

IncluCities Benchmark on “Developing a strategic approach to integration at the local level”

Version 2.3 (31 Jan 2021)

Changes since version 1.2

- Incorporated feedback and good practice proposals from Mechelen/VVSG, Latvian Association of Local and Regional Governments/Jelgava, Brussels, Schaerbeek, Brulocalis
- Included additional key factor on communication (VVSG/Mechelen)
 - o Strengthened dimension of multi-level governance in some key factors, while maintaining a separate key factor 10 to highlight the importance of the issue (following suggestion from Brulocalis)
- Stronger intersectional perspective, e.g.migrants/cultural diversity within policies for women, youth, LGBTI etc. (BXL) added in KF 5 and 6
- Included a section “What is a benchmark and what is its purpose?” to give a realistic impression about the status of the benchmark as a standard which is not fully achievable by a city; adding additional “Practical tips” to avoid being perceived as discouraging
- Number of questions slightly reduced (but could still do with more reduction)



What is a benchmark and what is its purpose?

The IncluCities-benchmarks are qualitative standards for integration policies based on best practice and normative standards from across Europe. As such, it is unlikely that a city will fully meet all of its standards. It is nevertheless a good tool for self-assessment and setting goals and a means to structure exchange and discussions between mentors & mentees.

IncluCities benchmarks consist of

- 1) A set of **key factors** that define the critical conditions for success in that thematic area. Each key factor is illustrated with a section **why and how** explaining why the factor is relevant and how it can be addressed, **guiding questions** to help a city to find out whether it has the key factor in place; **practical tips** on how to get started, where to get support etc. and **good practice examples** of how other cities have met the key factor.
- 2) **Context factors** that can affect the ability of a city to meet the benchmark and help to specify the context in which the city operates.

This benchmark on “Developing a strategic approach to integration at the local level” will help to structure in particular the first part of the mentoring process, when mentors and mentees discuss their general setup of integration policies. It will help them to set a focus for mentoring (which does not have to cover the whole benchmark, but should be covered by it), structure the meeting and identify good practice. All five IncluCities benchmarks will be adapted based on the experience of using them in IncluCities, and be completed with tips and good practice as the project is implemented. This will lead to a final version at the end of the project.



Context factors for this benchmark:

The following are a list of factors that can affect the ability of your city to meet the benchmark. You can refer to these to explain a particular context in which the city operates in reaching the standard set out by the benchmark.

- Distribution of competences and relations across levels of government
- National or regional policy framework's supportiveness for integration of the city's integration goals
- Economic situation, unemployment
- Electoral cycles
- National discourses and debates about migration
- Degree of politicisation of migration in public discourse and political system
- Data availability
- Migrant Population structure (qualifications, demographics, forced migrants)
- Budgetary situation
- Human resources



Key Factors	Why and how?	
1 Demonstrating political leadership & public commitment to integration	<p>Strong political leadership and commitment to the idea that migration is an important and normal part of the city and a new reality to which all need to adapt are key to make integration a priority for city residents, the municipal administration and external partners.</p> <p>Political leadership can spark a constructive public discussion about what needs to be done and how to do it between the different actors involved. It enables dedicated resources and structures to be created to deliver integration policy aims across the longer term. Showcasing a proactive position in public can counter the spread of false rumours, prejudice and hate speech.</p> <p>Showing public commitment to integration does not imply conveying a rosy picture of migration or denying conflicts, but rather taking a realistic view, which frames integration as a normal policy issue. Addressing integration from a perspective that focuses not on migrants alone but that takes into account, whenever possible, the whole society (e.g. local pride and identity, non-discrimination, equal opportunities, local identity etc.) can be one way of doing this.</p> <p>Leadership is also about promoting a local model of integration policy</p>	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">• Does your city provide an official vision on integration and diversity in dedicated strategies or the wider city strategy?• Do political leaders communicate about migration in your city and how do they refer to it? (with which language, and concepts, e.g. us and them, community or communities...)• Has the city leadership sought cross or multi party agreement to shape a common understanding of integration and ensure long-term political commitment that can remain constant and withstand political change?• Do political leaders from all major parties refer frequently to the city as an inclusive place/this commitment?• Is it clear that political leaders' commitment to integration covers all citizens and all types of migrants?• Do political leaders address citizens raising concerns about migration and take position in• Do political leaders actively promote their city's model with other administrations? <p>Practical tips:</p> <ul style="list-style-type: none">• Teaming up with other cities or city association in demonstrating commitment can strengthen the arguments for making integration work.• Define at the political and management team level to clear common positions on sensitive issues (e.g. regarding language use, towards religion etc.) <p>Good practice examples:</p> <ul style="list-style-type: none">• Mechelen vision, strategy and narrative concerning inclusive city/living together in diversity• VVSG centrumstedenoeverleg integratie & diversiteit



