



Ajuntament
de Barcelona

GOVERNMENT MEASURE
Move towards interculturality.
Governance instruments and mechanisms



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Introduction

The intention of this government measure is to boost the institutional commitment with interculturality and integration of this perspective in every action the municipal government takes by improving the governance instruments.

The initiative for the measure came from the Office of the Sixth Deputy Mayor for Culture, Education, Science and Community and the Commissioner for Intercultural Dialogue and Religious Pluralism.

In 1997, Barcelona City Council approved its first plan for community harmony under the conceptual plan of interculturality. Then, in 2010, the City Council drew up the Barcelona Interculturality Plan (PBI in Catalan). This ambitious plan became a national and international reference and it has set the intercultural work agenda for the last 10 years. The PBI started with the strengths and weaknesses identified in other models such as the assimilationist or multicultural models, defining an approach based on the principles of inequality, recognition of diversity, and positive interaction and intercultural dialogue, as the basis for constructing a cohesive and inclusive society. Over the course of the last decade, the City Council has promoted numerous projects and policies that have served to consolidate this approach, which must be seen as a dynamic process of constant learning that has to keep adapting to the changes in the context and a more diverse and complex social reality.

It is precisely this intercultural approach that has enabled us to recognise that the city's diversity is not only the result of migratory processes but also the fact that our societies are plural and diverse by definition, even though this diversity (ethnico-racial, religious, linguistic, cultural baggage, and which interrelates with other diversities such as sex, gender identity, age, social class or sexual orientation, etc.) has not always been sufficiently recognised. One example is the need to recognise and bear in mind the reality and contribution of historical diversities such as the Roma people.

The incorporation of an intercultural perspective has made it possible to establish cooperative links with different areas and districts to promote this approach in the various spheres of municipal action. That has largely been possible thanks to the impulse and consolidation of Barcelona City Council's interculturality programme.

In the course of this process, the City Council has worked with other European cities to promote the intercultural approach, mainly through its participation in the Spanish Network of Intercultural Cities (RECI) within the framework of the European Council's 'Intercultural Cities' project.

Ten years after the Barcelona Interculturality Plan was launched, it is obvious that the context has changed. Consequently, a diagnosis carried out in the last few months has enabled us to identify the main challenges, both present and future, and we are currently working on drawing up a new city Intercultural Plan for the period 2021-2030, which will be presented in the coming months.

However, the diagnosis has also made it clear that if we are to take a qualitative leap in rolling out City Council policies with an intercultural perspective, it is necessary to reinforce the governance instruments and mechanisms that will enable us to develop the cross-cutting and territorial perspective further, as well as take some measures so the City Council becomes a more intercultural institution.



Diagnosis: the need to move towards a more intercultural institution and create new governance instruments

Firstly, it is clear to us that there is still some way to go for **sociocultural diversity to be widely recognised as an essential, structural reality in the city**. Accordingly, we appreciate the need to boost and consolidate the city narrative on diversity and interculturality. Another important challenge is the need to extend training in and the acquisition of intercultural skills among staff in many areas, services and local facilities. It is important to stress the consolidation of training in interculturality as ongoing training in the training offered by the City Council and the work done by the PROGBI and Office of Religious Affairs in this field. However, we need to take a step forward in order to increase this training even further and adapt it to the needs and contexts of different spheres and parts of the city, starting from the knowledge and experiences of the professional teams working in those areas.

Secondly, there is a need to **reinforce the internal mechanisms for managing, monitoring and assessing policies with an intercultural perspective**. The more operational side of monitoring the 2010 Barcelona Interculturality Plan has revealed some weaknesses in that regard that need strengthening. That means, on the one hand, we need to consolidate the coordination mechanisms with all the municipal areas and the various levels of governance to make it more operational and ensure it is cross-departmental. We have also identified the need to tighten the links with the city's districts, because the level of intercultural development there is very uneven.

On the other hand, we need to stress that the complexity of monitoring and assessing the Plan is linked to the **lack of information, data and indicators on diversity and interculturality**. This is a challenge widely shared with many other cities and in contexts where compiling data, beyond nationality, is complex and limited by the legal framework.

But there is room for improvement in identifying some shared criteria that would offer a more rigorous view of the situation and, for example, enable us to evaluate whether the diversity in users of certain facilities and services is representative of the diversity in that area, as well as identify certain barriers to access and their causes.

