices, actions and plans, outlining the rights and responsibilities of the citizens and the authorities.



More information at

[http://ville.montreal.qc.ca/pls/portal/docs/PAGE/CHARTE\\_MTL\\_FR/MEDIA/DOCUMENTS/D%C9CLARATION%20DIVERSIT%C9%20ET%20INCLUSION%20%282004%29%20-%20ENGLISH.PDF](http://ville.montreal.qc.ca/pls/portal/docs/PAGE/CHARTE_MTL_FR/MEDIA/DOCUMENTS/D%C9CLARATION%20DIVERSIT%C9%20ET%20INCLUSION%20%282004%29%20-%20ENGLISH.PDF)

### ***Madrid Action Plan for Social and Intercultural Co-existence II, MADRID, SPAIN***

In response to increasing levels of immigration to Madrid, the City Council of Madrid established the 'Action Plan of Social and Intercultural Co-existence I' (2005), which outlined the City's plan for providing services to its foreign population. The aim of all mechanisms and actions outlined in the Action Plan of the City Council of Madrid is the free and full incorporation of all immigrants in Madrid society, giving them equal rights, duties and opportunities. The plan seeks to promote the adaptation of the existing municipal services to the daily realities of Madrid's citizens, in particular in the areas of housing, employment and victim protection.

**Why this works:** Madrid's Action Plan is a good example of how a city can identify a goal (in this case providing support to newcomers) and develop a comprehensive and detailed plan to achieve it. By addressing very specific issues that have been identified as key to improving the experiences of newcomers in Madrid, the Action Plan provides an example of how a city can build on its previous efforts to address discrimination. In fact, in the case of Madrid, the City used the knowledge it gained from its first Action Plan to inform the second Plan of Action in 2009, the Action Plan for Social and Intercultural Coexistence II.

More information at

<http://www.madrid.es/UnidadesDescentralizadas/CooperacionElmigracion/Inmigracion/EspInformativos/MadridConvive/Present/Ficheros/ResumINGLES%20PLAN%20Madrid-WEB-1.pdf>

### ***Inclusive Society Plan, YALA, THAILAND***

In a similar way as Madrid, the Municipality of Yala has adopted an Inclusive Society plan in the context of which the Municipality organises different activities in order to promote inclusion. The Plan has as its main objective the promotion of the idea of liberation and the promotion of a feeling of equality among culturally diverse populations. Another aim is to encourage the participation of all ethnic groups in the social, political, educational and local management, in order to resolve the distrust and conflict that pervade the area. In this context, the Municipality has set up a Community committee meeting project, a training and professional group meeting project, a child development centre, a university admission tutorial and a cultural exchange learning camp. The City wishes to serve as an example for others, as a City being developed with a culturally diverse population.

**Why this works:** Yala's Inclusive Society Plan is another example of a programmatic commitment by a municipality to fight against discrimination. Through its Inclusive Society Plan, the City endeavours to enable open communication and transparency, and organises cultural activities directed at the achievement of a more inclusive society.

More information at <http://www.yalacity.go.th/>

### ***Municipal Development Plan, RABAT, MOROCCO***

Following requirements on the national and territorial level in Morocco, Rabat, the administrative capital of Morocco, committed in 2010, in the process of developing the Municipal Development Plan to ensure equal treatment in the provision of its services. In order to draft an implementable strategy, the City first identified its

major problems as employment, especially for young people and improving living conditions; basic amenities and accessibility to all; access to land and decent housing conditions; mobility and transport; the reduction of poverty and poor housing; the cultural and architectural heritage and habitat destruction threats; green spaces, tourism and leisure activities; coaching associations and urban inclusion. Following this assessment, the City consulted with service providers in order to identify how the needs and expectations of the population could be met. The Municipal Development Plan is a result of this action as well as a commitment for the City's future work.

**Why this works:** The new inclusive Municipal Plan will help the City Council implement its commitment to equality through concrete actions. The plan identifies priorities and provides a framework for the elaboration of responses in the priority areas.

More information at <http://www.mairiederabat.com/>

### ***Berlin Action Plan against Racism, BERLIN, GERMANY***



*Meeting of the Berlin Anti-Discrimination Office.  
©LADS Berlin*

The Berlin Anti-Discrimination Office (LADS) has the main task of creating a culture of respect and anti-discrimination. In this context, LADS has drafted the Action Plan against Racism and Ethnic Discrimination and is the main body responsible for coordinating the anti-discrimination activities of the Berlin government. In order to determine the efficiency of its measures against racism and discrimination, Berlin has developed an Integration Concept within its Action Plan. This means that every measure is regularly assessed to determine its integration potential. It is the case, for example, when the City measures the proportion of

employees that belong to ethnic minorities and who receive social insurance. Other examples are the figures compiled on the percentage of school leavers from ethnic minorities and other groups without qualification, or the percentage of employees from ethnic minorities in the public services. These figures enable the City to distinguish efficient practices from non-efficient ones.

**Why this works:** The Berlin Action Plan incorporates the Integration Concept which in effect introduces a constant evaluative tool into the implementation of City's strategy. By determining which measures promote integration, the City can identify which measures are efficient in preventing racism and discrimination.

More information at <http://www.berlin.de/lb/ads/>

## 2. Service provision

As the level of government the closest to citizens, local authorities are often in charge of services that impact the individuals' ability to participate in social and political life. Effective service provision is therefore dependant on the municipality's knowledge of the constituency and its needs. It also necessitates a variety of resources, including, but not limited to, funding. The following five sections analyse the issues cities face in the provision of services relating to victim support, language, housing, employment, and education.

### A) Victim support and conflict management

Residents of a community have diverse identities, histories and experiences. For this reason, providing appropriate and adequate support to vulnerable and victimised individuals and groups can be a challenge. It requires not only a deep understanding of their experiences, but also expertise in the best ways to provide resources and support.

In considering how to provide adequate and appropriate support for individuals who experience discrimination, cities should consider:

#### Sources of discrimination: Interpersonal or systemic discrimination

There are several forms of racism. City authorities most frequently provide support for victims of interpersonal discrimination and systemic discrimination. The services that address racism occurring in individual interactions may seek to inform and empower the victims so that they can find an appropriate resolution. They may also offer emotional and psychological support to help individuals cope with a difficult situation. Examples of this kind of support are the suicide prevention programme in the City of Nancy, the Special Health Care Services for Migrants in Lausanne and the Child Helpline in Lesotho.

In addition to experiencing discrimination by fellow citizens, residents may also be subjected to discriminatory practices in their contacts with the city. These systemic forms of racism can significantly affect the individuals' access to services. They also have a negative influence on the individuals' feelings of belonging and their desire to take part in the social and political life of the community. In order to address the experiences of discrimination that may occur in interaction with the city, local authorities can seek feedback from residents and create avenues for reporting unfair or inequitable treatment or policies. In Montreal, the position of Ombudsman was created to ensure that citizens enjoy unbiased access to city services. In Nuremberg, a Women's Office provides support to women employees of the City administration.

### The time factor: Emergency or medium to long-term responses to discrimination

The provision of services appropriate for victims of discrimination is also dependent on the nature of the discrimination and its impact on the individual. When individuals experience particularly traumatic and acute events, they require readily accessible and responsive services. The suicide prevention initiative aimed at vulnerable homosexual and foreign teenagers in Nancy is one example of a service designed to address acute needs of residents. Similar initiatives are those provided by Lausanne, Lesotho and Nuremberg.

Other experiences of discrimination, especially those that are systemic, often require initiatives that are medium and long-term in nature, in order to effect change. New policies and procedures for city services may need to be developed or existing ones may need to be adapted. Collecting feedback and information for this process may take time, especially when it resorts to the contribution of various stakeholders, including individuals and organisations. The improvement of city services and the elimination of discrimination in residents' interaction with the municipality may involve an assessment or a strategy, similarly to what was described in the first part of this report, dedicated to the role of the city as a policy-maker. One example of medium-to long-term initiative can be seen in the City of Thunder Bay. In this City, the police services developed a strategy for change, on the basis of evidence of discrimination. The Ombudsman position created within the City of Montreal shows how a city can create a service to deal with discrimination in the long term.

### ***Good Practices***

#### ***Psy & Migrants, Special Health Care Services for Migrants, LAUSANNE, SWITZERLAND***

The Centre Hospitalier Universitaire Vaudois (CHUV) has a unit named Psy & Migrants that specialises in health issues linked to migration, especially to those connected to mental health. In addition to medical services offered, the unit also provides a hotline and personal counselling.

The Unit consists of a multidisciplinary team of four doctors. The Centre offers clinical support in the form of supervision, consultation and specialised information, directed at other teams facing specific problems. The Unit also provides training on the influence of the sociocultural context of the patient's psychopathology. These trainings are given at the postgraduate level but also later, in the form of courses or field interventions, enhanced partnerships between different services and departments of CHUV and social structures and associations in the field of migration. The activities of the Unit aim at the development of a monitoring of migrant populations and the conduction of research in the field of teaching cross-cultural clinical skills. In the framework of its programme on vulnerable populations ('populations vulnérables') research is conducted in order to better understand the interconnection between migration and health.

***Why this works:*** The 'Psy & Migrants' Unit was designed to address a specific need of migrants. More specifically, the Centre was created in response to increased migration and health concerns relating to migration. Building on its practice, the Centre now draws together information from patients in order to conduct research on the issue of health and migration. In this way, the Unit can advise the city how to tackle more systematically health problems of migrants.

More information at [http://www.chuv.ch/psychiatrie/dpc\\_home/dpc\\_infos\\_organisation/dpc\\_psymi.htm](http://www.chuv.ch/psychiatrie/dpc_home/dpc_infos_organisation/dpc_psymi.htm)

**Child Helpline, MASERU, LESOTHO**

Child Helpline has been established to facilitate the reporting of cases of violations, exploitation, abuse, stigmatisation and discrimination of children and young people. The victims are, in most cases, affected by HIV and AIDS. This service ensures rapid response to emergency calls. Counsellors who receive calls refer all cases reported to the relevant service providers. They also maintain contact with child protection teams so they can easily have access to assistance, protection and basic services. Helpline staff works closely with government agencies such as the Child and Gender Protection Unit and the Social Services.

**Why this works:** Since its inception, Child Helpline staff members have been in touch with more than 8,600 young people on the phone, in churches, open workshops and school visits. They also make visits to community councils and leaders to raise awareness that help is at hand for children who need it. Reaching the children is an important step towards inclusion and prevention of stigma associated with exclusion. The degree of nationwide connectivity is the key to the success of this initiative.

**Women’s Office, NUREMBERG, GERMANY**



*Women activists demonstrating for equal pay, Nuremberg, March 2011.  
Photo: Eva Löhner. © City of Nuremberg*

In the context of its work as an anti-discrimination office within the municipal administration, the Women’s Office provides advice and support to women victims and witnesses of discriminating behaviour. The Women’s Office is in charge of support for female staff in the municipal administration, in safeguarding their interest and ensuring equal treatment. Its role is particularly important at the stage of recruitment and promotions. The Office is entrusted with the establishment of a ‘Girls’ Day’, giving girls an opportunity to get a glimpse of various technical professions. Another task of the Office is to implement gender mainstreaming, i.e. the promotion of gender equality in personal and

organisational tasks across all municipal departments. It also includes the development and improvement of a plan for the promotion of women, including measures for balancing and decreasing professional disadvantages of female employees. The Office has to report regularly on the gender-specific employment situation and to communicate on existing discrimination of women, including violence against women, the most frequent human rights violation. The Office cooperates with women’s organisations and groups and provides advice and information to Nuremberg’s female citizens on women’s and equality issues.

**Why this works:** There are now annually about 900 personal and telephone advice sessions; women from all walks of society, of all ages and of many different nationalities lodge complaints concerning sexist discrimination with the Officer in charge of women's issues, ask for information and support in cases of professional disadvantages, and suggest initiatives the Office for Women's Issues might launch.

More information at [http://nuernberg.de/internet/menschenrechte\\_e/beratung\\_en.html](http://nuernberg.de/internet/menschenrechte_e/beratung_en.html)

### ***Diversity in Policing Project, THUNDER BAY, CANADA***



*Diversity in Policing Project, a recruiting fair of Thunder Bay Police Service in Fort Hope.*

© Chris Adams

In 2002, a study conducted in Thunder Bay entitled ‘A Community of Acceptance’ highlighted that policing was one of the leading social domains in which racism was evident. In response to the findings of this report and other reports on the relationship between police and racialised people, Diversity Thunder Bay and two of its member organisations, the Thunder Bay Multicultural Centre and the Thunder Bay Indian Friendship Centre, and the Thunder Bay Police Services developed a proposal to address the systemic racism in local policing. In 2004 the ‘Diversity in Policing’ project as launched with funding from Heritage Canada (until 2008).

