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+ Consortium

OUTLINE OF THE LOCAL INTEGRATION POLICIES

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INTRODUCTION

More and more frequently we notice that our own neighbours in Polish cities, towns and villages are often people who migrate freely or under coercion and who stay in Poland temporarily or permanently. These people have come here in search for a better life for themselves, their families and children. They seek safety, stability, better education and work. According to the Central Statistical Office (GUS), there were over 2 million foreigners¹ living in Poland at the end of 2020. The Union of Polish Metropolises has reported that there were over 1.5 million² Ukrainians living in Poland in January, 2022. For the last couple of years, Poland has warmly welcomed many refugees, especially those who fled from Chechnya. According to the data published on 01.04.2022, 3,200,000 Ukrainians came to Poland within a very short time after Russia had invaded Ukraine. Our experience with migrants lets us assume that many of these Ukrainians will remain in Poland.

Poland used to be a country of emigrants. Nowadays, it is a place of immigrants who come from the neighbouring countries, as well as from faraway countries. The Organisation for Economic Co-operation and Development (OECD) claimed that in 2018 Poland took in more temporary migrants than any other European country. (Now, according to the OECD³, Poland and the USA take in the most migrants.) Poland is a democratic country which functions under the rule of law. It is a member of the key international organisations and a party in the most paramount human rights documents. As a safe and wealthy country,

Poland is and will be a place of a constantly increasing migrant community. For self-governing communities, it means that both in big cities and in smaller communes, the inhabitants now comprise and will comprise in the future foreigners as well. Not only does it pose a huge challenge, but also a great opportunity for both Poland and its local communities.

However, we must put a lot of efforts into showing these old and new communities how to live together. We must help them integrate with each other and find community spirit again in this brand new reality.

¹ Source: https://stat.gov.pl/download/gfx/portalinformacyjny/pl/defaultaktualnosci/6329/12/1/1/populacja_cudzoziemcow_w_pol-sce_w_czasie_covid-19.pdf

² Source: <https://metropolie.pl/artykul/miejska-goscinnosc-wielki-wzrost-wyzwania-i-szanse-raport-o-uchodzcach-z-ukrainy-w-najwiekszych-polskich-miastach>

³ Source: <https://www.gazetaprawna.pl/wiadomosci/kraj/artykuly/8420873,migration-revolution-polish-gdp-workers-from-abroad.html>

We realise that changes, especially sudden ones, cause anxiety and uncertainty. That is why we recommend active and inter-sector involvement to local communities and encourage them to feel responsible for the social processes resulting from migration. We are sure that the local integration policy which **equally** and **consistently** affects all essential aspects of safety of an individual will let us plan activities that will improve the well-being of all inhabitants – both of those who have lived in a given place for a long time, and of those who have come there recently, that is, of the Ukrainian refugees.

Integration is a two-way process which impacts migrants as well as host communities. It translates into tasks that both old and new communities have to perform in order to make their communities congenial to others.

Since we are the **hosts**, we have the power to initiate and support integration processes. It also lies in the scope of the local government authorities' responsibility to make individuals and commune institutions that offer various services acquire new competences, and introduce new tools which will strengthen such processes.

As part of the **social contract**, the integration activities aim at creating **a community which can live peacefully**. We believe that giving people a possibility to get to know and understand each other and build new relationships is the key to looking ahead without any fear.

Our integration policy obviously has to be thoroughly **discussed** and everyone should be welcome to this discussion, especially migrants and refugees. The more we talk about it, the more likely we are to pass a document that will not be merely a virtual policy, but will become the new reality.

We encourage you to view this document as **a starting point** for conversations, wide collaboration, reaching for new and unconventional solutions that will suit the local specificity best, practice, experiences as well as possibilities. You can use and make the most of the experiences we have already gathered, but we also strive to inspire you not to be afraid of to choose your own way.

We have always lived in a world of constant movement which has significantly increased and has become easier due to globalisation. Hence, meeting the challenges of the ever-changing world requires courage which this document is designed to advocate and foster.

Good luck!

