

COMBATTING RACISM AND HATE SPEECH: BUILDING A NON-RACIST SOCIETY

TOOLKIT FOR EQUALITY CITY POLICIES AGAINST RACISM

European
Coalition
of Cities



against Racism



International Coalition
of Inclusive and
Sustainable Cities – ICCAR



Co-funded by
the European Union

Why is it necessary?
Foundation
Putting into practice
Follow-up

TOOLKIT FOR EQUALITY CITY POLICIES AGAINST RACISM

COMBATTING RACISM AND HATE SPEECH: BUILDING A NON-RACIST SOCIETY

THE CITY GETS ACTIVE IN ITS FUNCTION AS A

- **democratic institution**
- rule-maker
- employer
- service provider
- contractor

ECCAR 10 POINTS ACTION PLAN

- 1 Greater Vigilance Against Racism**
- 2 Assessing Racism and Discrimination and Monitoring Municipal Policies
- 3 Better Support for the Victims of Racism and Discrimination
- 4 More Participation and Better Informed City Dwellers
- 5 The City as an Active Supporter of Equal Opportunity Practices
- 6 The City As An Equal Opportunities Employer and Service Provider
- 7 Fair Access to Housing
- 8 Challenging Racism and Discrimination Through Education
- 9 Promoting Cultural Diversity
- 10 Hate Crimes and Conflicts Management

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INTRODUCTION

The Toolkit for Equality is a manual to support cities in implementing local policies that successfully counteract racism and racial discrimination or in adjusting existing ones. The Toolkit provides experience-based step-by-step instructions for implementing concrete policies, starting from the conceptualization and ending with measuring their impact. All content is based on expertise shared by experienced city officials working in European cities.

Our aim has been to give suggestions that are as concrete as possible. We invite you to read the toolkit as the joint expertise of colleagues in other cities and take whatever seems useful for your city.

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COMBATting RACISM AND HATE SPEECH: BUILDING A NON-RACIST SOCIETY

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COMBATting RACISM AND HATE SPEECH: BUILDING A NON-RACIST SOCIETY

The overall goal is to promote citizen coexistence in which the democratic values of solidarity, tolerance, mutual knowledge and respect for diversity come first, and that inspires opposition to all kinds of racism and xenophobia. Active citizenship, democratic engagement and engagement for diversity should be encouraged. Therefore the municipality works together with a number of stakeholders (civil society networks, associations, organisations and active individuals) to develop and implement strategies for respectful diversity and against extreme right, xenophobic, anti-democratic and racist tendencies.

The International Convention on the Elimination of All Forms of Racial Discrimination (CERD) defines that ***“racial discrimination shall mean any distinction, exclusion, restriction or preference based on race, colour, descent or national or ethnic origin [...]”***.

“Distinction” means to define a person as different on the basis of “race”, colour, ethnicity, descent, birth, religion or language (addressing biological and cultural ascriptions), justifying differentiated entitlements on a structural level. The opposite of distinction is equality. Equality is meant as a status as well as a process.

“Exclusion” means denying access to and enjoyment of human rights. The European Union adopted the term social exclusion defined by the ILO, but widened the definition stressing that social exclusion occurs when people cannot fully participate or contribute to society because of *“the denial of civil, political, social, economic and cultural rights.”* It is indicated in the definitions that exclusion results from *“a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, bad health and family breakdown.”* Participation is a precondition for as well as a purpose of human rights. The opposite of exclusion is *inclusion*.

“Restriction” means a limitation of enjoyment of human rights in practice. The positive counterpart is to have “equal opportunities”.

“Preference” privileges a person on grounds of “race”, colour, ethnicity, descent, birth, religion or language over another person. Symmetrically, it disadvantages one person compared to another. The positive answer to this formal understanding is “equal treatment”. Policies successfully counteracting racial discrimination therefore need to contribute to the positive counterparts of the four dimensions of discrimination.

Counteracting discrimination therefore means to increase *equality, inclusion, equal opportunities and/or equal treatment*.

