ECCAR 10 POINTS ACTION PLAN

TOOLKIT FOR EQUALITY
CITY POLICIES AGAINST RACISM

European Coalition of Cities against Racism

European Training and Research Centre for Human Rights and Democracy — ETC GRAZ

UNESCO — United Nations Educational, Scientific and Cultural Organization

International Coalition of Inclusive and Sustainable Cities – ICCAR

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TOOLKIT FOR EQUALITY
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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

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, civil society actors and target group representatives 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.

The realization of this Toolkit would not have been possible without the support of cities and city employees, who shared their experiences, knowledge and time. ECCAR and the editors thank all of the participating cities for their contributions and hospitality, in particular:

Agia Varvara (Greece)	Madrid (Spain)
Athens (Greece)	Malmö (Sweden)
Barcelona (Spain)	Nantes (France)
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Bern (Switzerland)	Potsdam (Germany)
Bilbao (Spain)	Rotterdam (Netherlands)
Bologna (Italy)	Santa Cruz (Spain)
Botkyrka (Sweden)	Sevilla (Spain)
Budapest (Hungary)	Toulouse (France)
Castilla-La Mancha (Spain)	Turin (Italy)
Esch-sur-Alzette (Luxembourg)	Valencia (Spain)
Ghent (Belgium)	Vienna (Austria)
Graz (Austria)	Zurich (Switzerland)

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FOLLOW-UP 23

THE ECCAR CITY'S
10 POINTS ACTION PLAN

The ECCAR 10 Point Plan of Action, adopted on 10 December 2004 in Nuremberg, is open for signature by European cities wishing to join the European Coalition of Cities against Racism on the basis of these commitments. The signatory cities undertake to integrate the Plan of Action into their strategies and action programs and agree to commit to it the human, financial and material resources required for its effective implementation. Each city is free to choose the policies it judges most relevant or most urgent.

However, for reasons of consistency, each city is invited to implement at least one action as soon as possible in respect of each of the commitments. City authorities that have already implemented or are currently implementing some of the proposed actions are invited to enhance or supplement them by further measures related to the Plan of Action. The signatories undertake to establish a focal point with responsibility for follow-up and coordination of the Plan of Action.

The 10 commitments are:

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 Conflict Management

The 10 Point Plan of Action is recommended to be designed as a cross cutting program where different city departments work together, based on the reflection and experience of professionals who collaborate in its drafting, as well as with the active and committed participation of the civil society sector.

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 biologistical 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 10 Point Programme as described in this chapter counteracts discrimination by promoting all of these dimensions.

CONTEXT INFORMATION

The following chapter was developed through a number of interviews with civil servants and politicians responsible for the implementation of ECCAR Action Plans or other action plans covering topics corresponding with the ECCAR commitments in the cities of Bern (Switzerland), Bilbao, Castilla la Mancha (Spain), Ghent (Belgium), Graz (Austria), Madrid, Santa Cruz de Tenerife, and Valencia (Spain). Field research was completed through desk research, integrating findings from the cities of Dublin (Ireland) and Nuremberg (Germany).

WHY IS IT NECESSARY?

- The policy supports respecting, protecting and fulfilling international human rights obligations, particularly the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), the European Convention on Human Rights, and non-discrimination standards stated in international, EU as well as national law (for a list of relevant human rights documents see the respective Annex). Implementing a monitoring policy turns the work into an ongoing agenda instead of a one-time political statement.

The ECCAR Action Plan:
- offers a framework for your policies and priorities
- makes negotiating within the city easier, as the city has undertaken a commitment to an international network
- the involvement of ECCAR and UNESCO is appealing to local politicians
- is city marketing, and the commitment by the city "to take action against racism and discrimination" becomes part of the city identity
- gives the individual actions more weight and thus more visibility
- helps to improve work routines and therefore supports city's civil servants (to better reach target groups, gain trust among the population, attract the best qualified employees etc.)
- helps in coordinating the city's actions against discrimination
- works through the commitment of all departments with their responsibilities
- provides a structured overview of the city's actions
- is an undertaking by the entire city government based on political agreement, thus establishing a need for consideration in the budgeting of all departments
- sets the framework for a more diverse and rich offer of city services which will benefit all city dwellers
- in various ways encourages empowerment of civil society, particularly as a key actor concerning the city's actions as well as evaluating those actions

Tip! Assign a coordinator for the Action Plan in the administration. This will bring you the additional advantage of:
- coordination of the departments' engagement in the implementation of the action plan
- a structure for continuous and regular follow-up
- creating dynamics among and between the departments, bringing people together around the same table
- a bridge to civil society

HOW TO USE THE ECCAR ACTION PLAN?