ABOUT THE DOCUMENT

Every policy should be planned over many years, not in a hurry. Unfortunately, there was not enough time to devise a new strategy from scratch because of the current social changes, particularly the recent wave of the Ukrainian refugees. The present situation demands well-planned and coordinated actions which have to be taken now and here. This is why this document is of a dual nature. On one hand, it constitutes an outline and a structure which will be helpful in planning local solutions. Besides, since all parts of the document form a perfect whole, it points out and identifies specific areas and activities (that surely need to be clarified and written out with the local background being taken into consideration), and chooses leaders and the target audience who will be responsible for implementing such activities. On the other hand, this document is an instruction for the next steps. However, it cannot be treated as a ready-to-go solution. Every commune that wants to apply this document should find time to develop its own policy. This document is just an outline, a suggestion that has to be complemented with new ideas adjusted to the local needs and solutions.

I. DIAGNOSIS

What is a diagnosis?

A diagnosis (from Greek: *διγνωση* – a discerning) comprises knowledge and facts that have been acquired in an organised and specified way. They illustrate a given phenomenon and let us both discover it and understand it.

Why do we need it?

A diagnosis helps us fully understand a given situation. In this case, we want to understand the migrants in our commune, their needs and the challenges that the local community has to face due to the social changes. We want to know how people feel about it and whether the authorities are ready to cater for the needs of the new inhabitants. Of course, these are not the only aspects. A diagnosis allows us to prioritise the challenges and adjust our activities in the best possible way to the needs deemed most important.

Thanks to a diagnosis, we can focus on what is really indispensable, and therefore, we do not waste our resources. Thus, we work more effectively and manage the resources in the best way. Only when we discern the resources that self-governing institutions, civil society organisations (both formal and informal groups) and we, as a community, have, can we utilise them optimally and manage the changes successfully.

Not only should objective standards be examined, but also subjective ones, such as safety. It is vital to check whether the old communities and the new ones feel safe or not. Another paramount aspect is the knowledge about the available form of social participation.

What can be used in a diagnosis?

existing data – the analysis of the available database: statistics, reports, findings;

your own research – research resulting from the local needs and that can be carried out in a particular sector or performed among a more general target audience;

II. VALUES AND PRINCIPLES

Values and principles constitute the foundation of a community which follows them in everyday life. When revealed, they enable us to coexist peacefully. You will find suggestions of values and principles with descriptions below. We are of the opinion that each and every local integration policy should be based on them.

Values:

- **Solidarity and responsibility.** No matter what happens, we do not live alone in this world. Everything that happens relatively far away from us can, and often does, influence us as well. Increased migration can be an example. Because of that phenomenon, we understand solidarity in two ways. The first one includes local support. In our local self-governing communities we show empathy and help those affected by the crisis in Poland. The second one involves global support. Since we feel responsible for others, we are able to face challenges in these difficult times.

Solidarity entails care and activities aimed at people in crisis, regardless of their nationality, ethnicity, language, skin colour, gender, religion, degree of ability or disability, political opinion, psychosexual orientation or any other identity trait.

- **Diversity of identities.** Our self-governing communities are more and more diverse. Our neighbours are people of various identities who have different needs, talents and resources. Diversity of identities includes all identity traits of those who are a part of our community. Acknowledging diversity of identities in our communities allows us to implement appropriate solutions and develop better policies that will meet all the needs in the optimum way. As a result, we will manage communities that are happy and less prone to conflicts and violence. Diversity of identities is a value that we protect and care for. Moreover, we are also more effective in creating, among others, social, economic and cultural innovations by utilising our resources. Furthermore, acknowledging diversity of identities among inhabitants makes local authorities obliged to make sure that the rights and freedoms of various groups are respected.
- **Being an entity.** Every person in a given community is deemed an entity that can fully exercise human rights and freedoms. Being an entity basically means the right to take your own decisions, a possibility to air your views and needs, an opportunity to develop your own identity (including national, ethnic and religious identity) without any fear, fair treatment in the public life and reverence for family life.