Thirdly, one of the most important aspects revealed by the diagnosis, and which was already clear in Barcelona's results in the Council of Europe's intercultural cities' index, is that **City Council staff and service providers do not reflect the city's sociocultural diversity**. For example, according to current data, only 1.4% of all municipal workers employed by Barcelona City Council were born abroad, while the number of foreign residents in the city stands at 27.8%.

Finally, the diagnosis has also detected that the various spheres promoting policies with an intercultural perspective need to incorporate the communicative dimension more and reinforce a narrative that does not just put the emphasis on the complexities related with diversity. From the Interculturality programme itself but also the area of communication and some districts, important advances have been made in the way of addressing the public, visibilising diversity and the actions promoted not only from the City Council but also a wide range of civil society players.

The intercultural proposal

The intercultural perspective, as defined by Barcelona City Council since 2010, is based on respect for three basic principles: first, the principle of equal rights, duties and opportunities with a commitment to non-discrimination and equity. In the municipal space, for example, that means access to the rights and all municipal services, facilities and programmes. It means opting for generalist services and taking occasional measures to deal with those spaces or moments where there might be access gaps among the general public. It also means designing feminist policies and, at the same time, fighting against any form of discrimination, as well as against xenophobia and racism as a democratic imperative.

The second principle is recognising diversity. This implies the need to recognise the diversity among the city's residents as a structural aspect of society that must be borne in mind and valued. For reasons of origin (e.g. the refugee or migrant population) but also reasons of ethnic belonging (e.g. the Roma population), sex and sexual orientation, age, mobility (e.g. people with functional diversity) and so on. Recognising diversity implies respecting that there are many ways of viewing, feeling and explaining reality, and that this diversity has to be present and visible in all institutional and social spheres, spaces and levels. In the local setting, this second principle implies the need to facilitate the expression of diverse realities both in the private and public spheres, based on the democratic principles of equality, respect for basic rights and pluralism, to mention a few.

Finally, interculturality incorporates a third principle which is to facilitate positive interaction and participation and to promote intercultural dialogue. It is not a matter of promoting intercultural relations from simplified or superficial perspective. Interaction in and of itself can be positive or negative and may be based on an assimilationist perspective and a context heavily marked by the inequalities and imbalances of power. But interculturality seeks to avoid segregating processes, both physical and mental, marked by inequalities, ignorance and prejudices that foster the dichotomy of 'us vs them'. To overcome this perception and encourage social cohesion, it is necessary to facilitate the generation of links on the basis of shared needs and shared senses of belonging by recognising differences. Within this framework, the key is to identify the obstacles that make these relations difficult, being proactive in tackling the complexities and strengthening the spaces for intercultural dialogue.

It is important to understand that the three principles are equally important and that there is no hierarchical relationship between them. There can be no equality without recognising diversity, just as there can be no recognition of diversity without interaction, because segregation processes could be consolidated that make social cohesion difficult.

The intercultural paradigm is the one that has to guide public policy action in order to create an inclusive, enriched society which avoids the obvious risks of the inequalities, social inclusion and segregation of part of our population but which, above all, gains:

- in opportunities and baggage, thanks to fostering and recognising new spaces and models for relating, participating and living together;
- in experiences and learning, thanks to empowering new bearers of knowledge and live, diverse culture.

Approaches and lines of action

Approach 1: Integrate the intercultural perspective into municipal government action

- »New Intercultural Plan (2021-2030)
- »Mainstreaming and territorialisation from an intercultural perspective
- »Strengthened cooperation with the city's association network
- »Multilevel governance context

Approach 2: Towards a more intercultural institution

- »A diverse municipal staff
- »A shared and consolidated intercultural narrative
- »A more interculturally competent administration
- »Knowledge production and transfer

Approach 1: Integrate the intercultural perspective into municipal government action by improving the governance instruments

Goal: to incorporate the intercultural paradigm while developing, implementing and assessing the actions and action policies of all the management spaces and various departments of the local authority, apart from the Department of Interculturality and Religious Pluralism, by improving the governance instruments.

