ECCAR 10 POINTS PLAN OF ACTION

TOOLKIT FOR EQUALITY
CITY POLICIES AGAINST RACISM

3rd Edition, October 2023

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THE CITY GETS ACTIVE IN ITS FUNCTION AS:

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

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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

3rd Edition
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City of Graz
City of Heidelberg
European Coalition of Cities against Racism (ECCAR e.V.)
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More information on the Toolkit for Equality and the ACTION project is available online at https://www.eccar.info/en or https://www.humanrightsgolocal.org/.

INTRODUCTION

The Toolkit for Equality is a manual to support cities in implementing local policies that successfully counteract racism and racial discrimination or in improving 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 concrete suggestions and share valuable insights on best practices of other ECCAR member cities. We invite you to read the toolkit as the joint expertise of colleagues in other cities and to pick up the ideas that could benefit the work in your city.

The realisation 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[1]:

Agia Varvara (Greece)
Athens (Greece)
Barcelona (Spain)
Berlin (Germany)
Bern (Switzerland)
Bilbao (Spain)
Bologna (Italy)
Bonn (Germany)
Bordeaux (France)
Botkyrka (Sweden)
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Turin (Italy)
Valencia (Spain)
Vienna (Austria)
Zurich (Switzerland)

[1] highlighted cities contributed extensively to this edition of the publication.

ECCAR 10 POINTS PLAN OF ACTION

THE ECCAR 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 (ECCAR) 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 (ICERD) defines that **"*racial discrimination shall mean any distinction, exclusion, restriction or preference based on race, colour, descent or national or ethnic origin [...]*"**.

The term "*Distinction*" refers to the act of categorising a person as different based on characteristics such as race[2], colour, ethnicity, descent, birth, religion, or language. This categorisation can involve both biological and cultural ascriptions and may be used to justify different entitlements on a structural level. The opposite of distinction is equality, which is understood as a status as well as a process.

"*Exclusion*" refers to the denial of access to and the ability to enjoy human rights. The European Union adopted the term 'social exclusion' as defined by the ILO, but widened the definition to emphasise that social exclusion occurs when people cannot fully participate or contribute to society due to "*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. Its positive counterpart is the presence of "equal opportunities".

"*Preference*" refers to the granting of privileges to one person over another, based on criteria such as race, colour, ethnicity, descent, birth, religion, or language. Conversely, it places one person at a disadvantage in comparison to another. The positive answer to this formal understanding is the principle of "equal treatment".

Effective strategies to combat racial discrimination therefore must promote the positive counterparts of the four discrimination dimensions.

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

→ The 10 Point Action Plan as described in this chapter counteracts discrimination by promoting **all** of these dimensions.

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[2] The editors, whenever using the term race or its derivatives, refer to UNESCO's Declaration on Race and Racial Prejudice, adopted by the General Conference of UNESCO at its twentieth session, Paris, 27 November 1978.

CONTEXT INFORMATION

The following chapter was developed through a number of interviews with civil servants and politicians responsible for the coordination of the ECCAR Action Plan or respective Action Plans in the cities of Barcelona (Spain), Bologna (Italy), Bonn (Germany), Bordeaux (France), Botkyrka (Sweden), Brussels (Belgium), Cologne (Germany), Ghent (Belgium), Graz (Austria), Heidelberg (Germany), Helsingborg (Sweden), Leuven (Belgium), Turin (Italy), Vienna (Austria), and Zurich (Switzerland).

WHY IS IT NECESSARY?

THE RELEVANCE OF ACTION PLANS

- 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. Implementing a monitoring policy makes the work an **ongoing agenda** rather than a one-off political statement.

- The United Nations (UN) and its respective agencies, particularly the UNESCO, have been placing an **increasing focus on combating racism and racial discrimination on the local level** (not only) in recent years. A prominent example of this is the annual 'Global Forum', organised by UNESCO, of which one strand is a policy dialogue on adequate instruments, such as Action Plans. The Global Forum is accompanied by annual outcome documents and aligns with the 'UNESCO Roadmap against Racism and Discrimination'.

- New developments and efforts to combat racism are also undertaken by the European Union. The most recent publication 'Common guiding principles for national Action Plans against racism and racial discrimination' by the European Commission (2023) accompanies the **EU Anti-racism Action Plan 2020-2025** and aims at supporting member states in the realisation of National anti-Racism Action Plans.

Although the respective documents published by the international organisations are predominantly focused on the national level, they increasingly recognize the importance of shared responsibility and joint efforts between all governmental levels to fully combat racism and racial discrimination, especially on a structural level.

*For more information regarding these documents, see **Part A** of the section 'Resources and Examples'.*

THE ECCAR ACTION PLAN

- provides a framework for your policies and priorities
- makes negotiating within the city easier, as the city has undertaken a commitment to an international network
- is attractive to local politicians, not least because of the involvement of ECCAR and UNESCO
- is a clear signal of the city's commitment to *take action against racism and discrimination*, which becomes an integral part of the city's identity
- gives the individual actions more weight and visibility

- helps to improve working practices and thus supports the city's civil servants (to better reach target groups, to gain trust among the population, to attract the most qualified staff, etc.)
- helps to coordinate 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 a commitment by the whole municipality or city government based on a political agreement, thus establishing a need for consideration in the budget of all city departments
- helps to make local action more effective by setting clear and achievable objectives and targets, as well as providing for indicators and success factors
- encourages the empowerment of civil society in various ways, particularly as a key actor in the city's actions as well as in the evaluation of those actions
- allows the city and civil society to agree on common goals and provides a roadmap, against which civil society can measure the related progress, ensuring continuous engagement as well as a clear long-term commitment
- offers a framework for a more diverse and richer range of city services that benefits all city dwellers.

How to use the ECCAR Action Plan?

The ECCAR Action Plan provides a broad format that is applicable to both large and small cities. It is a format that cities can use for a wide range of actions or to focus 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.

ECCAR cities use the Action Plan in different ways: As a political commitment, as a long-term strategy, as an operational implementation tool, or – ideally – as a balanced set of all these components. Some action plans focus on the internal sphere of the municipality (government and administration), others also address the private sector and the local population. The objectives of the plan need to be made explicit.

> **Tip!** Rather than making a one-off political statement, make the work an ongoing agenda:
> - set-up appropriate structures
> - adapt it to societal or political developments
> - keep it up-to-date
> - create and develop a learning process
> - support and promote the political and public debate
> - make it a tool for increased efficiency
> - use it as a bottom-up political tool to initiate and support developments at regional and national levels

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 allows for attempts to influence and cooperate with other levels of government with appropriate powers or relevant competencies.

> **Tip! Enhance your 10-PPA through a Bottom-up approach**
>
> Cities struggling to develop a contextualised 10-PPA for their specific needs can benefit from applying a bottom-up approach. This approach proves particularly valuable if a city lacks the needed expertise or competencies for developing a comprehensive Action Plan against Racism.
>
> By adopting a bottom-up approach, the city can cater to the local dynamics and issues that shall be included in the Action Plan, resulting in targeted and impactful actions. You can initiate a bottom-up process individually or collaborate with cities facing similar challenges, to collectively develop Action Plans that are tailored to the specific needs and local circumstances.
>
> Lastly, it is crucial to involve civil society actors and relevant NGOs in this process. This will increase the relevance and effectiveness of your 10-PPA and thus its acceptance and resilience. Additionally, this will foster a sense of ownership, inclusion, and active participation among the individuals and actors involved.

FOUNDATION

PLANNING AND ENGAGING STAKEHOLDERS

1 ## STEP: MEMBERSHIP IN ECCAR

The ECCAR and UNESCO -umbrella is an appealing incentive to the political level and can be used as a convincing argument by the administrative level.

Who can join the ECCAR?
Membership of the Coalition is limited to cities and district governments from the European countries with a democratically elected municipal council, which support the Association's purposes. Membership is not subject to a minimum number of inhabitants of the respective municipality.

How to join the Coalition
Membership for cities and district governments is conditional upon filing a letter with the Steering Committee comprising an application for membership in the Coalition.

You can download the Act of accession and commitment form for the application in English and German on the ECCAR website (https://www.eccar.info/en/how-join-coalition) or contact office@eccar.info for more information.

