Mentoring Training Day 1

A short survey to start:
www.slido.com
code #21110

The Mentoring Process in IncluCities

Theme:	Mentor:	Mentee:
1. Conducting a strategic assessment of the needs of migrant residents and developing an appropriate, gender-sensitive response	City of Brussels, Brulocalis	Saint-Jean-de-la-Ruelle, AFFCCR
2. Developing and embedding a civic identity, culture and strategy that celebrates and harnesses diversity as a key strength.	City of Mechelen, Association of Flemish Cities and Municipalities	City of Partinico, AICCRE
3. Mobilising citizens to develop tools for decent employment and entrepreneurship for migrants and refugees	City of Fuenlabrada, FEMP	City of Livadia, Central Union of Greek Municipalities (K.E.D.E.)
4. Improving formal and informal opportunities for language learning for newcomers and established minorities	City of Schaerbeek, Brulocalis	City of Jelgava, Latvian Association of Local and Regional Governments

3 mentoring meetings

Mar/Apr 2021
1st mentoring meeting: general setup of integration policy (online, duration tbc.)

Nov/Dec 2021
2nd mentoring meeting: from general integration policies to specific policy area (2.5 days, mentee city – fingers crossed!)

April/May 2022
3rd mentoring meeting: specific area of interest (2.5 days, mentee city)

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Each meeting
- prepared by working group meeting of all participants 1-2 months before
- Contributing to action plan in mentee city which is constantly refined over the visits, leading to a final version August 2022)

What does a mentoring meeting consist of?
- Presentations by host city and stakeholders to help mentors understand the local/ national context and the needs/challenges to address – with plenty of time for clarifying objectives and challenges
- Interviews and focus groups with stakeholders on challenges / potential actions
- Presentations of relevant experience from mentor city/association
- Workshops on action planning in mentee city
- Site visits (fingers crossed)

The local support group should be involved in all meetings.

The meetings are an opportunity to…
- increase (political) support inside city administration – involve politicians if possible
- improve relations with other local stakeholders
- improve relations with national/regional government where relevant
- Improve relations between city and city association

We will discuss and start preparing the mentoring visits on the 2ⁿᵈ training day!

What is Mentoring (and what is it not)?

The peer mentoring relationship

- Powerful method for **tailored and informal support**
- Creates protected space to talk about professional challenges **outside normal work context**
- **Enables** development
- Purposeful – **clear objectives**
- Oriented towards **change** (mentee)
- Based on **shared experience**
- **Mutually beneficial**
- **Long-term** relationship

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What do you do in peer mentoring?

- Share experiences honestly
- Listen with empathy
- Build trust
- Learn from each other
- Give & receive friendly, unbiased feedback
- Think differently about challenges
- Generate new ideas
- Foster change and development

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What does a mentor do?

- Listens in order to understand
- Clarifies what the mentee wants to do and ensures that s/he has understood correctly
- Shares honestly their own experience of success or failure
- Asks questions about options:
  - what would happen if ...?
  - what else could you do?
- Helps mentee to decide their next steps

A mentor does NOT

- give professional or legal advice

- offer counselling or therapy

- give training

- try to solve the mentee's problems directly

- make decisions for the mentee

- take responsibility for the success of the mentee's project

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MENTORS PULL, THEY DON'T PUSH

Pulling

- Listening to understand

- Asking questions

- Paraphrasing and summarising

- Suggesting options

- Giving feedback

- Offering guidance

Pushing

- Giving advice

- Instructing

- Telling

- Suggesting what to do

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Mentoring in a context of transnational policy learning

- Embodies peer-to-peer support, solidarity and mutual learning between cities
- Generates new ideas based on the different experiences and backgrounds of mentor and mentee
- Provides a "social environment" for policy learning – not just copy/paste of good practice
- Draws on Europe-wide best practice to create a benchmark that can be used to assess strengths & weaknesses
- Relies on city associations to contextualise challenges and respond to multi-level coordination issues
- Identifies locally specific solutions to policy challenges

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Mentoring success factors

- clear and achievable **goals**
- **relevance** of the topic for participants
- **commitment** from both sides
- open **communication**
- strong **relationship,** based on
- **Support** and encouragement

Exercise: mentoring styles

Mentee Cities / Associations: Find out about your "mentoring styles"

Mentee Cities / Associations: Tell us which type of mentoring you prefer.

Follow the **link to the Mentor or Mentee survey in the chatbox** depending on your role in IncluCities!

Identify your city / association in the beginning of the survey.

We will then look at how mentor and mentee match.

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Mentoring styles MinT Mentoring Styles

Active Listening

Getting into the conversation by: Asking questions when things are unclear.

Checking things by summarizing.

Being reserved in giving your own opinion.

Giving space to the mentee.

Showing that you understand the mentee.

Advisory

Getting into the conversation by: Giving suggestions for good problem solving.

Advising as an objective outsider.

Giving alternatives so that the mentee can make a choice.

Giving advice based on expertise.

Prescribing

Getting into the conversation by: Taking responsibility for solving the mentee's problems.

Offering instructions on how to handle problems.

Being convincing and persuading.

Requiring improvement.