	<p>model with other administrations, and defending it against discourses challenging it.</p>	<ul style="list-style-type: none">• ECCAR• City of Brussels vision, strategy and narrative concerning inclusive city/living together in diversity - The City of Brussels has the vocation to be a hospitable city ("commune hospitalière"). In order to achieve this, several measures and concrete actions have been undertaken by various departments of the City of Brussels and the network of associations located on its territory.• Future action plan against Racism, Brussels• Creation of a reception office for newcomers "BAPA BXL" in view of the need to set up a coherent, structured reception programme adapted to the specific needs of migrants, specifically the newcomers.
2 Conducting needs analysis	<p>A needs analysis uses up-to-date qualitative and quantitative data to understand how new arrivals experience a city and what the needs are in fields such as language learning or access to key mainstream services such as education, employment and health services. It helps cities to design and adapt services to meet evolving needs and build necessary flexibility into governance strategy and arrangements and also provides the baseline for later assessing the effects of your policies (see KF 11 Monitoring and Evaluation).</p> <p>A needs analysis is a precondition for developing sound integration policies. In order to capture the different facets of the reality of migration in the city, a needs analysis should include available data on integration policy outcomes as well as unmet needs identified by civil society organisations and migrants.</p> <p>Participation should be meaningful</p>	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">• What data sources on the situation of migrants do you already use to understand their needs?• Does the city have evidence on the specific problems newcomers face when they arrive, including information that is collected directly from this group?• How does this information feed into the planning processes of the city?• Are you working in partnership with research institutions, universities, national statistics offices, migrant associations etc. to improve information on migration and integration in your city?• Do you have sufficient capacity (professional and technical) and resources to collect data on the situation of migrants in the city, including qualitative data for the needs assessment?• Does your city have an overview on who does to foster migrant integration (institutional mapping or similar)? <p>Practical tips:</p> <ul style="list-style-type: none">• Your institutional mapping and needs analysis should not stop where the city's competences end. It is important also to know which other areas represent obstacles for migrant



	<p>and not tokenistic and should also include all relevant sectors of the local administration. A collaborative needs analysis can go hand in hand institutional mapping to identify potential partners and understand what is already being done.</p> <p>If done collaboratively, a needs analysis can be the beginning of a process of co-creating integration policies and developing actions in a strategic way. It is a means to empower migrants through shared decision making, build trust in the city's agenda, facilitate better coordination between local actors and eventually make policies more effective.</p>	<p>integration to eventually address them with creative means or by building bridges to other services.</p> <p>Good practice examples:</p> <ul style="list-style-type: none">• <u>CAMIM mapping of support gaps in integration (Schaerbeek)</u>• Flanders, Local Integration Monitor (Lokale Integratie en Inburgeringsmonitor LIIM; https://integratiebeleid.vlaanderen.be/lokale-inburgerings-en-integratiemonitor-editie-2019-0) Local Integration Monitor (LIIM): the LIIM summarises the figures on migration, integration and civic integration for each municipality. The data come from central Flemish or federal databases. Every year there is an update. In this way, the monitor helps local authorities to plan their integration policy.• Regions in numbers (Provincie in cijfers), role of central and regional governments: https://provincies.incijfers.be/databank• Format data analysis Flemish Agency of Integration and Civic Integration• Stadsmonitor• SID-survey (general not specific for each city and municipality : https://samenleven-in-diversiteit.vlaanderen.be/)• City of Brussels: Municipal social cohesion programme (Municipal coordination by Jeunesse à Bruxelles asbl)
3 Developing an integration strategy document	An integration strategy is a policy document setting out shared values, goals, actions and resources for their implementation. Mirroring the transversal nature of integration policies, it should involve a wide range of actors, sectors and services inside and outside the municipality. The document sets out clear and measurable targets to which the municipality is held accountable and enable the measurement of	Questions to help you assess whether this key factor is in place in your city: <ul style="list-style-type: none">• Does your city have an integration strategy document (as a separate document or as part of a wider strategy?)• Does the document identify integration policy goals, actions and actors responsible for implementing them?• Is there an appropriate budget allocated for the different actions?• Is there a person (or body) with sufficient authority and resources assigned to coordinate and monitor the implementation of the