» 1.1. Desing, implementation and assessment of a new Intercultural Plan

To ensure the sustainability of this government measure, the new Barcelona Interculturality Plan must include the challenges and changes the city has faced in the last decade. This Plan must serve as the structural instrument to give continuity to this measure and in its design and implementation it must subsume the implementation of the proposals included in this measure over time.

The diagnosis has revealed some weaknesses in the monitoring and evaluation of the PBI, weaknesses as a consequence of the complexity and in some cases the lack of internal mechanisms for adequate monitoring and evaluation and the shortage of information, data and indicators on diversity and interculturality.

All that means the measure is committed to:

- » **Presenting a 2021-2030 Barcelona Intercultural Plan.** The Plan is constructed on the basis of the diagnosis and puts forward proposals that could be good for and worked on with the various City Council areas and services. At the same time, it will establish a cooperation framework with the **2030 Agenda action plan** for sustainable development to tackle the social, economic and environmental challenges



of globalisation. The resources, instruments and professional profiles required for implementing the plan will therefore be defined.

- » **Define a system of indicators for the Plan and compiling information for monitoring and assessing it.** As a result, a biennial report will be drawn up with information on achieving the goals of the Plan, based on the selected indicators and the development of interculturality in Barcelona.
- » Furthermore, an external assessment of the Plan will be commissioned that involves the city's social players. This participation will be every 3-4 years in order to assess the degree to which the Plan's goals have been achieved.

» 1.2. Internal mainstreaming

We need to reinforce the support process and the coordination mechanisms with all the municipal areas to promote the intercultural perspective. Mainstreaming must be made effective by establishing channels and spaces for area relations and interaction. It must reach more areas and above all there is also a need to work at senior management and director level on a process of reflection and defining how the intercultural approach can be incorporated in all policies.

- » **Reinforce and consolidate the team promoting policies with an intercultural perspective.** To ensure this impetus is given to the intercultural approach in all municipal policies, it is important we continue to consolidate the Department team, which means strengthening it by expanding it.
- » By creating the **Interdepartmental Committee on Interculturality** to drive interculturality throughout the municipal organisation, ensure intercultural perspective governance in the city and facilitate the drafting and implementation of the new Barcelona Interculturality Plan. Its composition and functions will be described in the Governance section.

» 1.3. Reinforcing territorial cooperation

The link with the districts is a line of work that has also been gradually strengthened in recent years from the Interculturality Programme. The relationship is becoming closer and there are more and more joint projects. However, it is obvious that there is a big difference depending on the reality and characteristics of each district and more action with an intercultural perspective is necessary in those areas where there is less diversity. Accordingly, initiatives that involve the different districts, such as the Neighbourhood Plan, or which are carried out from local facilities (civic centres, neighbourhood centres, etc.), can help to make progress in incorporating an intercultural approach based on cooperation and dialogue with players in the districts.

With the aim of territorialising the intercultural perspective, two pilot tests will be carried out in the course of 2021 in two city districts (Ciutat Vella and Sants-Montjuïc) to draw up a district intercultural plan and, when they have been completed, we will assess the suitability of extending the model to the whole city.

Other steps include the following:

- Involving the districts in the Interdepartmental Committee on Interculturality.

- Incorporating the intercultural perspective in the work of all the districts. Like all the municipal areas, the districts will define their own intercultural action plans.
- Stepping up intercultural skills acquisition among district staff.
- Incorporating someone to act as a bridge between the Neighbourhood Plan and the Interculturality Department.

Furthermore, there needs to be a future commitment to incorporating the intercultural perspective into the Barcelona Metropolitan Area as an institution, and in the projects it carries out.

» **1.4. Strengthened cooperation with the city's association network**

One of the key aspects of all municipal policy and intercultural policies in particular is to maintain and boost cooperation and coordination with the work done by city associations and organisations.

Cooperation in the form of municipal support has been channelled through the lines of interculturality and religious pluralism subsidies, through the ordinary call for subsidies, which have facilitated the implementation of intercultural projects by the association fabric. However, the intercultural perspective is still not taken into account in all City Council subsidies to associations and other organisations.

