

# INTEGRATION

## A Practical Guide to assisting Integration for Local Authorities

*Lessons from the project  
'Promoting Civic Participation of  
Third Country Nationals through  
Local Authority Platforms'*

**2010-13**

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Promoting  
**Civic Participation of  
Third Country Nationals**  
through Local Authority Platforms

[www.integratingdublin.ie](http://www.integratingdublin.ie)

The project is led by New Communities Partnership and supported by Dun Laoghaire Rathdown County Council, Dublin City Council, South Dublin County Council and Fingal County Council.

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## Introduction

This Practical Guide to Integration arises from the joint work of the four Local Authorities of the Dublin Region – Dublin City Council and Dún Laoghaire Rathdown, Fingal and South Dublin County Councils – together with the New Communities Partnership, implementing a series of actions to strengthen the impact of their strategies for integration and ethnic diversity. This programme of work was undertaken through an innovative project jointly funded by the European Integration Fund, the Office for the Promotion of Migrant Integration and the Local Authorities themselves over the period 2010-13.

The key areas of work involved the deepening of Local Authority commitment to integration, the development of representative, participative and consultative integration forums in each Local Authority area to work with the Local Authority in promoting the integration of new communities, the creation of a system of intercultural liaison volunteers at estate level to act as a communicative bridge between new communities and Local Authorities to raise awareness of issues arising, and the promotion of economic integration through work placements in the Local Authorities for new communities.

The Guide seeks to present a practical step-by-step compass for the implementation of these integration strategies in a way that is easy to follow, so as to assist other Local Authorities to implement initiatives that promote the integration of their new communities.

Integration is a two way affair, changing not just the “integrating” side but also the “integrated”, in a process of mutual benefit and enrichment.

We hope in presenting this Guide to have made available a useful handbook for our colleagues in Local Authorities throughout Ireland who are striving to pursue progressive integration strategies for all our communities over the years ahead.

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## Objectives and achievements of the project: ‘Civic Participation of Third Country Nationals through Local Authority Platforms’

In 2009 the four Dublin Local Authorities joined with New Communities Partnership to develop a project aimed at improving the integration of new communities in their areas.

The project was submitted to the European Integration Fund (EIF) programme administered by Pobal, and approved. It was rolled out from October 2010 to August 2013, funded by the EIF with match funding from the Local Authorities.

The Dublin Local Authorities had positive policies on the integration of their growing new communities and the project was designed to deepen that integration by increasing their consultation and participation in Local Authority structures and competencies.

### The aims of the project were:

- To promote the active engagement and participation of new communities in Irish social, political and cultural life, thus reducing social exclusion.
- To facilitate Local Authorities in connecting, dialoguing and engaging with new communities in the implementation of their integration, anti-racism, diversity, equality and social cohesion strategies.





## The specific actions of the project included:

- Providing specialist training for senior Local Authority officials to nurture an integration culture at leadership level and embed these values in their priorities.
- Organising seminars to promote greater understanding among new community leaders of the history, norms and values of Irish society, to foster a sense of belonging, common responsibilities and shared citizenship.
- Creating Integration Forums in each Local Authority as a structured opportunity for new community representation and participation in Local Authority policy and planning processes, with training for participants in effective representation.
- Training and appointing 'Intercultural Liaison Volunteers' (ILV) at estate level as a means of dialogue and feedback to help resolve issues between communities and bring community concerns to the attention of Local Authorities.
- Providing work placements in Local Authorities to enhance the employability skills of third country nationals and develop the diversity culture of the authorities.

The project also brought together staff members from the four Dublin Local Authorities to exchange their knowledge and experiences in a structured and focused manner. This provided the basis for a coordinated Dublin Region wide approach to integration.





## National Integration Policy and the role of Local Authorities



*“We will promote policies which integrate minority ethnic groups in Ireland, and which promote social inclusion, equality, diversity and the participation of immigrants in the economic, social, political and cultural life of their communities.”*

Programme for Government, 2011, p.22.

From a country of net emigration up to recent times, over the last two decades Ireland has been transformed into a country of immigration, and of ethnic, cultural and social diversity. Over twelve per cent of the current population was born abroad or have an ethnic identity other than the majority of the population. While the economic crisis has unfortunately again seen the return of emigration, this is not affecting the diversity of Irish society let alone reversing the changes of recent times. The Census results published in 2011 established that there are people from one hundred and ninety-nine different nationalities or ethnic origins now living in Ireland.

By international standards Irish society to date has adopted well to these profound changes. Both an innate tolerance in national culture and forward looking national policies have contributed to this. In a time of economic crisis there may be justified fears that attitudes may harden, and that therefore greater effort will need to be made in realising the policies of integration and diversity with which the State has responded to date to the changing complexion of Irish society.

Irish immigration policy has changed over time. The focus which was primarily on high skill immigration and asylum policy in the 1990s, changed due to labour market demand into a more open policy after 2000. This was reflected in the decision by Ireland in 2004 to allow open labour market access to citizens of the new EU accession states.

But in relation to new communities, Government policy has remained largely consistent in its core principles which can be summarised as anti-racism, diversity and integration.

### National Policy

The framework for both national and local strategies on integration is provided by processes agreed at European level, which provide the principles and a framework for such strategy, including emphasising the role of the local level. <sup>1</sup>

The National Action Plan Against Racism launched in 2005 initially as a four year plan to combat racism and develop a more inclusive and intercultural society in Ireland remains Government policy.

<sup>1</sup> See [www.integration.ie/website/omi/omiwebv6.nsf/page/managingdiversity-eudevelopments-en](http://www.integration.ie/website/omi/omiwebv6.nsf/page/managingdiversity-eudevelopments-en)



Under it, support has been provided for the development and implementation of national and local strategies to promote integration in the workplace, the Gardaí, the health service, the education system, the arts and within Local Authorities. In 2007 the Government appointed a Minister of State to oversee implementation of the policy, through the “Office of the Minister for Integration”. In 2011 this role became a core responsibility of the Minister for Justice, Equality and Defence, with implementation of the responsibility of the re-named “Office for the Promotion of Migrant Integration”.

The commitment of the state to a strong integration policy based on social equality and diversity and on a concept of mutual obligations and duties of both traditional and new communities, was reiterated in the National Development Plan of 2007 and in national social inclusion strategies, which also recognised integration as “one of the most important challenges being faced by Irish society”.<sup>2</sup>

The key policy position of Government on integration is the document “[Migration Nation - Statement on integration strategy and diversity management](#)”, which was adopted in May 2008 and remains the policy and action framework for Government.

## Migration Nation

The strategy outlined in Migration Nation was welcomed by the UN because of its fulsome commitment to creating a diverse society, its cross-departmental approach and its commitment to working with civil society and local organisations in realising a progressive integration in Ireland. The strategy committed Ireland to establishing a “*formal pathway to Permanent Residency and Citizenship for those who qualify*”, a streamlined asylum process reducing “*inordinate administrative and legal delays*”, funding to support diversity strategies at management level across Local Authorities, political parties, sporting bodies and faith-based groups, a citizenship and long term residency process contingent on proficiency in the “spoken language of the country”, tackling exploitation or discrimination in the workplace through social partnership agreement, and new structures to promote integration. The strategy was substantially based on the recommendations of the social partnership body, the National Economic and Social Council (NESC) and also incorporated the Common Basic Principles of Integration agreed at EU level.<sup>3</sup>

Migration Nation stated the core principles in implementing this policy to be:

1. A partnership approach between Government and civil society organisations;
2. Integration policy to be integrally linked to wider social inclusion strategies;
3. Policies that avoid “the creation of parallel societies, communities and urban ghettos, i.e. a mainstream approach to service delivery to migrants;”
4. A commitment to effective local delivery mechanisms that align services to migrants with those for indigenous communities.