2 ## STEP: ESTABLISH A COORDINATION STRUCTURE FOR THE ACTION PLAN

For the coordination of the action plan, the **appointment of a coordinator or group of coordinators** at both the political and administrative levels of the municipality is recommended. Establishing such a coordination structure has several benefits:

· effective coordination of the commitment and contribution of all departments involved in the implementation of the Action Plan
· a solid structure for continuous and regular follow-ups
· a new dynamic between and within the departments, bringing people together around the same table
· a wider network throughout the municipality, bringing it closer to civil society.

We recognise that setting up an elaborate coordination structure can be resource intensive and may not be feasible for smaller cities or cities with fewer resources. Refer to the subsection "Administrative level" on the following pages for a list of tips and possible solutions.

Political level

To gain political support for the coordination of the Action Plan, start by convincing the political head of one department. Once you have won a committed political leader to support the action plan, they will need to persuade colleagues in other departments in order to support the development and implementation of the action plan.

Responsibilities of political Action Plan coordinator(s)

· preparing argumentation for advocacy of the Action Plan
· lobbying with critical actors to achieve a supporting majority (or critical power) and ensure that council votes for the Action Plan are secured
· negotiate with the aim of ensuring unanimous decisions in the Council in following sessions
· networking with allies and further stakeholders.

> **Tip!** To increase accountability and effectiveness regarding the 10-PPA on a political level, it is recommended to:
> · situate the political responsibility for the Action Plan on the highest political level possible. This will additionally increase its relevance and anchorage in the city government.
> · establish a system of shared political responsibility instead of individual responsibility to help increase the 10-PPA's political power and resilience. This can be done by setting up a political committee or forum that is responsible for monitoring the Action Plan development or implementation, for example.
> · embed the 10-PPA (as well as the ECCAR membership) in political resolutions to increase its accountability and political relevance. This way, the 10-PPA can be used as a "meta" argument to convince city officials of the necessity to implement the actions in their departments' daily actions. Use the fundamental nature of Human Rights as an argument to underline that anti-racism work, and therefore the Action Plan, is relevant and necessary – and not just an optional, one-off political agenda.
>
> See **Part C** of the section 'Resources and Examples' for useful examples and information regarding the political embedding of the 10-PPA.

Administrative level

In line with the recommendation of shared political responsibility, it is advised to also establish a **system of shared responsibility at the administrative level**. As the commitments in the Action Plan are intended to be integral and cross-cutting, many city departments will come across the Action Plan in their daily work. Therefore, it is recommended to appoint action plan coordinators in all departments involved, to oversee and coordinate the relevant actions in their area of competency. This allows for smooth, cross-cutting cooperation and further guarantees that all departments are aware about being concerned by this policy of the city. It also ensures that monitoring and reporting works well, and evidence can be provided on the situation on the ground.

Effective cooperation between departments and their coordinators can be achieved through:

- **defining a 10-PPA Steering Group**: establish a small **core group of strategic-level coordinators** responsible for coordinating and overseeing the 10-PPA -responsibilities of all involved departments. The Steering Group closely cooperates with the departments and acts as an intermediary between the strategic level and the operational level. If all relevant departments appointed a dedicated Action Plan coordinator for their area of work, the Steering Group can work more effectively, thus facilitating the process.
- **setting up a specific function regarding the coordination of Action Plans in the city administration:** For example, a City Councillor responsible for promoting the 10-PPA and dealing with related matters, building a bridge to the public.

See **Part C** *of the section 'Resources and Examples' for further examples and information.*

Responsibilities of administrative Action Plan coordinator(s)

Tasks:

- contact the relevant city departments and negotiate what they can do in regard to the Action Plan and the related commitments
- moderate meetings between the responsible city officials
- involve other stakeholders and start/ moderate a consultation process
- draft the Action Plan and make inquiries regarding lacking information and data
- assure continuous monitoring of the Action Plan

Qualifications:

- high social competence
- holistic approach and broad skills
- consensus-oriented, diplomatic approach
- willingness to compromise and cooperate
- assertiveness
- qualified and prepared to work on the 10-PPA
- willing to integrate the 10-PPA into their daily work
- patience and the awareness of a long and complex process
- a deeper understanding of racism and racial discrimination as well as other grounds of discrimination, and the interplay between them (intersectionality)
- trained in anti-racism work; attending regular trainings and workshops for city staff on racism and anti-discrimination.

Workload:

The workload of 10-PPA coordinators varies strongly with each phase of implementation and depends on how the responsibility is organised within the city administration. The experience of ECCAR-members shows that especially the initial phases and the development of the plan are very time consuming. In general, calculating a **half-time position** would be ideal, if resources allow.

However, if the responsibility for coordinating the 10-PPA is not shared between the departments involved, but there is only one Action Plan coordinator in the whole municipality, the workload will

be higher. This will likely be the case at each stage that requires the coordinator to contact the departments about their state of implementation or monitoring regarding the 10-PPA. In this case, it is advisable to calculate based on a **full-time position**.

> **Tip!** Consider the importance and benefits of having diverse teams overseeing the ECCAR work and the 10-PPA in your city. Ensuring diversity in your city administration will not only bring different perspectives and new ideas but is also a crucial factor for successful and sensitised anti-Racism and anti-discrimination work.

Coordinating the action plan with limited resources

Some cities, especially smaller ones, may face problems in coordinating the development and implementation of a 10-PPA due to a lack of resources. In these cases, cities may be overwhelmed by the scale of responsibilities involved in the coordination processes and adjustments may be necessary.

The following measures can help to overcome challenges related to a lack of resources at the city's administrative level:

- **Shared Responsibility:** Encourage a **collaborative approach** where multiple city officials share the responsibility for the Action Plan, each taking on parts that intersect with their current roles, to reduce the need for a full-time dedicated position
- **Community Engagement:** Invite local civil society organisations to join the coordination team to assist with tasks in their area of expertise, such as community consultation and stakeholder engagement
- **Training and Capacity Building:** Partner with local universities or NGOs to provide training for staff, which could be more cost-effective than external programs
- **Monitoring and Evaluation:** Make use of simple but effective monitoring tools that can be managed alongside other duties, possibly leveraging existing monitoring or reporting mechanisms
- **Clear mandates:** If employing a dedicated Action Plan coordinator is not possible, provide the staff member(s) taking on the coordination role(s) with a clear mandate and support from senior management to ensure appropriate workloads and collaboration between the departments involved
- **Adjusting renewal periods or frequency:** Reducing the frequency of resource-intensive processes related to the development and implementation of a 10-PPA (or breaking them down into smaller processes that can be better integrated into the administration's day-to-day work) can help to better balance or reduce the workload.

> **Please note:** Scaling down the requirements for the coordination roles and processes of a 10-PPA should be considered carefully and should only be done if the city is not able to fulfil these obligations otherwise. Doing so should be a pragmatic and temporary solution to meet human rights obligations despite a lack of resources, as reducing the requirements for the Action Plan coordination and development can ultimately lead to a lower quality and effectiveness of the 10-PPA.

> **Tip!** Generally, the initial phases of developing and implementing a 10-PPA have been reported to be more resource intensive, regardless of city size or capacities. Thus, some processes will become less costly and complex after the initial phases. For example, while frequent monitoring is recommended at the early implementation stages of an Action Plan, monitoring could be reduced to bi-annual reports once the 10-PPA is well established.

Involving civil society coordinators

In addition to appointing responsible coordinators at the political and administrative levels, it is essential to include the perspectives of people affected by racism and racial discrimination as well as civil society in the coordination of activities related to the Action Plan. This will ensure the public acceptance and resilience of the plan and, ultimately, its success.

The following examples show how a coordination structure with civil society actors could be set up:

- **co-managed Anti-Discrimination Centre or Anti-Discrimination network:** co-managed by the municipality in cooperation with various civil society organisations/ NGOs to ensure effective and impact-oriented implementation of the 10-PPA. Such cooperation also allows for a constant exchange and connection with the real needs of the civil society.
- **initiating co-managed offices:** Similar to a co-managed anti-discrimination centre, other co-managed offices may be established to support 10-PPA activities (e.g., helplines for victims of discrimination or other easily accessible support services).
- **observatory/ research group on discrimination:** can be co-founded and co-managed by the city but also include contributions of academic actors and civil society organisations/ NGOs. This allows for an additional focus on city-specific issues in a comprehensive and scientific way (e.g., by conducting studies or surveys).
- **Community self-organisations:** In order to involve people concerned and people in vulnerable situations, migrant, minority, or community self-organisations should be supported, promoted and involved in the policy-cycle (assessment, planning, implementing, monitoring and evaluating).
- **Round Table between the City Administration, the municipal Council and Civil Society Organizations monitoring the process.**

Establishing cooperative means and co-managed institutions with civil society actors can be difficult. Particular care should be taken to avoid tokenism when dealing with groups or communities affected by racism, as this is a common danger in this part of the process. However, close cooperation and regular exchanges with civil society are essential to strengthen their trust in the administrative structures and the work of the administration. This is a necessary cornerstone for effective, inclusive, and purposeful action.