- » **Incorporate interculturality as a cross-cutting feature of the work of participation councils** in the city and ensuring diversity is better represented in their make-up.
- » **Revise the line of intercultural subsidies** and adapting the criteria in accordance with the priorities defined in the new plan.
- » **Incorporate the intercultural perspective in all subsidies** to City Council bodies.
- » **Reinforce communication and collaboration with the BCN Anti-Rumour Network.**

» **1.5. Work in a multilevel governance context**

It is important to bear in mind the importance of consolidating cooperation spaces with other authorities and tiers of government for a joint approach to the challenges posed by interculturality. The impact of policies with an intercultural perspective depends on many factors and initiatives promoted by various levels of power with whom it is necessary to establish frameworks for joint action. One of the most obvious examples is education, where the Barcelona Education Consortium has a key role to play, but also in other areas where the need for collaborating, sharing information, diagnoses and agreeing action is very high.

The consolidation of an intercultural Barcelona is the result of networking too. In that regard, apart from the obvious links with the regional government, we cannot forget the metropolitan dimension or, in some cases, the central government.

The international sphere is also key when it comes to learning and sharing knowledge by providing conceptual instruments as well as others with a practical application that help cities to improve their policies so that diversity becomes a source of economic development, social cohesion and community harmony.

In short, networks on different levels constitute knowledge spaces for promoting the exchange of positive experiences and lessons learnt.

Actions in the sphere of multilevel governance are oriented towards:

- » Fostering cooperative work and participation in networks on different levels, with a special emphasis on consolidating participation on aspects related to interculturality:
 - Municipalist networks (FMC – Federation of Municipalities of Catalonia), etc.
 - Metropolitan sphere and county councils for extending Residential Registration with No Fixed Address to other metropolitan municipalities along with other issues of common interest.
 - Spain-wide networks for exchanging experiences and influencing regulatory changes (RECI, FEMP – Spanish Federation of Municipalities and Provinces).
 - European and international networks (Intercultural Cities – Council of Europe, Eurocities, ECCAR and UCLG).
- » Promoting participation in supra-local projects, especially on a Barcelona metropolitan area level and a trans-European or international level with other municipalities and civil society players.
- » Participating in existing multilevel work spaces (e.g. the Barcelona Provincial Council working group on civil rights and non-discrimination) and exploring the possibility of creating new ones, taking the metropolitan area sphere.
 - Establishing a standing coordination mechanism with the Spanish Government Delegation to settle issues and problems regarding processing in basic immigration proceedings and monitoring them.

Approach 2: Towards a more intercultural institution

Goal: to consolidate a genuine intercultural institution that takes on board the intercultural principles of equal rights and non-discrimination, recognition of cultural diversity, and also positive interaction and intercultural dialogue.

» 2.1. Incorporating the city's socio-cultural diversity in City Council staff and service provision

One of the basic indicators of the representativeness of the local authority is whether all its staff – in the broadest sense of the City Council, including independent bodies and municipal companies – is a mirror that reflects the composition and diversity of the municipality it delivers services to. According to current data (2020), only 1.4% of the total municipal staff at Barcelona City Council was born abroad, while the percentage of foreign nationals in the city is 27.8%. Although diversity cannot only be contemplated from the perspective of nationality, a serious lack of representativeness is clear here.

Current legislation does not allow people from outside the European Union to take part in the selection processes for becoming permanent or temporary civil servants. It does, however, allow foreign nationals from outside the EU to be employed as workers, providing they have a residence and a work permit.

And there are many people born abroad with Spanish nationality, or born in Barcelona and with Spanish nationality but with a foreign background, who would be representative of part of this cultural diversity that exists among our citizens. So there are many, many people from diverse backgrounds who potentially could become municipal workers.

Finally, we need to add here the new context sketched by the Catalan Parliament's approval of the Equal Treatment and Non-Discrimination Act on 21 December 2020¹. Referring to employment and the civil service in Article 6, the Act states the following:

'Public administrations must establish policies that ensure equal opportunities at work, both in private companies and the civil service, ensure no situation of discrimination occurs in accordance with this Act and, in the framework of applicable legislation, apply positive action measures and measures to reverse, correct, repair and mitigate situations of discrimination, inequality or minorisation of a structural character, proportionate to the specific needs of people in a situation of greater vulnerability, as is the case of collectives under-represented in employment and the civil service.

At present, we are still waiting for the regulations for implementing the Act and the tools it will have for that purpose.