<sup>2</sup> All policies quoted here are available on the website of the Office for the Promotion of Migrant Integration, [www.integration.ie](http://www.integration.ie).

<sup>3</sup> NESC, Managing Migration in Ireland: A Social and Economic Analysis, Report No. 116, 2006 and NESC, Migration Policy, 2006. The EU Common Basic Principles are included in Migration Nation, p. 32.





## New policy developments

The Programme for Government (2011) commits to



*“promote policies which integrate minority ethnic groups in Ireland, and which promote social inclusion, equality, diversity and the participation of immigrants in the economic, social, political and cultural life of their communities”.*

Programme for Government, 2011, p.22.

The Programme also strengthens some other important commitments, such as to create a “modern, fair, socially inclusive and equal society”, “a new Ireland that is built on fairness and equal citizenship”, and “to ensure that every one of our citizens has an effective right, free from discrimination, to contribute to the economic, social and cultural life of the nation.” It also specifically commits to “introduce comprehensive reforms of the immigration, residency and asylum systems, which will include a statutory appeals system and set out rights and obligations in a transparent way”, and to “provide for the efficient processing and determination of citizenship applications”. Since 2011, there have been a number of high profile citizenship ceremonies involving over 40,000 new citizens.<sup>4</sup>

As will be seen below, ambitious Government strategy to strengthen the role of Local Authorities in local social and economic development, as well as community development, will have a major impact on their powers and responsibilities in relation to integration.

## Local implementation

Migration Nation emphasises the key role of the local level in realising integration, especially local service delivery and local social and economic structures:

*“It is difficult to overestimate the importance of effective local delivery mechanisms. Integration lives and breathes, and indeed dies, at the level of community. . . Co-ordination of planning, resources and strategy at this level is particularly important.”*

It advocates the adoption by Local Authorities of formal integration plans along the lines of European best practice. Integration should form an essential element of local social inclusion strategies and urban planning has a particularly central role to play in this. The EU Common Basic Principle of Integration clearly states:

*“The participation of immigrants in the democratic process and in the formulation of integration policies and measures, especially at the local level, supports their integration.”*

Migration Nation sees Local Authorities, as well as LEADER/Partnership companies, as bodies with the key role to play at the local level in achieving integration. While new communities vary in size

<sup>4</sup>Dept. Justice, Annual Report 2012.



across the country there are no counties that are not affected. This illustrates the importance for all Local Authorities to be pro-active on the issue and why “decision making” in relation to local strategies “should rest with Local Authorities or the locally based partnership committees”.

The role of Local Authorities in integration envisaged in both EU and National policy is given an added urgency and force by the publication by Government in October 2012 of a programme of radical reform of Local Authorities: **“Putting People First - Action Programme for Effective Local Government”**.<sup>5</sup>

The main aim of the reform is to greatly increase the role of local government in local economic, social and community development:

*“Local government will be the main vehicle of governance and public service at local level - leading economic, social and community development, delivering efficient and good value services, and representing citizens and local communities effectively and accountably.”*

This will see the replacement of the County/City Development Board by a “Social and Economic Committee” and the appointment of a Director of Services for Economic and Community Development. The LEADER/Partnership companies will be closely aligned with the Local Authority and their implementation of the Local and Community Development Programme will be funded and overseen through this new structure. In addition, the functions of County Enterprise Boards are being transferred into the Local Authorities, which in future will provide business and enterprise supports through “Local Enterprise Offices”.

County/City “Local and Community Plans” will in future encompass

*“all state-funded local and community development interventions, ... be based on a detailed needs analysis, matched to available resources, and consistent with other Local Authority plans. Such plans, to be approved by the elected members, should draw on a new collaboration in local development programming and create opportunities for all involved to enhance engagement with communities.” (Putting People First, pp. 163-4).*

The vehicle for implementation of these plans will be the Social and Economic Committee (SEC) which will oversee the “local development companies in programme implementation, using the ‘bottom-up’ approach (whereby local actors participate in decision-making regarding the policies for their area and in the selection) ... (Putting People First, p. 32)”

Putting People First envisages the development of “participative democracy arrangements” for involving communities in this process:

*“The potential for participative democracy methods to complement and enhance existing consultative mechanisms will be explored. Participative (or participatory) democracy relates to ways in which citizens have ways of influencing the determination of specific issues, including through ... committees, consultative procedures ... and other means of establishing the views of individuals and groups... [These structures will] promote dialogue between the Local Authority and the group ... [enabling] the group to work with the council, including by performing non-reserved functions on behalf of the council” (p. 160-2)*

<sup>6</sup>Available at <http://www.environ.ie/en/LocalGovernment/LocalGovernmentReform/>.



Given the role of Local Authorities in integration policy, these radical reforms in local government responsibilities and in the creation of structures of participative democracy have strong implications for how Local Authorities will dialogue with and involve new communities.

## Participation by New Communities

In organising the participation of new communities in consultative and participative structures it is important to emphasise Government policy in relation to migrant or ethnic participation. Migration Nation emphasised the importance of a mainstream approach to integration – i.e. of avoiding specialist migrant services and instead making mainstream service delivery diverse and flexible in its culture in such a way as to meet the needs of all citizens and residents, regardless of their ethnic or migrant background.

But in this context of a mainstream approach, Migration Nation also stressed the importance of new communities representing themselves rather than being represented by Irish NGOs and of the need for supports to new communities to develop their capacities to realise their full “civic participation”. The strategy emphasised:

1. “The need to build capacity in the new communities to help them to effectively articulate their needs and to consult effectively”.
2. “Ensuring the inclusion of the new communities in existing national consultation mechanisms, including social partnership.”
3. “Minority ethnic communities must be given the capacity to effectively engage with all State service providers who may have to intensify their engagement with the new communities on policy matters affecting their own services.”

An important aspect in promoting the civic participation of new communities is to recognise the sheer diversity of the new communities themselves. Census figures show nearly one hundred different nationalities among the Irish population, originating from all continents and all the major faith identities of the world. Taking account of this diversity is essential to effective local strategies.

The strategy emphasised the mutual obligations of both host and new communities to engage and adapt to each other: “We cannot focus on ‘rights’ to the exclusion of ‘responsibilities’”.



Fingal Co Co workshop on “Republic of Ireland - A Beginners Guide”



# Step 1: Local authority strategy and leadership

## Local Authority Integration Strategies

Given the principles of integration and new community participation established in Migration Nation (and continued by all governments since), and the new and radical extension of Local Authority responsibility for local social, economic and community development foreseen in Putting People First, there is now an urgency on Local Authorities to develop and implement local integration strategies.

Until now, modest funding for integration actions was provided through the Office for the Promotion of Migrant Integration to sporting bodies, faith-based groups, Local Authorities and the social partners. In 2010 nearly all Local Authorities, with the exceptions of Mayo, Louth and Westmeath, received some funding towards specific integration activities for which they had submitted applications. The total allocation in 2010 was €1,219,573, ranging from €3,000 (Waterford City) to €270,000 (Dublin City). After 2010, the allocation under all pillars, including Local Authorities, was reduced considerably. For the two years 2011-12 the allocation to Local Authorities totalled just €181,995 and €156,240 respectively, going to just four Local Authorities as follows: Dublin City €95,000, Fingal County €76,000, South Dublin €94,240 and Meath €72,995. The remaining Dublin authority – Dun Laoghaire Rathdown – received no funding in this period.<sup>6</sup>

This phasing out of direct funding through the Office for the Promotion of Migrant Integration reflects a strategic shift to encompassing integration activity within the social inclusion and community development plans of Local Authorities, and its planned mainstreaming particularly through the Local and Community Development Programme.