The ‘Diversity in Policing Project’ consisted of three research phases. In the first phase, a series of community consultations with racialised groups and

individuals were organised. The project’s design, assessment tools and potential evaluation methods were also developed at this stage. Phase two consisted of internal policy, procedures, employment systems review, and research and development training. An internal assessment and review of institutional policies, practices and procedures was undertaken under the guidance of a consultant who was familiar with institutional changes, initiatives, policing, aboriginal issues and cultural diversity. In total, 11,000 pages of policy and procedures were reviewed to identify any language, practices or principles which may contribute to systemic barriers to bias-free policing. A comprehensive report was produced including 70 recommendations related to officer recruitment and selection, training and development, performance evaluation, internal hiring practices, working conditions, corporate culture and community outreach. From this research, a training programme was developed that covered a range of topics including defining bias and how to apply the law in a way free of bias, review of provincial and national laws and case law related to bias, practice scenarios, and discussion around the issue and consequences of racial profiling. The third phase of the project saw the evolution of the research Validation Group (community participants) in a Standing Committee to advise the Police Chief and the Service, the provision of the developed training to all members of the Service, the implementation and evaluation of the project recommendations, and the dissemination of the project’s concept, methodology and outcomes to other agencies.

***Why this works:*** The Diversity in Policing Project is a promising practice in addressing discrimination and policing for several reasons. First, the project builds on previous research in the City that identified policing as leading area for discrimination. Acknowledging this fact is a difficult, though essential first step in addressing the problem. Second, the project was undertaken by a number of key actors in the field, including representatives from local aboriginal centres and police services. This was an effective way to encourage members of the community to share their experiences, and therefore allowed for multiple perspectives to be heard. Committed participation on the part of the City police services was integral not only to understand the issues but to identify and enact specific measures to bring about change. The project’s structure as a three-phase plan was an effective way to organise the tasks and keep partners on track. The focus on the internal policy and procedures of the police services was vital to the success of the process and embodies the willingness on the part of the City to work to improve its services. Built into the project methodology was also a plan to disseminate the findings of the project as well as instructions on how other cities can undertake a similar project.

More information at <http://diversity.tbiz.ca/diversity-in-policing.html>

### ***Ombudsman, MONTREAL, CANADA***

In 2002, the Montreal City Council created the Ombudsman position at the request of citizens. At the time, there was no equivalent position in any other Canadian city. The Ombudsman is a non-political entity, independent from the municipal administration that ensures that citizens enjoy fair treatment by all employees and representatives of the City of Montreal.

The Ombudsman ensures that the decisions and actions of the city are fair, and intervenes when there are reasonable grounds to believe that the rights of a person or group have been adversely affected, or are likely to be, due to an act, decision, a recommendation or an omission of an employee or representative of the City, a par-municipal agency, or a City-controlled corporation. The jurisdiction of the Ombudsman is confirmed in a by-law and covers most administrative decisions of the City. The Ombudsman has broad investigative powers and may request a wide range of information, which the city representatives have to provide in a cooperative way. Following the investigation, the Ombudsman can recommend corrective measures and these may be accepted and implemented by the City. In 2010, the Ombudsman handled 1464 files.

**Why this works:** An Ombudsman office is a good option to field complaints and suggestions from citizens regarding their interactions with the City services and its representatives. Though the Ombudsman works outside of the City administration itself, it does have the ability to recommend measures to the City and to enforce their implementation. The Ombudsman's Office provides a safe space where citizens can share their experiences and access the resources necessary to rectify the situation. An Ombudsman office is designed to deal with complaints about individuals' experience of interpersonal discrimination as well as concerns related to systemic barriers. This dual focus captures a wide range of the forms of racism experienced by citizens.

More information at [http://ville.montreal.qc.ca/portal/page?\\_pageid=321,644770&\\_dad=portal&\\_schema=PORTAL](http://ville.montreal.qc.ca/portal/page?_pageid=321,644770&_dad=portal&_schema=PORTAL)

#### **B) Language**

When immigrants arrive in a city, they may have a very limited knowledge of its official working languages. A lack of language proficiency affects all areas of daily life, and can have significant impacts on new residents' ability to understand and navigate in the City and its services, integrate into the community, and contribute to its social and political life. Addressing issues related to language may become increasingly complex depending on the population profile and the level of recognition of language issues within the municipality.

When looking to address issues related to language literacy of residents, cities may find it useful to consider two dimensions:

##### Improving the language competency of the newcomers

For individuals looking to settle in a new city, acquiring language skills is vital for their ability to use services, find employment, build social networks and act as a support for family, friends and the community. Providing services that assist individuals in improving their language competency is one way that cities can have a positive influence in the lives of citizens. Programmes based on individual or group training can increase literacy as can the provision of language-learning tools and resources. In Halifax, the City provides language training through the public library system for individuals looking to learn or improve their English. The City of

Barcelona provides Catalan lessons free of cost, whilst Zurich enables schools to offer German classes to parents of foreign schoolchildren.

### Adapting the city information and services to the population's language capacities

As the city is often one of the main sources of information on public services, the inability to speak the language can be particularly detrimental to the resident. Improving access to city information and services can include providing online-information and pamphlets in a range of languages, training and supporting staff to increase foreign languages skills, or providing interpretation and translation services for individuals and organisations. The interpreting and translation service offered by the City of Ghent is one example of the ways a city can reduce language barriers in accessing and delivering services and the welcoming service for newcomers set up by the City of Vienna another.

### ***Good Practices***

#### ***The SAIER (Service for Foreign Immigrants and Refugees), BARCELONA, SPAIN***

The promotion of the Catalan language skills to immigrant groups is one of the key objectives of the City Council of Barcelona, since the knowledge of the language can greatly facilitate their social integration. For this reason the Service for foreign immigrants and refugees (SAIER), a municipal source of expert advice and support in matters of immigration and asylum in the City of Barcelona, provides free Catalan lessons for immigrants and interpreter services. The SAIER also offers basic information on registration, health care, legal advice and processing of documentation for immigrants (residence and work permits, family reunification, nationality), vocational training and job placement, information and advice for the recognition of studies completed abroad, information on access to housing, social assistance for asylum seekers and homeless immigrants and recent arrivals.

***Why this works:*** By learning Catalan and making use of the interpreter services, foreigners living in the City of Barcelona can better integrate in the community and can have easier access to information, services and employment. Equipped with this basic knowledge of Catalan, individuals can ask for services to be provided in a more personalised and confidential manner.

More information at <http://www.cpl.cat>



### **Zurich and the Importance of Language, ZURICH, SWITZERLAND**



*Zurich and the Importance of language*  
© Bildungsdirektion Kanton Zürich

The City of Zurich offers different language programmes such as 'Quality in Multicultural Schools' (QUIMS), 'Parents learn German in School' (ELDIS) and 'German as a second language' (DAZ).

The QUIMS programme is initiated by the canton of Zurich and directed at elementary and secondary schools with more than 40% of foreign and foreign language speaking students. QUIMS provides schools with knowhow and financial support for development of language and integration support project. Around half of Zurich's schools are part of QUIMS programme.

The ELDIS programme enables schools to offer German classes for parents of schoolchildren. In addition to teaching language skills, classes also provide knowledge on specific school subjects. Intercultural translators intervene, when needed and requested for discussions with parents and for the

dissemination of school information.

The DAZ programme (German as a Second Language) is designed for foreign speaking children and adolescents who require support and are as such sponsored with extra German hours and measures, tailored for the learning of German as a second language.

**Why this works:** Providing language skills and increasing the literacy of newcomer populations is key in promoting and supporting their integration into city and community life. By targeting schools, the programme is able to reach children in need of language training as well as their parents who are their primary support. Simultaneously building the language capacities of both children and parents can be reinforcing and can create a culture of learning that benefits the entire family. Sharing critical information about the school and its procedures also addresses potential gaps in information that can result from language barriers.

More information at [http://www.stadt-zuerich.ch/content/portal/en/index/services/new\\_in\\_zuerich.html](http://www.stadt-zuerich.ch/content/portal/en/index/services/new_in_zuerich.html)

### **English Language Resources, HALIFAX, CANADA**

The City of Halifax offers a series of English language resources for residents. This material can be found at Public Libraries across the City. The libraries recognised the need for such a resource for communities traditionally underserved by other public resources. In association with community partners and volunteers, the Halifax Public Libraries designed and developed programmes to address the needs of their clients.

Halifax Public Libraries offer an English Language Learning programme at six local branches, thanks to a grant from the Nova Scotia Office of Immigration. According to the funding guidelines, this programme targets permanent residents of Canada, Canadian citizens born outside of Canada, persons designated as 'Protected' under the Immigration and Refugee Protection Act, and foreign nationals temporarily residing in Nova Scotia. The programme offers individualised programmes for student participants that focus on developing conversational and

social language skills. In 2010/2011 the programme ran 351 sessions and supported 298 students with the assistance of 204 volunteers. The English Language Learning programme was established in 1998.

**Why this works:** The programme is very accessible, being located within public libraries. It offers trainings that are adapted to the needs of the students, depending on their level. It is an occasion for individuals who are sometimes isolated to get to know the library system, and thereby, municipal public services.

More information at <http://www.halifaxpubliclibraries.ca>

### ***Interpreter and Translation Service, GHENT, BELGIUM***

The facilitation of the access to services for the citizens of Ghent is fundamental to the City's pursuit of an inclusive diversity policy. In an effort to improve the accessibility of its facilities and services, the City of Ghent offers language support to organisations working within a social context. The City of Ghent is the main partner of the language support service (Tolk-en Vertaalservice) and supports organisations through subsidised access to the interpreter and translation service.

The objectives of the service are two-fold. First, the provision of language services promotes the use of services among foreign-born citizens and as such, enhances their ability to be more active participants in city life. Second, the provision of language support helps social workers and other service providers in their communication with foreign clients. In particular, the support has been used by city services, health care facilities, educational institutions and welfare organisations.

**Why this works:** By supporting organisations working within a social context, the city indirectly improves foreigners' access to social services. The initiative promotes citizens' use of services in order to promote a climate of participation in social and political life. It also provides crucial support to service providers to enhance the support they can provide to newcomers. The broad range of sites at which the services can be used makes it accessible and practical.

More information at <http://www.gent.be/>

### ***StartWien, VIENNA, AUSTRIA***



MA17 Integration&Diversity.

Photo: Imre Cserjan. © City of Vienna

Vienna's integration and diversity policies focus on assisting immigrants with taking up residence and finding employment or arranging citizenship. "Start Wien" is one of the key integration initiatives, which has been in place since October 2008. Under this programme, the City of Vienna has arranged for welcome and information packages to be distributed to all immigrants entering into the City. The booklet contains information about career counselling, recognition of qualifications for immigrants with school and university degrees, legal service on acquiring Austrian citizenship, etc. The City also provides mother-tongue orientation meetings for immigrant women focused on facilitating access to the labour market. The programme consists of individual coaching

of immigrants in their mother tongue right after entry. The service is available in some 20 languages and includes group information modules on a range of important topics for living in the city, language vouchers and the Vienna education booklet for documenting the immigrants' educational and professional career at the time of entry and their later achievements in Vienna.

**Why this works:** The welcome service is aimed at different groups of immigrants and provides them entry in their own mother tongue upon entry into the City. The initiative ensures that immigrants receive all information about the City promptly and that they understand where to turn for more information or services. The booklet also ensures that individuals have access to German courses so as to facilitate their integration into the labour market, the community, as well as the City.

More information at <http://www.startwien.at/>

## C) Housing

Cities can be faced with several challenges with respect to discrimination and housing. First, understanding housing demand and need requires information on the city's residents, but also on the available housing in the area. Issues related to social/affordable housing are often insufficiently addressed in housing policies. This drawback can be due to the city's limited jurisdiction in matters of housing finance, rental practices, stock, building, etc. The situation can be further complicated by newcomers' limited knowledge of local housing practices and markets. When combined, these challenges create conditions wherein newcomers are not equipped to deal with housing-related issues and as such are at greater risk to experience discrimination and unequal access to housing.

There are several ways that cities can address the challenges of effecting change in housing:

### The constitution of partnerships

Forming partnerships is one way that the city can overcome its limited jurisdiction in housing. A great variety of stakeholders are involved in the area of housing. Since many housing aspects that impact residents fall outside of the mandate of the city and the scope of city services, partnerships represent a creative and an effective way to become involved and promote equitable initiatives and reforms.

Depending on the types of issues and discrimination faced by residents, the city authorities may engage in any number of beneficial relationships with housing organisations, local community groups, finance and insurance actors, builders, and renters. In the case of the City of Saskatoon, the creation of a housing partnership provided a framework to connect the efforts of a range of community stakeholders in improving access to housing for residents—a task that could not have been undertaken by the city alone.

### Information sharing

In addition to providing a means to bypass the limitations of the city’s competencies, networking also affords the opportunity for information sharing among stakeholders. The city may not have sufficient personnel, funding and knowledge resource to conduct research on the housing needs of marginalised populations, housing costs and discrimination practices in housing. Yet, this information can significantly inform the policy-making and programme developments of the city. In this case, a partnership with researchers and non-governmental organisations can represent a productive opportunity for the city to obtain valuable information. It is also a way for partners to voice their concerns and put forward recommendations.