In order to tackle this question, we propose an umbrella measure that consists of:

- » **Drawing up a plan to foster the diversity of municipal human resources.** This plan will be led by Human Resources and involve trade union participation, and it must be inspired by the philosophy followed in drafting the 2015-2019 Barcelona City Council Equal Opportunities Plan². In addition, the plan will set quantitative targets for specific increases with regard to workers with diverse backgrounds in different time horizons.

The plan provides for the following actions:

- Improving the compilation and registration of diversity among municipal staff to find out the real situation. New information could be recorded (for example, cultural baggage, knowledge of foreign languages, mother tongue, parents' place of birth, etc.) under the framework of current legislation.
- Organising information and publicity campaigns on municipal entrance exams, competitive exams and selection processes. An initial element of difficulty is the complexity or lack of information on the

1- Equality Treatment and Non-Discrimination Act approved by the Catalan Parliament:
<https://www.parlament.cat/document/bopc/148492048.pdf>

2- Second Barcelona City Council Plan for Equal Opportunities between Men and Women (2015-2019). Approved by the Full Council Meeting of 27 March 2015.

ways many people of diverse backgrounds and contexts have of entering the public service. If they are not familiar of the access processes, it is hardly likely there will be candidates from diverse backgrounds. One key action involves informing education and training centres (secondary schools, vocational training colleges, universities) and ensuring this information reaches everyone.

- Offering specific training to under-represented candidates to encourage them to take part in municipal competitive processes and entrance exams, especially in certain areas where a need is detected for incorporating more diversity (for example, local facilities or the GUB – city police)³.
- Boosting knowledge of internal protocols to identify, raise awareness of and sanction situations of discrimination for reasons of origin, belonging to an ethnic group, etc.

In addition, we also think it is necessary to press for a new **work experience programme** that would make it easier for more diverse profiles of people to enter the public sector.

As regards service delivery, we propose:

- Making it easier to hire people from various backgrounds in tenders for municipal services, by introducing clauses in the technical specifications such as knowledge of foreign languages for staff in certain services. Especially in those that deal with the public.

Finally, work needs to be done with the central government on matters which fall within its powers that would enable improvements in the city sphere.

- Step up dialogue with the central government in order to deal with the challenges relating to improving the frameworks that would allow diversification of the workforce.
 - Reduce the time and complexity involved in getting qualifications approved.
 - Promote flexibilisation of the criteria that restrict access to the civil service for people without Spanish nationality.

» 2.2. Generating a shared city narrative on diversity and interculturality

Barcelona has had a sustained commitment to an intercultural approach. That has resulted in many players, especially those with closer links to these issues, becoming more aware of it and participating in this process of building and intercultural narrative and framework. Accordingly, the players involved have been clear that this cannot just be the narrative of the City Council, that to have a really sound basis, it has to be built and shared with a broad range of many different players from civil society. Moreover, an effort has been made to ensure the city's diversity is better reflected in the 'outward' message.

Despite that, inside the City Council, it is obvious that this way of understanding things is not firmly established and that many people do not have a clear idea of what the intercultural approach means and represents in

3- A pioneering experience was carried out between 2007 and 2010 in the Mossos d'Esquadra, the regional police force.

practice when designing public policies. Therefore, diversity has not been sufficiently associated with being a key feature of the city's identity.

In this context, we consider it necessary to facilitate the generation of a shared narrative on interculturality and also to continue improving institutional communication and symbolic recognition of diversity by.

- » **Mainstreaming and rooting the framework of an intercultural narrative in all areas of the City Council**, supporting them in the process of constructing and adapting the narrative in their spheres of action (for example, how do we explain interculturality from the perspective of urban planning, culture or education?). First, a **Practical Guide** will be drawn up with the key elements for constructing and consolidating an intercultural city narrative that will be shared by the different areas. Second, joint work will be stepped up in the Communication Area so the City Council's communications incorporate an intercultural perspective. The Communication Area will be part of the Interdepartmental Intercultural Committee.
- » **Highlighting diversity and disseminate the intercultural perspective promoted by the city** within the framework of municipal communication campaigns, weighing up the need to design a specific campaign on this question. Accepting that diversity constitutes a structural element of society, which not only implies recognising it but also valuing it in institutional communications.
- » **Increasing symbolic knowledge of the city's sociocultural diversity** through street names and other features that give visibility to the city's history in public spaces, to its religious and cultural diversity, and to certain groups which have historically been discriminated and erased from that history, such as Roma people. The city awards offer another way of increasing this symbolic recognition to show the city's diverse social reality, starting, for example, by ensuring panel members represent this diversity.