The ECCAR Action Plan provides a broad format, applicable to large as well as small cities. It is a format a city can use for a broad scope of action or for focusing on key points. It can be tailored to the urgent issues and priorities faced by a city. The commitments focus on topics that are within the political power of a city.

Among ECCAR cities the Action Plan is used differently: As a political commitment, as a long-term strategy, as an operational instrument for implementation, or – ideally – as a balanced bundle of all these components. Some Action Plans concentrate on the internal sphere of the municipality (government and administration), others address the private sector and the local population as well. The aims of the plan need to be made explicit.

> **Tip!** Instead of making only a one-time political statement turn the work into an ongoing agenda in order to:
> · set-up appropriate structures
> · adapt it to societal or political developments
> · keep it up-to-date
> · make and develop a learning process
> · support and develop the political and public debate

Therefore: Set clear political goals, refer to the Convention on the Elimination of Racial Discrimination and the European Convention for Human Rights (and other human rights instruments), regularly review and update the operational parts of the work. The ECCAR plan needs to be understood broadly as encompassing all fields of municipal activities.

LIMITATIONS

The scope of the Action Plan is limited by the competencies of a city. However, it also enables attempts to influence and cooperate with other government levels with the relevant competencies.

FOUNDATION

PLANNING AND ENGAGING STAKEHOLDERS

1 **STEP Membership in ECCAR**

The ECCAR/UNESCO-umbrella is appealing to the political level and can be used by the administrative level.
Start by convincing the political head of one department. He/she has the role to persuade his/her colleagues in other departments to support the development and implementation of an ECCAR Action Plan.

2 **STEP Appoint a coordinator for the Action Plan**

Job profile for the coordinator:

Tasks:
· contact the departments and negotiate what they can do in regard to the action plan
· moderate the meetings of the responsible persons
· involve stakeholders and start/moderate a consultation process
· draft the action plan
· assure the follow-up for the full term of the action plan

Qualifications:
· high social competence
· holistic approach and broad qualifications
· consensus-oriented, diplomatic approach
· assertiveness
· willingness to compromise
· patience, awareness that you coordinate a process that takes time
· a deeper understanding of racism and race discrimination as well other discrimination grounds, and the interplay between them

Workload:
The workload of coordination varies strongly with each phase of implementation. The set-up of the plan is very time consuming, as is every phase of contacting departments concerning the state of implementation. On an average, calculate on a half-time position.

3 **STEP Get the relevant city actors involved**

Negotiate and promote the implementation of the action plan both at the political and administrative levels. Select actors and stakeholders according to the goals the Action Plan pursues.

How to convince the political level?
At the political level it is up to the political head of the responsible department to present the idea to his/her colleagues in other departments. Stress the potential of ECCAR and UNESCO and how the city will benefit from membership and the action plan.
Emphasize that the action plan helps to improve the city's work and supports the city's civil servants in their work routines: target groups are better reached and the city administration gains trust among the population.

How to convince the administrative level?
Bear in mind the particular administrative context of your city when approaching other departments. Some departments may already be carrying out relevant actions and thus can be open to the action plan, while others will be less interested and reluctant to take up a "new burden". Bear in mind different degrees of awareness concerning the topics of racism and discrimination. Take the time for face-to-face meetings with the responsible persons to present and talk about the idea of the ECCAR action plan. Emphasize that the action plan aims to support civil servants in doing high quality work.

> **Tip!** Aim for a concerted approach between the political and administrative levels in promoting the action plan at both levels. Civil servants need the political back-up to approach other departments and negotiate agreements on the action plan. Vice-versa civil servants should support their political head of department with evidence, arguments and regular up-dates on the process. A regular exchange between the administrative coordinator and the mayor's/ deputy mayor's cabinet is recommended.

→ Planning and engaging stakeholders

RISKS, CHALLENGES

MEASURES TO MITIGATE RISKS

Departments are keen on their autonomy and do not want interventions from other departments

As a coordinator, be diplomatic. Start from the point of view of the city department, give positive feedback on what they are already doing and then see what more can be done. Look into what is already there. Do not walk in with an attitude of "listen, I am here to tell you what to do". Respect the fact that they are experts at what they do. Motivate them to participate in the development process (participatory approach) and be curious about their ideas. This way, strive to create ownership by the department for their actions in the plan.