	<p>progress. With targets set, the municipality can assign human and financial resources to the relevant departments towards these. An integration strategy is also a good tool to encourage collaboration between different departments and with external partners.</p> <p>The strategy should assign a clear coordination role for the implementation of the strategy to a specific person or department/body with enough authority to deliver and coordinate the different actors. This responsibility can be initiated by and through the process of developing the document, and can also include designated people in each department and from external partners.</p> <p>The process of developing an integration strategy should aspire to seek a political and societal consensus that is as wide as possible, and be adopted by the city council. It should follow a logic of co-production and ensure that all relevant actors are involved and consulted. This fosters a collective sense of ownership of and responsibility towards the integration strategy and avoids that some might see it as something that is outside their remit.</p>	<p>strategy?</p> <ul style="list-style-type: none">• Is there a dedicated administrative structure or inter-departmental committee to coordinate implementation across departments?• Have you involved wider civil society, including migrants and other citizens in the development of the strategy?• Have you involved actors from institutions outside the municipality that you consider relevant for the development and implementation of the strategy?• Have you made efforts to reach a wide political consensus backing up the strategy?• Is the strategy document accessible to wider public, especially those who do not master the official language/s of the city (e.g. simplified language, translations?) <p>Practical tips:</p> <ul style="list-style-type: none">• An integration strategy document can have many different titles, depending on the priorities and the challenges that were identified in the needs analysis. It can also focus on social inclusion or social justice beyond migration.• The work of coordinating the strategy can be combined with other roles: the key is that the work is coordinated.• Someone with the responsibility assigned – for ex ‘a champion’ (a person who knows that they have this responsibility alongside their other work and coordinates it with the central person or body in charge of it) within each department enables consistency and focus across all areas.• A transversal drafting committee can ensure that each department’s contribution is acknowledged and the targets and measurements are clearly communicated to relevant staff and encourages a sense of ownership.• Other cities and city associations can provide models and support for setting up an integration strategy document (e.g. the Flemish Agency for Integration and Civic Integration providing support to local
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		<p>authorities in setting up local integration policies)</p> <p>Good practice examples:</p> <ul style="list-style-type: none">• Inclusive city strategy document of Mechelen• ECCAR ten-point action plan as a framework regarding tackling racism• <p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">• Is this support to newcomers accessible to all migrants, regardless their residence status?• Does your city have a low-threshold first entry point for migrants to come to when looking for integration-related information?• Does this first entry point provide personalised support and, if necessary, referral to other services?• In how far is this service designed based on experience and needs of migrants and input you received directly from service users?• Do you have a one-stop shop bringing together integration-related actors and services from inside and outside the municipality?• Does your city provide support in accessing rights and services that are under the control of other administrations (e.g. recognition of qualifications, health care..?) <p>Practical tips:</p> <p>Good practice examples:</p> <ul style="list-style-type: none">• City of Leuven: project 'De Nomade'• City of Mechelen: Steunpunt Asiel en Migratie in cooperation with the city + Welcome in Mechelen vzw• Several services within the administration (Permanences sociales of the Brussels Council for Cultural Diversity (CBDC),) as well as through Bravvo asbl offer this service of individual guidance, and BAPA BXL: Information and citizenship courses in different languages for newcomers; social guidance; orientation, French courses, etc.• MANAE programme Schaerbeek: for new
4 Acting as a point of first contact for integration information, guidance, orientation and support	<p>Integration policies consist of many different actors and services from different levels of government. This situation can cause confusion among newcomers having a problem related to their residence status, employment and training etc. about who is responsible. Even within one specific area, such as language learning, there might be a host of different offers and services for different target groups, which can seriously hamper finding the right offer.</p> <p>Although local authorities do not hold all competences, they can put order into integration-related service offers by acting as first contact point, coordinating between them and thereby ensuring that migrants have better information and access to make the best use. Depending on the local context, they can fulfil this role themselves or put another organisation in charge.</p> <p>Offers of a local first contact point can include:</p> <ul style="list-style-type: none">- individualised support / coaching- bridging services for supporting migrants in their communication with	