→ The consolidation of a broad network of actors to **COMBAT RACISM AND HATE SPEECH** aims at promoting **equality** and inclusion by **preventing and eliminating distinction** propagated by anti-democratic and racist ideologies in the society.

As a starting point, the initiation of a process of a citizen dialogue on tolerance¹ / respectful diversity is recommended, in order to discuss how to ensure a respectful living together in the city and to define a broad consensus on what tolerance means and what is not tolerable. The right of free expression has its limits in the responsibility to respect the rights of others.

The agreement on a common understanding of respectful living together without extremism and racism, and the stakeholder relations established in the course of the citizen dialogue process can be used as the foundation for establishing a city alliance against racism and right-wing extremism. This alliance includes all kinds of city dwellers from different professions, ages, attitudes, lifestyles, political orientations, origins etc. and is chaired and coordinated by the city in its official capacity. This alliance takes a strong position on the fact that the city and its residents stand for a tolerant living together and do not accept racist and anti-democratic movements.

In order to encourage and support continuous civic engagement and creative methods for the promotion of good relations between all citizens without right-wing extremism, racism and violence, the establishment of a project fund is recommended.

CONTEXT INFORMATION

The following chapter was developed through a number of interviews with civil servants, politicians and other stakeholders responsible for the implementation of the policy in the city of Potsdam (Germany). It was complemented with information provided by the city of Halle/Saale, the city of Nuremberg (Germany) as well as field research results on action plans on intercultural coexistence in the city of Valencia (Spain).

¹ The choice to base the citizen dialogue on the notion of "tolerance" had an historic link in the city of reference. A different city might choose another term to achieve better identification of its citizens.

WHY IS IT NECESSARY?

- Prevention is always less expensive than intervention. An important outcome of initiatives to reduce and prevent racism is prevention of harassment, violence and crime and therefore an increase of public security. The city takes action against violent incidents that create a feeling of insecurity in the population.
- The policy creates a strong network of actors that actively support democracy and tolerance.
- The policy integrates governmental and non-governmental possibilities to prevent and counteract racism and right-wing extremism. It establishes an efficient structure of cooperation between governmental and non-governmental stakeholders resulting in an improved cooperation between equal partners.
- The city takes a position for a clear value orientation, which may not give answers to all questions but leaves no doubt on the priorities of freedom, tolerance and solidarity.
- It helps to enhance the image and profile of the City and encourages investment, and attracts enterprises and students.
- Citizen participation is improved. City residents that are otherwise not very involved in the city's decision processes are better included. City dwellers feel better informed.
- The policy prevents and counteracts divisions in society. It strengthens social cohesion and societal participation.
- The civil society movement organises district festivals and other activities to raise awareness on racism, hate speech and discrimination – these festivals are well attended and are highly appreciated by the city population.
- The network supports the work of the police when it comes to hate crime or racist harassment as they intensely cooperate or report such incidents in the course of demonstrations.
- The implementation of strategically integrated projects as well as diverse small projects allows for the development and implementation of sustainable strategies, and activates new stakeholders and methods in the field.

LIMITATIONS

The policies suggested in this chapter cannot achieve the goal of removing all right-wing extremism in the city. They will also not prevent current trends of right-wing ideologies getting stronger. But they can counteract or prevent the idea that right-wing extremists own the streets. These policies have contributed to a reduction of violent racist attacks on the street in the cities of reference.

FOUNDATION

→ CITIZEN DIALOGUE PROCESS ON TOLERANCE² AND RESPECTFUL DIVERSITY

The citizen dialogue process aims at finding a common ground of understanding concerning a respectful living together. The goal is to bridge gaps between generations, integrate the city's diverse population groups in a shared dialogue, and to agree on a common position on tolerance and against extremism. A main goal is also to define on a broad basis what is not tolerable (e.g. hate crime, insults). Such a dialogue is particularly recommended for a city that risks dividing itself on certain topics of discussion.