» 2.3. Improving intercultural skills

The intercultural approach to diversity management requires aptitudes that not only provide instruments and skills for interacting and relating with people of diverse backgrounds and contexts but also enable designing, implementing and evaluating policies with an intercultural approach.

The acquisition and development of intercultural skills provides tools for more horizontal communication and interaction with the public, where unequal relations are recognised and understood, so that all situations can be managed better and in particular possible disputes and differences.

Likewise, intercultural skills are transformative because they encourage structural change in institutions in order to tackle the causes of inequalities and discrimination, situations of exclusion, a lack of recognition and respect for diversity or the absence of spaces for interaction in contemporary societies.

Accordingly, intercultural skills are necessary to be able to design, implement and assess intercultural policies and programmes, and so public authorities can adapt their services to the sociocultural reality of cities, as in the case of local facilities. These skills will be necessary for each stage of the public policy cycle: diagnosis of the local context and reality; policy design, its implementation and subsequent assessment.

One of the efforts made in recent years has been to increase municipal staff training on how to incorporate the intercultural perspective. However, the diagnosis showed a further qualitative and quantitative leap would be required. On the one hand, there is a need to promote instruments and actions that make it easier for the different areas and their internal and external staff to design policies, programmes and projects that incorporate the intercultural perspective. On the other hand, we need to reach every level, involving managerial and political office holders.

To implement the actions in this sphere will require involving the Manager's Office for People and Development, as well as specific training departments in some areas and institutes. These interventions include:

- » **Designing a comprehensive programme of intercultural skills and training.** Knowledge of the intercultural approach is the minimum that can be expected of all local authority staff, regardless of the area they belong to. Mainstreaming the intercultural approach requires specialists who can promote incorporation of the intercultural perspective in the structure. It is also necessary that all the areas which promote policies with an intercultural perspective have the required skills. The design for this programme will also have to be based on the experience of the Interculturality Programme and Religious Pluralism team.
- » **Carrying out ad hoc training for certain groups of Barcelona City Council professional.** The intercultural skills required in public administration vary according to the profiles, responsibilities and tasks. Staff that have direct contact with the public or who work with vulnerable groups or people from different backgrounds and contexts need to develop a minimum of intercultural relational skills.

» **2.4 Knowledge production and transfer**

With regard to the previous point, a key factor will be having a shared knowledge generation and transfer system, not only for designing policies and programmes but also for assessing them. Having information on diversity in the city, people's perceptions regarding that diversity or the use made of certain public services is key for tackling, acting and intervening effectively and in an appropriate manner in a plural and diverse society.