Information sharing can also occur between a city authority and its residents. It is a way to build the capacity of residents to understand and participate in housing markets. In this way, the city acts independently as a resource for residents. The rationale behind this kind of initiative is to provide residents with enough information or training so that they become more knowledgeable agents in the various processes related to housing. An example of this kind of capacity building initiative can be seen in Bologna where the City developed and distributed booklets on housing to residents.

### ***Good Practices***

#### ***Saskatoon Housing Initiatives Partnership, SASKATOON, CANADA***



*The Saskatoon Housing Initiatives Partnership.*  
© The Saskatoon Housing Initiatives Partnership

The Saskatoon Housing Initiatives Partnerships (SHIP) has been working to provide safe, permanent, affordable, appropriate and secure housing for residents of Saskatoon since 1999. Seeking to expand its role in guiding residential development, the City of Saskatoon issued a Request for Proposal, to provide multidiscipline business planning services for affordable housing. SHIP was selected to offer these development services and entered into a Service Agreement with the City of Saskatoon.

While the SHIP works to bring housing to all residents including first-time buyers, new entrants to the workforce, low-income and single families, students and seniors, it also

explicitly recognises the challenges faced by immigrant and newcomers to Saskatoon. While immigration to the City has increased by almost 70% since 2005, research by the SHIP

shows that new immigrants are often those most in need of affordable housing. This is especially alarming as Canadian Census statistics show that housing costs are nearly twice as high for immigrants living in Saskatoon.

SHIP has worked with private sector builders and developers, as well as affordable housing groups to increase the number of available units in the City and its surrounding areas. During its activities, SHIP has built and mobilised a network of partners including residential construction industry, financial institutions, engineering consultants and

firms, and non-profit organisations to work on a number of projects. Their website includes information and resources for housing providers and builders.

SHIP is also involved in the assessment and evaluation of policies related to housing that affect buyers and renters. In an effort to address the needs of new immigrants, the partnership proposes solutions to individual problems such as the need for larger houses to accommodate extended families, the provision of services to assist newcomers in locating community services and amenities, government programmes and training services and the extra support for new immigrants to learn about the customs and laws in Canada. SHIP actively supports community efforts that are directed at increasing the supply of affordable housing in Saskatoon, and promotes initiatives that improve low to moderate income families' ability to access financial assistance so that they may attain housing that meets their needs.

**Why this works:** The Saskatoon Housing Initiatives Partnership is designed to address some of the most significant challenges related to discrimination in housing including understanding housing needs, the limited jurisdiction of City authorities as well as newcomers' knowledge of housing markets. It does so by creating and mobilising partnerships of stakeholders in the housing domain, who possess a range of expertise and resources they can contribute with. The SHIP also actively shares the knowledge it acquires as a way to build the capacity of its partners and of city residents. In doing so, the collective is not only more aware of housing issues, but also of what can be done to address them.

More information at <http://www.saskatoonhousingpartners.com/>

### ***Instruction Booklet, BOLOGNA, ITALY***

The Municipality of Bologna has created a multilingual guide to welcome foreign citizens to the city and to give them information about the access to rights and services. The guide contains information about legal residence in Italy (stay permit, citizenship, etc.), work situation, housing and health (the National Sanitary Service, the STP card for foreigners without a stay permit, emergency rooms and hospitals, etc.). The housing part gives information about the different types of contracts and rents, about low income housing (public housing), about state financial aid for rent and about buying a house in Bologna. The booklet explains the conditions and requirements to access public housing, which is rented out by the Municipality at prices that are lower than market price.

**Why this works:** This multilingual guide is an effective resource for foreigners who arrive in Bologna. Available in several different languages, it can be used by individuals and families who do not speak Italian.

More information at <http://www.comune.bologna.it/>

## D) Employment

Newcomers can experience a disproportionate amount of discrimination in the employment sphere. Employment is vital to the well-being of individuals and families, and their capacity to engage in and contribute to the community. Failure to recognise and address the different needs of marginalised individuals can therefore have serious effects on their quality of life. One of the most pressing issues of employment is access to jobs.

Effectively engaging in anti-discrimination related to employment can involve several areas of focus including education and training, networking, and employer hiring practices:

### Improving employment through education

There is a strong link between education and employment. It can be argued that quality and amount of education of an individual has determining effect on their achievements in employment. In this sense, education is a way to provide a foundation of knowledge and skills to individuals that prepares them for entry into the workforce. Many city governments do not have competencies in the area of education design and reform. Yet, there are opportunities to address issues of discrimination in employment through informal educational programming. For that matter, cities can partner with schools to offer work transition programmes. Such programmes aim at educating young people on employment market and the role of education in employment outcomes. The youth transition programme offered by the City of Botkyrka is one example of an educational initiative designed to improve access to jobs for marginalised youth.

### The city as an intermediate between residents and employers

Cities can also enhance access to employment by facilitating networking opportunities between residents and employers. One example of how the city can provide support through networking in the field of employment is illustrated by the practices of Toronto and Bern.

### Knowledge-sharing with employers

While city authorities have limited jurisdiction in the policies and practices of local employers, they may usefully provide resources and share knowledge and expertise with them. A range of information could be useful for employers as they address racism and discrimination within their organisation. If an employer is in the preliminary stages of understanding discrimination, and its manifestation and impacts in their organisation, then a base knowledge defining and explaining key ideas could prove useful. Some employers may be further along in their efforts and be in the process of reflecting on how they can enhance the work environment through policies and procedures. An employer may wish to compare the representativeness of their workforce with the composition of the population living in the community. Such an enterprise is definitely facilitated if statistical information is made available from the city. With this

information an employer may generate goals and objectives related to the composition and qualifications of its staff.

Providing information on how local employers can recruit and hire a more diverse workforce has the potential to bring about substantive change. It is especially useful to an employer who already has the desire and the resources necessary to incorporate the strategies in policy and practice, and to mainstream the value of diversity. In an attempt to undertake such an effort, the City of Villeurbanne produced and distributed a guide on recruiting without discrimination with the aim of assisting employers in developing their policies and practices and internalising them within the organisation.

### ***Good Practices***

#### ***Norrskan 'Northern Lights' Programme, BOTKYRKA, SWEDEN***

The Northern Lights Programme was a collaborative effort between the Botkyrka municipal government (Culture and Recreation, Child and Youth, and Education and Labour Market departments) and local businesses. The Programme was offered to students aged 14-15 years. It sought to inform students about business and technology with the aim of motivating them to pursue further education. The Programme also aimed to assist students in becoming positive role models for other young people. It stemmed from the idea that bringing together the skills and knowledge of foreign-born students with local companies enhances the enterprises. The Programme targeted in particular multilingual youth of foreign origin, with the hope of fostering an interest in business and entrepreneurship that will lead to further employment in the field.

Through its focus on multilingual youth, the Programme shows how to promote and capitalise on the diverse capacities of immigrants. The Programme received positive feedback from teachers, principals, and business contacts who credit the Programme with encouraging students to pursue studies in business and technology and showing them the available opportunities.

***Why this works:*** This Programme works on two fronts to address issues of diversity and discrimination in employment. On one hand, the Programme works with youth to cultivate knowledge, interest and skill regarding business and technology. This education contributes to greater success in school and also increases chances of seeking related careers in the future. On the other hand, the Programme works with local companies to diversify their workforce and to represent newcomers as valuable contributors to the workforce. By promoting a culture of acceptance and hiring and retaining more employees with different backgrounds, the company will benefit from a diversified pool of competencies.

#### ***Profession to Profession: Immigrant Mentorship Programme, TORONTO, CANADA***

The City of Toronto is a corporate partner of The Mentoring Partnership Programme of the Toronto Region Immigrant Employment Council. The Partnership brings together recently skilled immigrant and established professionals, working in occupation-specific mentoring relationships. The Programme draws extensively from a network of community and corporate partners. In 2010, The City of Toronto was recognised as a corporate leader in mentor recruitment. With over 150 employees (55 male mentors and 102 female mentors) volunteering their time in 2011, the group of mentors from the City of Toronto is very diverse – a significant number was born outside of Canada.



*Immigrant Mentorship Programme. On the photo, a City employee, the mentor, greets a skilled immigrant, the mentee, in an orientation session. ©City of Toronto*

In its role as a corporate partner, the City of Toronto runs a 'Profession to Profession' Programme within the City, to distribute information about the Programme, recruit staff mentors, host orientation and networking sessions and recognise and reward staff mentors. Since its inception in 2004, the Programme paired 544 internationally educated immigrant professionals with members of the City staff. The mentorships last between four and six months, during which mentors provide job search advice and support to help ease newcomers' entry into the Canadian job market.

**Why this works:** At the same level of competences, immigrants often face more problems than their native-born counterparts in finding an employment. It may be partially due to their lack of knowledge about the labour market and job searching practices. The City of Toronto puts these skilled immigrant workers in relation with mentors in the same field, who are aware of the market. They can consequently receive precious advice and tips that enable them to compete more fairly on the labour market. Immigrants are also offered social and work relations in their country of adoption, thanks to this Programme.

For more information about the Mentoring Partnership, please visit: <http://www.thementoringpartnership.com/>

More information at <http://www.toronto.ca/diversity/mentoring/index.htm>

### ***Mentoring Project, BERN, SWITZERLAND***

Since 2009 the City of Bern has been supporting a mentoring project led by the feminist NGO CFD. The Project intends to improve the access of highly qualified immigrant women to information and networks of the working world by connecting them to professional women (mentors), coming from the same branch as the immigrant women. The City supports the Project by searching mentors in the public administration. The City has also presented the Project in different events and the journal for the City's employees, with the intention to animate more people to become mentors and to focus their attention to the complex situation of qualified migrant women on the Swiss labour market.

**Why this works:** The Programme is strictly aimed at immigrant women and pairs them with women in the same area of work. Such targeted pairing can importantly improve access of immigrant women to work not only by providing them information about access to employment but by enabling them to develop new contacts.

More information at [http://www.bern.ch/weiche\\_de](http://www.bern.ch/weiche_de)



### ACCEDE Project, VILLEURBANNE, FRANCE



ACCEDE Project  
Photo: Gilles Michallet. © Mairie de Villeurbanne

To combat discrimination, the City of Villeurbanne launched a global action plan and published a guide for businesses and economic players. ACCEDE (Actors Concerned for Equality and against Ethnic Discrimination in Employment) is a project piloted by the City of Villeurbanne, which was born in 2004. Its purpose is to recognise and repair discriminatory practices and help employers and employment intermediaries to develop their anti-discrimination practices.

In 2006 an agreement was signed between different actors to work collectively against discrimination. The City of Villeurbanne, with 15 local companies, has produced a guide called 'Recruit without discrimination'. This guide embodies the commitment of each participating company

to comply with a group of common rules in recruitment without discrimination. This guide is intended for all economic and social actors in the City of Villeurbanne and the agglomeration of the City of Lyon.

**Why this works:** The guide 'Recruit without discrimination' is intended for those responsible for enterprises and human resources managers. It reminds them of their commitment to prevent discrimination in their everyday tasks. Personnel in charge of hiring may be willing to avoid discrimination, but unaware of where problems lie or of how to prevent them. The booklet provides ideas on how to ensure equality in hiring practices.

More information at <http://www.mairie-villeurbanne.fr>

#### E) Education

Discrepancies remain between the educational achievements of marginalised students and their non-marginalised counterparts. The division of responsibility and resources across other levels of government may constrain the city's ability to execute change in this area. In short, the city may have little or no formal control over the education system and its delivery. A second challenge that may impair equitable access to and experiences of education, is newcomers' potentially limited knowledge of the functioning of the educational system.

When addressing issues of discrimination in education, several considerations can enhance the city's ability to effect change:

### Informal involvement to overcome limited jurisdiction

First, maximising informal involvement in programmes and services can be a judicious way to circumvent some of the limitations that arise from the division of jurisdiction within governments. The City of Moron, for example, provides a literacy programme aimed at adults who have difficulty reading and writing, the City of Suva a mobile library service.

Cities can engage in informal programmes and provide support by partnering in several ways. A city may work directly with schools to assess and develop programmes adapted to the needs of marginalised and vulnerable students. The city may also coordinate or join partnerships with local organisations to deliver after school programmes, special events and workshops, and joint campaigns. In Barcelona, Quilmes and Çair City authorities took advantage of such partnerships as a way to engage in educational programming.

### Capacity building

The city can lead initiatives aimed at building the capacity of actors in the education system. Reaching educational staff is one way to improve educational experiences of immigrant and racialised children and youth.

Interaction with the students, through programmes and special events can be an effective way to provide support services. In the City of Ghent, the Samsara Project was developed as a way to empower immigrant youth who were most vulnerable to dropping out of school. A similar effort was made in Lesotho through the 'Test your Team' campaign, which seeks to encourage youth to undergo HIV testing. Working with students can also serve as an avenue to teach educational content related to human rights and anti-discrimination. Informing children and youth about what it means to be a citizen and to give them the opportunity to actively participate in their community can help foster an interest in the city and community life and politics. Both the Cities of Barcelona and Quilmes have participative programmes that teach students about citizenship, culture and acceptance.