Stakeholders:

- The mayor, representing the city's official support
- A head of organization who moderates and coordinates the citizen dialogue process
- Academia
- Supporters who are to participate in the dialogue process
- Partners, like local businesses, chambers of commerce, restaurant owners, sports associations etc. that support the process
- Marketing experts, a media unit that can assist with advertisements, campaigns, layout

Main activities:

- Carrying out a citizen dialogue process over a period of 6-12 months

1

STEP Forming a core team and finding a head of the organisation

Gathering together actors that are already active in the field, e.g. from universities, sports associations, refugee support services.

You need a head of the organization who takes on the responsibility for conceptualizing, organizing, coordinating, accompanying and summarizing results of the citizen dialogue process. It is recommended that a person is chosen from a generally respected position who has access to a supporting network.

² The choice to base the citizen dialogue on the notion of "tolerance" had an historic link in the city of reference. A different city might choose another term to achieve better identification of its citizens.

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→ Citizen dialogue process on tolerance and respectful diversity

Tip! One participating city experienced positive results when the task was entrusted to a committed university professor. The professor had the advantage of being a respected personality in the city, getting help from a group of interested students from the university's media department, and having contacts in a variety of fields via university alumni.

What motivates members to participate?

- meetings are an interesting and engaging occasions to talk and exchange ideas on topics of interest
- getting to know people from diverse professions (who you may not normally come into contact with) is enriching
- becoming part of a network and experiencing solidarity
- getting to know your city better: going to different city districts, talking to all kinds of people

2 STEP City council decision on undertaking the citizen dialogue process

Have a city council decision, supported by all democratic parties, on the establishment of a citizen dialogue on the question of how to understand and support tolerance in the city.

The mayor's support is crucial to giving the project the necessary priority.

Political parties should be somehow integrated into the process; their role should not be too prominent but inclusion will help to avoid having them counteracting the process. The same applies to the city administration.

3 STEP Carrying out the citizen dialogue process

Questions to discuss:

What does tolerance mean for the concept of living together in our city? What are the problems? Where is there a need for action? How do we want to live together in the city? How should we treat each other? What are the commonalities and the differences between city districts and their inhabitants? How can we build bridges? Are we really one city or do societal differences lead to a division into different parts? What is the relationship between "old" and "new" residents? What is the relationship between the generations? What is it like to live in the city as a young person? What is it like to live in the city as a pensioner? What are your wishes for the city?

Tip! It is impossible to reach/include all city residents. However, make an effort to interest as many people as possible from different city districts and societal areas.

4 STEP Using a variety of channels

The channels recommended are:

Internet-Forum: Establish an internet forum that invites all residents to discuss local issues and problems and present suggestions on how to live together in the city.

Invite all residents to participate in a call for online-signatures for an open and tolerant city; this is in order provide a clear sign of support against intolerance, racism and xenophobia.

Postcards: Send postcards to private households that can be filled out with answers to various discussion questions, which can then be returned free of charge. Postcards should also be available in all kind of waiting rooms, public spaces etc.

Discussion boards: Set up discussion boards in a number of places in the city. Prepare the boards with questions or ideas concerning tolerance, and invite people to comment and/or write down their understanding of a tolerant living together in the city. Ask schools, companies etc. if they are willing to place discussion boards on their premises. Ask shops to take in discussion boards located on the streets during the night.

5

STEP Outreach work

Approach schools, enterprises etc. to support the dialogue process. Encourage initiatives by companies, sports associations etc. willing to organise events dedicated to supporting the dialogue process.

Actively go into different districts, big housing complexes etc. Look for cooperation with local structures already in place like community centres or local associations. Organise community events, neighbourhood parties etc. to promote and establish a framework for the citizen dialogue.

6

STEP Encouraging individual commitments

Invite associations, companies, theatres etc. located in the city to formulate individual commitments how they contribute or are going to contribute to a tolerant city and a good living together. This can include examining the way they are working themselves, and involving these commitments in activities that are already being carried out and/or activities planned for the upcoming year.

7

STEP Publication of a common agreement

Summarize people's statements and condense them in the principles needed in a tolerant city. Analyse the most common statements and the needs that are expressed. Differentiate clearly between opinions that are tolerable and intolerable hate-speech statements.

Publish the results in a document that can be accepted by everyone as the commonly agreed basis of tolerance and good living together in the city. Disseminate the publication in print and online in the city.