Principles:

- **Respecting dignity.** People's dignity, their being an entity and their human rights and freedoms are the key to developing and implementing every policy. Dignity stands for the acknowledgement of each person's value in a community.
- **Democracy.** Democracy presumes participation of all citizens, especially of minorities whose rights are particularly protected, in governing. Democracy does not entail voting in an election exclusively, but being active in public life as well. Everyone, not only those with the formal

election rights, but also members of a self-governing community should be entitled to this participation. It is especially paramount for the citizens who do not have Polish citizenship (yet). Democracy is guaranteed by the Constitution which is a body of fundamental principles of a given state community.

- **Participation.** Participation in the process of taking decisions concerning a self-governing community is an essential everyday part of democracy. Besides, the tools used in permanent contacts with inhabitants should be adjusted to their needs and possibilities, so that co-deciding upon matters crucial for a community could take place with all its members equally involved in this process. A local government is expected not only to foster this process, but also to actively communicate and stay in touch with different groups of inhabitants.
- **Social cohesion.** The European Council defines social cohesion as “the capacity of a society to ensure the well-being of all its members, minimising disparities and avoiding marginalisation⁴”. Social cohesion aims at making diverse groups stay connected with each other and giving them an opportunity to communicate with each other as well. It strives to prevent any bigger disparities in a society. What is more, if any conflicts should arise, social cohesion helps with solving them peacefully, that is, without the use of violence (not only physical violence but also, among others, verbal and economic one).
- **Overtness.** The principle of overtness is one of the most essential principles of a democratic state. Besides, it guarantees the transparency of the working of public administration. As far as the integration policy is considered, not only does overtness constitute a principle, but also the aim of activities, which provides access to knowledge and information, as well as a possibility to participate to every person who comprises a self-governing community. It is also a disclosure of the aims and activities of the integration policy. On top of that, overtness strives to equally engage all of the people who are interested in public life to create and implement the integration policy.
- **Equality.** Nowadays, equality is interpreted as the aim of operations and activities. It means that in order to provide equality to people from a community with a diversity of identities, many efforts and funds are required.
Differentiation of people which is based on stereotypes and prejudice, that is, not on facts, is against the law. Furthermore, it can do a lot of harm which results in a lack of trust in self-governing institutions. This is why equality, especially in the access to services and goods, should be given high priority.
- **Mainstreaming.** Mainstreaming stands for providing the main focus for debate about a self-governing community, its struggles, challenges and the future of the perspective on migration, that is, both immigration and emigration. The problem of communities that continuously change because of social movements should not be treated separately, but should be included in all urban policies. Besides, it should equally and consistently involve all aspects of life.
- **The principle of subsidiarity.** Authorities should not perform tasks if it is not deemed necessary. Both a formally organised society, as well as informal initiatives of neighbours or friends

⁴ Source: <http://eregion.wzpz.pl/obszary/spojnosc-spoleczna>

should be given a possibility to perform various activities on their own. Not only does it concern initiatives that have been undertaken, but it also applies to solving conflicts and disputes. Ultimately, authorities should actively initiate and support such activities.

III. VISION

The vision is a story about what kind of society and place we want to be, who we want to be, and last but not least, what the relationships between the members of our community we want to be like.

Example:

Our vision is to make every village, town and city a place where a community of inhabitants with diversity of identities can co-exist peacefully. A place where people have many opportunities to get to know each other and are able to solve any conflicts without violence. A place where the system of taking in and integrating new inhabitants functions effectively and helps them access a given community quickly without causing a feeling of social exclusion or segregation. A place where activities fighting discrimination are actively supported. A place which is commonly known as open-minded and socially diverse.

IV. AIMS

Setting aims is an attempt to answer questions, which is what we, as a community, aspire for. It is crucial to optimally specify these goals and to know when to pursue them. The strategic goals help us take action in particular places, whereas the operational goals let us work here and now.

In this document you will find both strategic (mentioned below) and operational goals allocated to every aspect of the policy. The recommended inclusiveness of the document of integration policy should presume a broad discussion which will result in setting goals.

Our strategic aims:

- supporting social cohesion
- respecting human rights
- providing fair access to public services
- providing safety

The operational aims should be specific. They should include both activities that are well-planned and indicators that would allow us to measure the effectiveness of our work. What is more, the key performers of these activities and the estimated budget should be indicated. This is why this document entails an *Implementation table* which is a suggestion of an implementation document. This table is significantly simplified but, because of time constraints, it might seem necessary.