## ***Good Practices***

### ***Adult Literacy Programme 'Encounter', MORON, ARGENTINA***

The Adult Literacy Programme 'Encounter' has been developed as part of the 'Zero Illiteracy Campaign of the Municipality of Moron' and in accordance with the education policies of the Municipality. This Programme is designed to provide support to individuals who are illiterate or who, despite having completed the first years of school, continue to have difficulty reading and writing.

Through the six-month Programme, students over the age of fifteen have the opportunity to learn to read and write. Classes are held under the direction of literacy volunteers at the Centres for Literacy, which work in municipal dependences or spaces assigned by social organisations and schools. All participants receive a free kit of materials needed for the course. In addition, each school receives materials for the general use. More than 300

people have been able to learn to read and write and thus have access to education, a right of all citizens. Currently, there are 20 literacy centres operating with 60 participants and 40 volunteer teachers.

**Why this works:** The Programme has enjoyed considerable success thanks to the range of accessible teaching locations. The literacy programme provides a good example of how a city can engage in the capacity building of its citizens. By supporting youth in improving their literacy, the city increases their chances to gain employment.

More information at [http://www.moron.gov.ar/educacion/programmea\\_encuentro.php](http://www.moron.gov.ar/educacion/programmea_encuentro.php)

### ***Laia's Plea, BARCELONA, SPAIN***



*Laia's plea.*  
Illustration: Maria Corte Maidagan.  
© Institut Municipal d'Educació,  
Ajuntament de Barcelona

The Laia's plea is an educational and participative programme that enables children aged eight to ten to get practical experience as citizens of Barcelona. For a few months, the children, in company of their teachers, discuss matters affecting the city and exchange ideas and make a series of proposals as to how the city can address its problems. These ideas are then transmitted to the Council and to all citizens. This practice is organized by the Municipal Institute of Education, the Department of Civil Rights, and the Municipal Institute of Culture of the City Council of Barcelona. The initiative promotes a model of democratic participation for the children and provides an educational practice in civic engagement. It enables children to think about different important subjects and to focus and build their own opinions.

In the academic year 2008-2009, coinciding with the European Year of Intercultural Dialogue, the theme of the Laia's Plea was 'Barcelona dialogue! Proposals for intercultural citizenship'. For the year 2009-2010 the theme was 'Enhance your landscape Barcelona! Measures for the protection and quality of the urban landscape!' In 2010-2011 the theme has been 'Barcelona culture! Children enjoy culture.' And for the next academic year 2011-2012 the children will work on the theme 'Participate to hear the voice of the children in Barcelona!'

**Why this works:** The City of Barcelona has created a model of democratic participation for the children, giving them the possibility to reflect on different subjects of civic engagement. Within the Laia's Plea project, children are also given the opportunity to be heard by the City Council and other citizens. More than 400 children from different schools in Barcelona participate in this practice each year.

More information at [http://www.bcn.es/imeb/prego\\_laia/](http://www.bcn.es/imeb/prego_laia/)

**Respect for the different people and their rights: Workshop in primary school, QUILMES, ARGENTINA**



*Respect for the different people and their rights: Workshop in primary school, Quilmes.*

*Photo: Ruben del Bon. © Secretaría de Educación y Cultura*

Mrs Rosa Maria Erbino, a teacher of the Kindergarten No. 942 located in the neighbourhood of Villa Alcira de Bernal (Municipality of Quilmes), started an innovative experience. With twenty pupils of both sexes, aged of 4 and 5, she initiated a discussion on different games practiced in other countries, and groups with different cultures in difficult situations (orphans, HIV in Africa, various social strata, children in the midst of wars, etc.). The logo of the campaign was 'not discriminate', also a slogan of the brochure published by the Municipality.

At the time they start school, children prepare presentations on how they perceive just and unjust, like and different, self and shared. The aim of the project is for children to internalise and respect diversity and multiculturalism. The purpose is also to

encourage each child in developing their own identity, as well as building trust and confidence in their abilities to act with initiative and autonomy to defend their rights and to express their thoughts, feelings and emotions. Children are taught to assume democratic attitudes that enable them to take ownership of the values and principles necessary for life in community, which are justice, tolerance, recognition and appreciation for gender equality and respect for linguistic, cultural and ethnic difference.

**Why this works:** By developing a workshop in primary school on multiculturalism and diversity, the City of Quilmes contributes to the enhancement of the pupils' ability to respect different people and their rights. It also develops the assumption of democratic attitudes from an early age. Teachers are close intermediates between the city and the children. Therefore, cities can partner with teachers in order to set up programmes on the promotion of diversity and tolerance.

More information at <http://www.quilmes.gov.ar/>

**Samsara Project, GHENT, BELGIUM**



*Samsara Project.*

*© Integration Service, City of Ghent*

The Samsara Project is designed to support immigrant youth who are most vulnerable to dropping out of school. The main focus is on empowering immigrant girls by offering them support and encouragement in making good study choices. In this way, the opportunities for finding employment are increased and the chances of poverty and economic dependence are decreased. For girls who are not considering higher education, assistance in finding jobs is provided. The Samsara project is made possible by the help of volunteer mentors who are themselves of immigrant origin, which facilitates building trust between the mentors and mentees. In its first year,

the project assisted 60 individuals between the ages of 12 and 18.

**Why this works:** The Samsara Project is a pragmatic response to the higher proportion of school drops out in the immigrant population. Immigrant pupils may not receive support or advice from their relatives, who are usually not familiar with the educational system. The City of Ghent then takes over this mission, in order to improve the economic and social situation of the immigrant pupil, student or future worker.

More information at <http://www.gent.be/>

### ***Sumnal, Association for Roma Community Development, ÇAIR, MACEDONIA***

Sumnal, an association for Roma Community Development, was established in June 2004 as an answer to the needs of the public schools and the predominant Roma community of Topaana. Topaana is a settlement in the Municipality of Çair and suffers from extremely poor school performance, high dropout rates, illiteracy and low awareness of the importance of education. In order to combat these problems, Sumnal organises and performs various educational, social, and character building activities. Sumnal activities are held in close relation with the proposed and taught material in the regular schools and curricula prepared by the Ministry of Education. Sumnal staff works diligently every day to improve the lives and living standards of the Roma people of Topaana through education and advocacy. Through collaboration with the community, the Parents Counsel, and schools, Sumnal has been able to identify and to begin to target additional community needs.

In addition to over 60 hours a week of educational opportunities conducted for children and parents, Sumnal now provides a wide variety of services for all Roma community members such as women's rights, tutoring, attaining public services, citizen registration, combating environmental deprivation, family violence, hygiene and sanitation, vaccinations, children's rights, adult literacy, democratic participation, the environment, and much more. Sumnal has 8 members; they have Roma and Macedonian ethnic background. The team consists of 6 females and 2 males aged from 27 to 40 years, who work together with volunteers aged from 16 to 70 years and coming from different ethnic backgrounds.

**Why this works:** Empowering the Roma community in Çair through education enables them to integrate more easily into the society.

More information at <http://www.sumnal.org>

### ***Test Your Team campaign, MASERU, LESOTHO***

The Test Your Team campaign features one-day football festivals, targeting all youth between 10 and 18 years to help them to face HIV-testing and their own status in a supportive, fun and peer-driven environment.

The football festival provides the opportunity to learn about HIV prevention and stigma in an environment of positive pressure. Through education and sports, all youth can learn about the importance of testing. Trophies and awards are given to the team that has the most people tested for HIV. The key elements of this campaign are positive peer pressure, fun, a culture of learning and education, sports and breaking down stigma and prejudice.

**Why this works:** The City of Maseru is taking positive steps to mobilise and sensitise people against the development of stigmatisation. They do this by training residents about the importance of testing and confronting stigma and discrimination, and by equipping infected people with the necessary knowledge to deal with their situation. The 'Test your Team' campaign is a mechanism that combines fun and sport with education, in order to reach all the youth and teach them the basic knowledge of HIV prevention and consequences.

### ***3. Equitable employer***

Local authorities are often the largest employers in the local economy. As such, cities are in a position to improve not only access to the labour market, but also enhance the everyday experiences of individuals in its workforce. By virtue of its importance in the life of the community in social, political, economic and cultural ways, the city can also serve as an example after which other employers can model themselves.

#### **A) Internal policies and practices**

Cities face several challenges in their role as employer. To begin, a city can best address the needs of its employees, and attempt to eliminate discrimination if it understands who its employees are. A lack of data on staff composition can hinder efforts to promote and support a diverse staff population. This is especially the case if the city seeks to employ a workforce that reflects the ethnocultural diversity of the community.

As administrative organisations, cities rely on policies and procedures in their daily functions. Even when a city wishes to promote the recruitment, employment and support of racialised and marginalised employees, there may be no systematic structures and guidelines that are wholly incorporated into the philosophy, strategies and activities of the city. Additionally, the local government may not seem appealing as an employer to marginalised groups and individuals if its composition and culture do not reflect those of their constituency.

For the city to engage in effective anti-discrimination practices as an employer, it needs to address a number of considerations, including obtaining data on its workforce, developing implementable strategies and engaging in a process of continuous evaluation of objectives and outcomes.

#### Collecting data

Data is an important tool for cities in their fight against discrimination and can be used to develop specific objectives in employment. When designing an employment programme to diversify the employee profile of a city, two kinds of data are necessary. First, in order to define reasonable objectives for the composition of the city staff, it needs to understand the composition of the community at large. For example, if the city aims for staff composition to reflect the ethnocultural diversity of its residents, it is essential to know which ethnocultural groups are present and in what proportion. With such data in hand, it is then possible to adapt staff composition at the city level. Understanding this composition is not just about counting heads. In order to get an accurate picture of how discrimination plays out, it is also necessary to collect data on how minority individuals are represented across different levels of administration and across departments. If recruiting is a key focus of efforts, then collecting

data on the identities of who applies for jobs, who is interviewed and who eventually gets hired can be useful and reveal trends or barriers that exist.

### Strategies for employment equity

Once data on the composition of the current workforce has been collected, appropriate objectives are outlined. At this stage, it is necessary to develop a clear and implementable strategy in order to effect consistent change in recruitment, hiring and promotion procedures. A strategy for employment equity could include several foci, notably recruitment strategies, interview protocols, hiring standards and overall staff composition objectives.

In addition to guiding the staffing activities of the entire city, strategies and implementation plans can also be developed for individual departments to address their specific needs and challenges. The City of Vancouver developed a programme for promoting equal employment opportunities, in support of its previous policy that encourages the hiring of individuals from under-represented groups in city ranks. The City of Nuremberg encourages and supports, through training and advertisement, job applications from individuals with a migrant background.

### A continuous effort and follow-up

Since the composition of the community and the city workforce is in constant transition, it is important to approach employment equity programmes as a work in progress. Reviewing data on community and staff composition on a continual basis is crucial for maintaining reasonable objectives.

### Raising the staff's awareness

For the municipality to lead a consequent anti-discrimination policy, it needs to raise the awareness of its employees on diversity and non-discrimination issues. Providing training, at the stage of recruitment and later, is a good way to encourage the local staff to eliminate discriminatory practices from the everyday procedures of the municipality. The City of Graz organises seminars on the basis of the assessment of its employees' needs.

### Residents' perception of the city as an employer

Finally, research on perceptions of the city as an employer could prove useful in addressing issues related to recruitment. As a complementary strategy, the collection of this data could provide insights into why some individuals do not see the city as an appealing employment opportunity. This feedback could be used to inform appropriate changes to policies and practices. It could also be used as a basis for strategies and campaigns designed to reach those individuals and groups. An example of this kind of activity can be seen in the City of Ghent.

## Good Practices

### **Equal Employment Opportunity Programme, VANCOUVER, CANADA**



*The wrap-up event of the Mentorship Pilot. City Manager, Dr. Penny Ballem with City of Vancouver Mentors and several Mentees.  
Photo: Paul Hendren. © Protocol office, City of Vancouver*

The Equal Employment Opportunity Programme (EEO) is a resource that provides assistance to staff members and departments at the City of Vancouver on issues related to human rights. The EEO Programme supports departments in recruiting and retaining a qualified workforce that reflects the diversity of Vancouver. The services provided by the EEO include: community outreach, provision on information on city practices related to equity, inclusion and diversity, collaborating with departments to remove systemic barriers, providing training on human rights, assisting in the resolution of issues of discrimination, collaborating with department to improve the inclusiveness of its programmes, and to promote ‘best practices’ within departments.

In support of the City of Vancouver’s Equal Employment Opportunity Policy (1986) that encourages the hiring of people who are under-represented in the workforce, the EEO released a set of guidelines for hiring a diverse workforce. The guidelines are meant to assist in reaching a wider pool of qualified candidates, in giving equal consideration to applicants, and creating a welcoming work environment for all. The guidelines were prepared in 1997 by the Employment Equity Committee and were updated in 2005.

**Why this works:** The Equal Employment Opportunities Programme is a good example of how a city can use an employment programme to diversify its workforce. This kind of programme is an effective way to not only ensure that the workforce reflects the composition of the population, but also to diversify experiences, perspectives and talents of its employees. The Programme is particularly effective because it offers a supported means to implement the employment policies of the City. Releasing guidelines is an effective way to share information across the city government and to promote common techniques and standards in hiring practices. Since individual departments rarely have personnel with expertise in equitable hiring practices, the advising services of the programme are especially applicable.