→ Citizen dialogue process on tolerance and respectful diversity

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

How to motivate many people to participate?

The mayor needs to support the process in order to give it a sufficiently high priority in public dialogue.

Discussions on racism are reduced to discussions about the recent migrant and refugee situation.

Clearly point out that overall racism and racist actions increased with reference to the recent influx of migrants. Include refugees as one target group in all fields of action and not as a separate issue. Focus on fields of action (housing, education, participation in sports etc.) rather than on target groups.

Reaching people/environments that have a common thread

Personal talks are most important. Go to remote districts, city “hotspots”, get into contact with associations located there, organize events together, e.g. a neighbourhood party. Actively approach people.

Reaching young people

Go into schools, e.g. by organizing a theatre project. Stay in contact with schools/teachers that are interested.

Reaching people who do not go to events

Work together with small local associations in the different districts. Facilitate access to events by making it easy to bring children, by making food available, by arranging it so that people can just drop in – even if it only for a few minutes etc.

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

The process loses momentum over time or comes to a standstill

Integrate current topics into the dialogue. The citizen dialogue should not be communicated as one event, but a continuing process. Be careful that there are not too many citizen participation events at a time (even if concerning different domains).

People refuse to let others express a different opinion (e.g. left-wing supporters do not want to have right-wing supporters participating in the dialogue process)

Involve a variety of actors in order to have access to their communication channels for distribution of information. Organize an opening event, like a “tolerance festival”, which will also attract local media to spread the word on the citizen dialogue. Make sure to also inform residents that may not be reached through mainstream channels (e.g. information in neighbourhood centres, community associations etc.)

Fascist, racist statements on discussion boards

Clearly communicate where the line is between a tolerable opinion and an intolerable statement. The right to free expression ends where other person's rights are violated. Ideally, the democratic city council parties can agree on a concrete definition.

Vandalism, damaging of discussion boards etc.

Ask shop owners to take in discussion boards placed on the streets during the night. If the vandals are graffiti-sprayers, try to contact them and integrate them in a useful way.

→ Citizen dialogue process on tolerance and respectful diversity

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

Press articles denounce or make fun of the dialogue process

It is important to have respected, well-established personalities from different social environments on the support team.

Political parties try to use the dialogue to communicate their messages (e.g. start talking about justice instead of tolerance)

Refer to the initial city council agreement to stick to the citizen dialogue on tolerance.

Emotional debates, disturbances, big events risk getting out of hand

At big events, having a police officer on the team is recommended. Providing early information to people about the event is important. Ideally, the mayor will be present or at least a person from the public administration, i.e. a person who can maintain calm and who is respected, convincing and courageous.
If something is agreed on, it needs to be carried out.

Certain districts are stigmatized

Support creative initiatives by district inhabitants. Make sure that the accomplishments of these initiatives are made known in other districts.

→ CITY ALLIANCE AGAINST RACISM AND RIGHT-WING EXTREMISM

Based on a common understanding of tolerant living together, the overall objective is to create a strong network of actors that actively support democracy and tolerance and want to counteract racism and right-wing extremism in the city. A related objective is the creation of an umbrella for existing activities so that specific individual activities become more well-known and so that various actors are provided with better information about each others' approaches. A well-established network also allows for quicker reactions and coordination of activities in relation to urgent issues.

Stakeholders:

- City mayor
- City administration (coordinators)
- Political parties
- Police
- A broad variety of city actors (entrepreneurs, associations, civil society actors, NGOs, religious communities, media experts, theatres etc.)
- Inhabitants of the city

Main activities:

- Networking to form a broad alliance
- Coordination of activities against racism and right-wing extremism
- Organisation of counter-demonstrations and public events against extreme right-wing movements
- Awareness raising events
- Public presence to show the city's commitment to counteracting racism and right-wing extremism
- Publishing opinions and statements

8

STEP Founding the steering committee for the alliance

The steering committee for the alliance should be chaired by the city mayor. Include representatives of all parties of the municipal council, different city departments, civil society organisations, and the police. An administrative unit that is closely linked to the mayor's office should be given the task of coordination of the activities.