3 STEP: GET THE RELEVANT CITY ACTORS INVOLVED

Negotiate and promote the implementation of the Action Plan at both political and administrative levels, taking a cross-cutting and intersectoral approach. Also focus on reluctant or resistant actors who are relevant but would not otherwise participate proactively in the process.

How to convince the political level?

At the political level it is up to the political head of the relevant department to present the idea to their colleagues in other departments. Stress the potential of ECCAR and UNESCO and how the city will benefit from the ECCAR membership and the Action Plan.

Emphasise that the Action Plan will help improve the work of the city and even support city officials in their day-to-day work: target groups will be better reached, and the city administration will gain the trust of the population.

Tip! Use the ECCAR membership and its benefits, such as the support of a city network or the enhancement of the city's reputation, as arguments to convince politicians. Emphasise that by becoming a member, the city is committing itself to the development of a 10-PPA.

Tip! The support and commitment of a strong political figure, such as the mayor, can be very helpful in gaining further support at the political level. By continuously promoting the Action Plan and its cause, you can find those political actors who share the same interests and build alliances. Civil society can also play a crucial role in convincing the political level.

Tip! It is crucial to achieve cooperation between the leading party and the opposition in order to ensure resilience and a general consensus. Linking the 10-PPA to the broader picture of non-negotiable fundamental rights can help to bridge the gap between different political parties by emphasising that anti-Racism and anti-discrimination are not subject to political ideologies, but a foundation of society.

How to convince the administrative level?

When approaching other departments, bear in mind the particular administrative context of your city. Some departments may already be carrying out relevant activities and may therefore be receptive to the Action Plan, while others may be less interested and reluctant to take on a 'new burden'.

Bear in mind the different levels of awareness of racism and discrimination. Take time for face-to-face meetings with those responsible to present and discuss the idea of the ECCAR Action Plan. Emphasise that the aim of the Action Plan is to support officials in doing good-quality work.

→ Planning and engaging stakeholders

> **Tip!** Aim for a **concerted approach** between the political and administrative levels when promoting the Action Plan at both levels. Civil servants need political support to approach other departments and negotiate agreements on the Action Plan. Conversely, civil servants should support their political head of department with evidence, arguments, and regular updates on the process. A regular exchange between the administrative coordinator and the political coordinator(s), i.e., the cabinet of the mayor or deputy mayor, is recommended.

RISKS, CHALLENGES	MEASURES TO MITIGATE
Lack of necessary administrative structures	In order to coordinate a cross-cutting Action Plan, reorganise existing structures or responsibilities in a cooperative manner. If developing new administrative structures or bodies (e.g., a specific Action Plan Committee) is not possible, it is essential for the appointed 10-PPA coordinator(s) to establish regular feedback cycles with the involved departments.
Departments are keen on their autonomy and do not want interventions from other departments	As coordinator(s), be diplomatic. Start from their point of view; give positive feedback on what they are already doing and then see what more can be done. Look at what is already there. Do not come 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. In this way, strive to create **departmental ownership** of their actions in the plan.

RISKS, CHALLENGES	MEASURES TO MITIGATE
Departments are reluctant to participate	Invest in good cooperation between the mayor or deputy mayor, their 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 both 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.
Other discrimination-related issues are deemed more important than racial discrimination	If city officials do not recognize the importance of adopting a 10-PPA against Racism, highlight the intersectionality of racial discrimination and the relevance to implement anti-Racism measures in a cross-cutting way throughout the city administration.

→ Planning and engaging stakeholders

How to involve the Civil Society?

As mentioned in STEP 2, the involvement of civil society in the development of an Action Plan is crucial for its acceptance, legitimacy, and targeted commitments. Ensuring transparency and a diversity of perspectives can also increase the acceptance of the plan among the wider public. Engaging civil society organisations (CSOs) can strengthen the evidence base and support monitoring of the plan's goals and commitments.

However, challenges may arise, such as the potential for conflict between government priorities and civil society agendas, the risk of co-optation, or delays in processes due to divergent views and difficulties in reaching consensus.

Tips for engaging civil society:

- Offer **training programs** on advocacy and participation
- Ensure **simple engagement processes** by reducing bureaucratic hurdles and using clear, accessible language in all communications
- Provide **inclusive, easy to use platforms** where also less formal CSO groups can participate, ensuring their voices are heard
- Acknowledge the role of civil society by giving **formal recognition** to contributions

Tips for dealing with a strong or reluctant civil society:

- Establish **structured dialogue mechanisms**. Make sure that expectations and roles are clearly defined to avoid misalignments and power struggles.
- Develop **clear agreements or roadmaps** outlining the scope and limits of civil society participation, ensuring alignment with the Action Plan's objectives.
- Equip coordinators with advanced **negotiation skills** to manage conflicts and facilitate compromises effectively.
- Maintain **transparent decision-making processes** to prevent any perception of exclusion or bias.

By carefully balancing involvement and structure, local authorities can build on the strengths of civil society while mitigating potential difficulties to ensure the successful development and implementation of action plans.

DEVELOP THE CONTENT

4 ## STEP: COLLECT AND ASSESS NEEDS

The first step in developing the content of your 10-PPA should be a needs assessment in order to identify relevant measures for the Action Plan. Start by initiating a dialogue and consultations with existing advisory bodies (e.g., migrant councils), representatives of affected communities, associations, NGOs and other stakeholders. Ask for their expert opinion on explicit needs and priorities for appropriate Action Plan measures. Organized civil society can support the collecting and assessing of needs in this regard. This will help you to ensure that the Action Plan measures respond to the specific city needs and to current issues regarding racism and discrimination.

Conducting a needs assessment will also enable you to get in touch with key organisations and promote synergy and networking. Depending on the action and the area of activity, it is necessary to carefully consider who should be involved in the consultation process. The involvement of different civil society groups (e.g., through open calls for the public to express their concerns or through focus groups) will ensure the inclusion of diverse perspectives and therefore lead to a more accurate assessment of the local needs.

You can:
- focus on a **general needs assessment** in broad settings; invite members of the affected communities and NGOs to talk about their priorities for the Action Plan as a whole
- **organise separate sessions** for selected areas of activities, e.g., housing, to which you invite representatives of the targeted communities as well as other relevant stakeholders, e.g., the public housing authority, representatives of estate agencies, etc.
- organise broad participation through **public consultations** in the public space
- invite a member of the **ECCAR Scientific Advisory Committee** or a peer from another city in order to carry out talks with the administration and heads of departments about their assessment of needs in their fields of competence and the respective responses in terms of actions, measures, or procedures in place, or to be put in place to mitigate challenges.

Suggestions on how to put these tips into practice:
- **Focus group:** Invite relevant stakeholders to consultations on needs and priorities for actions, as well as on already existing initiatives or opportunities of cooperation. Apply a **4-track structure** (as described in STEP 6) that covers the four elements of *information, awareness-raising, enforcement*, and research. By following this approach in both the needs-assessment and the drafting of the Action Plan, you ensure that 'soft measures' are being considered. For issues involving multiple stakeholders with different interests and opinions (e.g., housing or labour market), set up a permanent consultation group to work on proposals for actions that are acceptable to all.

→ Develop the content

- **Surveys:** In order to identify the city-specific needs relevant for the Action Plan, surveys can be an effective and accessible way to reach target groups as well as the general civic society. You can conduct the surveys online (e.g., via an online-platform or city app) or at offline events, for example. Either focus on specific target groups and stakeholders or disseminate the surveys to the broad public.
- **Public campaigns:** Along with reaching out to target groups at distinctive events or by means of online surveys, the broader public should be informed about the process of the Action Plan early on. Use social media and other means of communication to publish a campaign or information material. This way, other public stakeholders that are interested in being involved in the process but have not been considered as target group, could be identified.
- **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.