Cooperative

Getting into the conversation by: Striving for a joint vision.

Involving the mentee in problem-solving.

Giving space to the opinion of the mentee.

Appreciating equality in contributions.

Being focused on cooperation.

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Exercise: mentoring styles - results
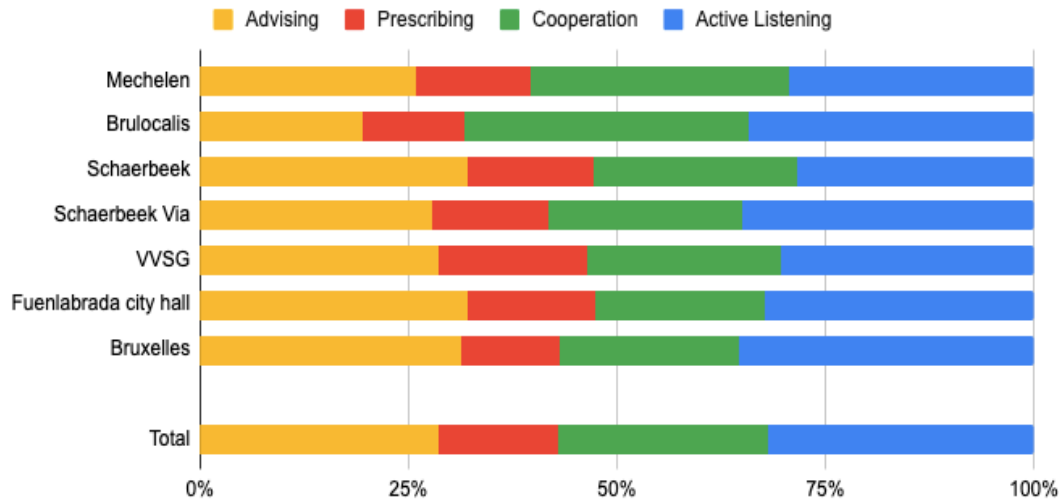
MENTORS
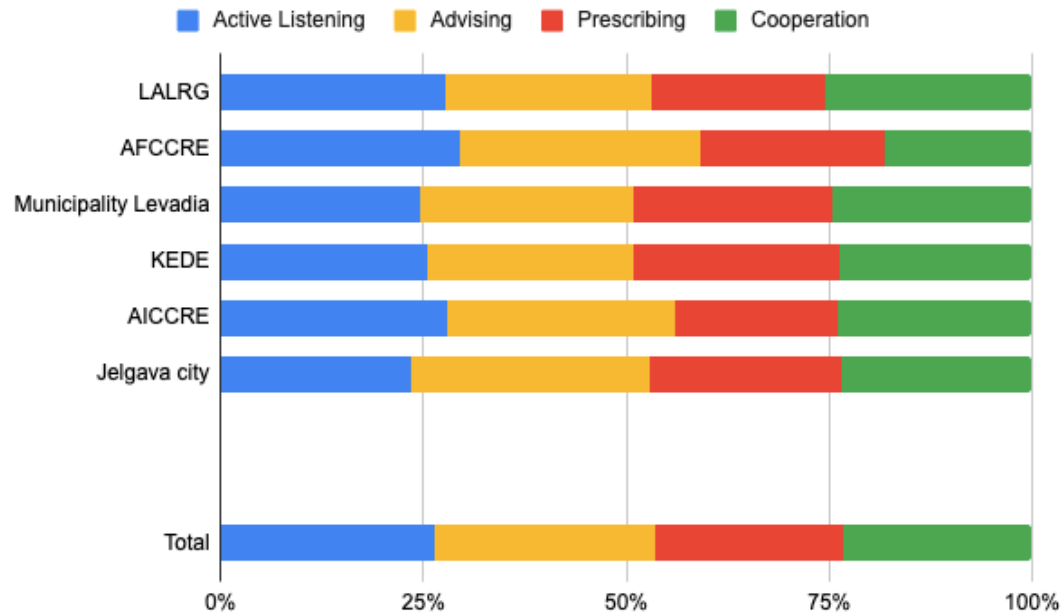
MENTEES

Purpose and structure of benchmarks in IncluCities

Purpose & structure of benchmarks in IncluCities (1)

Qualitative standard based on best practice and policy documents from across Europe

Not fully achievable by any city (similar to reaching 100% in quantitative benchmarks, e.g. MIPEX)

Means to structure exchange and discussions between mentors & mentees

Mentors and facilitators will tailor their support for mentee further and "personalise" the benchmark

Mentor & mentee will decide which key factors to focus on

The current version is a working version, will be updated at the end of the project based on experience of using it in the process

It will be completed with tips and good practice along the project

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Purpose & structure of benchmarks in IncluCities (2)

The "general benchmark" will help to structure the first mentoring visit focusing on the general setup of integration policies

The exact focus depends on the needs of each mentor city, but it should be covered by the benchmark

The four specific benchmarks will help to structure the visits of the second half of the mentoring process

All 5 benchmarks will be adapted based on the experience of using them in IncluCities, and illustrated with good practice

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The elements of the benchmark

Key factors

Critical conditions for success in that thematic area. Taken together, they enable the city to meet the standard set by the benchmark.