V. ASPECTS

In this part of the document you will find 12 aspects of the integration policy. It is just a suggestion and a starting point for discussions within self-governing communities.

Every aspect comprises a specified strategic goal, a set of example and recommended activities, and a target audience, that is, the entities responsible for the implementation of such activities. Moreover, it is worth taking into account to maintain a similar system while working on the policy and to define the target audience according to the structure of a given commune.

1. Education

AIM: Creating a safe, inclusive and non-discriminating educational environment for both children and adults who either start or continue their education in Poland.

SUGGESTED ACTIVITIES:

Education of children:

- **Activity 1:** A system of employing teacher assistants with either an international background or who have experienced migration.
- **Activity 2:** A system of supporting a school's staff's acquisition of competences regarding working with children who have experienced migration.
- **Activity 3:** Introducing standards of teaching Polish as a second language and of an educational system.
- **Activity 4:** Implementing programmes that prevent peer-on-peer abuse.
- **Activity 5:** Creating a system (based on the resources of schools, non-governmental institutions and public institutions) of eliminating curricular differences.
- **Activity 6:** Giving a possibility to continue learning their mother tongue and the culture of their home country.
- **Activity 7:** Preparing information in chosen languages about the educational system in a given city along with emergency numbers (clinics, intervention centres, helplines, etc.).
- **Activity 8:** Encouraging schools to promote initiating activities that support intercultural integration, tolerance and diversity.

Target audience: Department of education, local teacher training centres, non-governmental organisations, nurseries, pre-schools, halls of residence, specific schools/head teachers, psychological-pedagogical counselling centres

Education of adults:

- **Activity 1:** Supporting learning the Polish language by adults (by means of, among others, open contests).
- **Activity 2:** Planning vocational and qualification trainings adjusted to the needs. This will help adults find their place on the Polish labour market and adapt to the local labour market which will be aligned with their real competence and potential. Besides, it will prevent them from working below their skill level.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

2. Culture

AIM: Making culture more available.

SUGGESTED ACTIVITIES:

- **Activity 1:** Including international aspects in cultural policies.
- **Activity 2:** Increasing the availability of cultural offers in cities through, among others, a system of information signs, translations, welcome signs and a mutual calendar.
- **Activity 3:** Engaging more migrants and refugees to co-create cultural offers.
- **Activity 4:** Treating being intercultural as a criterion for awarding grants to local organisations which are active on a cultural level and for co-developing work plans of local cultural institutions.
- **Activity 5:** Organising cultural events that enable meeting people of different national and ethnic identities.
- **Activity 6:** A system of encouragement dedicated to institutions and organisations to face the problem of diversity of intercultural relationships while developing their products or organising events.
- **Activity 7:** Employing representatives of various communities living in cities in the cultural sector.
- **Activity 8:** Supporting intercultural and integration initiatives in districts and neighbourhoods.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

3. Labour market

Main AIM: Increasing the availability of the labour market to migrants.

Aim 1: Inter-sector support for migrants on the labour market and taking their competence and skills into account.

SUGGESTED ACTIVITIES:

- **Activity 1:** Mapping the resources and needs as far as supporting migrants on the local labour market is considered.
- **Activity 2:** Career counselling which includes individual needs and situations of migrants on the labour market.
- **Activity 3:** Organising Polish language courses and appropriate vocational trainings.
- **Activity 4:** Providing essential and financial support to migrants who want to start their own businesses.

Aim 2: Broadening knowledge of employers and employees about employing foreigners.

SUGGESTED ACTIVITIES:

- **Activity 1:** Providing easy access to information to employers about employing foreigners and creating an easily accessible source of such knowledge (e.g. by means of an information desk, a newsletter or a hotline.).
- **Activity 2:** Providing easy access to knowledge and information about increasing intercultural competences of employers.
- **Activity 3:** A system of encouragement dedicated to employers to, among others, gain new intercultural competences and adopting new non-discriminatory practices (e.g. by means of awards and increasing visibility).
- **Activity 4:** Providing easy access to information to potential migrant employees about labour rights and tax and pre-vocational counselling.
- **Activity 5:** Providing intercultural mediators who will help with solving conflicts in workplaces. A list of such mediators should be widely available to every employee.
- **Activity 6:** Preparing and equally and consistently implementing an anti-discrimination and anti-harassment policy so that migrant employees are protected from mobbing, harassment, sexual abuse and any other form of discrimination or violence.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

4. Housing

AIM: Preventing homelessness among migrants.