*See **Part C** of the section 'Resources and Examples' for further examples and information.*

Suggestions on issues to be addressed:
- What are the challenges concerning racial discrimination in … [the city in general/ area of action] and how could they be addressed?
- What are the experiences regarding access and participation related to … [public services/ housing/ labour market]?
- How can barriers concerning access and participation be addressed?
- What good practices exist and what do you consider their essential elements?
- How should information on people's experiences be gathered?

Tip! Actively approach and invite reluctant and/ or excluded stakeholders that would otherwise not take part in the dialogue or that may have negative feelings towards the Action Plan.

Tip! Based on the information you have gathered, first develop individual strategic actions and then combine them into a comprehensive action/ commitment in the 10-PPA!

RISKS, CHALLENGES	MEASURES TO MITIGATE
Specific needs of the civil society are not clear or not identified	Actively establish a cooperation network with important NGOs and civil society actors in order to stay in touch with current issues and concerns.
Lack of high-quality data regarding the needs assessment	Set up a research group that involves academic and civil society actors. This allows for a detailed focus on relevant issues in the city via studies etc. Some of the contributing cities recommend cooperating with local universities for gathering the data. While this approach can be costly, it is helpful to convince reluctant decision-makers of the relevance of a 10-PPA. Furthermore, it will enhance the quality of the Action Plan.
Lack of participation by the public/ lack of effective cooperation with civil society regarding the needs assessment	Provide free and accessible meetings or workshops to inform and involve the public. This will increase the visibility of the Action Plan and encourage active participation.
Discrepancies between or within the concerned minority groups	It is important to establish and maintain close contact with the target groups in order to address their specific needs. You can set up intercultural mediation services to reach all groups in society and to achieve good cooperation. Alternatively, consult directly with reluctant or resistant target groups. Allow them to express their concerns or needs. Make sure to respect and use the terms they identify with in your speech and in the Action Plan.

RISKS, CHALLENGES	MEASURES TO MITIGATE
The actions chosen for the 10-PPA are perceived as irrelevant by the public	To avoid dissent or rejection of the planned actions by the public, it is important to provide easily accessible public events or information in order to justify the planned actions in a transparent way. This, together with broad participation, will help to build a general consensus within civil society about the process.
Some target groups are hard to reach or do not want to cooperate	Organise public events that are easily accessible to inform and increase awareness of the 10-PPA. Additionally, events or special commemorations that honour the culture and history of the targeted (minority) groups, as well as acknowledge the harm done to them in the past, can help to build a bridge to the communities concerned.

5 STEP: COORDINATE EXISTING RESOURCES

In most cities, there is a multitude of organisations providing different kinds of support services or activities to promote social inclusion and peaceful coexistence. Use the opportunity of developing the Action Plan to bring these actors together, coordinate activities, resources and exchanges in relation to each other's activities and experiences. This will allow for developing knowledge of available resources and expertise while avoiding contradicting duplications.

The involvement of different types of organisations was reported to be very important. Try to involve different organisations in the development of actions and approach different city departments to get them involved. The cooperative development of actions encourages encounters between the respective stakeholders and facilitates networking.

Budget and financial resources:

The majority of cities contributing to this toolkit chapter, identified the budget as the most difficult aspect of the 10-PPA to plan and to estimate (*see table below for tips and solutions*).

Cities recommended a **two-step approach** regarding the political embedding of Action Plans. In a first step, the city council passes the overall 10-PPA as a policy framework to be implemented within a certain period. In a second step, the individual actions can each be decided on separately by government decisions after being specified and properly budgeted. Even though there might remain a risk of underperformance in the implementation of the 10-PPA, the risk of achieving no agreement on the overall plan for budgetary reasons is mitigated to a large extend.

Passing actions or work packages separately in individual or additional council decisions can help to secure the required resources on a smaller scale, i.e., the responsible department if your city struggles to agree on a comprehensive budget for the full action plan. This two-step approach can also be helpful on an operational level, as it can be difficult to calculate the required (financial) resources for a complete Action Plan, especially if it involves large-scale actions.

Tip! Build your Action Plan based on existing documents or old Action Plans of your city. Based on this, identify the areas that are still topical and need further actions, and reshape that plan with the help of relevant guidance documents from the ECCAR or EU institutions.

Tip! In the event of staff shortages or lack of expertise, the city can appoint external experts, such as diversity managers, for a specific function or phase of the 10-PPA.

Tip! In some cases, a collaborative approach with the civil society can be taken to mobilise the required resources. A strong and well-connected civil society could potentially help with campaigning for financial resources.

Tip! Lengthening the period during which your city's 10-PPA is in force can reduce the average cost, as the plan will "last longer". This will also reduce the cost of developing new Action Plans and make it more resilient.

Tip! If your city is struggling to find funding for the 10-PPA, turning to cooperation partners or city networks could be a solution. Look for potential project cooperation with other cities to develop Action Plans. Not only will this allow you to share expertise and create synergies, but it can also be an additional source of funding for the development of your 10-PPA.

*In **Part B** of the section 'Resources and Examples', you will find 10-PPAs from other cities that may be helpful for the development of your 10-PPA.*

→ Develop the content

RISKS, CHALLENGES	MEASURES TO MITIGATE
Difficulties to determine the exact budget needed for the 10-PPA, as multiple city departments are involved in developing, implementing and carrying out the Action Plan	It is advisable to strategically allocate specific funds for the 10-PPA in the budgets of the city departments involved. Make sure to consider all phases of the 10-PPA, in which the departments are involved (e.g., coordination, development, implementation, assessment, etc.). In general, the development phase requires the most additional resources while the coordination, implementation, and assessment phase are usually integrated into the regular work of the department.
Lack of administrative structure or resources	It can be necessary to reorganise existing administrative structures or develop new structures/ responsibilities in order to cater to the specific purposes of 10-PPA.
Inadequate structure in the administration, the need for specific institutions and the need for clear procedures	10-PPA should always contain actions which evaluate institutions and procedures according to their appropriateness on the one hand, on the other, 10-PPA should include actions introducing structures, institutions and procedures.
Lacking awareness in the administration of being concerned or competent for anti-racist policies	Invite a member of the ECCAR Scientific Advisory Committee or a peer from another city in order to carry out talks with the administration and heads of departments about their assessment of needs in their fields of competence and the respective responses in terms of actions, measures, or procedures in place, or to be put in place to mitigate challenges.

RISKS, CHALLENGES	MEASURES TO MITIGATE
Reluctance of city administration because of lack of funds or insecurity of funds	Be transparent regarding the resources needed and where they are coming from. Convince the reluctant departments that the funds for the 10-PPA are available or can be made available. Also, remind them of the close inter-connection of their daily work and the 10-PPA obligations, which therefore do not require much additional budget.
Development process of 10-PPA is too complex and resource-intensive due to many involved departments/ coordinators	The development process should be split up in individual work packages relating to the field of competences of involved city departments. It is recommended to have an Action Plan coordinator in each involved department for smooth and efficient cooperation with other coordinators. This approach also helps to calculate the required resources on a smaller level, i.e., based on individual work packages in separate departments.

6 STEP: NEGOTIATE THE ACTIONS FOR THE ACTION PLAN

Hold both one-on-one and wider meetings with city officials. Start by asking your colleagues in the departments what actions they are already doing that could become part of the 10-PPA. Then ask for suggestions for additional measures that they consider appropriate and feasible in the context of the ECCAR Action Plan.

APPLIED PRACTICES: 4-track approach

The contributing cities recommend the following **4-track approach** for the 10-PPA:
By structuring each chapter of the Action Plan along the *4-track approach*, "soft" measures like information and awareness raising as well as "hard" issues such as enforcement of and inquiries into non-discrimination can be covered. The four tracks could be:

→ Develop the content

> **1. Information and advice, 2. Awareness-raising, 3. Enforcement, 4. Research and innovation**
>
> 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 that your actions are **aimed at the general public** and not just at individual minority groups or people affected by racism or in vulnerable situations:

· Actions against racism and discrimination very often focus (only) on individuals and groups affected by racism or on the perpetrators, but often neglect the general population; the witnesses and by-standers. 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 awareness and 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 a respectful and peaceful intercultural coexistence as well as an inclusive society must address the general population.

> **Tip!** A mutually agreed steering document can help to define the actions and objectives of the plan and to achieve consensus among the actors involved. It can function as a roadmap for all actors as well as a documentation of consent. This will help to hold actors accountable in the subsequent phases of the 10-PPA, making the plan truly non-negotiable.