More information at <http://vancouver.ca/eo/index.htm>



### ***Promotion of the Employment of Persons with a Migration Background within the Municipal Administration, NUREMBERG, GERMANY***

The City of Nuremberg strives to increase the number of employees with a migration background,<sup>4</sup> both in its administration and in the municipal companies. In this context, multilingualism and knowledge of different cultures are to be seen as important additional qualifications in any job application. Job advertisements are regularly supplemented by the following sentence: 'We would be happy if this is of interest to applicants of all nationalities.' In order to achieve an increase in the currently low number of applicants with a migration background, the personnel department also developed an information policy aimed at specific target groups. Job advertisements for all jobs are passed on to the Foreigners Advisory Council and to the Repatriates Advisory Council for specific distribution.

**Why this works:** The City ensures equal treatment of all individuals, recruiting suitable candidates through job advertisements and giving precedence to those individuals with additional qualifications. The dissemination of information means that the pool of candidates is more diverse and includes individuals from vulnerable/less represented groups. As a result of City's efforts, the percentage of all junior employees of the City of Nuremberg with a migration background is about 32%.

More information at <http://www.nuernberg.de>

### ***Image Study, GHENT, BELGIUM***

In 2008 the City of Ghent administered an 'Image Study' designed to collect feedback from citizens about the attractiveness of the city as an employer and the most effective recruitment channels. Migrants represented one of the targeted populations in the survey.<sup>5</sup> The findings suggested that the city is less appealing as an employer.

**Why this works:** Leading a feedback study is a way to show that the city cares about its residents' impressions. After realising that a fringe of the population is more reticent to applying for jobs within the Municipality, the City authorities may lead further inquiries to assess and fight against the reasons for such disaffection. The results of the findings may therefore enable Ghent to improve the migrants' willingness to participate in the running of the City.

More information at <http://www.gent.be/>

### ***Municipal staff trainings, GRAZ, AUSTRIA***

The city of Graz provides its local authority staff with regular trainings in the fields of ethnic and cultural diversity management and intercultural dialogue. Municipal employees are also taught how to develop their competences in anti-discriminatory practice and in the providence of culturally sensitive and appropriate services. The city has set up both introductory and advanced training, which content is based on the assessment of the employees'

<sup>4</sup> Nuremberg adopts the definition of a 'migrant' as set by the Federal Agency for Statistics: 'A person with migration background is a person who is not born in Germany or one of the parents is born outside Germany.' The definition therefore includes immigrants and migrants with German nationality who have immigrant parents.

<sup>5</sup> The term 'migrant' in this context is broader than immigrant and to be distinguished from foreigner. Namely, according to Belgian legislation, the target groups are 'ethnic cultural minorities', which include also persons with Belgian nationality if the nationality was received after January 1985.

needs. At least 3 annual seminars with a special thematic reference are provided by the academy of administration.

**Why this works:** Training the municipal staff is a good way to raise the awareness of the city's agents to discrimination and cultural diversity issues. It ensures that the employees will be more careful about their everyday practices, in their relation to residents and in service provision. The programmes being adapted to the staff's needs, they are able to fill the existing gaps in the municipality's practices. The regularity of the seminars is a good way to ensure the follow-up of the previous trainings and to keep this issue as central in the minds of the municipal agents.

More information at <http://www.graz.at/>

## B) Contracts and procurement

Cities have recourse to a significant amount of goods and services, ranging from office supplies, to consultancy and contracted services. Discrimination can occur in the provision of these goods and services. All these activities should therefore remain under the city's supervision. Unfortunately, contracts and procurement activities have not traditionally been seen as within the scope of cities' responsibilities and as such, clauses and regulations related to anti-discrimination are not typically built into the contract and procurement processes.

Enhancing contract and procurement processes represents an opportunity for cities to support equitable and anti-discriminatory policies. Cities can use such activities to advance equitable working conditions and practices and to promote the values of anti-discrimination to citizens and employers.

### Anti-discrimination in contracts and procurement procedure

At a policy level, incorporating anti-discrimination requirements and guidelines into the contract and procurement decisions taken by the City has the potential to influence not only the way contractors treat their employees, but also how they provide their services. Cities can include anti-discrimination efforts as a criterion in the evaluation of contracts applications and purchasing proposals, alongside the standard economic considerations. This procedural aspect ensures that all applications are treated under the same conditions and are assessed with the same standards.

Some themes that might be covered in policy include staff working conditions and declarations of compliance with national and international human rights law. In Calgary, the City produced both a Procurement Policy as well as a Supplier Code of Conduct for application in the contract and procurement process.

### Advertising the city's anti-discrimination efforts

In the role of representing its constituency, a city authority can use the contract and procurement process as a way to show its support for anti-discrimination measures in employment, and to model effective strategies that address bias. Advertising the efforts of the city among citizens and employers can foster a sense of common interests. It also demonstrates that the city takes its role as a buyer and contractor seriously and that it takes the responsibility to promote positive changes in practices and a culture of respect for human rights.

### ***Good Practices***

#### ***Sustainable Environmental and Ethical Procurement Policy, CALGARY, CANADA***

Recognising that the purchase decisions of City employees can make a difference in the pursuit of environmental, ethical and economic performance, the City of Calgary implemented a Sustainable Environmental and Ethical Procurement Policy (SEPP) in 2008. The SEPP provides guidelines as to how the procurement activities of the City that take into account financial, environmental and social benefits should be governed. The SEPP framework is founded on the City of Calgary's corporate vision of 'working together to create and sustain a vibrant, healthy, safe, and caring community' and reflects a desire on the part of the City to ensure that taxpayers' money is spent in a way that is consistent with the values of its citizens.

A Supplier Code of Conduct was developed which contains a variety of performance standards related to human rights and anti-discrimination. In particular, as related to working conditions the Code stipulates that suppliers will meet minimum standards regarding child labour, forced labour, disciplinary practices towards employees, hours of work, and remuneration. With respect to human rights, standards were also developed in the areas of freedom of association and anti-discrimination that fall in line with the Canadian Charter of Rights and Freedoms. Articles in the Code relating to anti-discrimination state that suppliers and sub-contractors shall (a) comply with the Canadian Charter of Rights and Freedoms and corresponding provincial Human Rights law for goods and services produced in Canada; (b) be recognised for their use of employment practices that support a diverse workplace; (c) consider employees for positions and promotions on the basis of qualifications and abilities and without discrimination; (d) not interfere with the rights of personnel to observe or practice, or meet the needs related to race, religion, disability, political affiliation, etc.; (e) prohibit behaviour that is sexually coercive, threatening, abusive, or exploitative.

Why this works: Policy is often considered the first step in standardising the practices and procedures of an organisation. In the case of the City of Calgary, the Procurement Policy provides a framework for taking social benefits into account during the procurement process. Social values have traditionally remained at the margins of the procurement processes of City governments, and Calgary's Procurement Policy is an innovative move in incorporating equity into all of the City's activities. The Code of Conduct is another way that the City can articulate its values and expectations to suppliers. By formalising these in a Code, all parties understand the standards by which they must comply. Having the Code also provides a guideline against which concerns can be measured and actions justified.

More information at <http://www.calgary.ca/CA/fs/Pages/Policies/Sustainable-Environmental-and-Ethical-Procurement-Policy-SEPP/Sustainable-Environmental-and-Ethical-Procurement-Policy-SEPP.aspx>

## ***4. Networks and partnerships***

Cities have a tremendous capacity to mobilise actors and resources through various networks and partnerships. Unfortunately, this capacity is not always used to the fullest extent possible.

Efficiency is a significant concern for cities and is often a driving force behind the design and implementation of its programmes and services. One of the major challenges cities face in their effort to undertake efficient and effective work at the departmental level is their relative isolation from other departments, levels of government and their constituency. Their work is sometimes complicated by limited access to resources (personnel, financial, time etc.), expertise in various fields and knowledge of methodology.

Collaboration in the form of networks and partnerships can reveal new ways in which cities can increase efficiency in challenging domains and complex issues.

### Associating with other levels of government

There are different kinds of networks and partnerships in which cities can participate. Developing regional and national networks within government is one way to deal with limited capacity to address an issue. Working with other levels of government, including the regional and national, can maximise potential impact for change in areas that are usually beyond the scope of the city's work. It may prove to be especially beneficial for resources if government funding is located at another level. The authorities of this other level and the city can then combine their efforts to pursue common objectives.

Policies and legislation at other scales govern the capacity of cities to fight against discrimination in particular ways. For example, in some countries education may be a regional or provincial provision. As such, the city has little direct say in how it is planned and delivered. Cooperation among departments however, creates an opportunity to combine the competencies of the higher level departments with intimate knowledge of the local community. Joining other cities or regional offices in campaigns or programmes also has the advantage of creating momentum for change at the national level. In Bologna, the city government combined forces with the regional anti-discrimination network to create a system of touchpoints across government levels to detect critical issues.

### Partnering with community groups and organisations

Cities may also address challenges of efficiency by partnering with community groups and organisations. This strategy is an effective way to draw from a wealth of local knowledge and experience. These kinds of partnerships are platforms of negotiation and communication and necessitate that the city listens to the ideas, concerns and needs of the community organisations and identifies ways that the partnership can be undertaken to meet the objectives of both parties. In an effort to promote equality in the labour market, the City of

Botkyrka collaborated with Matching Sodertorn, a local network of organisations specialising in employment related activities. By joining the network, the city was able to benefit from the expertise, resources and support of other local organisations. The City of Durban, eThekweni similarly sought to address discrimination by partnering with non-profit organisations and self-help initiatives. In Nancy, the City organises an annual meeting to bring together the network of actors working on human rights. In Madrid, the City organises a fair that brings together employers, community groups and City representatives with the aim of showcasing the services available to newcomers.

### International networks

Many advantages may be gained by working internationally. Partnering with universities and international organisations is an effective way to remain abreast of current research and activities related to anti-discrimination. The membership of Cities in the International Coalition of Cities against Racism is one example of international networking that builds the capacity of cities to fight discrimination. Cities benefit from the expertise and guidance of UNESCO staff as well as the insights and experiences of fellow city representatives. Another option is for cities to create ad-hoc or regional partnerships amongst themselves. The City of Çair has established an exchange with the municipality of Botkyrka. Quito and Tomaco hosted regional forum of Latin-American local authorities. Similar meetings have been held by the regional branches of the International Coalition of Cities. Such partnerships create the opportunity for information sharing that has the potential to significantly influence the work of cities.

Cities may also benefit from networks and partnerships that bring together several different actors from government, community, and the city. This holistic approach, when well-organised and managed, has the potential to address all of the challenges faced by cities with regards to the availability of resources to undertake programmes and the know-how to develop and implement them. The Forum in Lethbridge is an example of how a City can link the efforts of local community groups with those on an international scale.

## Good Practices

### **Local and regional governmental cooperation, BOLOGNA, ITALY**

The City of Bologna makes a clear differentiation between the initiatives carried out by the city administration and the initiatives where the city administration works together with the regional government. As the capital of the Emilia Romagna Region, Bologna is a member of the Anti-discrimination Network. The network is composed of two different types of desks: the 'connection desks' and the 'antenna desks'. The 'antenna desks' are managed by local authorities and various associations. These desks are open to the public and act as front offices, offices of information and help desks, which provide conflict mediation, cultural/language mediation, and juridical advice. These desks are the main detectors for problems and critical issues. The other desks are 'connection desks', which are managed on the regional level directly by the authorities of the province. There is one 'connection desk' per province. These desks are in charge of information dissemination and awareness-raising. They are effectively an add-on to the 'antenna desks', building on the knowledge gathered by them and providing orientation and advice to the public through several activities.

**Why this works:** The active collaboration of the City of Bologna with the regional Territorial Anti-Discrimination Network makes the fight against discrimination more successful as both local and regional authorities work together and learn from each other. The 'antenna desks' provide city-specific information and can rely on the help of the 'connection desk' that may have more means and competencies. Both levels of services are provided within the same framework, which facilitates the exchange of information and mutual assistance.

More information at <http://www.comune.bologna.it/>

### **Matching Sodertorn, BOTKYRKA, SWEDEN**

The City of Botkyrka promotes equal opportunities in the labour market through its participation in a programme called Matching Sodertorn. Matching Sodertorn is an organisation that works with foreign-born job seekers in Botkyrka to enhance their profiles and thereby enables them to find work quickly. The organisation offers support for up to six months and sees about 60% of its clients continue on to work, studies or other labour market programmes. Matching Sodertorn acts as a network for employers and jobseekers in the area, and facilitates consistent and permanent interaction among partners in order to achieve a better match between staff requirements of industrial and public activities and a competence-developed labour force.

**Why this works:** The Matching Sodertorn programme is a good example of how a city can promote equity in the labour market, because it addresses two of the leading challenges faced by newcomers. First, the programme assists participants in gaining the knowledge and skills necessary to market themselves as potential employees. Second, the programme offers participants the opportunity to network with potential employers. The city is uniquely positioned to engage in networks of actors and this programme highlights how it can be undertaken in the context of employment.