	<p>other administrative levels (e.g. recognition of qualifications, residence permits...)</p> <ul style="list-style-type: none"> - information about civil society (e.g. on mentoring, welcoming) - one-stop shops bringing together integration-related actors and services from inside and outside the municipality - online and mobile guides providing orientation - providing support in making other services more accessible and culture-sensitive <p>Coordination should be organised around citizens and their support needs and can be guided by a participatory needs analysis (KF2).</p>	<p>arrivals from abroad, who wish to settle in Schaerbeek, but who do not understand the administrative procedures (registration, re-registration, application for naturalization, etc.). MANAE can help them see more clearly. MANAE offers them individual and personalized follow-up, e.g. Space for listening, Information about the administrative registration procedures, referral to other actors, when needed (for ex.: finding a school, a doctor, a French or Dutch course, a citizenship course ...).</p> <ul style="list-style-type: none"> •
<p>5 Building partnerships with actors outside the city administration</p>	<p>Working with partners outside the city administrations can mobilise additional resources for integration and significantly widen the local policy's depth and scope. Depending on their respective area of work, external partners have expertise and practical experience as well as abilities to reach migrants and communities that local government might lack (e.g. NGOs, migrant organisations, employers and trade unions). Such partnerships can and should cover the intersections between migrants and other groups such as youth, women, LGBTI, people with disabilities, older people etc.</p> <p>Building partnerships with institutions representing</p>	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none"> • Which partners outside the city administration are formal partners in the city's integration efforts? • Do partnerships on integration policies mobilise external partners from all relevant sectors (culture, business, sport, neighbourhoods etc.)? • How does the city administration work together with migrant associations? • Are there funds or other support for organisational capacity building? <p>Practical tips:</p> <ul style="list-style-type: none"> • In order to enable strong partnerships with civil society and migrant organisations, it might be necessary for the city to look into how to build these organisations' capacity to



	<p>mainstream society (e.g. media, businesses, sports clubs, neighbourhood associations) can also trigger processes in these organisations that lead to opening up to the diversity of the city, increase trust demonstrate that it is shared by actors with different interests.</p>	<p>meaningfully contribute.</p> <p>Good practice examples:</p>
6 Building institutional capacity to understand migrant needs	<p>In order to provide equal access to rights and opportunities, the municipality and other local institutions need to have the capacity to deal with diversity and the specific needs of their new citizens.</p> <p>Having staff that understands the situation and needs of all citizens, including the most vulnerable ones, will foster the latter's identification with the city and strengthen social cohesion. In order to do this, municipal staff can be trained to better understand the social situation, rights and entitlements and cultural specificities of different migrant groups. Such competences can be embedded in a formal framework for defining and measuring them and taking them into account in recruitment and promotion. Ideally, the competences are linked to the values defined in the city vision and integration strategy.</p> <p>The municipality can also address barriers for migrants and their descendants to become part of the city's workforce so it better reflects the city population un its diversity. The municipality can provide organisational support helping other institutions in opening to the</p>	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">• In how far does the municipality's staff reflect the diversity of the population and which groups are underrepresented?• Does staff (in particular outside the services dealing exclusively with migrants) feel competent to understand the situation and specific needs of migrants?• Does your city have a framework in place to define intercultural competences and to strengthen them in training?• Do systems for staff appraisal, targets and reward systems allow to measure and recognise such competences?• To which degree do local institutions reflect the city's diversity and make efforts into this direction?• Is there a particular attention for intersectional representation of migrant publics (e.g. migrant women, migrant youth, people with disabilities, LGBTQI+ communities,...)• Does the city hall offer capacity building for those that don't?• Does the person coordinating the city's integration strategy know about the roles migrants play in providing key services?• Does the procurement process enable migrant-run businesses (and indeed, those run by other target groups of diversity policies) to bid for city contracts and commissions (using all the relevant options for including social value as a criterion for choosing contractors)?• Does the city's procurement framework