Only fourteen of Ireland's thirty two Local Authorities have explicit policies and strategies on integration.<sup>7</sup> In the Dublin Region, Dublin City, South Dublin and Dún Laoghaire Rathdown have active integration strategies<sup>8</sup>, and Fingal has a range of policies which encompass integration work<sup>9</sup>. Apart from formal policies, a wide range of integration activities are implemented in all the Dublin Local Authority areas. In each area an official is responsible for integration work and in Fingal an officer with specific responsibility for coordinating the work of the Ethnic Network has been appointed.<sup>10</sup>

In addition, through the EU and Local Authority co-funded initiative *Promoting the Civic Participation of New Communities through Local Authority Platforms*, all four Dublin Local Authorities came together to pursue a common strategy of establishing representative, ethnic led "Integration Forums" at council level as an aid in implementing their pro-active integration policies, building on the experience of the Fingal Ethnic Network which had been initiated in 2006.

<sup>6</sup> A breakdown of funding by the Office for the Promotion of Migrant Integration over 2008-12 is given in Appendix 2

<sup>7</sup> A list of current City/County local strategies and website links are included in Appendix 1.

<sup>8</sup> Dublin City: *Towards Integration – A City Framework*, 2008; DLR: *Moving Forward Together - An Anti-Racism and Diversity Plan for the County of Dún Laoghaire-Rathdown*, 2007; South Dublin: "A County of Inclusion" – *South Dublin County Integration Strategy 2013 – 2017*".

<sup>9</sup> Fingal Development Board, *Building a Better Fingal, Strategy 2009-2012*.

<sup>10</sup> See Appendix 5 – "Fingal Ethnic Network Co-ordinator – Job Description".



## Planning an Integration Policy

In advance of integration policy being planned, Local Authorities should understand the context by asking the following questions:

1. What are the changes in the local area/population that is driving this?
2. What is the ethos/ conditioning of the Local Authority? E.g. Is there a social inclusion policy or a diversity officer etc?

**In developing an integration policy** – which Migration Nation recommends every council should – **Local Authorities should consider the following:**

- A participative role for new communities along the lines of the ethnic-led Dublin Integration Forums and the consultative bodies proposed in Putting People First;
- Involving new communities in consultation on planning matters;
- Representation of new communities on social inclusion committees, Strategic Policy Committees and the new Social and Economic Committee;
- Inclusion of integration objectives and consultative structures for new communities in the County Development Plan and proposed Community Development Plans.

## Officer responsible for implementation

Integration policy affects a wide range of council responsibilities and services and is not solely the task of the Department of Economic and Community Development. Nevertheless, the brief for integration should be a specialised one under the Director of Community and Services. An officer with on-the-ground community service experience is the most appropriate person to be responsible for progressing implementation of the integration strategy.

**It is essential that the official with responsibility for implementing integration strategy of the council combines the following skills and authority:**

- Background experience and an affinity for the work involved;
- Experience of work in social inclusion, preferably at community officer level;
- Receives training in the principles and practice of equality, diversity and an understanding of the concept of interculturalism ;
- Direct access to management at Director level;
- Clear guidance from a well articulated Integration Policy that forms part of the County Development Plan and an integral element of community development planning;
- Good liaison with all other relevant Departments, especially housing, as well as with joint policing committees, the Social and Economic Committee, the LEO and other bodies.
- Adequate resources for implementing the actions of the policy.



## The leadership role of senior management

Integration is an all-council responsibility and without buy-in at senior management level will not work. Senior management and elected representatives must take ownership of the values of integration for the work of the Council and take a leadership role in leading council staff with these values.

In recognising this crucial fact, the four Dublin Local Authorities developed a **training module for senior management and elected representatives** and delivered this at a half-day workshop in each authority. The workshop set out to analyse mechanisms for effective representation and participation of new communities in Local Authority policy and planning structures, and how to 'mainstream' integration into all areas of Local Authority work. It also provided an excellent networking opportunity for senior management and elected representatives to meet with new communities' leaders in the county to discuss mutual impressions and expectations, and how to improve policy and practice.

The training module used in Dublin was developed for the purpose. The participants usually included up to ten staff members up to Director and Assistant County Manager level, and representative of a range of Departments. The official responsible for integration organised the training in cooperation with the trainers. Several elected members of the Council also typically participated.

### The following steps were important in organising the training session:

- Engage with the county manager to ensure support for the initiative and identify key staff to participate;
- Identify the key ethnic, new community and faith leaders in the county area to participate;
- Develop training module to match local conditions;
- Identify the aims of the integration approach of the council leadership;
- Aim of the training is to create value leaders in the council administration.

### The following steps are recommended in organising the training:

- Letter to County Manager setting out purpose of Training;
- Letter tabled for discussion at Management Team meeting;
- Letter from County Manager to individual Department Heads requesting nominations at Senior Level;
- Letter to County Councillors inviting their participation, with subsequent follow-up with members of the Social Inclusion Measures Committee, Chair of the Development Board/ SEC and County Mayor;
- Invitations to new communities' leaders.

In most cases, those participating will not have met the new community leaders before.

### The structure of the training is as follows:<sup>11</sup>

1. Welcome and brief introductions.
2. Setting the tone: After the formal welcome and introductions the facilitator outlined the three purposes of the session as
  - An opportunity to explore Integration;
  - An opportunity to explore Participation;
  - An opportunity to network and strengthen relationships.



3. The facilitator employed a methodology starting with the “zones” of typical experience: familiar, stretch and panic. The process of people coming together in multicultural groups was one where a person left the “familiar” to enter the “stretch” zone, involving a “greater variety of thinking, communicating and interacting styles”.
4. The methodology explored the basis and use of knowledge, whether of the learned or experience kind.
5. Sub-groups were formed of new communities’ representatives and council staff and elected representatives to discuss models of society as a circle of insiders excluding “outsiders”, with integration involving pathways to inclusion within the circle. Another view of society is one that is much less clearly defined and is constantly being created and recreated. In this scenario everyone is striving to be included and to include, so all become both integrators and integrates. Participants discussed the model that most represented their experience.
6. Different discussion circles were formed to develop proposals around structural integration and how such a process would be led.



Dun Laoghaire Rathdown Co Co Senior Management Training

The two-hour workshop thus brought out the value of the leadership function of senior management in leading the integration strategy of the council. Follow up workshops should provide analyses of various mechanisms for the effective representation and participation of new communities in Local Authority policy and planning structures and discussed how practically to ‘mainstream’ integration into all Local Authority working areas.

The workshops in the Dublin Local Authorities were evaluated and in all cases were judged by participants to have been “very useful” or “extremely useful”. The engagement with new community leaders led to the dismantling of pre-conceived opinions on both sides, and also to a much more realistic view of what was achievable, thus managing expectations to a level that would avoid future frustrations and create a solid platform for collaboration between new communities and council leaderships.

Most importantly, the workshops have a proven potential to “mainstream” integration thinking among senior council staff and thus provide leadership for the process across departments and services.



## Step 2: Establishing the Integration Forum

With the adoption of a policy on integration, the appointment of an officer tasked with responsibility for its realisation and buy-in by senior management to prioritisation of the policy, the **next step is to establish a county or city Integration Forum.**

In Dublin, this task was implemented in different ways, reflecting the different composition and extent of new communities in the various Local Authority areas. This was also expressed in the differing names of the forums established – the Dublin City Integration Forum, the Fingal Ethnic Network, the Dún Laoghaire-Rathdown Ethnic Minority Integration Forum and the South Dublin Migrant Integration Forum.