More information at <http://www.botkyrka.se/>

### ***The Grants-in-Aid, Non-Racism and Non-Sexism Committee, DURBAN, eTHEKWINI, SOUTH AFRICA***

The Grants-in-Aid, Non-Racism and Non-Sexism Committee is a committee of the Municipal Council headed by City councillors. The Grants-in-Aid programme provides communities with equipment to set up self-help initiatives and supports non-profit organisations by providing them with necessities that are either inaccessible or unaffordable to them. There are eight types of target organisations that may benefit from Grants-in-Aid: cultural, sporting, economic empowerment, education, early childhood development, adult basic education, and social welfare. The targeted groups are youth, children, the elderly and people with special personal challenges.

Establishing contact and building relationships with the people is central to this Committee. The Committee runs poverty alleviation programmes in more than 40 wards, including soup kitchens and skills workshops. Social meetings are organised for senior citizens, day care centres have been set up, gender issues have been tackled, and a youth desk has been established.

**Why this works:** The Committee is intended to help communities become self-sufficient by showing citizens how they can contribute to their communities. Members of the targeted communities are supported and incited to organise themselves and act together, in order to receive grants and equipment. The Committee also acts on its own initiative towards those who are most in need.

More information at <http://www.durban.gov.za/Pages/default.aspx>

### ***Integra, MADRID, SPAIN***

Integra Madrid initiative is a fair of products and services for immigrants that took place in Madrid once a year between 2007 and 2009. Organised by the Madrid Fair (IFEMA) in collaboration with the Madrid City Council, the initiative had over 180 organisations and 70,000 visitors during its first year in 2007, and more than 82,000 visitors in 2009. The main objective of the fair was to facilitate the integration of immigrants into the society and to provide a response to the increasing demand for jobs in a variety of sectors in the economy. The activities scheduled within Integra Madrid included training sessions, information sessions and fun activities, by means of conferences, workshops, concerts and exhibitions. Integra Madrid had the aim to promote the exchange of experiences between immigrants and the local population.

**Why this works:** Integra Madrid presents, in one space, the possibility for immigrant communities to meet with companies, entities and organisations whose services are aimed at them, such as associations and consular delegations from their respective countries of origin. Among the sectors present at the fair are financial, telecommunications, employment and training, education, food, transport, insurance, textiles and children's fashion, sport, health, beauty and treatments, juridical and legal support, travel, culture and leisure.

### ***Democracy through Theatre, ÇAIR, MACEDONIA***

The project Democracy through Theatre (DTT) aims at a reciprocal exchange of experiences, a competence progress and a deepened knowledge about human rights, democracy and equality.

The Municipality of Botkyrka (Sweden) began an exchange with the Municipality of Çair in 2006, following a visit of the Macedonian delegation. At the end of year 2008, politicians and civil servants of Botkyrka visited Çair to explore the conditions of a long lasting exchange to strengthen local democracy. The interest for the exchange started from the Swedish observation of Çair, a municipality with many features in common with Botkyrka.

Following this idea, Botkyrka applied for and was granted financial support from the Swedish Institute for a preliminary study of a project on democracy and human rights in cooperation with Çair in Macedonia. The results of this preliminary study showed that there was a need and an interest for development and increased knowledge of democracy in Çair Municipality. As a consequence, Botkyrka developed a project called 'Democracy through Theatre' together with Çair.

The DTT project aims to develop and strengthen local democracy through dance and theatre play. By involving teachers, principals and youth in performing at an Albanian-Macedonian language middle school in the Municipality of Çair, the exchange aims to introduce youth to democratic processes and educate them about participation. The project builds upon the experience of Youth Council in Botkyrka and creates an interaction between the young people from Çair and Botkyrka. Teachers, principals and municipal officials are also part of the project and have the opportunity to learn about how young people view their participation in society. The participants are working on this project for a year and have been producing various kinds of performances, as a way to manifest their experiences from the project. Inspired by the work of Youth Council in Botkyrka an equivalent in Çair has been created.

**Why this works:** The international cooperation between Çair and Botkyrka was born from an analysis of the demographic similarities between the two cities. The Democracy through Theatre project builds upon the experience of Botkyrka and allows its youth to act as a positive example for local youth from Çair. Through informal activities both youth and adults can share their different perspectives and better understand human rights, democracy and equality.

More information at <http://cair.gov.mk/mk/index.php>

### ***1st Forum of Municipalities for Racial Equality and Equal Opportunities, QUITO, ECUADOR***

From 15 to 16 October 2008, Quito's Municipal Government hosted the First Forum of Municipalities for Racial Equality and Equal Opportunities. The representatives of the municipal bodies from Costa Rica, Colombia, Peru, Bolivia, Uruguay and Ecuador attended. The main objectives of the Forum were to enable the development of a key programme supported by the Regional Offices of Policy Analysis for Racial Equality and to visualise the experience of African descendants at the level of municipal bodies. The aim was also to promote the creation of thematic units in all municipalities to address the position of African descendants in the municipality and to promote the creation of micro businesses that favour the employment of people of African descent.

**Why this works:** Forum promoted the design of policies, programmes and projects to strengthen the social and civic participation of people of African descent and to take their position into account in the development of public policy in the Americas.

More information at [http://www.unesco.org/uy/mab/fileadmin/shs/coalicion\\_final.pdf](http://www.unesco.org/uy/mab/fileadmin/shs/coalicion_final.pdf)



### ***2nd Latin American and Caribbean Forum for Racial Equality and Equal Opportunities, TUMACO, COLOMBIA***

From 12 to 15 May 2010, the Municipality of San Andrés de Tumaco hosted the Second Latin American and Caribbean Forum of Municipalities for Racial Equality and Equal Opportunities. The City welcomed numerous mayors from Colombia, Brazil, Bolivia and Chile, representatives of Uruguay (Montevideo) and Advisor from the Coalition of Cities against Racism. The purpose of this meeting was to strengthen the network of mayors with regard to the dissemination and implementation of policies of racial equality. The topics of discussion during the forum were the ethnic education, entrepreneurship and the creation of a tourist network. All participants from different municipalities committed to host tourist events and fairs to promote racial equality.

**Why this works:** Mayors from different countries and regions shared new ideas and fresh perspectives on the fight against discrimination. Broader in content than the first meeting, the second meeting not only affirmed the municipalities' commitment to meet on an annual basis, it also reached a much larger audience. The Forum was broadcast live on a local television channel and via the Internet website 'Legado Afro' and the discussions were followed as a consequence in the whole region.

More information at <http://tumaco-narino.blogspot.com/>

### ***Building Bridges Community Forum, LETHBRIDGE, CANADA***



*Building Bridges Community Forum, Lethbridge.*  
© City of Lethbridge

In January 2011, the City of Lethbridge released the 'Building Bridges... A Welcoming and Inclusive Lethbridge: Community Action Plan 2011-2021'. The Action Plan was a direct result of the City's commitment to the Canadian Coalition of Municipalities against Racism and Discrimination (CMARD) as well as the community forum ('Building Bridges... Finding Common Ground: Celebrating Diversity Community Forum') hosted by the City in 2010. During the 2010 forum, representatives of the City, various community organisations, and members of the public gathered to discuss issues related to diversity and discrimination. The

Action Plan provides a ten year strategy focused on combating racism and discrimination.

The community forum process allowed the community and CMARD Team members to identify 6 areas of focus to form the structure of the Action Plan. The priority areas include: public awareness, engagement of government and organisational officials, capacity building for children/youth, capacity building civic/social organisations and parents, the creation of safe places and the effective delivery of information about resources and support groups, information about the on-going development of the Action Plan and support for other work on inclusion.

**Why this works:** A long-term action plan involving a wide range of actors is a way to improve effectively the overall situation in the City. Different actors bring their own know-how and competencies towards a common strategy and a commonly identified goal. The impact of such strategy is then multiplied, because all these actors are engaged and can act in the same direction within their scope of action, and thus benefit from each other's support.

More information at <http://www.lethbridge.ca/living-here/>

## ***5. Promoting inclusion and community-building***

In addition to identifying issues of discrimination and providing effective programmes and services to support marginalized segments of the population, it is also important that cities celebrate the achievements of their citizens and local organisations. The city can be instrumental in building the capacity of residents to be active partners in the fight against discrimination. Celebrating ethnocultural diversity and encouraging residents to contribute to an inclusive community communicates the values of the city.

Cities are home to a range of identities, ethnocultural heritages and cultures. Recognising and celebrating such a variety can be a challenge. In particular, there are challenges related to educating residents about what it means to be an inclusive community. Providing the tools for citizens to transfer their knowledge into practice, and creating opportunities for them to actively participate in the improvement of community life may be difficult to conceive.

Creating a culture of inclusiveness and building the capacity of residents as community actors is no small task and there are several ways that a city government can approach it. The strategy depends on the desired kind of initiative and the level of investment on the part of the city (i.e. time, money, etc.).

### Punctual events

Cities can organise events as a way to bring the community together. There are several advantages to organising and hosting events: flexibility in their scheduling, potential for developing creative and exciting ideas, and the fact that they do not require continuous funding. The city may organise an event based on a theme or to celebrate existing commemoration days such as 21 March, the International Day for the Elimination of Racial Discrimination, 9 August, the International Day of the World's Indigenous Peoples or 20 June, the International World Refugee Day. In Toulouse, the City hosts an annual International Week of Peoples as a way to generate mutual understanding across cultures. In Barcelona, the City organises an annual Human Rights Film Festival featuring films about discrimination and human rights.

### Awarding citizens

Giving awards is another way that cities can show their support for the efforts of local residents and organisations. Awards can be given for any number of reasons and this makes it a flexible and easy way to celebrate and recognise the work of individuals and organisations working in the fight against discrimination. Using a public nomination process is also a way to involve the community in celebrating its achievements and in encouraging individuals to remain informed about anti-discrimination work that is taking place. While the Cities of Toronto and Nuremberg

both distribute awards in anti-discrimination work, the former focuses on individuals and organisations while the latter is directed to local companies.

### Cultural centres

Cities may also institutionalise their efforts to celebrate cultural diversity of the city through the creation of centres. These centres may serve as a space to host events, programmes, share information, hold fairs, exhibitions and performances. By virtue of its long-term nature, the relationship of a city with such a centre may change through time. Cities may initially be heavily involved in the centre, providing funding, expertise and promotional resources as it opens. The city may continue to directly work with the centre, or may do it more indirectly once it becomes established. The cultural centres in Malmö, Botkyrka and Montevideo are examples of how cities can work to institutionalise educational and community-building efforts.

### Capacity building programmes for new residents

In order to educate new residents about the government offices and services, as well as their new community, a city can offer capacity building programmes. These programmes have at their base, the objective of giving residents the information and tools necessary for them to be contributing members of the political and social life of the city. Newcomers to a city have high needs for information, and the city is a key site for delivering this information. Information about services for marginalised individuals and groups (examples of these services are provided in section 2), city structure and procedures are particularly important. Without this information, integration into a new environment can be challenging and residents may not enjoy the same experience as others. In Gatineau, the city organises two day-long events to familiarise newcomers with city services and laws.

### Using anti-discrimination language

Discourse is another way that cities communicate their values related to anti-discrimination. Developing anti-discriminatory mottos, vision statements and missions are all examples of the ways a city can symbolically set the tone about the kind of organisation it wants to be and the kind of the city it wants to promote.

## Good Practices

### *International Week of Peoples, TOULOUSE, FRANCE*

From 2 to 6 November 2010, the City of Toulouse organised, in collaboration with the Council of Toulouse Residents (COTRE), the International Week of Peoples for the inhabitants of the City of Toulouse. This practice was intended to question the status of foreigners in France and in Toulouse, focusing in particular on the people who feel increasingly discriminated.

The main objectives of the International Week of Peoples are to promote mutual understanding, enriched by diversity, in advancing the rights of foreigners, curb intolerance and provide the citizens of the City of Toulouse with clear information on the issue of foreigners. The International Week of Peoples consists of lectures, debates and round tables accompanied by film screenings and photo exhibitions on the theme of discrimination.

**Why this works:** The International Week of Peoples in the City of Toulouse brings together national and international researchers, lawyers, heads of associations and individuals in civil society. In 2010, more than 500 people participated in the International Week of Peoples of the City of Toulouse. In 2011, the International Week will be celebrated during the second week of December. These encounters promote cultural diversity and provide information on the issue of discrimination.

More information at <http://nondiscrimination.toulouse.fr/index.php?post/info-4>

### *Human Rights Film Festival, BARCELONA, SPAIN*



*Human Rights Film Festival, Barcelona.*  
© Carlos D. Blanco

Barcelona Human Rights Film Festival took place from the 8 to 12 June 2011. The festival was organised by the cultural association 'La Mirada', in collaboration with the Barcelona City Council and was directed by the filmmaker Toni Navarro. Among the 49 works presented in the Film Festival, many treated specifically the subject of discrimination. There were more than 2000 attendants to the Film Festival. The average visitor was 30 years old.

The festival was accompanied by round tables, debates and workshops between filmmakers and visitors, as well as expositions and conferences on the current violations of Human Rights worldwide. Aside from the official awards for full-length and short films, other awards were presented to filmmakers such as the Amnesty International award, the Survival International award, the International Journalism and Human Rights award, etc.