	<p>city's diverse population, e.g. through capacity building and training. In doing this, the city should look beyond areas that are typically associated with migration and also the culture sector, youth, women, disabilities, entrepreneurship etc.</p> <p>The city can give special recognition to companies and social organisations making efforts to recognise diversity and inequalities and discrimination in its grants system and partnerships and through its procurement framework. It thereby creates further leverage for integration processes outside the municipality.</p>	<p>reward businesses which comply with the city's goals in social inclusion, recognising diversity and fighting discrimination?</p> <p>Practical tips:</p> <ul style="list-style-type: none">• Other cities and city associations can provide support on how to technically implement frameworks for staff training or applying equality and diversity criteria in public procurement. <p>Good practice examples:</p> <ul style="list-style-type: none">• City of Gent: non-discrimination clause in public contracts• Mechelen: Framework for intercultural competences + DNA/key values/ deontological code• Mechelen: Internal learning network• Mechelen: Internal trajectory concerning hate speech and policy/framework for action• Schaerbeek: The municipality has a diversity plan since November 2017, managed by a Gender and Diversity Manager who implements various actions to promote the internal diversity of municipal staff and equal treatment of all staff (Belgian and non-Belgian).• Brussels: There is a project from Actiris with IOM and EC bringing together stakeholders for labour market integration of newcomers in the Brussels-Capital Region: https://belgium.iom.int/actiris-coordination-platform
7 Monitoring and tackling discrimination	<p>Discrimination undermines equal opportunities, trust in institutions, social cohesion and a sense of belonging.</p> <p>While policy frameworks and institutions have been set up all over the EU monitor and tackle discrimination, in particular national equality bodies, they are not always effective, and/or specific enough to make a</p>	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">• Does your city have data available on experiences of discrimination of its citizens?• Do political leaders of the city council publicly embrace the goal to tackle discrimination in your city?• Has the city assigned responsibility for implementing its anti-discrimination goals to a specific person or body with sufficient authority to ensure delivery?



	<p>difference at the local level. Cities might therefore decide to set up their own monitoring and support mechanism for victims of discrimination in cooperation with existing initiatives at national, regional level or with local civil society organisations. In doing this, they can cooperate with national equality bodies and local civil society organisations that are already active in the field.</p> <p>Depending on the city's context, such initiatives can tackle discrimination on grounds that are specific to migrants and ethnic minorities (e.g. ethnicity, religion) or address these in a wider framework, which also include other grounds of discrimination (e.g. age, gender, disabilities, sexual orientation).</p> <p>The city's anti-discrimination policies can be part of the integration strategy or an independent policy, e.g. related to human rights.</p>	<ul style="list-style-type: none">• Do you have a dedicated institution where victims of discrimination can report to and file complaints?• Does this body record and regularly publicise cases of discrimination?• Does this body offer legal support to defend victims of discrimination?• Does the city effectively communicate information to migrants about their rights in relation to discrimination and ways of finding advocacy and getting redress, when they feel their rights have been breached? <p>Practical tips:</p> <ul style="list-style-type: none">• Develop an internal policy and framework for city employees on how to deal with hate speech (Mechelen)• The network European Coalition of Cities against Racism (ECCAR) offers support on how to set up local action plans against racism <p>Good practice examples:</p> <ul style="list-style-type: none">• City of Mechelen (and others): research into discrimination in the labour market and discrimination in the private rental market through practical tests• Cooperations agreements of UNIA with 13 Flemish centre cities• Projects, activities, information, partnerships, etc. are developed by the services within the city (ex. equal opportunities unit of the City of Brussels, international solidarity unit) and local associations (ex. BAPA BXL, BRAVVO, Maison de quartiers, etc): to fight against discrimination, promote equal opportunities, fundamental rights, etc
8 Providing incentives for mixing and interaction between different	The interaction -on equal footing- between different social groups is an essential element for integration and social cohesion and a key remedy against prejudice. When there is less segregation (in neighbourhoods, educational and cultural institutions, at work)	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">• Which are the local institutions in which the diversity of the city population is not yet reflected?• Do you find some groups underrepresented in public spaces of your city and do you understand why that is?