Tip! If there is already some kind of working group/committee in your city working on the matter of anti-racism (e.g. a committee overseeing the implementation of the ECCAR 10PPA, a local anti-racism action plan or the city's integration concept), build on that structure.

9

STEP Anchoring the coordination in administrative structure

An administrative unit that is closely linked to the mayor's office should be given responsibility for coordination of the alliance's activities. It is strongly recommended that the coordinators are structurally affiliated to the mayor's office or have some other high position in the city's hierarchy. Otherwise, the hierarchical structure of bureaucracy and related communication channels and protocols will hinder fast reactions to events (e.g. the short-term announcement of an extreme right-wing demonstration).

Tip! In case it is not possible to place the coordination in such a favourable position in the hierarchy, try to circumvent the usual communication protocol or establish a good link to the mayor's office manager. Proactively assert that a specific form of structural embedding is needed in order to allow for effective work.

The coordinators:

Two full-time positions are recommended for the coordination of actions. This is required because it is important that there is always somebody available for network members concerning coordination of activities. Otherwise support and engagement by members and interested citizens can vanish (e.g. if somebody calls to report racist graffiti or to suggest an activity and no one is answering the phone).

Requirements for the coordinators:

- need to know the city and its actors very well,
- need to be well connected in broad networks,
- are able and experienced concerning the organization of activities (like counter-demonstrations) on very short notice,
- are able and experienced concerning managing and answering questions, suggestions, initiatives, demands, criticism etc. by members and the interested public,
- have skills and experience in public relations and social media management

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STEP Calculating the budget

Staff: In a city of about 160,000 inhabitants, the coordination and administration is done with two full-time positions

Material: advertising material (e.g. buttons, balloons, scarves, booklets, folders etc.) and events/festivals. The costs will vary depending on local market prices.

Infrastructure: Coordination office

PUTTING INTO PRACTICE

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STEP Developing a corporate identity and materials

For public visibility, be present at public events with an information stand/pavilion. Also be present in social media channels. In order to establish recognition value, design a logo and produce promotion- and give-away articles, like scarves, buttons etc. to create a kind of brand recognition and identification by members. The giveaways should be used and shared by all members of the network when carrying out their activities in the public sphere.

12

STEP Attracting members and supporters

It is crucial that the alliance has a broad variety of members to support the democratic idea of a wide-ranging union against right-wing extremism. Otherwise the union's activities will be reduced in public perception to the city administration and politics (related to specific political parties). Support by various actors and members of society, like sports associations, artists, entrepreneurs, representatives of students, religious communities, NGOs etc., is essential for the union's credibility.

Membership should be open to any resident, with the only requirement being signing a commitment that states that the person is willing to actively and personally support the city's guiding principle of anti-discrimination. (This can refer to an existing an action plan or mission statement). It is recommended also as a tool to prevent extreme right-wing parties/individuals from joining the union, while remaining open for all.

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

How to attract a broad variety of actors

Establish a public presence, through information campaigns, counter-demonstrations, participation in city events, etc. This is important to attract members outside of the usual networks.

A corporate identity and promotional articles, distributed at public events, supports the identification of members and the visibility of the actions.

Well-connected coordinators can use their networks to spread the idea.

Getting various organizations, such as a soccer association, a business or a pensioner's association, as members provides a lot of credibility indicating that a broad union has been established (and that it is not driven by a particular political orientation). The more a variety of actors are involved, the more attractive it becomes for others to join as a networking opportunity.

Ongoing inner-administrative networking and cooperation with existing anti-extreme-right-wing movements.

Left-wing groups or civil society actors may not have confidence in public officials.

Keep your promises. Identify key persons who can bridge the lack of trust. Approach individuals to break the ice. This problem will resolve itself in the course of experiencing a reliable cooperation.

DAILY WORK

COORDINATING MEETINGS

The alliance should hold regular meetings uniting all its members; quarterly meetings are recommended. Additionally, call for extra-ordinary meetings in cases where an acute issue comes up, e.g. if an extreme right-wing demonstration is announced, if there is sudden need to find housing for refugees, or if a public debate arises on an issue that concerns racism.