List of key factors of the draft "general" benchmark

1 Demonstrating political leadership & public commitment to integration
2 Conducting needs analysis
3 Developing an integration strategy document
4 Acting as a point of first contact for integration information, guidance and support
5 Building partnerships with actors outside the city administration
6 Building institutional capacity to understand migrant needs
7 Monitoring and tackling discrimination
8 Providing incentives for mixing and interaction between different population groups
9 Demonstrating commitment to political rights for all residents
10 Coordinating with other administrations and tackling coordination obstacles
11 Monitoring integration policies and evaluating their outcomes
12 Communicating results

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The elements of the benchmark

Key factors – why and how

Explaining why the factor is key

e.g. key factor 5 of the draft "general" benchmark:
Building partnerships with actors outside the city administration

Working with partners outside the city administrations can mobilise additional resources for integration and significantly widen the local policy's depth and scope. From their specific work, external partners have expertise and practical experience that the city council might lack, and the ability to reach migrants and communities that local government might lack.

Building partnerships with institutions representing mainstream society (e.g. businesses, sports clubs, neighbourhood associations) can also trigger processes of these organisations opening up to the diversity of the city.

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The elements of the benchmark

Key factors – guide questions

to check whether the key factor is present in a city.

e.g. guide questions for key factor 2 of the draft "general" benchmark:
Conducting needs analysis

- What data sources on the situation of migrants are already available?
- Are there research institutions, universities, national statistics offices, migrant associations with who partnerships are possible?
- Are there 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? And to liaise with migrants and migrant communities?
- 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?
- Does the city have an overview on what is already done to foster migrant integration and by whom?
- Which relevant actors, also in mainstream services (education, employment, health etc.) need to be involved?

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The elements of the benchmark

Key factors – good practice

to illustrate how key factor can be met based on a concrete example

e.g. good practice for key factor for key factor 2 of the draft "general" benchmark:
Conducting needs analysis

Action research on the needs of newcomers in Schaerbeek to co-create new integration projects (project CAMIM) through participative workshops. This lead to the establishment of a volunteer unit, a training on self-confidence and opening a "House of Language Immersion."

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The elements of the benchmark

Key factors – practical tips on how to get started, where to get support etc.

e.g. on key factor 3 of the draft "general" benchmark:
Developing an integration strategy document

- An integration strategy document can have many different titles, depending on the priorities and the challenges that were identified in the needs analysis.

- The work of coordinating the strategy can be combined with other roles: the key is that the work is coordinated.

- A transversal drafting committee can ensure that each department's contribution is acknowledged and the targets and measurements are clearly communicated to relevant staff

- Other cities and city associations can provide models and support for setting up an integration strategy document (E.g. Flemish Agency of Integration and Civic Integration providing support to locak authorities in setting up local integration policies)

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The elements of the benchmark

Context factors

Factors that can affect the ability of a city to meet the benchmark
> Help to specify context in which the city operates in reaching the benchmark standard

List of context factors for the draft "general 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

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How to work with the benchmark/s in practice

- The benchmark helps mentor and mentee to define the scope and to decide which **key factors** to focus on for the general/ first part and the specific part of the mentoring process (this will start at the second training day on 17 December)

- Mentor and mentee can use **guiding question** to understand to which degree they meet the benchmark standard

- The **context factors** provide guidance on understanding the particular obstacles the mentee city may face in reaching the standard defined in the benchmark

- The **why and how part, the guiding questions, tips and good practice** (including that of the mentor city) should inspire the mentoring team to start thinking about their action plan

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Revision of the "general" benchmark

Revision of the "general" benchmark – feedback received so far (1)

Scope and title: generally considered appropriate

A lot of good practice proposals received (BXL and Flanders), more will follow along the project

Some suggestions for additions:
- Should include key factor on communication (VVSG/Mechelen):
- Should have a stronger intersectional perspective across the document, e.g. migrants/cultural diversity within policies for women, youth, LGBTI etc., e.g. in key factor on political participation (Brussels)
- To consider whether coordination with other levels of gvt should be a separate key factor or be "mainstreamed" across each of the individual key factors (e.g. leadership, communication etc.?) (Brulocalis)

Revision of the "general" benchmark – feedback received so far (1)

Some input on the form/style/threshold of the document:

- High-threshold of the standard - will mentees find this discouraging?   Demanding more than what is achievable with given capacity? (VVSG/Mechelen)

- More guidance for smaller cities? E.g. first steps in developing an integration strategy? (VVSG/Mechelen)
    - This could go under "tips" and/or could be incorporated into the toolkits? And be a subject of the training academies?

- Question: How do other associations organise themselves internally to provide feedback on the standards (Lea/Brulocalis)

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Revision of the "general" and specific benchmarks – next steps

General benchmark

- Revision of general benchmark to be finalised before the end of the year

- This will be the working version of the benchmark for the project

- MW will get back to partners on some comments that need clarification

Specific benchmarks

- Will be presented and discussed today

- Comments on the 4 specific benchmarks are welcome until mid-January

- They should be revised by late February

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