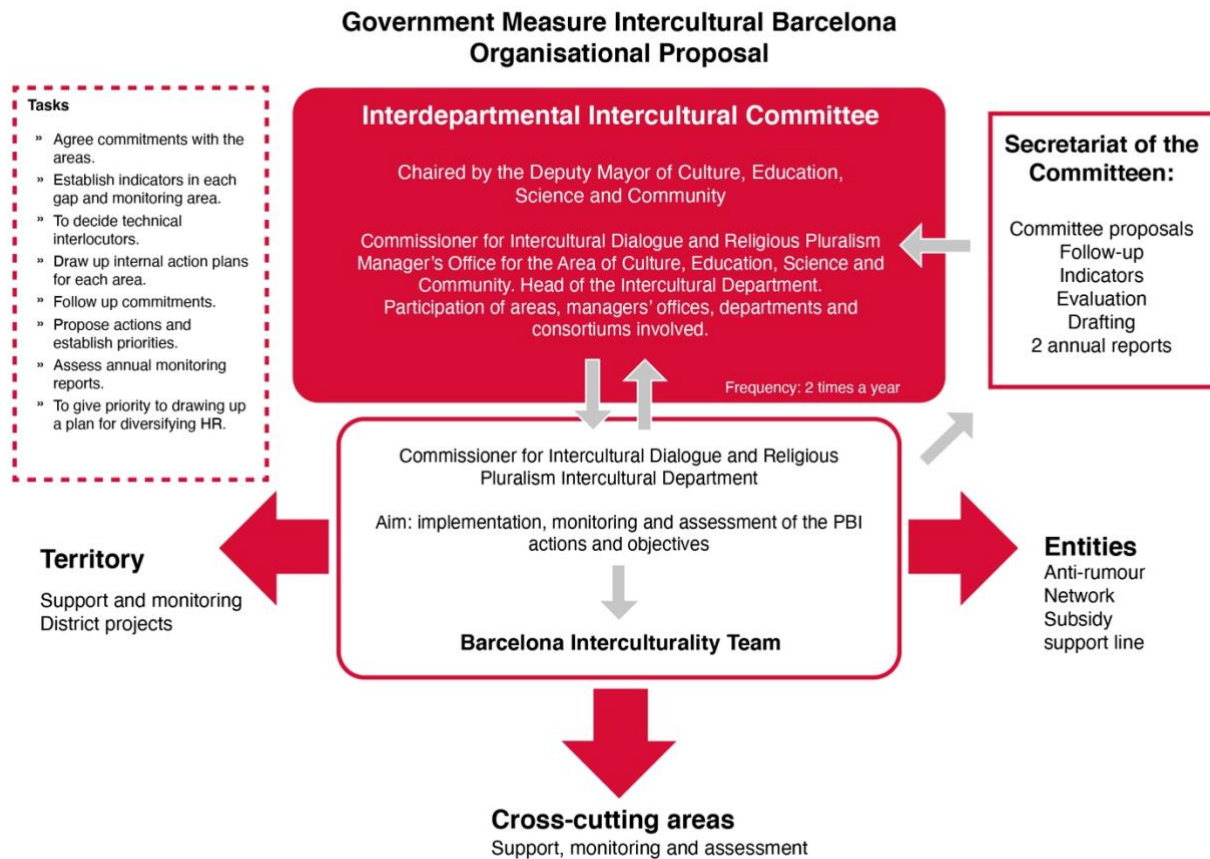
- » **Defining new indicators** in collaboration with the Municipal Data Office and those profiles and bodies.
- » **Updating the perception barometer** in diversity terms, adding and changing some questions.
- » **Drawing up the 'Intercultural Cities' Index** once every two years. The ICC Index is a tool that 'assesses' and compares the performance of cities taking part in the programme when it comes to applying the intercultural approach in public policies. The Index lets us know how the intercultural perspective is developing in the local sphere, detecting its strong points and areas for improvement.

Governance, monitoring and assessing the measure

The governance bodies and organisation required for implementing the measure are below:

- » **Department of Interculturality and Religious Pluralism:** This is the municipal department responsible for ensuring the government measure is carried out, monitoring it and assessing its actions. It will act as the Secretariat of the Interdepartmental Intercultural Committee. It will also draw up proposals for the committee and reports on interculturality in the city of Barcelona
- » **Interdepartmental Intercultural Committee**
 - Goal of the Committee: to drive interculturality throughout the municipal organisation, ensure intercultural perspective governance in the city, and facilitate the implementation and development of the new Barcelona Interculturality Plan.
 - Constitution of the Committee: by means of a decree, identifying a secretary and a list of members, a meeting calendar, political chair, etc.
 - Bodies of the Committee:
 - Chair: Sixth Deputy Mayor of Culture, Education, Science and Community.
 - Members of the Committee: chief executives and directors of the municipal areas, along with representatives of the consortiums (such as the CEB – Barcelona Education Consortium) and the independent bodies (Barcelona Activa), plus the heads of programmes where interculturality is a key aspect. This Interdepartmental Committee will hold two ordinary meetings a year and will be the highest body for monitoring the development of the Interculturality Plan, as well as the body responsible for cross-cutting monitoring of the different areas.
 - Tasks:
 - Agree commitments with the areas.
 - Establish indicators in each gap and monitoring area.
 - Decide technical interlocutors.
 - Draw up internal action plans for each area.
 - Follow up commitments.
 - Propose actions and establish priorities.
 - Assess annual monitoring reports.
 - Draw up a plan for diversifying municipal human resources.