Every member should have the right to put a topic of discussion on the agenda.

Whenever an issue touches the responsibility of a certain administrative officer, this person can be invited to the meeting. In this regard, it pays to have the alliance linked to an existing anti-racism action plan/ECCAR 10PPA so that there is a point of reference to justifying talking to the responsible officers and/or giving recommendations.

If an issue requires specific information, external experts can be invited. The alliance may also seek cooperation with e.g. the federal office for the protection of the constitution in order to obtain information on current incidents and trends.

The alliance in the city of reference has about 60 members, 2/3 of which regularly attend the meetings. Extraordinary meetings were sometimes scheduled within 2 hours and were still attended by about 20 members.

Moderating meetings: The diverse perspective of the members will be reflected in the variety of issues to be discussed. The coordinator has the role of keeping discussions at the level of facts and trying to unite the alliance's members on their lowest common denominator, namely to take a position against racism and right-wing extremism.

Working groups: Form working groups if e.g. a public statement needs to be developed. It is recommended that working groups are formed ad-hoc and dissolved after having completed their task.

ORGANISING ACTIVITIES AGAINST EXTREME-RIGHT-WING ACTIONS IN PUBLIC SPACES

Organize an annual festival of tolerance/against racism. These festivals are popular in a city and make the alliance visible and its objectives known to the population and thus generate greater support. In order to include the entire city, it is recommended that the festival is organized each year in a different district.

→ Daily work

React to extreme right-wing graffiti, stickers etc. in public places. Encourage citizens to call the alliance’s coordinators to report such signs or symbols. Develop a procedure to have these signs and symbols removed as quickly as possible.

■ **Tip!** If the place allows for it, work together with local graffiti artists to turn racist graffiti into graffiti promoting tolerance.

Organize counter-demonstrations in response to extreme right-wing demonstrations. Set up emergency meetings in order to decide on strategic routes. Prepare promotional articles like balloons, colourful scarves etc. that are to be distributed among the participants.

It is important that the mayor shows her/his support by participating in the counter demonstrations, as a representative of the city’s official position against extreme right-wing movements. Try to establish good contacts with the police office in the area and/or have a contact person there who can assist in establishing agreements on common actions during the counter-demonstrations. This is another reason why it would be helpful to include the police in the alliance’s steering committee (see above).

■ **Tip!** Try to get well-known personalities to support the demonstration with their presence.

COORDINATING THE WORK OF VOLUNTEERS

The alliance can also serve to coordinate initiatives by volunteers and/or mobilise voluntary work on short-notice if needed.

MAINTAINING PUBLIC RELATIONS

Public relations activities include statements, articles, and information about campaigns and events. Presence in social media is important to address a broad audience including the youths. Close cooperation with the city’s public relations unit is recommended.

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
Dependence on weather conditions for most public actions	Invest in a portable, weather-proof pavilion/information stand

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

Changes in personnel and structure affect the established channels of cooperation

Continuously work in establishing/renewing good relations and cooperation. The better established the network is, the more likely that a new person in the office will be able to maintain current channels.

Unrealistically high expectations from members in the network. Some members expect action that is not feasible within the powers and resources of the network.

Make clear from the beginning: what are the achievable goals and what are the limitations and restrictions that the alliance faces.

Misleading media reports, publishing incorrect information.

Invest in well-formulated press releases and cooperate with the city's public relations department.

Committed members are also active in other initiatives. Their time resources are limited and they risk becoming exhausted after some time, particularly as it is almost always the same persons who attend meetings and are active in other ways.

Try to motivate less active members in order to generate more support (sometimes they just need a small push).

Conflicting interests, e.g. between politically affiliated stakeholders.

Promote political solidarity against racism and xenophobic movements in the city as a central purpose of the network – remind them about the reason that the various interests have gathered around the same table. Emphasize the lowest common denominator and emphasize that point (the agreement to adopt a common position against extremism and racism).