APPLIED PRACTICES: The 4x4 Approach

The **4x4 Approach** can be applied to the development process of 10-PPAs and consists of **4 groups of actors** (*those affected and civil society, city administration, political level, science and expertise*) as well as **4 strands of actions** (*Information and advice, Awareness raising, Enforcement, Research and innovation*). The different groups of actors are consulted during the individual development phases of a 10-PPA for all strands of action. Different approaches towards the strands of action might be necessary for the different actors.

By applying this approach to the development process of 10-PPAs, cities ensure the development and implementation of an inclusive and high-quality action plan that considers the needs of different stakeholder groups as well as different areas of action.

| Those affected and civil society | **4 Strands of action:**

1. Information and advice
2. Awareness raising
3. Enforcement
4. Research and innovation | City administration |
| Political level | | Science and expertise |
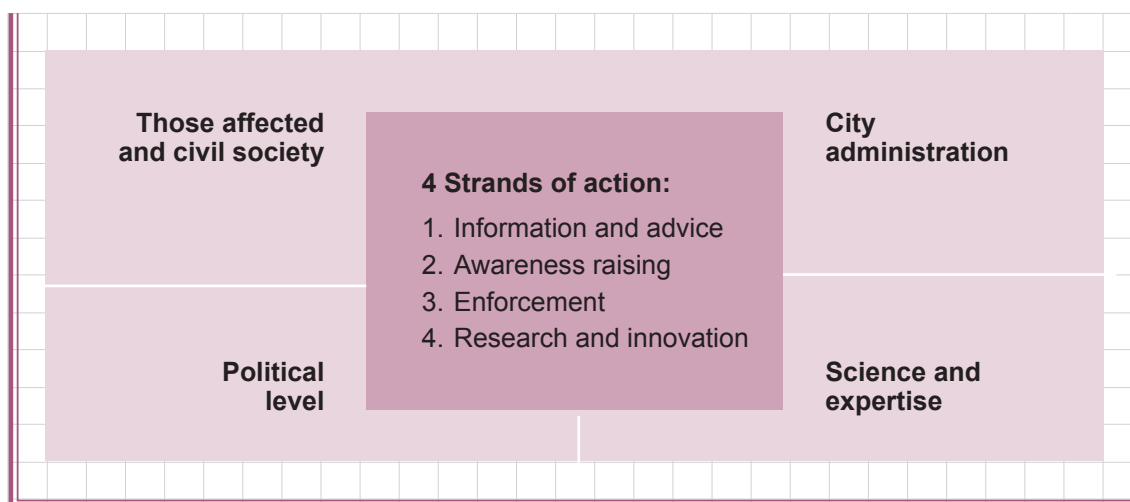
7 STEP: DRAFT THE ACTION PLAN

Begin the drafting process by aligning your identified fields of actions with the commitments outlined in the ECCAR 10-PPA.

Coordinate the development of your Action Plan draft with the relevant city departments and their designated 10-PPA coordinators. It's important to include different municipal departments in this process to guarantee a comprehensive and cross-sectoral approach to all defined actions.

Establish clear timelines for the implementation of each action. Determine what the end goal is for each action and when it should and can be accomplished. If possible, define benchmarks and indicators for achievement and success. Utilize the provided model template below to assist you in this task.

Once the drafting is done and timelines have been set, finalize the Action Plan by deciding on the final actions/ commitments for the plan. This should be a collaborative decision with all involved departments. If there are outstanding issues or approvals needed, organize a final consultation with the departments to secure their consent.

Try to find corresponding actions/ measures for each commitment of the ECCAR plan. Each commitment should include actions that follow the 4-track structure mentioned in STEP 6: *information, awareness raising, enforcement,* and *research*. For each action, a responsible person or department should be identified as a contact for the coordinator.

Tip! Circulate the first draft of the Action Plan among social entities for suggestions (e.g., migrant 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 further information.

→ Develop the content

APPLIED PRACTICES:
Model template for drafting Action Plan commitments

Drafting the Action Plan commitments in a structured and outcome-oriented way can help to streamline the following processes of implementing and assessing the plan, as the same criteria can be used as indicators in all of these processes. We developed a model template for formulating action plan commitments to suit these requirements. The model consists of 10 categories, which support cities in drafting structured and coherent action plan commitments. Below, each category is explained and defined in a model template. On the right side, the model is demonstrated exemplarily by Point 7 of the ECCAR 10-PPA.

Commitment The title/ description of your commitment. Refer to the Action Points of the ECCAR 10-PPA or define your own commitment	
1. Goal	The overall goal targeted with/ contributed to by this commitment
2. Target groups	The identified groups or persons addressed by your commitment or measures
3. Responsibility for coordination	Departments coordinating and monitoring the progress of the commitment/ actions
4. Responsibility for implementation	Departments responsible for the implementation of the commitment/ actions
5.Specific objectives (*process-oriented/ outcome-oriented*)	Specific and concrete goals derived from your overall goal (They should be measurable, achievable, relevant, and time-bound.)
6. Human Rights principles included	Refer to the principles of the Human Rights-based approach or similar frameworks. (Ex: Equality and Non-discrimination, Inclusion, Universality and Inalienability, Rule of law, Participation, Transparency, Accountability etc.)
7. Expected outcome	Outcomes and results to be achieved based on the specific objectives of the commitment
8. Expected impact	The long-term impact or changes expected by the action and objectives
9. Indicators of progress	Indicators that inform about the progress status of the action
10. Outcome indicators	Indicators that describe if the expected results and defined objectives were achieved

Commitment 7 – Fair Access to Housing	
1. Goal	The city of […] will take active measures to strengthen policies against housing discrimination within the city.
2. Target groups	Individuals or (marginalised) groups who have experienced housing discrimination, tenant associations, and community groups.
3. Responsibility for coordination	**Responsible city departments:** housing department, legal department, social affairs department/ public housing authority, urban planning department **External bodies:** (inter-sectoral approach) anti-discrimination office, community organisations
4. Responsibility for implementation	**Responsible city departments:** housing department, public housing authority
5.Specific objectives (*process-oriented/ outcome-oriented*)	- **Draw up legal normative instruments** with a focus on discrimination-free access to housing (Ethical Charter and a Code of Practice) for public and private housing actors/ bodies - **Review and revise existing housing regulations** to identify gaps and weaknesses regarding potential discrimination and update them accordingly - **Implement a transparent complaint process:** Establish an easy-to-use, accessible mechanism or advisory service for housing discrimination complaints
6. Human Rights principles included	Equality and Non-discrimination, Inclusion, Universality and Inalienability, Rule of law
7. Expected outcome	New legal frameworks and instruments for discrimination-free access to housing, revised housing regulations, transparent complaint process has been established.
8. Expected impact	Discriminatory housing policies have been revised, discrimination experiences on the housing market have been minimised.
9. Indicators of progress	- Number of council hearings regarding the planned measures/ instruments - Adoption rate of the Ethical Charter and Code of Practice by home-owners/ estate agents - Relative number of people making use of the complaining process
10. Outcome indicators	- Number of housing regulations/ policies updated - Number of new normative instruments developed - Number of reported cases of discriminatory housing practices that were addressed - Increase of home owners/ estate agents committing to the Code of Practice or Ethical Charter

→ Develop the content

Some cities might find this approach too comprehensive for their needs or city context. However, we highly recommend filling out all of these sections in order to create a comprehensive and reliable 10-PPA. By doing so, potential gaps or needs for further action can be identified.

> **Tip!** By applying this structure to your 10-PPA actions, you can save resources and efforts for the further process of monitoring. Developing the actions according to this template might take more time in the beginning, but you will be able to use the same structure for the assessment and reporting of your 10-PPA. What is more, by being aware of your objectives and indicators from the beginning, the effectiveness of your 10-PPA actions will most likely be increased.

In **Part C** of the section 'Resources and Examples' the empty template is provided for your use.

RISKS, CHALLENGES	MEASURES TO MITIGATE
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. Establishing a cross-cutting coordination structure with clear responsibilities will help you to deal with such situations.
Some politicians argue against the Action Plan and/or deny discrimination	Base arguments on 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). Highlight the intersectional nature of racial discrimination, underlining the relevance of the Action Plan for all forms of discrimination.
Controversial discussions about the Action Plan as a whole	Integrate some mainstream actions, that departments already carry out, into the plan. That way it becomes more difficult to challenge the Action Plan as a whole.