### Forming the Forum

The first forum to be established in Dublin was the Fingal Ethnic Network, established initially on a small, informal basis in 2006, and now representing seventeen groups in the council area. In the largest Local Authority area, Dublin City, over fifty representatives of a wide range of migrant country groups, faith communities, women's networks and support groups were brought together and the forum developed from this base. The lists of representatives in all four Dublin Local Authority areas were drawn up jointly by the Council and the New Communities Partnership, and the event widely publicised among new communities to ensure the inclusion of all relevant groups. Similar groups of between 12 and 18 representatives were formed in South Dublin and Dún Laoghaire Rathdown from 2011.<sup>12</sup>

In preparing for the establishment of the forum, it is **recommended that a profile be formed of the structure of the new communities in the Local Authority area.** This can be assembled from the county community forum, from census and electoral register information and from other sources. Through New Communities Partnership, contact should be established with community leaders and a dialogue commenced about the establishment of a forum. The council officer responsible for implementation of integration policy should be centrally involved in this process.

When all relevant ethnic and migrant community groups have been established, an **inaugural seminar** should be prepared.

<sup>12</sup>See Appendix 6 – Organisations with participants on Dublin Integration Forums. National ethnic organisations are represented by local participants.





## Inaugural Seminar

The inaugural seminar was carefully organised by the Local Authority in consultation with New Communities Partnership. It was always held in a relevant local venue associated with the council, was opened and addressed by the Mayor and attended by senior council officials. This is essential to establishing the importance attached by the council to the establishment and work of the forum.

The participants – both forum members and others - were then presented with an overview **“History of Ireland, a Beginners Guide to Society, Culture and Politics”** prepared by Dr. Elaine Byrne of TCD<sup>13</sup> and this was succeeded by an interactive, facilitated workshop engaging with the issues raised. This critical input was essential to establishing a shared knowledge of Irish history and culture, representative institutions, the nature of social dialogue, cultural norms in civic interaction, and other key areas. Many new community representatives had only a vague knowledge of these aspects of Irish life and found the training of great advantage in creating a basis for participation and involvement.<sup>14</sup>



Launch of beginner's Guide to Ireland workshop in South Dublin Co Co

## Training in participation and effective representation

Over the months following the inaugural seminar, the volunteer group met on a monthly basis, supported by NCP and the integration officials of the Council. It discussed integration issues and the challenges facing new communities in the specific council area in their relations with Local Authorities as well as other public services such as the Gardaí and health and education services. A pragmatic, problem-solving approach was taken. **During this period, the members of the provisional forum also underwent expert training (with Catherine Lynch) in effective committee organisation, consensus decision-making, leadership and representing community interests through council structures (e.g. Strategic Policy Committees, Joint Policing Committee, Social Inclusion Forum etc.).**<sup>15</sup>

These skills and core knowledge are essential tools for people who might not have had previous experience of committee working and in particular of how to work with and influence Local Authority work.

The next step was to establish the Terms of Reference and the Constitution of the Forum.

<sup>13</sup>The accompanying booklet “History of Ireland, a Beginners Guide to Society, Culture and Politics.” The document can be downloaded from [www.integratingdublin.ie](http://www.integratingdublin.ie).

<sup>14</sup>The training materials used are available for download from the website [www.integratingdublin.ie](http://www.integratingdublin.ie).

<sup>15</sup>The Booklet can be downloaded at [www.integratingdublin.ie](http://www.integratingdublin.ie).



## Terms of Reference and Constitution

The provisional Integration Forums next agreed their **Terms of Reference**<sup>16</sup>. These establish the aims and objectives of the forum, including, typically:

- A core aim of “striving towards, integration, equality, social inclusion and civic participation for new communities” (Dublin City) or “contributing to the development of an inclusive, supportive, secure and intercultural community based on the principles and practice of equality, diversity, dialogue, social justice and mutual respect” (South Dublin).

### Objectives include:

- Creating a common voice for new communities to influence policy in local government and advocate on issues that affect them;
- Providing information to new communities on issues that affect them;
- Network new communities in the Local Authority area;
- Engaging in the policy areas of integration, anti racism, equality, policing and social inclusion;
- Connecting with other local integration forums as well as relevant national and international bodies;
- Promoting representation at local government level.

### Structure:

- Composed of representatives of established ethnic or migrant community groups;
- Members must be resident or work in the Local Authority area;
- Executive Committee, elected annually, consisting of the Forum Chairperson, vice-Chairperson, Secretary and Treasurer, and taking ensuring a balance of gender and ethnic diversity;
- Meetings are held monthly and regular attendance by members and fulfilling of duties a requirement of continued membership;
- Secretarial backup provided by New Communities Partnership;
- Minimal cost and technical support (administrative, travel/subsistence, premises etc.) provided by the Local Authority officer, who attends all meetings and facilitates connections to council offices;
- Forums may also include co-opted (non-voting) associate and honorary members to strengthen its expertise and profile.

These and other organisational aspects are integrated into the **Constitution of the Forum**<sup>17</sup>. The Constitution establishes the right of all ethnic or migrant representative groups in the council area to membership of the Forum and also formalises the structure of its annual general meetings, to which all ethnic and migrant community groups in the Local Authority area are invited to participate. The AGM elects the members of the Executive of the Forum. The Constitution also establishes the organisational, technical and financial rules and auditing requirements of the Forum.

The Terms of Reference and Constitution of the Integration Forum are then put to a first annual general meeting of ethnic and migrant groups of the Local Authority area for discussion, amendment and adoption.

<sup>16</sup>A sample Terms of Reference of a Dublin forum is included at Appendix 4.

<sup>17</sup>The constitutions of the Dublin forums are comprehensive, 8-page documents. Full versions can be downloaded at [www.integratingdublin.ie](http://www.integratingdublin.ie).



South Dublin Migrant Integration Forum launch - forums reps with Major

## Ensuring gender equality

Unless monitored there will be a tendency for women to be under-represented on Integration Forums and other participative bodies. It is necessary to take a pro-active role in attempting to ensure that this is not the case. The reasons for under-representation of women generally stem from the fact that migrant women are handling various roles simultaneously, including work responsibilities, studying or up-skilling, family circumstances, childcare issues etc.

Childcare tends to present a particular challenge for migrant women as they often do not have extensive family networks in Ireland. Provision should therefore be made to cover this need in relation to the Forum.

In some migrant cultures there will also be the lack of a tradition of active participation by women particularly in representative bodies such as an Integration Forum. Capacity building initiatives for women can be introduced as part of the participation training for the Forum. A policy should be developed by the Forum to meet these challenges. In general the forum policies are inclusive on all nine grounds of the Equality and Diversity law.



## Annual Work Plan

On being formally constituted, each Forum soon got down to work, developing a strategic action plan and engaging with issues of immediate need. To establish their identity and publicise the forum among member organisations and the wider community, the Forums adopted a logo, published a promotional and information brochure, established a website or Facebook identity and **organised an official public launch**<sup>18</sup>. They identified key issues facing their communities and developed strategies for engaging with or seeking representation on council and other relevant local committees, as well as building working relationships with a wide variety of statutory agencies and public bodies. Important groups and bodies in this regard are:

- Strategic Policy Committees (housing, welfare, environment);
- Joint Policing Committees;
- HSE authorities;
- County/City Economic and Social Committees;
- Citizens Information Service;
- Social Inclusion Measures Committee;
- Local area safety committees.