→ Daily work

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

The required immediate action is not always feasible due to legal/administrative requirements (e.g. obligation to contact the owner of a private building before racist graffiti can be removed; formal application is required if removal costs exceed a certain amount etc.)

A public administrative coordination has to abide by some restrictions that might not apply to a private NGO, however an NGO-structure would be less effective in other situations. Look for informal agreements (e.g. with the city department responsible for street cleaning) and invest in close cooperation with NGOs and members of the civil society. E.g. having a university professor on board who has the best access to young people and who are rather easy to mobilize has to be shown to be effective.

The large number of participants affects the productivity of meetings.

Good preparation of the meetings; a concrete agenda that is followed; a professional chairperson.

FOLLOW-UP

The participation of a broad variety of actors, e.g. entrepreneurs, university staff, sports associations, schools, representatives of religious communities etc. is a key factor in regard to the alliance's success and sustainability. The greater the diversity of the participants, the more attractive the process will be concerning additional stakeholders, as the meetings will provide excellent networking opportunities.

The city alliance's sustainability strongly depends on the mayor's support. It is important that the city deals with right-wing extremism as a high priority task.

After the initial citizen dialogue process has come to an end, speak to individuals particularly committed to the process about the possibility of founding an association to keep the networks established going, including the ideas and initiatives that were developed in the course of the process. This association has the role of being an important non-governmental partner to the alliance that is chaired and administered by the city.

The association is the bottom-up branch cooperating/overlapping with the alliance chaired and administered by the city. The advantage of having such a dual structure is seen in the different frameworks that have their own advantages; a non-governmental association is better suited for low-threshold activities integrating city residents who are harder to reach through official channels. The association is financed through public funding and private donations (sponsorship by local companies etc.).

Together the association and the alliance continue organizing events, counter-demonstrations and other activities against right-wing extremist manifestations. Through publications and festivals the association will become known in the city and establish itself as an important network in the everyday life of the city. Citizen dialogue events can be repeated on concrete topics that arise in the city (e.g. how a particular public place should be built).

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

Project team members/supporters get tired.

People tend to stick to the association if they get to know each other personally, if they enjoy getting together. The association benefits from the variety of members: Meetings become a unique opportunity to hear interesting perspectives from individuals of different professions and lifestyles, in an atmosphere of mutual understanding (without any pressure to develop closer ties). Try to find solutions involving the employees of the participants in order to make it possible to participate in the meetings during working hours.

The dialogue and its result risk being forgotten.

Develop a publication summarizing the common agreement. Remind people of that document at every opportunity. It is important that the mayor keeps mentioning/referring to the alliance and the results of the citizen dialogue.

Insufficient membership

Permanently advertise membership; actively approach potential members. Discuss newly emerging issues (e.g. the increasing resentment against asylum seekers). The important stakeholders for outreach work and public relations are: youth centres, professors – students, schools, parental associations, sports clubs.

→ PROJECT FUND

13

STEP Coordinating unit

Have a coordinating unit in the city administration.

Tasks:

- Support and coordination of the steering committee
- Support and advice for the projects

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STEP Define criteria for eligibility

Decide on the criteria that apply to initiatives eligible for funding. Do not put too much emphasis on formal criteria and explicitly allow for applications that are not perfect, in regards to e.g. the national language, in order to ensure that the call is open to a diversity of applicants.

Recommended criteria:

Initiatives that promote democracy and tolerance in order to counteract extreme right-wing, xenophobic and racist tendencies.

- Youths: Promoting democratic engagement inside and outside school, focusing on young people and their social environment; strengthening the capacity of young persons concerning self-organization and self-help in this thematic field.
- Active citizenship: Strengthening civic engagement; developing a welcoming culture; developing a culture of support and acknowledgment of volunteer work against anti-democratic tendencies. Strengthening networking in the areas of prevention of extremism and the strengthening of public activities directed against extreme right-wing or racist activities.
- Focus projects: development and implementation of strategic focus projects addressing specific problems or conflict situations in the city.

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STEP Form a steering committee

The steering committee makes decisions on the granting of subsidies to applicants. It is recommended that the committee is composed of representatives of different networks and associations. Members should be appointed by the city.