SUGGESTED ACTIVITIES:

- **Activity 1:** Developing local solutions and housing policies that will aim at increasing the availability of housing both for Poles and migrants as well as refugees.
- **Activity 2:** Including and utilising housing that has not been used so far.
- **Activity 3:** Introducing new types of renting for humanitarian purposes.
- **Activity 4:** Creating housing resources that meet special needs of: elderly people, people with disabilities, single parents and people with chronic disorders.
- **Activity 5:** Developing standards of temporary accommodation for refugees.
- **Activity 6:** Preventing ethnic districts from being created and both big national and ethnic groups from living only in one particular place.
- **Activity 7:** Increasing knowledge of people who work as legal counsellors about anti-discrimination law and preparing them for taking necessary measures when any kind of abuse or discrimination takes place on the private housing market.
- **Activity 8:** Adjusting the existing way of support for the homeless, including accommodation and intervention establishments that will meet the needs of migrants and refugees who struggle with homelessness.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

5. Healthcare

AIM: Including the needs of migrants in activities of a given commune as far as healthcare is considered.

SUGGESTED ACTIVITIES:

- **Activity 1:** Including the needs of migrants in the programmes of the healthcare policy.
- **Activity 2:** Providing information regarding healthcare in languages that are understandable for migrants.
- **Activity 3:** Performing tasks related to prophylaxis and solving problems with addictions. Carrying out such tasks should include the needs of migrants (by means of language and culture counselors, whose services are aligned with appropriate programmes, translations and interpretations, campaigns dedicated to specific problems, materials, etc.) and provide access to translators and interpreters who will make the use of available forms of treatment for addiction possible.
- **Activity 4:** Performing tasks related to preventing domestic violence. These tasks are a part of a communes' programmes devoted to prophylaxis and solving drinking problems. What is more, these programmes should include cultural differences as well.
- **Activity 5:** Providing psychological support both for children and adults. Psychological support should be available to those who do not speak Polish and should include cultural differences as well.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

6. Social assistance

AIM: Providing an easy access to social assistance to migrants in difficult life situations.

SUGGESTED ACTIVITIES:

- **Activity 1:** Including the needs of the new inhabitants who have experienced migration in the sector policies.
- **Activity 2:** Informing about the available assistance in chosen languages.
- **Activity 3:** Employing representatives of various communities living in cities in the social assistance sector.
- **Activity 4:** Improving competences of social workers and family assistants as far as intercultural contacts and the problem of preventing discrimination are considered.
- **Activity 5:** Assistance in all matters crucial to an individual's safety, which is provided by social workers who take cultural and language aspects into account.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

7. Safety and communication

AIM: Creating a safe and equal local community

SUGGESTED ACTIVITIES:

- **Activity 1:** Devising a strategy for communication between authorities, inhabitants and the media, that is, a plan which, on one hand, informs about the diversity of inhabitants, and on the other hand, advocates a community's values concerning tolerance, open-mindedness and integration. In order to achieve it, an inclusive language including various identities of the inhabitants of a given place is worth trying.
- **Activity 2:** Developing a functional channel of providing feedback to inhabitants who are migrants.
- **Activity 3:** Preparing a range of educating and informative activities aimed at the new inhabitants. The activities should be related to the diversity of a local community and should support the values and principles adopted by it. Furthermore, they should encourage the inhabitants to get to know each other and understand various minority groups.
- **Activity 4:** Providing intervention support to people who have experienced discrimination and abuse motivated by prejudice.
- **Activity 5:** Giving opportunities to the newcomers to learn their own mother tongues and the languages of their host communities, as well as to host communities themselves to learn the languages of those who they have taken in.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

8. Crisis management

AIM: Improving the system of crisis management.