Launch of Dublin City Integration Forum by DCC Lord Mayor

The Dublin forums have achieved representation on various local bodies, varying from the County Development Boards, Partnership Boards and Social Inclusion Committees to local area initiatives and joint policing committees or local policing forums.

Typical aims of Forum strategic plans include “*assessing and improving how core services and supports are provided to ethnic minority groups*”, “*Making the voice of Ethnic Minorities heard and making representations and advocacy on issues of concern for members*”, “*Working collaboratively with council members, statutory agencies and NGO’s towards greater integration*”, and “*development and empowerment of the forum network*”.

<sup>18</sup>The brochures of the four Dublin brochures are available at [www.integratingdublin.ie](http://www.integratingdublin.ie). A notice for a typical launch of a Forum is included in Appendix 7.



The Forums organise information sessions for local new communities with statutory authorities and agencies, as well as training sessions for group representatives in participation and organising goal achievement. Other events include publishing information booklets (e.g. on racism and diversity, voting rights etc.), public open days to promote diversity in the community, meetings of youth officials and activists, sports and cultural events, etc. The forums also organise social events, with the support of the council, to foster relations between the groups composing the forum and the wider community.

## Direct staff and council support

The basis of council work in support of the forums, and of forum activity in working with the council, must be a close integration of the forum and its aims with those of the county development plan, and of the key sub-sections of the plan, such as the Anti-Racism and Diversity Plan of the county.

In all of their work, the forums work closely with either the Social Inclusion or Community officer, or an official appointed by the council. It is essential that this official:

- is an appropriate person with an affinity for the work involved;
- has a strong background in social inclusion, preferably at community officer level; and
- receives some formal training in integration and diversity work.

It is important that the internal channels of communication and seniority in the council ensure that this official has direct contact with strategic and corporate council management so as to be able to ensure that the Forum can meet with relevant officials and council bodies when tackling particular issues. It can be expected that it will take up to two years for the council official who holds the brief for integration to become expert in the field and reach their potential in the position.

The running costs of a forum (apart from special public and other events) are typically very modest, depending on resources available, but must be adequate to cover basic expenses depending on the size of the Local Authority area. It is important that some minimum level of support is provided and that basic budget provision is made. In particular the forum should be provided with council premises for its meetings so as to underscore the recognition and status of the forum in the eyes of the council. It must be remembered that all participants are there in a voluntary capacity and on their own time and expense.

In allocating resources for this work it is important in preventing barriers to participation to ensure that travel expenses for participants and the costs of Forum meetings are provided. Most of those involved are people of modest means and are participating voluntarily. In designing Forum meetings and schedules it is important to time them appropriately, preferably holding them in the evenings and accommodating them to participants' work and family commitments.

In some cases, and where finances permit, councils have appointed direct support or development workers, sometimes on a part-time basis, to work directly with and to the integration forum. An example of the tasks of such a support or development worker is provided in Appendix 4.<sup>19</sup>

<sup>19</sup>Appendix 4, Development Worker with Fingal Ethnic Network - Job Description.



## Future work of the Forum

The continued work of the Forum is determined by the council Development Plan strategy and the action plan of the forum itself. It should seek to implement the actions decided upon, such as organising ethnic open days, securing representation on key Local Authority committees and engaging with different council departments around issues that have arisen. It should be assisted in its work by the council official with the specific brief for integration.



South Dublin Migrant Integration Forum



Dun Laoghaire Rathdown Ethnic Minority Integration Forum



Fingal Ethnic Network



Dublin City Integration Forum



## Step 3: Intercultural Liaison Volunteers

One of the most novel initiatives developed in Dublin to improve inter-community relations as well as relations between new communities and the Local Authority is the role of the **Intercultural Liaison Volunteer**.

This position has been found to be of great benefit both to communities and to Local Authorities, especially in the case of significant new communities resident in urban housing estates and social housing.

### The concept and role of the Intercultural Liaison Volunteer

The idea behind the model is that of inter-cultural dialogue and communication, a concept with wide application internationally. While a “cultural mediator” is a trained professional whose role is to facilitate dialogue where significant cultural differences are present as well mediating a resolution to conflicts of an intercultural nature, the role of the Intercultural Liaison Volunteer (ILV), while applying principles of cultural mediation, works to build trust both between communities and with public authorities, working on a more modest scale and voluntary basis.

The ILV, as a liaison/link person between communities and the Local Authority, must be valued as occupying a neutral position. Understanding the cultural context and being trusted by the community, the liaison volunteer helps the community to articulate their issues and communicate them to the Local Authority through a commonly agreed procedure and an appropriate manner.

Before undertaking their role, the **volunteers are interviewed and receive training** appropriate to their role. This includes being able to work with people from different cultural communities and with the Local Authority in order to be able to assist in mediating situations of cultural misunderstanding.

#### The role of the ILV can be summarised as follows:

- To assist service users and service providers from different cultural backgrounds to interact more satisfactorily;
- To act as a ‘sounding board’ and bring emerging community issues to the attention of the Local Authority before they become a cause of friction, especially where such issues involve cultural factors;
- To gain a role in the longer run of being trusted by the community to help explain the purpose of Local Authority initiatives, policies and plans to the community;
- To establish a relationship of trust between communities and the Local Authority;
- The focus of the role is not the resolution of conflict – which often requires professional assistance - but to contribute to building mutual understanding and improving relations between communities and the Local Authority;
  - › To link with community networks in the area;
  - › To assist in cases of misunderstandings to resolving issues in a mutually acceptable way and without obligation;
  - › To be an impartial actor who also contributes to raising awareness of inequalities or social or institutional discrimination.



There are now fifteen Intercultural Liaison Volunteers assisting relations in a range of housing estates across the three Local Authority areas of Fingal, South Dublin and Dublin City. The volunteers have been provided with mentoring support and also with training to deepen their knowledge of community development principles and intercultural communications. The services of an experienced community development worker/trainer to provide the mentoring and support to the ILVs were engaged by the Local Authorities concerned.

## Selection and training of the Volunteers

Volunteers for the role of ILV are canvassed among local new communities through the representatives of those communities on the Integration Forum. The role is a discreet one. Estates where a volunteer would be of benefit should be identified by the Housing Department, ideally, in liaison with the Integration Forum. These might be estates where there have been persistent incidents associated with racism, though a liaison volunteer can also be of great benefit where no such problems exist. Volunteers who come forward are interviewed by New Communities Partnership and the Local Authority. Selected volunteers are then provided with appropriate group training.

### The aim of the training is to provide the volunteers with:

- A better understanding of relevant agencies and how to liaise effectively with them;
- A greater understanding of the components of cross-cultural communication;
- An improved analysis of the challenges and barriers to cross-cultural communication and a better knowledge of how they can be addressed;
- A greater understanding of their own cross-cultural communication competencies.

### The content of the training, which is delivered over two half-day sessions, consists of the following modules:

- Local government – its role, structures, limitations and organisational culture;
- Effective communication and cross-cultural communication;
- Barriers to effective cross-cultural communication;
- Approaches to problem solving;
- Reflection on identifying issues – individual/collective; symptom/cause;
- Identifying the relevant individuals who have a role in solving identified problems;
- Access to public services (entitlements and understanding the system), cultural awareness and active citizenship (civic and political participation), leadership and facilitation skills

The methodology of the training is for it to be practical in nature, identifying the existing knowledge and skills of participants and building on these. Specific exercises can be developed, tailored to the particular needs, skills and experiences of the participants. For example, scenarios are employed based on real or likely experiences in the local area rather than hypothetical examples.