population groups	<p>interaction is more likely to happen. But extra efforts may still be needed to remove barriers for interaction or incentivise mixing. Such efforts can consist of providing guidance to local institutions to get better in attracting and reflecting the whole society, e.g. business associations, parents associations, sports clubs, volunteer projects, cultural initiatives. They should take into account that the more interaction is anchored in real life, e.g. in finding together a solution for a shared problem, the greater is its effect for overcoming stereotypes and promoting a common identity. Only tokenistic or even forced forms of interaction are much less effective in bringing people together and reducing stereotypes between different groups.</p> <p>A key area for fostering interaction are public spaces, the spaces of everyday encounters per se. Their design can help or impede encounters between different groups. This is why understanding which social and urbanistic barriers may prevent mixing, and overcoming them, represent a key building block for integration. Participative planning processes that ensure that (really) everybody participates do not only produce more inclusive public spaces, they are also in themselves an excellent opportunity to foster exchange and mixing.</p>	<ul style="list-style-type: none">• Have you consulted with underrepresented group about the reasons for their absence from public space?• Have you identified initiatives that have a high potential for bringing different people, including migrants, together to act towards a meaningful shared goal?• When participative urban planning processes are held in your city, do migrants participate?• Is the attention for diversity in the activities of local actors a precondition for obtaining financial and/or logistic support of the municipality? <p>Practical tips:</p> <ul style="list-style-type: none">• Funding events/ projects - within and outside the control of the city council can be a good way to foster exchange and mixing• Conduct participative communications campaigns to fight segregation as a result of stigma and prejudice towards certain neighbourhoods <p>Good practice examples:</p> <ul style="list-style-type: none">• Fuenlabrada MILMA project• Mechelen:<ul style="list-style-type: none">◦ Approach Oud-Oefenplein◦ Project Pleinmakers◦ Project youthwork for everybody• Brussels - Activities in the associations recognized as operators for social cohesion; Neighbourhood houses; Civic internship project (Department of Public Education); cultural spaces: North Pole Centre and the Tour-à-Plomb Cultural Centre; Espace Magh Cultural Centre
9 Demonstrating commitment to political rights	Full integration requires equal rights and civic participation. This includes being able to influence political decisions. From a	<p>Questions to help you assess whether this key factor is in place in your city:</p> <p>Formal voting rights in local elections</p>



for all residents	<p>democratic perspective it is appropriate to give migrants who pay taxes a say on how these taxes are spent, and to influence laws which will be applied on them. Membership in a city is defined by factual residency and not by nationality, so long-term residents should not be excluded from local political participation by the passport they hold. Apart from this being a question of fairness, political participation has proven to strengthen identification and other dimensions of integration. The joint involvement in associations, urban planning processes and other forms of participation is one of the most effective ways to bring newcomers and established residents together (see KF 8).</p> <p>When full political rights of migrants not holding the nationality of their country of residence is already granted at local level, cities should ensure that this right is properly understood and taken up by migrants, e.g. through information and registration campaigns. Where it does not exist, cities can promote to change the legal or constitutional status quo towards non-citizen enfranchisement in through alliances with other cities (see also KF 10).</p> <p>While full political rights for migrants cannot be attained, resources that help non-citizen residents to articulate their interests should be created and made available to them. This includes granting access to public</p>	<ul style="list-style-type: none">• Is your city's vision of integration based on promoting equal rights, also in the political domain, as precondition for full integration?• If non-EU citizens are allowed to vote locally, do you know what their actual participation is compared to the rest of the population?• Are there formal (registration processes) or informal barriers that may prevent non-citizen residents from taking up their right to vote? Have you tried to overcome them?• If in your country non-EU citizens are not allowed to vote in local elections, do political and/or administrative representatives of the city actively lobby for extending local voting rights?
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Promoting participation

- Are all local structures for participation accessible to non-citizen residents, and is their participation actively promoted?
- What structures for political and civic participants in particular of the local migrant population have been established?
- Is access granted for representatives of associations or organisations only or are they open also to individuals?
- How does your city ensure that access is fair and transparent, also with regard to gender, age and disabilities?
- Is access granted to refugees and asylum seekers and are their specific concerns considered?
- How do political parties respond to the participation mechanism? Is there a general sense of support and respect or are they rather reserved towards this potential competition?
- Who leads work within the city to establish and support equal participation?
- What channels do political or administrative representatives use to make the case for participation?

Migrant consultative body

- If your city has a consultative body on migration, does this body have its own agenda or are the issues pre-selected by the local