SUGGESTED ACTIVITIES:

- **Activity 1:** Developing an inter-sector system of crisis management that will entail specialised organisations (including migrant organisations) and a way of engaging them in this system in times of crisis.
- **Activity 2:** Developing a way of calling up an inter-sector staff for crisis management in times of crisis.
- **Activity 3:** Evaluation of the activities undertaken in times of crisis including social partners, so that we could learn from our mistakes and improve our strategies.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

9. Local communities

Main AIM: Performing activities that support integration at the lowest local level.

SUGGESTED ACTIVITIES:

- **Activity 1:** Devising a plan of meetings that stimulate intercultural communication between the inhabitants of a given neighbourhood, district, etc. in public buildings, such as day-care rooms, libraries, museums, playgrounds, playing fields, parks and others. What is more, the plan should also aim at engaging the new inhabitants in communication groups that already exist in a given community.
- **Activity 2:** Adopting a rule that all revitalisation, reconstruction or new public building investment plans should always include the needs of all citizens, both of migrants and refugees as well.
- **Activity 3:** Encouraging social organisations and informal groups which are active in a given commune to face social diversity, e.g. as part of a special grant provided by the commune's budget.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

10. Welcoming the newcomers

AIM: Developing a system of welcoming the newcomers in a city.

SUGGESTED ACTIVITIES:

- **Activity 1:** Creating a welcome set for the newcomers (a multilingual set should contain, among others: a letter from the mayor, a map with marked places that are most important, an integrated piece of information about the available assistance offered by city units and non-governmental organisations, information about the values and rules of a given community that have been chosen by mutual consent, etc.)
- **Activity 2:** Preparing municipal institutions for catering for the new inhabitants of a city (by means of, among others, language courses, foreign customer service trainings, a system of signing buildings, translation or interpretation assistance with filling in documents).
- **Activity 3:** Holding a cyclic municipal event, during which the new inhabitants will be officially welcomed (e.g. during an annual town's or city's celebration, on the National Independence Day in Poland or the 3 May Constitution Day).
- **Activity 4:** Granting an inter-sector award for people (including office workers/cheque), organisations (including Polish, minority and migrant organisations) and institutions (including self-governing institutions) that are particularly engaged in integration processes.
- **Activity 5:** Planning activities in a city informing a given host community about the new inhabitants that are about to come.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

11. Mediation

AIM: Providing access to services which support solving intercultural conflicts to all inhabitants.

SUGGESTED ACTIVITIES:

- **Activity 1:** Compiling a list of social mediators and civil society organisations that specialise in solving intercultural conflicts for a city council.
- **Activity 2:** Supporting communication between inhabitants by means of, among others, creating special venues for them and organising citywide and district integration activities.
- **Activity 3:** Organising educating activities that will familiarise a community with the cultural background of the new inhabitants. This would include preventive actions in schools, e.g. preventing bullying and organising social campaigns.

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

12. Governing/Leadership/Participation

AIM: Engaging the new inhabitants in taking decisions.

SUGGESTED ACTIVITIES:

- **Activity 1:** Introducing an intercultural perspective in all available participatory bodies in a city (parent councils, district councils and other councils and advisory bodies).
- **Activity 2:** Introducing an intercultural perspective in all available participation mechanisms in a city (contest rules of offers of mandate activities, rules of participatory budgeting, a cooperation programme and others).
- **Activity 3:** Introducing obligatory participation in consultation processes among migrants and refugees.
- **Activity 4:** Active support for migrants and refugees in undertaking social activities by means of, among others, informing them about the available forms of engagement, advocacy of establishing civil society organisations, consultations and grants.
- **Activity 5:** A policy of employing migrants and refugees in offices and departments, so that the staff would reflect the diversity of experiences of all inhabitants.
- **Activity 6:** Introducing translations of the basic information concerning civic participation (e.g. information about participatory budgeting and consultations) into strategic languages (that is, into languages deemed most essential, and which are used most frequently by the new inhabitants)

Target audience: [Here, add the names of concrete departments of a commune office, self-governing institutions and non-governmental organisations that have been invited to collaboration and that are responsible for preparing and implementing the activities.]

Leader of an activity: [Here, add the name of a concrete leader who takes care of the process of preparation, implementation and communication between partners.]