→

Departments are reluctant to participate

Invest in good cooperation between the mayor/deputy mayor, his/her cabinet and the administrative coordinator. The administration should give continuous feedback to the political level, and politicians need to back up their administrative departments concerning development of the action plan.

Negotiate simultaneously at the political and administrative levels.

Try to establish personal contacts through face-to-face meetings. Go and visit the department, instead of inviting the person to your office.

Focus on arguments on how the departments benefit from participating, e.g. that city employees will be more effective in dealing with the diverse needs of inhabitants.

→

DEVELOP THE CONTENT

4 **STEP Needs assessment**

Consult existing advisory boards (e.g. migrant councils), migrant/ethnic community representatives, associations, NGOs and other stakeholders. Ask for their opinion on needs and priorities concerning measures to put into the action plan. The starting point of a needs assessment allows getting organisations in touch and encouraging synergies and networking. Depending on the action and the field of activity, it is necessary to carefully consider who should be involved in the consultation process.

You can
- focus on a general needs assessment and invite members of migrant communities and NGOs to talk about their priorities for the action plan as a whole or
- you can organize separate sessions for selected fields of activities, e.g. on housing, to which you invite representatives of migrant or ethnic minority communities as well as other relevant stakeholders, e.g. the public housing agency, representatives of estate agents etc.

How to do it? Here are some suggestions:
- **Focus group:** Invite relevant stakeholders to consultations on needs and priorities for actions, as well as already existing initiatives and possibilities of cooperation. Pay attention to cover all 4 tracks (information, awareness raising, enforcement, research). Concerning topics that involve various stakeholders with different interests and opinions (e.g. housing or employment market), try to establish a permanent consultation group to work on suggestions for actions that are acceptable to all.
- **World Café:** This is especially useful in cases where many stakeholders will participate. Set up several tables with 4-5 chairs each. Hold three or more rounds of conversation of about 20 minutes. After 20 minutes, each member of the group moves to a different new table. You may choose to have a moderator at each table or leave one person as the "table host" for the next round. Each round of conversation (or each table) is dedicated to one question. To conclude, each group is invited to share main points and results from their conversations with the rest of the larger group.

Suggestions concerning questions to be addressed:
- What are the challenges concerning racial discrimination in … [the city in general / housing] and how could they be addressed?
- What are the experiences regarding access and participation related to … [public services / housing / employment market]?
- How can barriers concerning access and participation be addressed?
- What good practices exist and what in your view are the essential elements of these good practices?
- How should information on people's experiences be gathered?

5 **STEP Coordinate existing resources**

In many cities there are a number of organisations providing different kinds of support services or activities to promote social integration and peaceful coexistence. Take the chance of developing the action plan to get those actors together, coordinate activities, resources and exchanges in relation to each other's activities and experiences. This allows for developing knowledge of the available resources and expertise and avoiding contradicting duplications.

The participation of different kinds of organisations was reported to be very important. Try to involve different organisations in the development of activities and reach out to different city departments trying to get them involved. The participatory development of actions encourages encounters between the respective stakeholders and facilitates networking.

6 **STEP Negotiate the actions for the action plan**

Have individual talks as well as broader meetings with the civil servants. Start by asking your colleagues in the departments what actions they already carry out that could become part of the plan. Then ask for suggestions concerning additional measures that they think would be suitable and feasible in connection with the ECCAR Action Plan.

Clearly distinguish between measures addressed to the 'official' city and those addressed to the private sector.

The participating cities recommend including the following elements in the plan:
Structure each chapter of the plan in 4 tracks, in order to cover "soft" measures like information and awareness raising as well as enforcement of and inquiries into non-discrimination. These tracks could be:
1 – Information and advice, 2 – Sensitize, 3 – Enforcement, 4 – Inventory and research

Be prepared that information and awareness raising measures will be easier to agree on, while measures containing sanctions will often require more negotiation and persuasion. However, the implementation of equality/non-discrimination is similar to other fields where the focus is on a change in behaviour: for example, information and awareness raising measures 'to not drink and drive' may have a certain effect but will often be insufficient without enforcement of noncompliance. Starting off with a 4-track-structure should help in negotiating an effective and balanced action plan.