RISKS, CHALLENGES	MEASURES TO MITIGATE
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 many efforts.	The coordinator(s) should not be all alone with this task, but be able to rely on a team.
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.	Organise 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.

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RISKS, CHALLENGES

MEASURES TO MITIGATE

The work requires a wider perspective that allows addressing immigration from a co-existing 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. This will increase accountability as well as the effectiveness and visibility of the Action Plan.

We recommend highlighting the benefits of adopting a political resolution for the Action Plan in preparation of the Council decision. This way, the focus can be set on the potential of Action Plans as widely applicable tools for intersectoral cooperation instead of raising potential concern about higher workloads.

> **Tip!** One of the cities contributing to this edition shared that passing their 10-PPA in a council decision ultimately led to increased Budgets for the 10-PPA commitments. This example shows that adopting binding Action Plans can yield additional benefits for the work of the responsible departments.

RISKS, CHALLENGES	MEASURES TO MITIGATE
An opposition party takes its 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.

RISKS, CHALLENGES	**MEASURES TO MITIGATE**
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, with 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 structures are established by the coordinator(s) in order to remind departments of the ongoing Action Plan process and the contributions/ efforts needed from them for the success of the 10-PPA. The particular duties for a department depend on the actions they are responsible for in the plan and will be communicated/ monitored by the responsible coordinator(s).

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 realisation of a planned action. If your city already established a coordinating structure for the development of the Action Plan, this group of coordinators could likely be overseeing the implementation of the 10-PPA as well.

Otherwise, the general **Action Plan coordinator** of the city administration is responsible for pursuing the concrete steps. You can start by following these steps:
- remind the departments of their engagement by positively asking about their progress; establish a constant feedback/ information cycle to remind them about the continuous character of the Action Plan commitments
- find a balance between encouraging implementation by regularly asking "What have you done so far?" while avoiding to demand excessive progress 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 the progress, point out to benefits) instead of making people feel being supervised or put under pressure.

RISKS, CHALLENGES		MEASURES TO MITIGATE
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 or group of coordinators and named a contact person for each action. Remind the departments of their engagement and responsibilities. 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 or evidence and approach actors by saying "this is what could be done 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: PUBLIC KICK-OFF

For the resilience and acceptance of the 10-PPA, it is important that the process and objectives of the plan are transparent and known to the public. Depending on the level of participation of the development process of your Action Plan, many different stakeholders and civil society groups will already know about the plan. However, a public kick-off event for launching the 10-PPA serves the purpose to inform additional stakeholders and groups of the general public that may not have been involved or interested in the process before.

Tip! Try to map the different public stakeholders in order to identify those who may not have been involved in the process of the Action Plan so far. Differentiate between the general public, the public or community concerned in the Action Plan, engaged civil society groups, academia, media, etc.

Ways to make the 10-PPA visible to the public:
- set up **public information- and outreach programs** for citizens
- involve the city's **Public Relation officers** and run public campaigns

· organise **events, commemorations or workshops** to make the 10-PPA and the related actions visible to the public
· set up **regular dialogues** with specific target groups or the general public
· set up irregular **study circles** or workshops for **awareness-raising** in the general public
· hold **media conferences**.

In order to allow for genuine participation of the public, participation opportunities should not be limited to one-off events or one-sided information cycles. Instead, provide ways for engaged citizens to participate actively in the development of the Action Plan. Public kick-off events can be a way to connect with the interested public and to invite them to join focus groups or other participation opportunities.

Tip! Translate your 10-PPA to multiple languages in order to reach all groups of citizens.

Tip! Create short and easy to understand educational tools such as booklets, video clips, or social media campaigns for civil society. Additionally, the city could offer educational kits/material for education institutions.

11 STEP: MONITORING THE IMPLEMENTATION AND PROGRESS OF ACTIONS

The respective departments are responsible for the implementation of measures. In order to make the 10-PPA truly effective and impactful, it needs to be integrated into the operational level of the city administration as well as city policies.

The coordinators' task is to stay in constant exchange with the departments involved 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) should:
1. seek **individual face-to-face conversations** with the respective contact persons or 10-PPA coordinators in the departments.
2. organise **regular department meetings** (2-4 times a year) where the responsible city officials 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.
3. conduct a **yearly evaluation follow-up** to monitor the progress of implementation. Optionally, smaller half-year follow-ups can be implemented.
4. **Involve the civil society in the monitoring process**, for example by hosting regular round tables between the city administration, the city council and civil society actors.

Tip! The internal monitoring of the implementation progress does not have to be technical. If respective resources or structures are not established in your city administration, conduct regular conversations with each department and their appointed coordinators. This inter-personal way of monitoring the 10-PPA can be especially beneficial if the responsible persons are reluctant or unsure which data they should monitor.

Tip! It is helpful to constantly remind actors about the significance of implementation of a 10-PPA and 'pushing' for the best performances throughout the whole process.

Tip! Develop a continuous annual practice to put a focus on the purpose of the 10-PPA, i.e., a festival that promotes equality and anti-discrimination.

12 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.

In general, synergies with the annual reporting of the city administration can be used for assessing the 10-PPA. The annual report can be used with regard to data that is directly related to the 10-PPA. The results of the annual report can also be used to identify which relevant data is lacking and should be assessed/ surveyed specifically.

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

Tip! Consult with external actors (NGOs and different national governmental data or anti-discrimination agencies) who already monitor specific aspects of discrimination and who can share their expertise or data for the purpose of assessing the 10-PPA's impact.

Evaluation of specific actions

Some actions, especially large-scale, one-off projects that were implemented as a 10-PPA commitment, might require a specific and detailed evaluation. In these cases, the actions could be evaluated by questionnaires or participants surveys in the course of events or workshops that they might entail.

Other actions can also be assessed by applying the method of Situational Judgment Testing as a useful tool for the assessment of individual policies or overall situation in the city.

RISKS, CHALLENGES	MEASURES TO MITIGATE
Difficulties measuring specific effects and results due to the cross-cutting nature of the 10-PPA and its impacts	Develop specific indicators that can be used for monitoring the impact of the 10-PPA, based on the definition of the actions (*see the model template in Step 6 of the FOUNDATION section*)
Lack of data and indicators	Develop indicators in cooperation with universities or assign this task to a specific "task force" or external actors.

FOLLOW-UP

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

REPORTING

13 STEP: REPORT TO ECCAR

ECCAR requires its members to deliver a report every two years. Use the compilation of this report 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.

The knowledge gained from follow-up meetings with involved actors as well as evaluation activities (interviews with civil society actors working in the field) to further the development of actions can be used for improving the actions in a subsequent Action Plan.

Tip! In the case of lacking reporting- or assessment procedures at the city level, the ECCAR reporting process can also be used as a tool for assessing the 10-PPA.

RISKS, CHALLENGES	MEASURES TO MITIGATE
Tracking real and specific results/assessing if the plan has sufficient scope or if measures meet the existing needs.	It is important to think about measurable indicators from the beginning when developing the actions for the Action Plan. The measures should target the reel needs identified in the needs assessment, in an effective and sufficient way. Provide for monitoring to ensure that this is the case and to align your decisions accordingly (*see STEP 11, Monitoring)*.

ECCAR Reporting Tool

ECCAR maintains an electronic reporting tool which is accessible via ECCAR's website (https://www.eccar.info). The tool serves:

- To file city reports in a semi-structured web application linked to a relational database, allowing the reuse and retrieval of reports and the information they contain.
- as a research and retrieval platform for members, where reports, good practices or statistics can be accessed or created.

The reports contain a structured part on the member city's meta data which remains stored and can be reused for follow-up reports. Further, in Level 2, the reports include information on actions implemented by the respective city. These are structured along the 10-PPA's commitments, and provide semi-structured information on the objectives, methods and approaches, duration, or impact of the action. After the assessment of the Scientific Advisory Committee (SAC), these actions may be marked as good practice and can be retrieved as such.

Reports are structured according to the field of activity to which the individual actions relate: monitoring, consultation and collaboration, data collection, antidiscrimination office/ integration office, information and training, public procurement and cooperation with the private sector, human resource management, service provision, housing, education, and cultural diversity.