VI. BUDGET

It is impossible to implement an integration policy and specific programmes without a budget. Integration costs. Devising a plan and specifying the indispensable minimum amount of money should be broadly discussed in every commune. Diversification of sources of funding, as well as inter-sector collaboration can assure that the implementation takes place according to the plan. What is more, it is worth bearing in mind that many of the suggested activities do not require high financial outlays but only free corrections. Besides, some of these activities can be undertaken in collaboration with other local governments, so that the costs could be split (e.g. the costs of translating documents).

VII. IMPLEMENTATION STRATEGY

Every policy which is to be implemented equally and consistently demands its implementation strategy, that is, a plan of activities which allows introducing this policy. The table below can be used as a tool for initial planning. It is important, however, to complete all of the sections and provide them with indicators.

Definitions:

- activity – a concrete activity which is to be performed;
- target audience – people who this activity concerns, who it is aimed at; attention – the knowledge gained during the diagnosis will be incredibly vital for specifying the target audience;
- municipal institution – a local government's unit/a commune's unit which is responsible for the activity;
- social partners – civil society organisations that will be invited to the implementation process of the activity and how they will be invited; attention – social partners may include institutional partners that are not non-governmental organisations, e.g. local employers;
- due date – specific due dates of a given activity;
- particularly sensitive groups – specific minority groups that are included in a given activity and that will need additional support, care and engagement because of the implementation process;
- resources – what we have and what can be used during the implementation process;
- indicators – figures that allow to define the level of the implementation process;
- monitoring and evaluation – a set of methods and tools which enable checking the efficiency of the implementation process and reacting to changes.

IMPLEMENTATION TABLE:

solution	target audience (who the activity is aimed at)	municipal institution	"outside" institution responsible for the implementation process, e.g. a non-governmental institution	due date	particularly sensitive groups	resources (financial, material and other)	indicators	methods of monitoring and evaluation

VIII. MONITORING AND EVALUATION

Recommended tools for monitoring:

- Special interest groups – Appointed inter-sector thematic groups that are appropriate to the outlined parts of the policy, and that meet regularly as the main mechanism of monitoring preparation of the implementation process.
- Advisory bodies – The existing participatory bodies (a senior council, a council of people with disabilities, women’s council, youth council, commissions for civic dialogue, etc.) should be included in the implementation process. Moreover, they should be additionally obliged to control the implementation of a given part of the policy. Their regular meetings and the plan and scope of the controlling activities are essential as well. Furthermore, the existing advisory bodies should correspond to a commune’s population better than before. On top of that, the perspective of migrants and refugees should be included in these bodies, so that the quality of the controlling activities and of the recommended changes is improved.
- An integration proxy – Appointing a person in a variant manner or appointing a person who joins the ideas of special interest groups and advisory bodies, and introduces necessary changes in the implementation process.
- A partial report – Regular and public reports on the implementation process and the introduced changes.
- Individual or mandate research – Research on specific fields that provide additional knowledge from various entities (migrants, refugees, office workers, social activists, inhabitants of specific districts, etc.).

Aims of evaluation:

- detailed discussion about the achieved goals
- detailed discussion about the implemented activities and the achieved indicators
- evaluation of the tools that have been used
- evaluation of the quality of the inter-sector cooperation
- conclusions and recommendations for amendments to the policy
- gratitude for collaboration

IX. WORKING ON ANOTHER VERSION OF THE POLICY

Social policy, including integration policy, should be designed for a specific period of time, that is, for 5 to 10 years. There is no point in devising programmes in such a dynamic field such as migration for many years. Neither is there sense in developing such programmes for a very short period of time because they might not be fully implemented.

CONCLUSION

The integration policy constitutes a guide to developing plans of activities that will allow implementing specific solutions dedicated to the whole local community. It is not a remedy for every challenge but if devised well and implemented carefully, it gives a possibility to find a solution successfully, that is, a solution that looks after the interests of all interested parties.

This outline of the integration policy is just a suggestion, a guide, but not a ready-to-go solution. We hope that it will allow improving local discussions about the contemporary integration matters when many cities and communes are in need of solutions to sudden demographic changes. We hope that these changes will give a chance to cities and communes to thrive.

Konsorcjum Migracyjne tworzą:

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