In addition, as in practice many of the key questions for volunteers arise when they are trying to implement good practice, **it is advisable to provide follow up training and ongoing mentoring** to the volunteers on an individual or small-group basis. In the follow up training, the volunteers were also linked with the authorities directly relevant to their estates to establish channels of communication and develop relationships. These included estate managers, housing department, anti-social behaviour officers, RAPID coordinators, community project leaders, the Gardaí, residents' associations, schools etc. To some extent representatives of these organisations and institutions should also be involved in the training sessions.

## Experience with the ILV system in Dublin

In developing the ILV system in Dublin in 2010-12, it was found beneficial to link volunteers with existing volunteering and community groups in the area and also to form support groups for the volunteers. During recruitment, the importance of having **equal numbers of men and women** involved was also prioritised.

In addition, the confidentiality and trust building role of the volunteers came to the fore in implanting the system in practice. The volunteers in each Local Authority area meet monthly to exchange experience and provide mutual support. Experience in Dublin has shown a gradual strengthening of support among Local Authority officials in the system of ILVs.

When commencing their roles in their communities, the volunteers form contacts and build their connections with all groups in their area. **One of their first tasks is to carrying out a profiling of their estate, liaise with the resident's association and record incidents.** The Local Authority official responsible for integration policy organises meetings between the volunteers and relevant council officials and community workers. This can be a slow process and requires the necessary time to be invested in it.

The role of the ILVs is also a two-way process. Council officials have found the community feedback from the estate level has greatly assisted them to better understand the issues on estates and to react more appropriately.

The incident recording sheet should be structured simply, along these lines:

### ILV – Incidents recording template

Date	Time	What happened/ Who was in- volved?	Was there a Garda interven- tion?	Follow Up (Was the case reported? / Was issue solved / followed up?)



The Following is a sample estate profiling sheet:

## Intercultural Liaison Volunteer - Area Profile Sheet (ILV Part)

Estate	Area or Estate "A"	Area or Estate "B"	Area or Estate "C"	Area or Estate "D"	Area or Estate "E"	Area or Estate "F"	Area or Estate "G"
No of Non Irish National HH that have raised Issues with Gardai							
No of Non Irish National HH that do not report Intimidation/Racially motivated incident in the estate							
No of Non Irish National HH that know their Irish Neighbours							
No of Non Irish National HH that know their Non Irish Neighbours							
No of Non Irish National HH that have Participated in Community Groups							
No of Non Irish National HH that have participated in Community Initiative							
No of Non Irish National HH whose Young People are involved in local clubs & organisations							



No of Non Irish National HH that have used Local Amenities										
No of Non Irish National HH that are using Local Services										
No of Non Irish National HH are aware of the Local Clinics										
Key Persons in the Estate	Community Officer									
	Housing Inspector									
	Housing Officer									
	Estate Manager									
	ASBO Officer									
	Community Garda									
	Residents Association Chairperson									



## Intercultural Liaison Volunteer Project - Area Profile (LA Part)

\*figures do not include affordable or private renting:

Estate	Area or Estate "A"	Area or Estate "B"	Area or Estate "C"	Area or Estate "D"	Area or Estate "E"	Area or Estate "F"	Area or Estate "G"
Total No of Households*							
No of Non Irish National HH*							
No of Non Irish Nationalities in the Estate							
Listing of Nationalities in the Estate							
Main Language Spoken in Non Irish HH							
No of Non Irish National HH with spoken English							
No of Anti Social incidents concerning Non Irish Families reported to South Dublin Housing department							
No of Non Irish National HH that have raised issues/concerns with South Dublin Housing department							
No of Racial Incident Recorded by Gardai							



Listing of Community Initiatives in the Estate i.e. Clean ups, murals, fund days, gardening projects														
Listing of local club & organisations for young people														
Listing of Local Amenities i.e. Community centres, playgrounds, all weather pitches														
Listing of Community Service in the Area														
Key Persons in the Estate	Community Officer													
	Housing Inspector													
	Housing Officer													
	Estate Manager													
	ASBO Officer													
	Community Garda													
	Residents Association Chairperson													



## Step 4: Encouraging economic integration

The four Dublin local authorities implemented a programme of work placements for members of ethnic minorities. Over three years each of the local authorities provided up to four workplace opportunities across a variety of departments. The positions were in all cases for new work or work not otherwise being undertaken, and the process was agreed with the partnership committee in each local authority following overall agreement on the programme with IMPACT. An open offer to apply was circulated through ethnic networks and member organizations of the New Communities Partnership.

### The purpose of the initiative was to:

- Increase access to work experience opportunities for third country nationals;
- Assist in overcoming barriers to labour market participation:
  - › Relevant work experience in an Irish context;
  - › Provision of references from a 'credible' Irish employer;
  - › Increased confidence.
- Assist in the development of a multi-cultural workplace culture in the Local Authority.

Applicants were offered assistance with the development of a CV on completion of the placement. On applying they were requested to submit a statement of 600 words explaining why they were applying, what they hoped to gain from the work experience and what skills they could bring to the Local Authority.

Applicants were shortlisted and interviewed jointly by the three Local Authorities and 12-week placements offered to successful applicants, who in the event were 50% men and 50% women. A work placement contract was developed for the programme and a small allowance for expenses was provided.

Successful applicants were employed in both administrative and technical areas, with involvement in integration work only in a few cases. People with very high level of qualifications came forward and in all cases the placements were extremely successful. The Local Authorities also experienced the placement programme as very positive. It contributed to developing a multi-cultural work environment, especially through engagement in mainstream work.

The Local Authorities have mainstreamed this initiative in that it is being extended through application of the Jobs Bridge Programme.

For the future, it is recommended that Local Authorities integrate the area of ethnic entrepreneurship and employment through the programme of the Local Employment Office (LEO) which has taken over the role of the former County Enterprise Board and whose activities are to be integrated into the County Development Plan.



# Appendix 1: Local City/County Integration Strategies

The following are integration strategies and policies currently in place at Local Authority level in Ireland:

- Clare County Council: “Strategy for the Coordination of Services to the Immigrant Communities in County Clare, Strategic Actions 2009-2012”
- Cork City: “Integration Strategy - Connecting Communities”
- Cork County: “Strategic Plan 2011-2014”
- Dublin City Council: “Towards Integration: A City Framework”
- Dun Laoghaire Rathdown County Council: 5”; “Moving Forward Together: Anti-Racism and Diversity Plan for Dún Laoghaire Rathdown County Council 2007-2010”.
- Fingal Development Board, “Building a Better Fingal – Strategy 2009-2012”.
- Galway City: “Towards a City of Equals - Galway City Anti-racism Strategy 2005-2008”; “A City of Equals: Promoting an Intercultural City”
- Limerick City and County: “Integrating Limerick - Integration Plan 2010 - 2012”.
- Longford: “Living Together in Longford - Intercultural Strategic Plan 2008–2011”.
- Louth County Council: “Anti - Racism and Diversity Plan 2007-2010”.
- Roscommon County Development Board: “Roscommon Intercultural Strategy 2007-2010”.
- South Dublin: “A County of Inclusion – South Dublin County Integration Strategy 2013 – 2017”
- Waterford City Council: “Waterford City Integration Strategy 2012 – 2016”
- Wexford County Development Board: “Merging cultures in the Model County - Immigration and Integration in County Wexford”
- Wicklow Local Authorities: “Recipe for Harmony: an Anti-Racism and Diversity Strategy for Wicklow, 2009-2011”

The strategies that are available online can be found here  
<http://www.integration.ie/website/omi/omiwebv6.nsf/page/managingdiversity-strategies-local-en>



## Appendix 2: Funding by the Office for the Promotion of Migrant Integration 2008-12

Between 2008 and 2012 the Office of the Minister for Integration/Office for the Promotion of Migrant Integration gave grant funding of €12,607,210 for integration purposes. The table below gives a broad breakdown of funding over the 5 year period, with a more detailed breakdown of funding to the various sectors underneath.