Make sure to design actions that not only target the migrant population but also **address the general population:**
- Actions against racism and discrimination usually focus on victims and perpetrators, but often neglect the general population, the witnesses. Everyone can come into contact with racism, as a relative, a friend, a colleague, neighbour or a witness of a discriminatory act. Include actions that aim at raising a common feeling of responsibility.

- Actions aiming at social inclusion also need to work with the whole population. Except very concrete actions, like language learning or migration law matters, actions aimed at promoting respectful and peaceful intercultural coexistence and an inclusive society must address the population in general.

7   **STEP Draft the action plan**

Match the actions with the commitments in the ECCAR 10 Point Plan of Action. Negotiate with the departments concerning actions to fill in the empty spots. Coordinate different municipal sections, thus giving a global nature to all actions.
Ensure that timelines for implementation are set and that actions are appropriately operationalized: at what stage and time can the measure be seen as completed? If possible define benchmarks and indicators for achievement and success.

> **Tip!** Name a responsible contact person for each action. This will make the follow-up on implementation much easier.

Include all departments in the decision as to which actions are to be included. Finalize the action plan. If necessary, have a final consultation round with the departments to get their approval.

> **Tip!** Circulate the first draft of the action plan among social entities for suggestions (e.g. immigrant associations, neighbourhood associations, other NGOs, trade unions, employers etc.). Exchange ideas with ECCAR and UNESCO and ask for their feedback on the draft. ECCAR and its scientific advisors can provide consultation upon request: Contact the secretariat for information.

Make sure to fill each chapter of the ECCAR plan with corresponding actions/measures. Each chapter should combine actions referring to the 4 tracks of information, awareness raising, enforcement, and inventory/research. For each action, a responsible person should be named as a contact for the coordinator.

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
The phenomenon that after you have had hard times convincing others to participate, suddenly everyone strives to put his/her measures or priorities into the action plan, including those that are marginally relevant.	Stick to the predefined structure of the Action Plan by ECCAR chapters and the 4 tracks and make sure that all actions serve the purpose of the Action Plan. Constant negotiation on the political and the administrative levels until the very end.

→ Develop the content

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
Some politicians argue against the Action Plan and/or deny discrimination	Base arguments on e.g. scientific research, statistics and other information from the local or national anti-discrimination bureau, refer to press articles, TV-documentaries, consultations with civil society (especially the targets of discrimination).
Controversial discussions about the Action Plan as a whole	Integrate some mainstream actions that departments are already carrying out into the plan. Those departments will have an interest in giving it more PR. That way it becomes more difficult to challenge the action plan as a whole.
Controversial discussions on track 3 (enforcement) and track 4 (funding of research) Both can be challenged with the argument: "is that really the task of the city?"	Prepare arguments that the Plan is toothless without these tracks and that the city, as a democratic institution, has its own interests as well as powers in regard to equality
Difficulties in establishing contact with external actors that are needed for specific actions	Every department is responsible for the contacts with external actors needed for specific actions. Use established contacts from previous cooperation efforts. Think about and present arguments relating to potential benefits from the action plan for the external actors.
The formulation of the action plan requires a lot of efforts.	The coordinator should not be all alone with this task, but be able to rely on a team.

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
Ensuring funding of activities with certain continuity	Reinforce coordination, to more effectively manage resources. Have a dedicated budget to execute and develop the planned actions.
There are so many NGOs and associations that they do not even know about each other or they are in competition with each other.	Organize exchange meetings in the different organisation's offices to get to know each other's work.
Limitation of human and financial resources	Avoid overlapping and service duplication. Before adding anything new, coordinate what is already in place. Have good needs assessment before introducing any new services. Create service synergies.
The work requires a wider perspective that allows addressing immigration from a coexisting point of view.	Working across departmental borders makes it possible to show to citizens/inhabitants that the city administration is composed of diverse agents.

PUTTING INTO PRACTICE

STRUCTURAL EMBEDDING

8 **STEP Council decision on the Action Plan**

Pass the action plan in a council decision. State that every department is responsible for taking the action plan into account in the department's budgeting.