**Why this works:** This initiative seeks to bring together filmmakers from all over the world, who are sensitive to the issue of the protection and promotion of human rights, so that they can show their work to a larger audience.

More information at <http://festivaldecineyderechoshumanos.com/>

### **Access, Equity and Human Rights Awards, TORONTO, CANADA**



*Recognition event of the Profession to Profession Mentoring Immigrants Program at Toronto City Hall. City Manager, Joe Pennachetti and three Deputy City Managers, Brenda Patterson, John Livey and Cam Weldon pose with several of the 165 City employees who participated as mentors in 2011.*  
© City of Toronto

The City of Toronto recognises the contribution made by residents in the area of Access, Equity and Human Rights through a series of annual awards, including: (1) Constance E. Hamilton Award on the Status of Women (est. 1979) in honour of the first woman member of the City Council. The award recognises individuals who have made a significant contribution to improving the social, economic, cultural and political status of women in Toronto. (2) William P. Hubbard Award for Race Relations (est. 1989) in honour of Toronto's first African-Canadian Councillor. The award is given to a person whose outstanding achievement and commitment has fostered a positive race relations environment in Toronto and has encouraged others to get involved in the fight against discrimination. (3) Aboriginal Affairs Award (est. 2003) to honour the contributions made by individuals or organisations to the well-being and enhancement of the Aboriginal community in Toronto.

**Why this works:** Recognising the work of citizens through awards is an effective way a City can promote the values of equity and encourage the participation of its constituency in public life. The City of Toronto awards serve as a good example for two main reasons. First, separate administering awards for work in different equity areas keeps these areas in the spotlight and promotes continued work. The awards are also a good way to involve citizens in equity related matters since they nominate other individuals and organisations for the awards to the Office of Equity, Diversity and Human Rights.

More information at <http://www.toronto.ca/civicawards/>

### **Public Award for Local Companies for Particular Commitment to the Fight against Racism and Discrimination, NUREMBERG, GERMANY**

The City of Nuremberg decided to issue an award for local companies which make a significant contribution to the promotion of equal treatment and opportunities in the work place. The award honours companies which in an exemplary manner strive to protect the dignity and rights of all their employees and to support the city in its activities against racism and discrimination. The company, in addition to fulfilling its legal requirements must also undertake suitable steps to prevent or remedy disadvantages suffered by its staff. The award is called the 'Nuremberg Award for a Discrimination-Free Company Culture' and is presented every two years in the context of the 'Nuremberg Peace Banquet'.

**Why this works:** Publicly honouring companies for their active fight against racism and discrimination can make a contribution to making this commitment a model for other companies motivating them to follow their example.

More information at [http://nuernberg.de/internet/menschenrechte\\_e/in\\_der\\_wirtschaft\\_unternehmenspreis\\_en.html](http://nuernberg.de/internet/menschenrechte_e/in_der_wirtschaft_unternehmenspreis_en.html)

### ***Multicultural Centre, BOTKYRKA, SWEDEN***

The Multicultural Centre was founded by the municipality of Botkyrka in 1987 as a forum and meeting place for research and artistic expression relating to immigration and social and cultural diversity. The Centre is host to many activities including exhibitions, educational activities and a specialised library. The Centre also undertakes research on the impacts of immigration on society and has collaborated with other levels of government to inform policy and programme development.

**Why this works:** A multidisciplinary approach to immigration and social diversity has the potential to encourage a wide range of people to become interested in the issue. It is also the best way to get a comprehensive picture of the City's diversity by the combination of research, art and other means of expression.

More information at <http://www.botkyrka.se/>

### ***Roma Information and Knowledge Centre, MALMÖ, SWEDEN***

The Roma Information and Knowledge Centre was opened in April 2009 with the aim of raising awareness about the situation of Roma people, and to develop methods for the increased participation of Roma people in society. The Centre houses a museum that documents the various Roma groups in Sweden for the past five centuries. Collections at the museum include authentic items, clothing, crafts and jewellery donated by Roma families and individuals. The museum is the only one of its kind in Sweden.



*The Roma Information and Knowledge Centre, Malmö.  
© Sandor Vajda*

In addition to the museum, the Centre also organises lectures and activities as a way to teach the citizens about the culture of the Roma people. Visitors may also enjoy the sounds of traditional Roma music while enjoying treats at a café, watch international films, view art exhibitions, or read a large number of books on Roma culture and history contained in the library. An estimated 20,000 people visit the Centre each year.

**Why this works:** Lack of knowledge of one's culture may lead to a lack of understanding, prejudice and sometimes fear. Roma people are often targets of stereotyping. A Roma Information and Knowledge Centre is a way to raise awareness of the City's population on the history and the culture of this people.

This can lead to a better understanding and interest among the residents. On the basis of this first contact, further inter-community dialogue can spring.

More information at <http://www.rkcmalmo.se/>

### ***The Afro-Uruguayan House of Culture, MONTEVIDEO, URUGUAY***

The Afro-Uruguayan House of Culture Project was funded by Spanish Cooperation and managed by the Department of Social Development of the Municipality of Montevideo. The principal objectives of the Afro-Uruguayan House of Culture are to promote a better understanding of the values, customs, culture and history of African descent and its contribution to the Uruguayan society and social cohesion.

To this end, the Municipality of Montevideo has ordered the allocation of a property within a cultural heritage site which will become the headquarters of the Afro-Uruguayan Cultural House. The building is located in the heart of Palermo neighbourhood, opposite the 'Conventillo Ansina' emblematic cultural area of African descent, as it was originally where black families, descendants of slaves, settled. The areas in which the House of Culture will focus are recovery, research and promotion of the Afro-Uruguayan culture, education and social development, international relations and cooperation and the organisation of a carnival.

**Why this works:** The strengthening of the Afro-Uruguayan culture and the participation in social and cultural life of the City by the Afro-Uruguayan community will help the integration of this group in society.

More information at <http://www.perspectivaafrodescendiente.wordpress.com>

### ***Initiation to Municipal Life, GATINEAU, CANADA***

Informing new residents of the services available to them is a priority for the City of Gatineau. In an attempt to familiarise newcomers with their new surroundings, the City offers two free welcome activities.

Each year the City provides a bus tour of Gatineau that takes participants to different sites across the City. The stops include a variety of municipal offices, as well as a sports facility, police station and the regional transportation office (Société de Transport de l'Outaouais).

The City also hosts a free day-long event, Initiation to Municipal Life, on six dates throughout the year. This educational session is designed to share information with newcomers about municipal life and services. In particular, participants learn about the various City departments and by-laws, and about different ways they can participate in the Municipality. Participants are also informed about crime prevention, protection, safety, laws, and the rights and responsibilities of Gatineau residents by a representative of the Gatineau Police Service.

**Why this works:** When arriving in a new city, immigrants can easily lose ground. By providing these two initiation programmes, the City of Gatineau enables newcomers to find their way in the basic municipal services and learn about life in the City. It is a way to show a positive attitude of the City towards immigrants, and it thereby encourages them to take part in the City. This welcome programme is also an occasion for individuals to meet City authorities in person, and to ask questions that they may have. Newcomers also get to know other people in their situation, which facilitates their integration in city life.

More information at [http://www.gatineau.ca/page.asp?p=guichet\\_municipal/immigration\\_diversite\\_culturelle](http://www.gatineau.ca/page.asp?p=guichet_municipal/immigration_diversite_culturelle)

## Conclusion

The International Coalition of Cities against Racism (ICCAR) was launched by UNESCO in 2004 as a network of cities with a common commitment in the struggle against discrimination. This report features more than 50 good practices cities of the Coalition have adopted to prevent and combat racism and discrimination. Although the practices have been collected from more than 38 cities of all the regional coalitions of the ICCAR, they represent only a fraction of what Coalition's cities around the world are doing to ensure and promote equality and tolerance. Nevertheless, they provide a picture of how cities of limited competencies, limited funding or in spite of systemic and structural issues have found different ways to address discrimination successfully.

In this context, five steps and areas of action have proved crucial. Firstly, the need to assess the situation on the ground and on the basis of collected information develop a city strategy to combat discrimination. This involves several stages of background work, including the identification of vulnerable individuals and groups, the issues they face, as well as a detailed plan on how their situation can be addressed.

Secondly, having gathered the information about the population and established its diverse needs, the city has to implement its strategy through service provision. Types of services vary considerably depending on the city's competencies in the area of victim support and conflict management, language, housing, employment and education. However, the collected good practices show that no matter how limited the city's jurisdiction is, it can always develop informal, ad-hoc and tailored activities that can help individuals overcome their situation and participate as active members of the municipal community.

Thirdly, as one of the largest employers in the local economy, cities are in a position to improve not only access to the labour market, but also enhance the everyday experiences of individuals in its workforce. In this context, the city can adopt internal policies and practices to act, and as an equitable employer, serve as an example after which other employers can model themselves.

Fourthly, because of limited resources and competencies, cities should enhance the efficiency of their actions by engaging with various networks and partnerships. Collaboration with other levels of government, with community groups and organisations, and with cities across the world, can reveal new and more suitable means for addressing challenging domains and complex issues raised by discrimination.

Finally, in addition to identifying issues of discrimination and providing effective programmes and services to support marginalized segments of the population, it is also important that cities celebrate the achievements of their citizens and local organisations. The city can be instrumental in building capacity of residents to be active partners in the fight against



discrimination. Celebrating ethnocultural diversity and encouraging residents to contribute to an inclusive community communicates the values of the city.

The good practices featured in the context of these five separate stages and areas of city actions reveal enormous creativity and innovation on the part of the cities as well as openness for engagement of other partners, organisations and the community itself. This holistic approach, when well-organised and managed, has the potential to address all of the challenges faced by cities with regards to the availability of resources to undertake programmes and the know-how to develop and implement them.

The report also confirms UNESCO's belief that cities are in a privileged position. Connected both vertically to the regional, national and international levels, and horizontally, with communities, cities are the centres of cultural diversity and are closely connected to the individuals. If informed by the situation on the ground, city actions can therefore importantly and directly impact the local population as well as provide a starting point on the basis of which other cities across the world can rationalise, focus and set up their own priorities and action plans.

In this context, the aim of this UNESCO report and of the establishment of the International Coalition of Cities is to create and maintain channels of communication between cities around the world and to help showcase successful examples of innovative municipal practices and activities in the fight against discrimination and racism. By reflecting on the reasons why each practice works, the report shows the applicability of the initiatives and the potential for their transferability to another jurisdiction. UNESCO hopes that the publication of this report is only a first step in cities' commitment to share information, experiences and know-how with each other and with ICCAR.

This report would not be possible without the cooperation of the Cities of ICCAR. Thanks to their reports, UNESCO has been able to provide this snapshot of actions cities around the world have undertaken to fight racism and discrimination. Although inherently limited in scope, the good practices reveal a strong and steady commitment by the municipalities not only to the sharing of experiences and practices but also to the struggle against racism and discrimination. Only by bringing together the municipal, national, regional and international level can we ensure a better future for all.

## Glossary

### **CITIES/MUNICIPALITIES**

There are several cities and municipalities involved in the project. Their formal name depends on the organization of regional structure and terminology of each member's country. Due to standardization of vocabulary in the Report, we sometimes use the word 'city' when referring to a certain municipality, as they are all members of the International Coalition of *Cities* against Racism.

### **COMPETENCE**

The quality or condition of being legally qualified to perform an act.

### **'GOOD PRACTICE'**

The term 'good practice' refers to a technique, method, process, activity, incentive or reward that is believed to be more effective at delivering particular results than other techniques, methods, processes, etc. This report refers to good practices as activities or actions carried out by Member Cities for the implementation of the Ten Point Plan of Action.

### **EQUITY**

Equity is a set of actions, attitudes, and assumptions that provide opportunities and create expectations about individuals. It is a social order in which all individuals share the same opportunities and the same constraints on full participation in both the economic and the domestic realm.

### **INTERNATIONAL COALITION OF CITIES AGAINST RACISM (ICCAR)**

The ICCAR regroups the six regional Coalitions of Cities against Racism (Africa, Arab, Asia and the Pacific, Canada, Europe, Latin America and the Caribbean).

### **INTERPERSONAL RACISM**

Interpersonal racism occurs between individuals. Examples include public expressions of racial prejudice, hate, bias and bigotry between individuals.

### **MIGRATION**

According to the International Organization for Migration, "no universally accepted definition for 'migrant' exists". The term applies to persons, and family members, moving to another country (immigration) or region (internal migration) to better their material or social conditions and improve the prospect for themselves or their family. In this report, the term migration is used generally to include both immigration and internal migration. When the practice is specifically aimed at immigrants, this is specified.

### **MARGINALISED/MARGINALISATION**

Marginalisation is the social process of becoming or being made marginal (especially as a group within the larger society). It is the action of relegating to an unimportant or powerless position within a society or group. Marginalisation at the individual level results in an individual's exclusion from meaningful participation in society.