National Sporting Organisations	€1,760,941
City/County Councils	€3,282,027
Faith-based Organisations	€93,600
Integration Funds, Grants to Other Organisations	€7,470,642
<b>TOTAL</b>	<b>€12,607,210</b>

National Sporting Organisations	2008	2009	2010	2011	2012
Basketball Ireland	€185,000	€90,000	-	-	-
Football Association of Ireland	€235,000	€232,000	€232,000	€168,899	€100,000
Gaelic Athletic Association	€85,000	€22,000	€66,235	€49,307	€25,000
Irish Amateur Boxing Association	-	€50,000	€65,000	-	€50,000
HSE Community Games	-	€35,000	€35,000	€35,000	-
<b>TOTAL</b>	<b>€505,000</b>	<b>€429,500</b>	<b>€398,235</b>	<b>€253,206</b>	<b>€175,000</b>





## Appendix 2:

City/County Councils	2008	2009	2010	2011	2012
Dublin City	€250,000	€260,000	€270,000	€95,000	-
Dun Laoghaire Rathdown	€55,000	€62,500	€57,100	-	-
Fingal	€115,000	€135,500	€155,000	-	€76,000
South Dublin	€85,000	€115,000	€127,000	€20,000	€74,240
Kildare	€55,000	€40,000	€30,000	-	-
Meath	€40,000	€45,000	€67,000	€66,995	€6,000
Wicklow	€30,000	€15,000	€29,000	-	-
Clare	€25,000	€35,000	€32,000	-	-
Cork City	€38,912	€34,100	€40,000	-	-
Cork County	€5,000	-	€23,000	-	-
Limerick City	-	-	€22,000	-	-
Limerick County	€24,657	€30,000	€33,000	-	-
Kerry	-	€46,800	€55,000	-	-
Galway City	€40,000	€45,000	€45,000	-	-
Galway County	-	€40,000	€50,000	-	-
Mayo	€20,000	€30,000	-	-	-
Louth	€13,450	-	-	-	-
Westmeath	€20,000	-	-	-	-
Wexford	-	€33,800	€28,345	-	-
Leitrim	-	-	€23,450	-	-
Carlow	-	-	€23,728	-	-
Kilkenny	-	-	€20,950	-	-
South Tipperary	-	-	€20,000	-	-
Monaghan	-	-	€20,000	-	-
Longford	-	-	€20,000	-	-
Offaly	-	-	€20,000	-	-
Roscommon	-	-	€3,000	-	-
Waterford City	-	-	€5,000	-	-
<b>TOTAL</b>	<b>€817,019</b>	<b>€967,200</b>	<b>€1,219,573</b>	<b>€181,995</b>	<b>€156,240</b>

Faith-based Organisations	2008	2009	2010	2011	2012
Inter-Church Committee on Social Issues	€77,300	-	-	-	-
Polish Social and Legal Advice Centre	-	-	€16,000	-	-
<b>TOTAL</b>	<b>€77,300</b>	<b>-</b>	<b>€16,000</b>	<b>-</b>	<b>-</b>



## Appendix 2:

Integration Funds/ Unclassified Organisations	2008	2009	2010	2011	2012
Immigrant Integration Fund*	€1,400,000	€279,919	-	-	-
Business in the Community (EPIC Funding)*	€276,700	€512,568	€434,980	€462,400	€444,647
Equality Authority	€60,000	€70,000	€70,000	-	-
Irish Hospitality Awards	-	€20,000	€20,000	-	-
Third Age Foundation (Fáilte Isteach)	€4,000	€101,570	€126,420	€126,420	€126,420
Localise	-	€65,000	€65,000	-	€65,000
Family Support Network	-	€48,512	€35,000	-	-
Small Grants Scheme	€386,700	€84,423.71	€4,347.29	-	-
Dormant Accounts Fund	€129,960	€193,105	-	-	-
Show Racism the Red Card	-	€15,000	€27,000	€27,000	€27,000
Resettlement of Programme Refugees	€369,235	€226,440	€6,043	€75,941	€116,325.00
Holocaust Education Trust Ireland	€150,000	€75,640	€72,000	€50,000	€68,700
New Communities Partnership	€13,800	-	€20,000	-	-
New Communities Partnership Citizenship Application Support Service (CASS)	-	-	-	€64,914	€68,512
Home Start	-	-	€60,000	-	€48,000
National Youth Council	-	-	€30,000	-	-
Irish Human Rights Commission	-	-	€30,000	-	-
Garda Crime Prevention Information in 10 languages	-	-	€16,000	-	-
Families, Fathers and Friends	-	-	€60,000	-	-
Lír Anti-Racism and Training	-	-	€5,000	-	-
Graiguenamanagh Development Co.	-	-	€20,000	-	-
Partners Training for Transformation	-	-	€115,000	-	-
<b>TOTAL</b>	<b>€2,790,395</b>	<b>€1,692,178</b>	<b>€1,216,790</b>	<b>€806,675</b>	<b>€964,604</b>



## Appendix 3: Process Note on Senior Management Training (Fingal)

The note is a description of the process used in the session Councillors from Fingal Council, members of the New Communities and Council Staff.

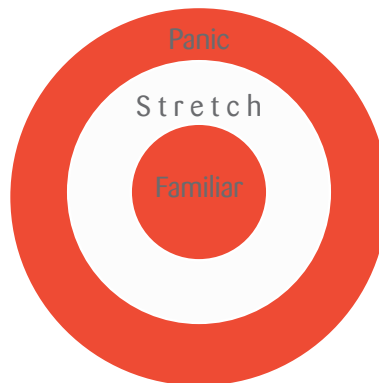
### Welcome and brief Introductions.

Setting the tone: After the formal welcome and introductions the facilitator outlines the three purposes of the session as

- An opportunity too explore Integration
- An opportunity to explore Participation
- An opportunity to network and strengthen relationships

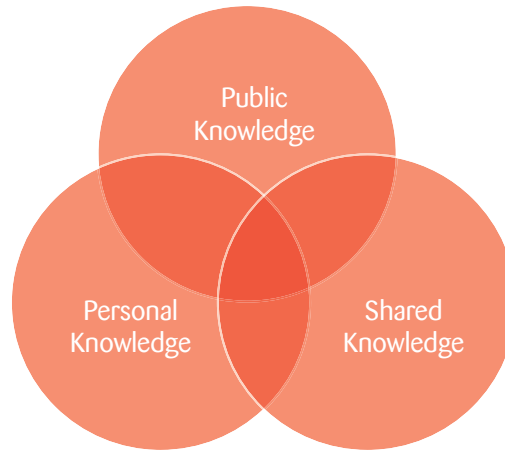
He said that he was working out of two assumptions and drew two diagrams.

The first (Fig.1) outlined three zones; familiar, stretch and panic.



He said that when people come together in multicultural groups, such as the one present, they often find themselves having to move out of the familiar and into a stretch zone when there is a greater variety of thinking, communicating and interacting styles. He added that he did not want to bring anyone into the panic zone!