	<p>referenda or participatory budgeting exercises, neighbourhood councils, or citizens committees based on residency.</p> <p>Migrant consultative bodies are a specific participation tool for integration policies. They should have a sufficient degree of autonomy from the city council, and an authority stemming from being formally elected and being experienced in migration matters. But beyond enabling their participation on migration issues it is important to recognise that migrants are also women, older people, users of transport or local shop and young people, LGBT communities and neighbours who have their stakes in these roles and should be represented in consultation and committees taking decisions in sectors that are not directly related to migration.</p>	<p>authority?</p> <ul style="list-style-type: none">• Does the body have the right to a receive a response from the administration on its requests?• Are members of the body elected by migrants or appointed by the administration?• Do members of the body have a formal, long-term mandate or is representation rather loose and spontaneous? <p>Practical tips:</p> <p>Good practice examples:</p> <ul style="list-style-type: none">• Barcelona strategy for participation and non-Spanish voter registration initiative• Mechelen: project people make the city, section policy participation. With the local elections of 2018 there was a campaign at the Flemish level to motivate and stimulate citizens with a migrant background to vote: http://www.ikstemook.be/• Schaerbeek: During the municipal elections of October 14, 2018, we launched a campaign for registration on the voters list by post. For this local election, letters were sent to all European citizens registered in our registers as well as to non-European citizens legally residing for at least 5 years in Belgium.• Brussels: Association "Objectif asbl" provides information about the political rights, supports EU/non UE citizen, etc.• Brussels: A new strategy has been developed lately with the ambition of enhancing the participation of Brussels citizens through an online platform: https://www.fairebruxelles.be/ and local citizen committees. A toolbox is under construction to support all administrative units in order to better organize civil participation in decision processes• Brussels: Conseil Bruxellois de la Diversité Culturelle (CBDC), originally created in 1972 as a representative body of Brussels citizens with foreign origins aiming at facilitating access to the Belgian nationality and the right to participate to the political system. The mission/agenda has evolved over the years according to evolutions in terms of rights on
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		<p>the national level + demographic evolutions in the City >> Full history here and here. The City of Brussels counts a total of 6 Advisory councils for different areas.</p>
10 Coordinating with other administrations and tackling coordination obstacles	<p>It is useful to have allies and to avoid working in isolation. In the multi-level area of integration policies, understanding which role the different actors have for integration is key in defining local interventions.</p> <p>Policies that influence integration do not stop at city boundaries, and cities should not conceive their efforts to foster integration solely by themselves.</p> <ul style="list-style-type: none">• Working relationships with other administrations at political and technical level can provide opportunities for learning and improving governance setups.• Formulating joint policy responses with other municipalities at metropolitan level can be a more appropriate scale for designing policies, e.g. in labour market inclusion and housing.• City-to-city exchanges at all levels can generate new ideas and make you aware of solutions to your problems found elsewhere. City associations can provide structures and resources to make such an exchange more effective. <p>Cities should actively liaise with actors operating at the regional</p>	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">• Have you looked into teaming up with other cities of the metropolitan or regional area to improve policy coordination in sectors such as labour market integration?• Do you use forums for exchanging with other cities on solutions to your problems found elsewhere?• Is your city active in formal city associations that have communication channels with administrations at the regional, national and European level?• Which main bottlenecks for integration in your city are caused by policies at other levels of government?• Have you tried to liaise with the respective administrations in a strategic way to tackle these bottlenecks, at technical and/or political level?• Do you keep track over time of how your city's engagement helps to tackle these problems?• In the orientation you provide to migrants, do you also support them to access services and take up rights that are under the control of other administrations (e.g. recognition of qualifications, social rights, access to health care, etc.) <p>Practical tips:</p> <ul style="list-style-type: none">• Use engagement with other cities and levels of government strategically and in a targeted manner to address problems of integration policy that you identified previously <p>Good practice examples:</p> <ul style="list-style-type: none">• Finnish employment policy experiment devolution / Tampere region• Dutch cities lobbying bringing back local level competences in inburgering (integration) policy?• VVSG Centrumstedenoverleg integratie



	<p>and national level to improve coordination and to strategically steer their own interventions. They can set up a single, local access point for the services provided by different governments to make available support measures more transparent for newcomers or build other types of "bridges" to services that are under the control of other levels of government (see KF 4). City associations can help to communicate problems and bottlenecks of multi-level coordination through the formal and informal communication channels they entertain with other levels of government. Seeking a structured and regular dialogue between different levels of government can contribute to learning to how governments can support each other in policy-making and delivery, to assess the local impact of policies made at national or EU level and to influence these policies. While the national context is key for integration, the European Union can provide technical guidance and financial support that is less affected by the limitations that national political debates and ideological conflicts sometimes impose.</p>	<ul style="list-style-type: none">• Mechelen Research Stadsgenoten on 'living together in a metropolitan context' → report/publication
11 Monitoring integration policies and evaluating their outcomes	Evaluation is necessary for ensuring integration policies are implemented effectively and services are improved through reflection. Evaluation is part of establishing a culture of institutional learning, in which	Questions to help you assess whether this key factor is in place in your city: <ul style="list-style-type: none">• How does the city know whether public perception of migration and diversity is positive or negative, and how it is changing?• Does the city measure migrants' own views as to how they are perceived in the city?