### **RACIAL DISCRIMINATION**

The International Convention on the Elimination of all Forms of Racial Discrimination defines racial discrimination as *'any distinction, exclusion, restriction, or preference based on race, colour, descent, or national or ethnic origin that has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.'*

### **SERVICE**

Services are a work, a help or assistance done for others, as well as a facility providing the public with the use of something in particular. Here, this includes all services contributing to the well being marginalized or victims of discrimination. Therefore, a service is also a community support, including personal assistance necessary for reintegration and cohesion of society as a whole.

### **STIGMATISATION**

Stigmatisation is generally defined as a negative social label that disgraces, shames and blames a person seen to have a certain attribute, such as being HIV positive. When this attitude turns into overt acts which are harmful to the person, this is called discrimination.

### **STIGMA**

A stigma is a non-conscious, non-rational process, rooted in deep-seated beliefs, fears and concerns, whereby we attach negative social label and reflect another person. Stigma can be external, or enacted resulting in practical manifestations of neglect, exclusion and discrimination. Stigma can be internalised, resulting in feeling of guilt, shame, self-blame and self-doubt of the person affected.

### **SYSTEMIC RACISM**

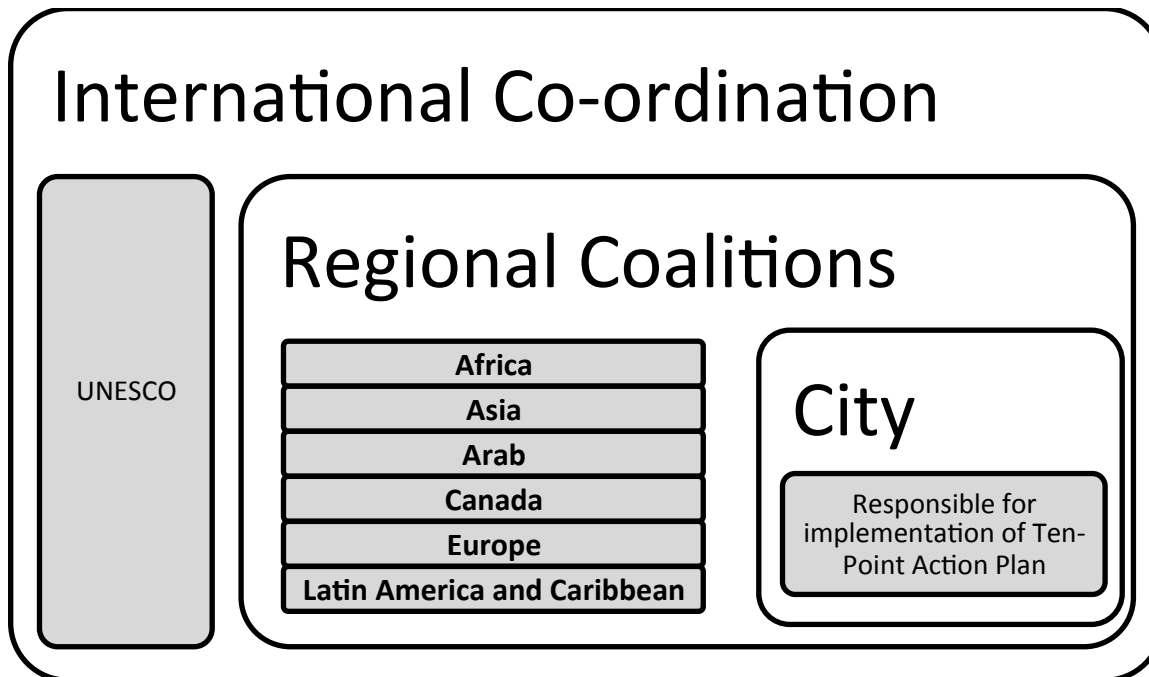
Systemic racism could be described as the institutionalisation of discrimination through policies and practices which may appear neutral on the surface but which have an exclusionary impact on particular groups, such that various minority groups are discriminated against, intentionally or unintentionally. This occurs in institutions and organisations where the policies, practices and procedures exclude and/or act as barriers to racialised groups.

**VULNERABLE PERSON OR GROUP**

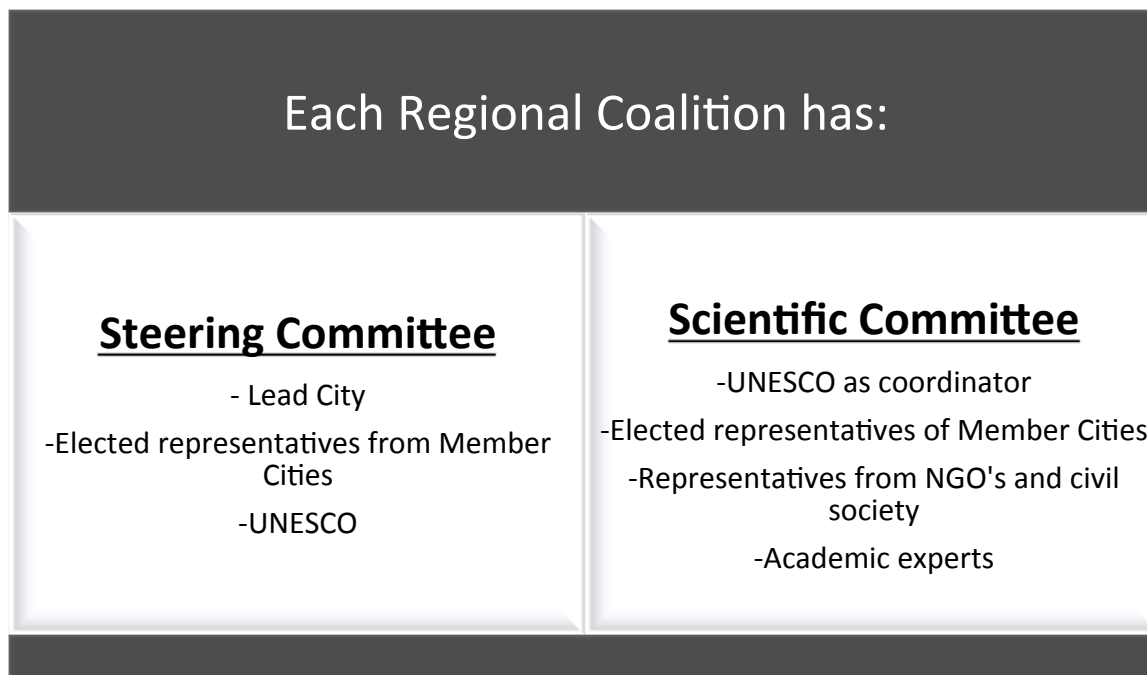
Vulnerable groups are defined as those who are likely to have additional needs and experience poorer outcomes if these needs are not met. Vulnerable persons or groups experience a higher risk of poverty and social exclusion than the general population. Ethnic minorities, migrants, disabled people, the homeless, those struggling with substance abuse, isolated elderly people and children all often face difficulties that can lead to further social exclusion, such as low levels of education and unemployment or underemployment.

## Appendix

### Structure of ICCAR



### Structure of Regional Coalitions



## TEN-POINT ACTION PLANS FOR REGIONAL COMMITMENTS OF ICCAR

### A) LATIN AMERICA AND THE CARIBBEAN

Commitment #1	Make racism and discrimination visible; that is, document both and implement municipal policies to combat both.
Commitment #2	Create and/or strengthen municipal legislation relative to racism and discrimination.
Commitment #3	Commitment, surveillance against racism and discrimination.
Commitment #4	The city as active creator, promoter and advocate for labour equity.
Commitment #5	Equitable access to housing, basic services and other habitat-related conditions.
Commitment #6	Guarantee full information and participation in public management.
Commitment #7	Combat racism, discrimination and xenophobia through formal education in the scope of their competences and/or through non-formal and informal educational actions.
Commitment #8	Promote inter-cultural and religious dialogue, and safeguard diversity, in particular indigenous, Afro-American and Afro-Caribbean cultures.
Commitment #9	Initiative for the protection and attention of vulnerable children, in particular Afro-descendant and indigenous boys and girls.
Commitment #10	Eradicate discriminatory practices due to health, gender, ethnic, racial, sexual orientation and disability reasons.

### B) EUROPE

Commitment #1	Greater vigilance against racism
Commitment #2	Assessing racism and discrimination and monitoring municipal policies
Commitment #3	Better support for the victims of racism, discrimination
Commitment #4	More participation and better informed city dwellers
Commitment #5	The City as an active supporter of equal opportunity practices
Commitment #6	The City as an equal opportunities employer and service provider
Commitment #7	Fair access to housing
Commitment #8	Challenging racism and discrimination through education
Commitment #9	Promoting cultural diversity
Commitment #10	Hate crimes and conflicts management

### **C) CANADA**

Commitment #1	Increase vigilance against systemic and individual racism and discrimination.
Commitment #2	Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.
Commitment #3	Inform and support individuals who experience racism and discrimination.
Commitment #4	Support policing services in their efforts to be exemplary institutions in combating racism and discrimination.
Commitment #5	Provide equal opportunities as a municipal employer, service provider and contractor.
Commitment #6	Support measures to promote equity in the labour market.
Commitment #7	Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing.
Commitment #8	Involve citizens by giving them a voice in anti-racism initiatives and decision-making.
Commitment #9	Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and in other forms of learning.
Commitment #10	Promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialised communities into the cultural fabric of the municipality.

### **D) ARAB STATES<sup>6</sup>**

Commitment #1	Strengthening the monitoring against racism, discrimination, xenophobia and intolerance
Commitment #2	Developing municipal policies taking into account the fight against racism, discrimination, xenophobia and intolerance
Commitment #3	Increasing awareness and participation of the residents
Commitment #4	Improving collaboration between cities and professional entities
Commitment #5	Improving the support to victims of racism, discrimination, xenophobia and intolerance
Commitment #6	Improving the support to vulnerable populations victims of racism, discrimination, xenophobia and intolerance
Commitment #7	Striving against racism, discrimination, xenophobia and intolerance through education
Commitment #8	Ensuring an equitable and participatory application of municipal policies

<sup>6</sup> The original versions of the Ten Points Plan of Action for the Arab Coalition of Cities against Racism only exist in French and Arabic. This translation is only indicative and has been made for ease of reference.

- Commitment #9 Promoting intercultural dialogue, cultural and linguistic diversity, as well as mutual tolerance
- Commitment #10 Considering the city as a space of conviviality, cooperation and progress

**E) AFRICA**

- Commitment #1 Greater vigilance against racism, xenophobia, intolerance and related discriminations
- Commitment #2 Assessing racism, xenophobia, discrimination and intolerance and monitoring municipal policies
- Commitment #3 Better support for the victims of racism, xenophobia, discrimination and intolerance
- Commitment #4 More sensitization, mobilization and participation of city dwellers
- Commitment #5 The City as an active supporter of equal opportunity practices towards local professional entities
- Commitment #6 The City as an equal opportunities employer and service provider
- Commitment #7 Fair access to housing
- Commitment #8 Challenging racism and discrimination through education
- Commitment #9 Promoting cultural diversity, mutual tolerance and intercommunity dialogue
- Commitment #10 To prevent and be committed to the management of inter-community conflicts

**F) ASIA AND THE PACIFIC**

- Commitment #1 Assessing racism and discrimination and monitoring municipal policies
- Commitment #2 Providing political leadership at the City and community levels to address issues of discrimination and exclusion
- Commitment #3 Promoting an inclusive society
- Commitment #4 Strengthening support for the victims of racism and discrimination
- Commitment #5 Facilitating greater participation and the empowerment of City dwellers through access to information
- Commitment #6 Promoting the City as an equal opportunities employer and service provider
- Commitment #7 Promoting the City as an active supporter of equal opportunity practices
- Commitment #8 Challenging racism and discrimination through education
- Commitment #9 Promoting cultural diversity
- Commitment #10 Preventing and overcoming racist incitement and related violence



## List of ICCAR cities whose practices are featured in this report

<b>ARGENTINA</b>	MORON QUILMES	<b>GERMANY</b>	BERLIN NUREMBERG POTSDAM
<b>AUSTRIA</b>	GRAZ VIENNA	<b>ITALY</b>	BOLOGNA
<b>BELGIUM</b>	GHENT	<b>LESOTHO</b>	MASERU
<b>CANADA</b>	CALGARY GATINEAU HALIFAX LETHBRIDGE MONTREAL SASKATOON THUNDER BAY TORONTO VANCOUVER	<b>MACEDONIA</b>	ÇAIR
		<b>MOROCCO</b>	RABAT
		<b>SOUTH AFRICA</b>	DURBAN, eTHEKWINI
		<b>SPAIN</b>	BARCELONA MADRID
<b>COLOMBIA</b>	TUMACO	<b>SWEDEN</b>	BOTKYRKA MALMÖ
<b>ECUADOR</b>	QUITO	<b>SWITZERLAND</b>	BERN LAUSANNE ZURICH
<b>FIJI</b>	SUVA		
<b>FRANCE</b>	AUBERVILLIERS NANCY TOULOUSE VILLEURBANNE	<b>THAILAND</b>	YALA
		<b>URUGUAY</b>	MONTEVIDEO