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
An opposition party takes their criticism to the media.	Provide scientific arguments and refer to research and other forms of documentation that establish discrimination as a serious issue in regard to human rights, democracy and sustainability.
Discussions break out even within the majority.	Be prepared that negotiation is needed until the last minutes before the decision. Communicate the benefits to the entire population.
At the political level a superficial plan without clear goals, deadlines etc. has been adopted.	Make sure that plans include long- and short-term perspectives, include deadlines for review and update. From the administrative level, keep the political level sufficiently informed about concrete goals and actions. Bear in mind the external reporting to ECCAR and UNESCO; these references often help in ensuring concreteness.

9 **STEP Set up a steering committee for the implementation of the Action Plan**

Successfully pursuing the implementation of the plan takes more than picking up the phone at the beginning of its implementation and again two years later. It is recommended that regular communication channels are established in order to remind departments concerning implementation and the need to act in regard to challenges and overcome reluctance. The particular duties for a department depend on the actions they are responsible for in the plan.

A promising practice is the establishment of a **steering committee** for the implementation of the Action Plan. This committee meets regularly (e.g. once a month) and involves all actors relevant to the realization of a planned action.

The **coordinator** of the action plan is responsible for pursuing the concrete steps.

Coordinator's tasks:
· remind the departments of their engagement by positively asking about their progress
· find the balance between pushing for implementation by regularly asking "What have you done so far?" without demanding too much reporting
· offer your availability for questions and support
· do not act alone: involve colleagues who have good contacts with other departments
· bear in mind that the coordinator is not responsible for the action, this is and should be the responsibility of the department

Tip! Motivate (show appreciation of what works well, ask about progress, point out to benefits) instead of making people feel being supervised or put under pressure.

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
Some departments do not undertake their actions or their engagement decreases over time	At this stage it will pay off that you have appointed a coordinator and named a contact person for each action: Remind the departments of their engagement. Support departments with contacts and good examples, showing what is possible.
Target sectors (e.g. real estate agents) are reluctant to participate	Provide scientific research and evidence and approach actors by saying "we can do this and that but what can you do and how can we cooperate?" Point out the risks of inaction within the target sector. Support from and the engagement of politicians may be necessary.

DAILY WORK

10 **STEP Continuous follow-up on implementation and progress of actions**

The respective departments are responsible for the implementation of measures. The coordinator's task is to keep in contact with the persons in charge and to keep implementation on the agenda. Motivate and facilitate regular exchange activities and reporting on the progress and challenges related to implementation.
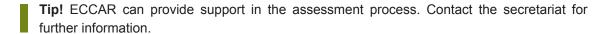
The coordinator's task is to
1. seek individual face-to-face conversations with the respective contact persons.
2. organise regular department meetings (2-4 times a year) where the responsible civil servants are invited to present the progress on implementation. Bringing officials from different departments together has a motivating effect as participants usually wish to be able to present some progress. Challenges in the implementation process can be discussed and good practices exchanged. Invite/involve the people concerned (beneficiaries) in order to give feedback on the progress and possible adaptations.

11 **STEP Assessment**

Work out a scheme for reporting that will deliver the necessary information but does not require a great deal of extra work, e.g. include it into already existing reporting requirements. Include the departments into the development of the follow-up plans, in order to prepare for acceptance for the reporting scheme.

> **Tip!** ECCAR can provide support in the assessment process. Contact the secretariat for further information.

FOLLOW-UP

Action Plans should be reviewed, updated and adapted regularly. Interviewees described the work as "continuously watering the prairie to keep it green".

12 STEP Report to ECCAR

ECCAR requires its members to deliver a report every two years.

Tip! Use the compilation of this report again for getting in touch with the departments. Engage in a participatory evaluation of actions and pave the way for the development of a subsequent action plan for the next period.

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
Tracking real and specific results. Assessing if the plan has sufficient scope or not, ie if measures meet the existing needs; this is needed in order to make the right decisions on how to continue.	It is important to think about measurable indicators from the beginning, when developing the actions for the action plan. Provide for monitoring (see chapter monitoring)

SUSTAINABILITY

It is essential to promote long-term actions. Being able to think in the long term is essential, even if it is difficult given the administrative logic that follows the terms of election cycles. Policies must be based on a conceptual framework that allows for developing strategic policies.

Profit from follow-up meetings (see above) and evaluation activities (interviews with civil society actors working in the field) to further the development of actions that can be put in a subsequent action plan.