Formulate and agree on the steering committee's bylaws, defining criteria and decision-making procedures.

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STEP Budget

In a city of about 240,000 inhabitants, a budget of 500,000 Euros allowed the realization of 26 integrated and 46 micro projects over a period of three years.

TRANSFERABILITY

The elements of a citizen dialogue and a city alliance are most easily transferable to small and medium-sized cities, as the policy requires and aims to strengthen solidarity and personal networks. It will be easier to realize a broad network in smaller cities where the probability of people knowing each other personally is higher. It is recommended that larger cities implement the policy on a district basis under the umbrella of a city-wide statement or slogan.

KEY FACTORS OF SUCCESS

- willingness of the mayor to take a strong position against racism and extremism
- support and basic common agreement by all democratic parties
- coordination of citizens' activities, ideas and initiatives in an administrative unit that is structurally located close to the mayor, and sufficiently supported and financed by the municipality
- participation and engagement by actors from a broad societal/political spectrum that may have very different perspectives but agree in common to say no to racism, xenophobia and extremism. In particular, participation by the following are considered important:
 - o business people
 - o sports associations (local football associations)
 - o marketing/media experts
- a stable and reliable core team and network members (no extreme fluctuations in members)
- members' ability and coordinators' skills that focus on the lowest common denominator – taking a common position against racism and right-wing extremism – and holding back other debates for the sake of the overriding goal
- the combination of top-down initiatives and support (by the city) and bottom-up actions (by a broad civil society alliance). Strong civil society actors that carry the effort forward.
- a document with a binding character that summarizes the results of the citizen dialogue

Key factors of success ←
Impact and outcome

- Outreach work encouraging participation by a broad variety of people in the citizen dialogue
- Coordinators experienced in moderating and coordinating discussions, activities, people
- achieving a strong presence in the public sphere.

IMPACT AND OUTCOME

- Number of participants in activities, e.g. counter-demonstrations to extreme right-wing demonstrations
- Number of network members and partners: a broad alliance
- Number of people participating in the citizen dialogue
- Decline of racist and right-wing extremist incidents and an increase in reporting of the incidents that occur
- Ongoing development and carrying out of activities, discussion events, campaigns, art projects etc.
- Partnerships/networks established during the process continue working together
- The networks continue to deal with challenging situations (e.g. high numbers of asylum seekers arriving in the city)
- Stable or increasing numbers of members and supporters
- Number and quality of projects realized with resources of the project fund

RESOURCES AND EXAMPLES

Potsdam (DE): Potsdam Shows Colours; Potsdam Tolerance Edict

This is a broad union of many committed civil society actors and it aims at fostering broad societal debate on inhuman and anti-democratic expressions and actions. The union is also in charge of monitoring the implementation of the Action Plan against Racism.

www.potsdam-bekannt-farbe.de; www.potsdamer-toleranzedikt.de

Graz (AT): Election campaign monitoring

The city of Graz has commissioned the human rights council to monitor campaigns in the course of two consecutive municipal elections. The objectives of the monitoring are to stand up against human rights violations in public and to motivate citizens and political parties to think about human rights more intensely. A working group was set up for the monitoring. The monitoring was carried out in the course of two municipal council elections.

Halle (DE): HALLIANZ for diversity (German)

<http://www.halle.de/de/Verwaltung/Lebenslagen/Zivilcourage/Hallianz-fuer-Vielfalt/>

City of Valencia (ES): North-South Plan (Spanish)

[http://www.valencia.es/ayuntamiento/bienestarsocial.nsf/0/E9715CA817803DE4C125755C0044EA39/\\$FILE/PLAN%20NORTE-SUR%202009-20013%20definitivo.pdf?OpenElement&lang=1](http://www.valencia.es/ayuntamiento/bienestarsocial.nsf/0/E9715CA817803DE4C125755C0044EA39/$FILE/PLAN%20NORTE-SUR%202009-20013%20definitivo.pdf?OpenElement&lang=1)

<http://www.valencia.es/ayuntamiento/bienestarsocial.nsf/>

SPACE FOR NOTES