An important feature of the reporting tool is the language independence. Members can **use their official language** for reporting. This makes reporting not only easier, but also reporting can be used within the municipality and thus prevents redundancy. Reports are archived in English and the user language. When retrieving data, users can also use whatever language they prefer, the database provides information which matches with a machine translation.

RESILIENCE

It is essential to encourage long-term actions. Planning ahead long-term is essential, even if administrative structures as well as changes in the political leadership might make this difficult. Policies must be based on a conceptual framework that allows for developing effective and robust strategies.

Ways to achieve Resilience:

- Link your 10-PPA to the **city's underlying human rights obligations** and to a wider focus of all forms of discrimination, thus making the 10-PPA intersectoral & cross-cutting;
- include all interested and crucial actors **from the beginning**, also those who may possibly object. Reaching a wide consensus in the beginning is crucial to avoid obstacles in further procedural steps, thus contributing to the 10-PPA's resilience;

- join (or develop) **regional ECCAR-networks**, such as the network of German, Flemish or Nordic cities, or create joint (national) Action Plans for city networks;
- embed the ECCAR Membership and the commitment to develop a 10-PPA into **political resolutions** for binding actions;
- **lobby for the 10-PPA** on the political level in order to score high-ranking political supporters, thus increasing the 10-PPAs relevance on the city's agenda;
- embed the 10-PPA in other relevant **city documents**, like SDG city plans, or anti-discrimination Action Plans, making the anti-discrimination aspect indispensable for full sustainable development of the city and strengthening the intersectoral nature of the 10-PPA;
- adopt special **protocols against racism** on the city level or within individual organisations and departments in order to make the commitments legally binding;
- **regularly update and assess** the 10-PPA in order to improve its weak spots and to react to new challenges;
- establish **round tables** or other means to continuously include civil society actors in all stages of the process. By doing so, the actions will not only be aligned with the concrete needs in the city, but also the acceptance of the actions and accountability regarding the implementation process will be higher.
- organise **regular training for city-officials**, anchoring anti-discrimination and anti-Racism work in the city politics.

FURTHER STEPS

As we pointed out at the beginning, an action plan is not a one-off project, but should be established as an ongoing process. Cities that have already implemented the steps covered in this chapter of the toolkit and have established coordination and monitoring structures in relation to their 10-PPA can continue and enhance their work by expanding the work they do for each step of the process.

Examples of this could be:
- Conducting **surveys** to better understand (new) specific needs in the city and how they change over time
- developing **new indicators**
- adding more detailed **monitoring or reporting criteria**
- continue with the steps outlined in the following chapters of the Toolkit for Equality (*see Part B of the 'Resources and Examples' section*).

By remaining responsive to the developments and dynamics of your city, the quality and resilience of your action plan is likely to increase. This will not only have a positive impact on the city's anti-racism and anti-discrimination work but can also serve as a blueprint for other cities with similar contexts.

KEY FACTORS OF SUCCESS

- **ECCAR membership**, under the guidance of UNESCO, which 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

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

- **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

- **Regular consultations with civil society organisations**

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

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

The relevance of these success factors, as identified in the previous edition of this publication, has proven to remain high. They have been regularly confirmed by ECCAR members in assemblies, regular reporting, as well as in interviews carried out for this updated edition of the Toolkit chapter.

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.

A positive side-effect of the implementation of anti-discrimination measures can be the strengthened cooperation between civil society, civil society organisations, and the city administration. Similarly, establishing a comprehensive equality- and anti-discrimination Action Plan can help to curb the harmful effects of far/ extreme right politics.

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 importance of non-discrimination. (Survey among employees: Has the perception of employees regarding the importance of non-discrimination measures changed? If yes, how so? If no, why not?)
- The Action Plan has resulted in **measurable improvements in the life situation** of people or groups in situations of vulnerability. (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

In the following, you will find relevant international reference documents or frameworks (section A), as well as additional information on good practice examples (section B, C, and D) mentioned in this edition. These documents can be used for guidance for your 10-Point Action Plan against Racism, but also as a powerful lever to convince decision-makers of the importance of action plans and to support your arguments.

A. INTERNATIONAL REFERENCE DOCUMENTS OR FRAMEWORKS

I. UNESCO – International Coalition of Inclusive and Sustainable Cities
A series of studies has been carried out to collect and analyse practices and cases. The International Coalition of Cities against Racism Discussion Paper Series presents the results of these studies and aims to help municipalities to better formulate policies and to stimulate the respective debate.

- **Paper 1:** Un Lexique du racisme: étude sur les définitions opérationnelles relatives au racisme et aux phénomènes connexes [PDF in French]
- **Paper 2:** Study on measures taken by municipalities and recommendations for further action to challenge racism through education
- **Paper 3:** Indicators for evaluating municipal policies aimed at fighting racism and discrimination
- **Paper 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
- **Paper 5:** Study on Challenges in the Development of Local Equality Indicators – A human-rights-centred model; Commitment 2 of the Ten-Point Plan of Action

II. UNESCO – Roadmap against Racism and Discrimination
Following a resolution adopted at the 40th session of the UNESCO General Conference (2019), as well as several adopted decisions by the UNESCO Executive Board acknowledging the Global Call against Racism in the following years, UNESCO was mandated to develop a Roadmap against Racism and Discrimination. The roadmap serves as a strategic and operational framework for stronger contributions and commitment to the fight against racism and discrimination.

III. UNESCO – Global Forum against Racism and Discrimination
Within the roadmap framework, UNESCO launched a global multi-stakeholder forum against racism and discrimination. The outcomes and recommendations of the first forum in 2021 as well as the second one hosted in Mexico City in 2022, can be found in the outcome documents linked below:

- Report: Global forum against Racism and Discrimination, March 2021 (English)
- UNESCO Global Forum against Racism and Discrimination, second edition: outcome document (English)

IV. Office of the United Nations High Commissioner for Human Rights (OHCHR)

The OHCHR published a [Practical guide on developing Comprehensive anti-discrimination legislation and protecting minority rights](#). It provides information for governments at all levels, as well as legislators, civil society actors and other relevant public stakeholders, consistent with international legal standards and state obligations.

V. The UN Network on Racial Discrimination and Protection of Minorities

Find more information about the network and its activities on the webpage of the [Network on Racial Discrimination and Protection of Minorities](#).

VI. European Commission – EU Anti-Racism Action Plan 2020-2025

· [A Union of equality. EU anti-racism Action Plan 2020-2025](#) (English)

· [Common guiding principles for national Action Plans against racism and racial discrimination](#) (2022, English)

· [Supporting the Development, Implementation and Monitoring of National Action Plans Against Racism - Checklist and Reporting Tool](#) (2023, English)

VII. European Network against Racism (2022)

[Not Just Another Toolkit (For Public Authorities)! A resource for meaningful collaboration with anti-racist activists and racialised communities](#). (English)

B. ACTION PLANS AND REPORTS OF ECCAR MEMBERS

I. [The ECCAR Toolkit for Equality](#)

The complete Toolkit for Equality (TKE) consists of the 12 chapters below. Each chapter is [available for download](#) in the following languages: German, English, Spanish, French, Greek, Hungarian, Italian and Swedish.

1. [ECCAR 10 Points Plan of Action](#)
2. [Monitoring](#)
3. [Antidiscrimination Office](#)
4. [Elected Migrant Council](#)
5. [Migrant Citizenship Forum](#)
6. [Door Policy Panel](#)
7. [Diversity Management in the City Administration](#)
8. [Welcome Services for New City Inhabitants](#)
9. [Improving Access to Services for Marginalised Groups](#)
10. [Adequate housing policies](#)
11. [Combatting racism and hate speech: building a non-racist society](#)
12. [Sports](#)

II. Barcelona (ES):
- [Government Measure Barcelona City of Rights Programme](#) (English)
- [Interculturality Plan 2021 – 2030](#) (English)
- [Barcelona Discrimination Observatory Report 2022](#), (English, Catalan, Spanish)
  This report collects the work and data provided by the **Office for Non-Discrimination of Barcelona** City Council **and 26 social entities of the city**.