In tandem, the Interdepartmental Committee will ask the areas to incorporate indicators both for measuring service access and use gaps as well as monitoring the commitments on the actions agreed.



It is envisaged that the government measure's actions will be in the course of the current Council's term of office, between 2021 and 2023. For the purposes of monitoring and assessing this measure, information will be available regarding the figures associated with different actions and the process itself. The Interdepartmental Intercultural Committee Secretariat will be responsible for compiling this information and drawing up monitoring reports on the measure.

This analytical exercise will include an analysis of its implementation (how it has developed, what the participation of the players involved has been, what have been the weak points and strong points of the various actions and measures). Achievement of the goals and targets set by the various lines of action (quantitative and qualitative results, usefulness, effectiveness) will also be assessed.

The purpose of this assessment is to generate information that helps to improve the way the measure works and its impact, providing evidence and reflections that can facilitate decision-making in the future.

In compliance with the commitment to assess and report on the actions, accountability to the Interdepartmental Intercultural Committee will take the form of:

- Drafting an intermediate report (first quarter 2022)
- Drafting a final report (first quarter 2023)

Budget

Budget	Staff expenditure Chap. 1	Current expenditure Chap. 2 and 4	Investments Chap. 6 and 7	TOTAL
2020	549.137,00	2.526.740,52	150.782,87	3.226.660,39
2021	602.000,00	2.782.495,21	200.000,00	3.584.495,21
2022	661.619,00	3.060.744,73	150.000,00	3.872.363,73
2023	661.619,00	3.366.819,20	150.000,00	4.178.438,20
TOTAL 2020-2023	2.474.375,00	11.736.799,66	650.782,87	14.861.957,53

Does not include the budgets of other departments, areas and bodies clearly involved such as:

- ✓ Manager's Office for People and Development
- ✓ Neighbourhood Plan
- ✓ Districts
- ✓ Citizens' Rights
- ✓ Immigration and Refuge
- ✓ Education Consortium
- ✓ ICUB
- ✓ Safety and Prevention

Implementation calendar

Lines of action

Actions

Calendar

Approach 1: Integrating the intercultural perspective into municipal government action

Design, implementation and assessment of a new Intercultural Plan	<ul style="list-style-type: none"> » Present a 2021-2030 Barcelona Intercultural Plan. » Define a system of indicators for the Plan and compiling information for monitoring and assessing it. » Carry out a controlled or assisted evaluation. 	2021 2021-22 2023
Mainstreaming and territorialisation	<ul style="list-style-type: none"> » Reinforce and consolidate the team promoting policies with an intercultural perspective. » Create the Interdepartmental Intercultural Committee. » Interculturality Plan in two city districts. 	2021-22
		2021
		2021
Strengthened cooperation with the city's association network	<ul style="list-style-type: none"> » Incorporate interculturality as a cross-cutting element in the work of councils. » Revise the line of intercultural subsidies and adapt the criteria in accordance with the priorities in the new plan. » Incorporate the intercultural perspective in all subsidies to City Council bodies. » Reinforce communication and collaboration with the BCN Anti-Rumour Network. 	2021-2023
		convoc. 2022
		2022
		2022
Work in a multilevel governance context	<ul style="list-style-type: none"> » Foster cooperative work and participation in networks at different levels. » Promote participation in supra-local as well as trans-European or international projects. » Participate in existing multilevel work spaces (and explore the possibilities of creating new ones). 	2022-23
		2022-23
		2022-23

Approach 2: Towards a more intercultural institution

Incorporating the city's socio-cultural diversity in City Council staff and service provision	» Drawing up a plan to foster the diversity of municipal human resources.	2021-23
Generating a shared city narrative on diversity and interculturality	» Mainstreaming and rooting the framework of an intercultural narrative in all areas.	2022
	» Highlighting diversity and disseminate the intercultural perspective promoted by the city.	2021-23
	» Increasing symbolic knowledge of the city's sociocultural diversity.	2022-23
Improving intercultural skills	» Designing a comprehensive programme of intercultural skills and training.	2022-23
	» Carrying out ad hoc training for certain groups of Barcelona City Council professional.	2021-23
Knowledge production and transfer	» Defining new indicators.	2022
	» Updating the perception barometer.	2021-22
	» Drawing up the 'Intercultural Cities' Index.	2021