	<p>policies and services are adapted to best respond to local needs. It includes:</p> <ul style="list-style-type: none">• regular monitoring that policy measures are actually implemented according to plan• evaluating whether the goals of the strategy are met in terms of their outcomes• publicising the results of monitoring and evaluation• drawing conclusions of the results of monitoring and evaluation and changing the actions if necessary• being able to capture new and emerging trends that make new goals and actions necessary. <p>In contexts and times where social spending might be under scrutiny, cost-benefit type of evaluations can provide good arguments by estimating economic benefits of integration and social inclusion, e.g. earlier labour market integration, professional training avoiding "brain waste", avoiding delays in medical treatment or the use of emergency health services by removing obstacles to access basic health care. Such evaluations should have a wide enough scope to ensure that they really capture all the benefits of a policy, including those that are difficult to measure, or that materialise only in the long term.</p> <p>While such evaluations are</p>	<ul style="list-style-type: none">• How do these measurements feed into the planning processes of the city?• Does the city have any way of independently monitoring the progress of its strategy?• How does the city know what works and does not work in its strategy?• Are all these measurements used to drive a process of continuous improvement of the strategy?• Can the city demonstrate how it has used these measurements as the basis for changing its strategy or its work?• What mechanism is in place to check the procedures and impact of participation schemes on a regular basis?• How are changes to the participation schemes being decided?• Which quantitative and qualitative indicators should you use for evaluation?• Are indicators meaningful to migrants themselves?• Can they be jointly selected /tested (via focus groups etc.) with range of community members?• Is there already city-wide / regional data to help with both the design and monitoring of the strategy?• If there are good data sources already available, do they include migrant lived experience and is there both quantitative and qualitative data available?
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	<p>complex, cities can build partnerships with universities to implement them, and use foundations or other, e.g. European funds to find the necessary financial resources. Involving external partners, and local communities and migrants in monitoring and evaluation (with resources to ensure this) increases the credibility of the integration strategy and can generate new ideas, bring new resources, and establish new methods of communication. This links closely to needs assessment process and working with people with in-depth knowledge from the ground, who also need to be involved in monitoring and evaluation.</p> <p>Broader indicators keeping track of employment, education, social inequalities, opinions, support for anti-immigrant parties etc. can also provide useful information for municipalities, not so much to evaluate the impact of concrete policies, but to be aware of the key problems it needs to tackle in the city.</p>	<p>Good practice examples:</p> <ul style="list-style-type: none">Survey Municipality-City Monitor (Gemeente-Stadsmonitor), a triennial citizen's survey, almost 400,000 citizens, aged between 17 and 85, are invited by the Agency of Internal Affairs (Flemish government) to give their opinion on all kinds of local policy themes.
12 Communicating results	The city should invest resources into communicating about its integration policies. Communication efforts can relate to the city's vision as a place that is supportive of integration and communicate successes of its policies to the citizenry and external partners to show that collective efforts pay off, and increase public support. This	<p>Questions to help you assess whether this key factor is in place in your city:</p> <ul style="list-style-type: none">Do you regularly communicate the outcomes of your integration policies?Do you use an inclusive communication style that does not distinguish between us and them?Are voices of citizen, including those of migrants included in communication strategies?



	<p>includes small and often invisible changes that policy made for the people living in the city. In communicating about integration policies it is important to reflect how they address priorities of the whole society and how they bring newcomers and established residents together instead of reproducing an “us vs. them” logic. Personal stories are one means to foster empathy and a common identity</p>	<p>Practical tips:</p> <p>Good practice examples:</p> <ul style="list-style-type: none">• “People make the city narrative” Mechelen.• On several symbolic dates (21/03; 21/05; 08/04; 18/12;...) events or communications from the city are developed in order to support cultural diversity, encounters and awareness raising. Funds are reserved for this kind of actions organized by local actors – cfr comment above (Brussels)
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3. Main sources used

- EUROCITIES, Benchmarks for the projects INTI-Cities, MIXITIES and ImpleMentoring
- Intercultural Cities, Core ICC Index: 14 'core indicators'
- Migration Policy Institute, Doing more with less. A new toolkit for integration policy. Meghan Benton and Alexandra Embiricos, 2019
- Migration Policy Institute, Communicating Strategically about Immigrant Integration. Aliyyah Ahad and Natalia Banulescu-Bogdan, 2019
- OECD Working Together for Local Integration of Migrants and Refugees. 2019.