III. Cologne (DE):
- [Discrimination monitoring, Report 2021](#) (German)
- [Assessment Report on the Implementation of the ECCAR 10-PPA](#) (English)

IV. Ghent (BE): [Action Plan Anti-Discrimination and Anti-Racism 2020-2025](#) (Dutch)

V. Graz (AT) [10 Points Plan of Action 2020-2023](#) (German)

VI. Helsingborg (S): [Equal Opportunities Plan 2022-2025](#) (English)

VII. Helsinki (FIN):

[Helsinki of Human Rights](#). Action Plan for Non-Discrimination in the City of Helsinki's Services and Activities 2020–2021 (English)

VIII. Madrid (ES)
- [II Plan Madrid de Convivencia Social e Intercultural](#) (Spanish)
- [Madrid Plan on Social and Intercultural Coexistence](#) (English)

IX. Zürich (CH): [Rassismusbericht 2022](#) (German)

C. FURTHER INFORMATION ON EXAMPLES

In the following, more detailed information will be provided on examples mentioned in this Toolkit publication. Additionally, the cities who have stated to be practising these methods are named for further information.

FOUNDATION – STEP 2: Establish a coordination structure for the Action Plan
I.   **Shared political responsibility:** Instead of one responsible politician for the Action Plan, some cities are practising shared responsibility on the political level. This is a way to increase accountability and the democratic character of the Action Plan, as well as to increase engagement of multiple actors. Especially if political actors from different parties are involved in the political realisation of the action, resilience and the quality of implementation will be increased.
Practised by: the cities of Ghent, Helsingborg

II. **Action Plan Steering Committee:** The principle of **shared responsibility** can also be taken to the <u>administrative level</u>. Setting up a steering committee for the 10-PPA, can result in the cooperation of multiple city departments or actors, responsible for the adoption, implementation and monitoring of the Action Plan. A distinct committee or forum of the responsible actors allows for them to regularly exchange ideas, progress, and concerns, which is especially powerful in the early phases of developing and adopting the Action Plan. The establishment of a steering committee will not require additional resources, as it is solely a way of giving form to the cooperation of the responsible departments and actors.
Practised by: the cities of Ghent, Helsingborg, Leuven

III. **Co-managed anti-discrimination centre:** The city of Bologna has created a unique anti-discrimination centre in cooperation with various civil society organisations/ NGOs (37 associations in total). The front office is managed by at least one employee from the city administration and one employee from the civil society organisations. The responsible 10-PPA coordinator stated that the anti-discrimination Centre supported the implementation of the 10-PPA in multiple ways. First, the expertise and possible support by the Centre was an effective argument to increase the cooperation of reluctant city departments. What is more, the Centre has an observatory function which is co-managed with one of the NGOs and is a useful tool for the monitoring of the Action Plan.
Similarly, the city of Barcelona has a specific Observatory for discrimination, which is co-managed by the city council and 23 civil society organisations. The observatory published three annual reports and adopted a specific protocol against racism. These functions of the observatory therefore also support the 10-PPA -related work.
Practised by: the cities of Barcelona, Bologna, Torino

IV. **Co-Managed anti-discrimination network (Heidelberg):** The Heidelberg Anti-Discrimination Network is an association of the Office for Equal Opportunities of the City of Heidelberg, the Municipal Commissioner for the Disabled of the City of Heidelberg, the anti-discrimination organisation Mosaik Deutschland e.V., which is funded by the City of Heidelberg, and 32 associations, clubs, advisory boards and initiatives based in Heidelberg. In this network, the anti-discrimination organisations work together in their different roles and possibilities to support people who are discriminated against on the basis of their ethnic origin, gender, religion or belief, disability, age or sexual identity. The Heidelberg Anti-Discrimination Network creates a platform that continuously supports the implementation of the Heidelberg Diversity Action Plan and serves to exchange experiences and further qualify all cooperation partners in order to effectively combat discrimination in the city. It also aims to raise awareness of existing services and to increase public vigilance against marginalisation and discrimination. A standardised documentation system, which serves as a basis for the network, makes it possible to understand to what extent and in what contexts such problems occur in Heidelberg, so that better measures can be taken.
Practised by: the city of Heidelberg

FOUNDATION – STEP 7: Draft the Action Plan

I. **Model template for 10-PPA commitments:** This model template for the formulation of Action Plan commitments is applied by the city of Graz in their new 10-PPA. The template can be used to structure the actions of your 10-PPA and increases their quality and coherence. What is more, applying this structure for your Action Plan commitments will provide a good basis for monitoring the progress and success of the actions and can therefore save resources for the Follow-up process. (see STEP 7, FOUNDATION section for an example.)

Commitment *The title/ description of your commitment. Refer to the Action Points of the ECCAR 10-PPA or define your own commitment*	
1. Goal	*The overall goal targeted with/ contributed to by this commitment*
2. Target groups	*The identified groups or persons addressed by your commitment or measures*
3. Responsibility for coordination	*Departments coordinating and monitoring the progress of the commitment/ actions*
4. Responsibility for implementation	*Departments responsible for the implementation of the commitment/ actions*
5.Specific objectives (*process-oriented/ outcome-oriented*)	*Specific and concrete goals derived from your overall goal (They should be measurable, achievable, relevant, and time-bound.)*
6. Human Rights principles included	*Refer to the principles of the Human Rights-based approach or similar frameworks. (Ex: Equality and Non-discrimination, Inclusion, Universality and Inalienability, Rule of law, Participation, Transparency, Accountability etc.)*
7. Expected outcome	*Outcomes and results to be achieved based on the specific objectives of the commitment*
8. Expected impact	*The long-term impact or changes expected by the action and objectives*
9. Indicators of progress	*Indicators that inform about the progress status of the action*
10. Outcome indicators	*Indicators that describe if the expected results and defined objectives were achieved*

II. **Regular trainings for administrative officers:** the majority of participating cities pointed out the importance of regular trainings or workshops for city administrative staff for the success of their Action Plan. City officials should not only be trained regarding the obligations throughout the different stages of a 10-PPA (development, implementation, evaluation), but also be informed about the related issues and specifics of racism and racial discrimination in order to do competent work. Such trainings also enhance the general understanding of the relevance of a 10-PPA against Racism as well as the overall tolerance and how to adequately approach the topic and affected citizens. **Anti-Racism workshops should not be optional, as they also uncover unconscious bias and are therefore an important factor of anti-Racism work and, respectively, the work regarding respective action plans**.
Practised by: the cities of Bologna, Botkyrka, Heidelberg, Helsingborg, Torino

III. **Cooperation with universities for collecting high quality data:** During the research activities for the present edition, the city of Bologna pointed out to the authors that cooperation with universities and other academic organisations can be beneficial in all stages of a 10-PPA, but especially in the monitoring and evaluation stage. Since data collection and -processing is a long and often costly process, universities can provide their expertise and assistance to reduce these problems. For example, Bologna cooperated with the University of Bologna regarding the development of indicators for monitoring the 10-PPA's actions. In the example of Ghent, the city cooperated with different Universities to conduct a study regarding police identity controls under the lens of anti-racism. The study was one of the major actions of the city's Action Plan.
Practised by: the cities of Bologna, Ghent, Leuven

IV. **National or international city networks:** Some of the participating cities stated that their cooperation with national or local city networks contributed greatly to the development of their Action Plan. For example, the city of Bologna participated in EU-funded projects with other Italian cities in order to combine expertise and resources for the development of new 10-PPAs. Other participating cities also mentioned their cooperation within the Flemish and Swedish city networks against racism.
Practised by: the cities of Bologna, Ghent, Heidelberg, Helsingborg, Leuven

D. FURTHER HELPFUL METHODOLOGIES

I. Story Circles methodology (UNESCO)
The UN has been using the Story Circle methodology for building resilience through **developing intercultural competencies** as well as in several projects for counteracting discrimination and unconscious bias in the workplace.
· Manual for Developing Intercultural Competencies (2020) (English – also available in French, Spanish, Russian, Chinese and Arabic)
· Project webpage: Building Resilience through the Development of Intercultural Competencies (also available in French and Arabic)

II. Bern (CH): Guiding principles of integration policies (Bern Modell)

The city of Bern developed a three-stage integration support model for newly arriving immigrants, in order for integration to take place as early as possible. It involves the three stages: Initial interview at the municipality, Counselling at the integration contact point, and Integration agreement.

III. Potsdam (GER): The New Potsdam Tolerance Edict

The city of Potsdam organised a several months initiative to collect citizens' opinions about a social contract of living together without racism. The process was organised by the municipality, carried out by the association Potsdam bekennt Farbe! and scientifically accompanied and evaluated by the university of Potsdam. See https://www.potsdamer-toleranzedikt.de/

www.eccar.info/eccar-toolkit-equality