KEY FACTORS OF SUCCESS

According to the interviewees, these are the key success factors:

· **ECCAR membership**, under the guidance of UNESCO, helps in the negotiation of a comprehensive action plan (especially in small and medium-sized cities)

· **Committed individuals at high political as well as high administrative levels** who promote the action plan

· Involvement of many actors in a **participatory development process**, drafting the document together

· Starting with a good **needs assessment** to develop really appropriate and necessary measures

· Good **cooperation between the political and administrative levels**, which means political support for the negotiations needed at the administrative level and continuous feedback on the state of development from the administration to its political head of department. The political cabinet may be a crucial link between the two levels.

· A **coordinator** who is a competent, active and well networked civil servant

· A **contact person** in every department who is in a responsible position and easy for the coordinator to reach

· **Continuous and regular communication** with the persons in charge of implementation in the respective departments, both in the plan's development phase as well as in the implementation of the action plan

· **Clear and measurable goals** to do a monitoring

· **Regular revision and update** every 2-3 years

· **Good coordination of resources and activities** carried out by various actors

· **Regular consultations with civil society organisations**

IMPACT AND OUTCOME

The process of putting together an action plan and the follow-up on its implementation – through exchanges of experiences but also at times difficult discussions – creates dynamics and mind shifts towards a more open approach to involving people and trying something new.

Departments reflect on designing actions for the purpose of non-discrimination.

Actions are put into practice and actually improve the life situation of city inhabitants.

To assess the effectiveness of your city's action plan, we suggest the following indicators:
·   Based on the Action Plan, concrete policies have been implemented.
·   The process of implementing the Action Plan has improved exchanges and knowledge of city employees on non-discrimination measures. (Survey among employees: How often do employees (formally and informally) talk about non-discrimination? Which non-discrimination measures are familiar to them?)
·   The process of implementing the Action Plan has raised awareness within the administration on the benefits of non-discrimination. (Survey among employees: Do employees see a benefit in non-discrimination? If yes, which one? If no, why not?)
·   The action plan has resulted in measurable improvements in the life situation of minority groups. (Survey among NGOs, migrant associations etc.)
·   The action plan has achieved a reduction in the number of discriminatory incidents in the areas addressed? (Survey among NGOs, migrant associations, local anti-discrimination bureaus etc.)
·   Another idea, where possible, is the development of baseline surveys and analyses as an initial action, or prior to implementation, of the action plan.

RESOURCES AND EXAMPLES

ECCAR 10 Point action plan
http://www.eccar.info/10-point-plan-action

UNESCO Coalition of Cities' Discussion Paper Series
http://www.unesco.org/new/en/social-and-human-sciences/themes/fight-against-discrimination/
coalition-of-cities/discussion-paper-series/

A series of studies have been carried out to collect and analyze practices and cases. The « Discussion Paper Series » presents the results of these studies and aims at assisting municipalities in better formulating policies and stimulating the debate in this area.
Paper n°1: Un Lexique du racisme : étude sur les définitions opérationnelles relatives au racisme et aux phénomènes connexes [PDF in French, 280 KB]
Paper n°2: Study on measures taken by municipalities and recommendations for further action to challenge racism through education [PDF, 571 KB]
Paper n°3: Indicators for evaluating municipal policies aimed at fighting racism and discrimination [PDF, 934 KB]
Paper n°4: Study on measures taken by municipalities and recommendations for further action to achieve greater vigilance against racism: Commitment 1 of the Ten-Point Plan of Action [PDF, 538 KB]
Paper n°5: Study on Challenges in the Development of Local Equality Indicators – A human-rights-centered model [PDF, 417 KB]

Graz (AT) ECCAR Action Plan (German)
http://www.graz.at/cms/dokumente/10201020_410977/f46e0df3/top34%2BBLG.pdf

Ghent (BE): ECCAR Action Plan (English)
https://stad.gent/sites/default/files/page/documents/ECCAR%2010%20points%20action%20 plan%20City%20of%20Ghent%202015-2019.pdf

Bern (CH) Guiding principles of integration policies (German)
http://www.bern.ch/politik-und-verwaltung/stadtverwaltung/bss/kompetenzzentrum-integration/
fachbereich-information-und-vernetzung/leitbild-zur-integrationspolitik

Nuremberg (DE): Menschenrechte Aktionsplan (German, English, Spanish, Russian)
https://www.nuernberg.de/internet/menschenrechte/aktionsplan.html

Madrid (ES): Madrid Plan on Social and Intercultural Coexistence (Spanish, English)
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