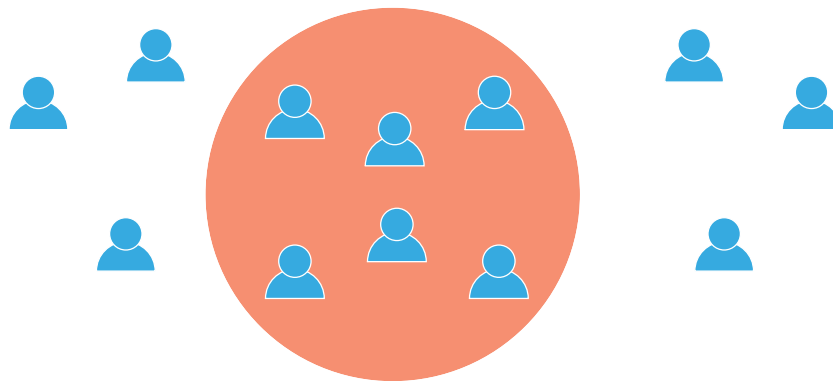
The second diagram (Fig. 2) was about the different sources of knowledge in the room: Public knowledge (refers to knowledge available from public texts, whether academic or professional papers and books, government documents etc.). Personal knowledge refers to the different experiences, thoughts, feelings, life histories etc.) that individuals bring to the process. Shared knowledge refers to the ideas, insights or discoveries generated by the interaction between participants.



Given the topics of the session, he said that the process would cater for all three forms of knowledge in an interactive and dialogical way.

## Integration: First Thoughts.

The facilitator invited the participants to form groups of three with a mix of people from the new communities and people from the Council. He sketched two figures on the flipchart. Fig. 3 suggests that there is a society, represented by the circle, and that there are members of that society, those in the circle, and people who wish to be members of that society, those outside the circle or on the edge. In this view Integration is primarily about those who are in including those who are out. So we might see those who are in as integrators and those who wish to be included as integrates.



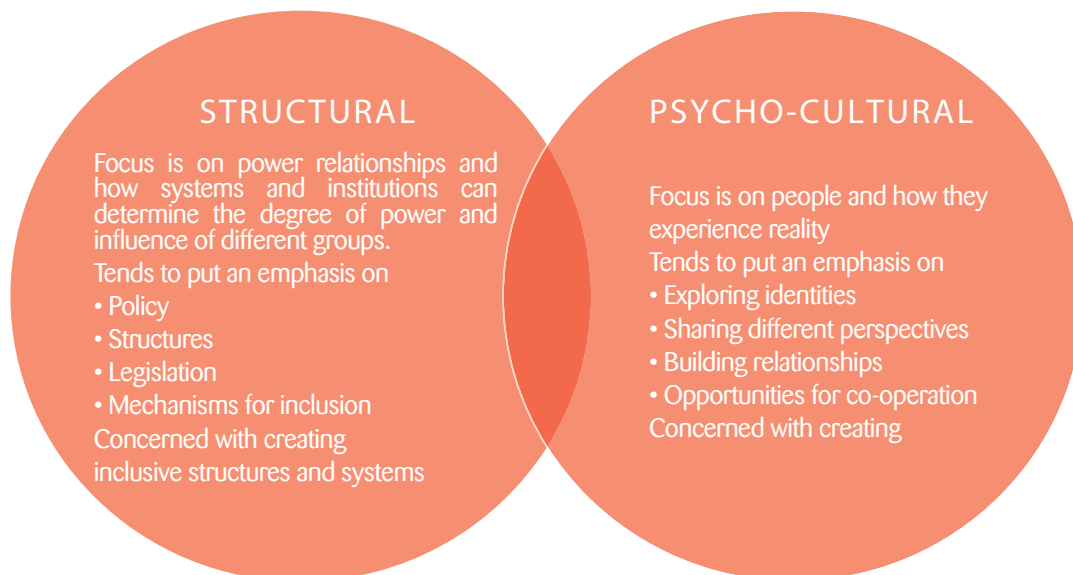
On the other hand, Fig. 4 suggests that society is much less clearly defined and is constantly being created and recreated. In this scenario everyone is striving to be included and to include. So all are both integrators and integrates.



Participants were asked to consider and then share in their group which figure was closest to the way they felt and thought about Integration. After group discussion a range of responses was elicited from the participants.

## Integration: A Second Look.

The facilitator rearranged the groups of three so that participants would have a chance to meet new people. He distributed a handout entitled Two Broad Approaches to Integration and gave a short input on the contents.



He suggested that integration must have structural and psycho-cultural elements but he asked participants which of the two approaches they would consider to be the best starting point. Again discussion ensued and responses were taken in the large group.



## Integration: An Integral Framework.

On this occasion the facilitator invited people to arrange themselves into three groups: (1) members of New Communities organisations, (2) County Councillors and (3) Council Staff. He distributed a handout entitled An Integral Approach To Integration and gave a short input on the content.

### INTERNAL INDIVIDUAL

- Attitudes
- Intentions
- Self-awareness
- Mental models
- Motivation
- Values
- Feelings

### EXTERNAL INDIVIDUAL

- Behaviour
- Activities
- Projects
- Observable choices
- Actions

### INTERNAL COLLECTIVE

- Culture
- Norms
- Group /  
organisational values
- Shared beliefs
- Traditions

### EXTERNAL COLLECTIVE

- Systems
- Structures
- Laws
- Policies
- Codes

Having distinguished between different areas in the Integral Approach he asked each group to think about where (i.e. which area) they invested most of their time and energy. After a period of discussion each group responded in a short plenary.



## Levels of Participation

For this process the groups were rearranged so that each group comprised a mixture of New Communities members, Councillors and Council Staff. The facilitator gave a Handout entitled Levels of Participation. He gave a brief input on the different levels of participation.

### LEVELS OF PARTICIPATION

#### **Information Giving**

Informing people about what is planned / decided.

#### **Consultation I**

Offering a number of options and listen to the feedback you get

#### **Consultation II**

Inviting or eliciting different options from people

#### **Deciding Together**

Jointly generating options and deciding the best way forward

#### **Acting Together**

Different groups deciding together what is best, and forming a partnership to carry it out.

#### **Supporting independent Community Initiatives**

Helping others do what they want – perhaps

He then posed two questions. For the Councillors and Council staff the question was:

- When you are inviting people to participate in something what level(s) are you inviting people to participate at?

For the New Communities members the question was:

- When you are invited to participate in something by an organisation like the Council what level are you expecting to participate at?

All were asked to be as concrete as possible citing instances of events and levels of participation. After time for individual reflection people shared their experiences and perspectives with each other. Then comments were taken from different people in the large group

## Reading and Resources.

The facilitator distributed a short list detailing items on the topics of Integration and Participation. All items listed are web-based and easily accessible.

## A few words to finish.

The day ended with each person commenting on how they had found the session and how they were at the end of the afternoon. Frank Naughton, Partners Training for Transformation.



# Appendix 4: Terms of Reference of the Dublin City Integration Forum

## Dublin City Integration Forum TERMS OF REFERENCE

### **Aim:**

Dublin City Integration Forum shall strive towards, integration, equality, social inclusion and civic participation for new communities.

### **Objectives:**

- Create a common a voice of new communities to influence policy in the local government and advocate on issue that affect them
- Open a space for information exchange between the local government and new communities
- Provide information to new communities in relation to issues that affect them
- Network between all the new communities in the DCC area
- Engage in the area of integration, antiracism, equality and social inclusion
- Collaborate with other existing Forums in Dublin region
- Work with national and international organisations
- Promote representation at the local government level

## **Membership: Right and Obligations**

### **I. Full Membership**

- Full members must live and/or work in DCC area or their organisation must be based there
- Full member should be a representative of an established community group
- Full member has a right to vote
- Full member can hold an executive role
- Full member can be elected as a representative on various committees in the Local Government and other external bodies on behalf of DCIF
- Full member is obliged to be up to date with their responsibilities
- Full member should participate in all meetings or alternatively point out a representative in the event of his/her absence
- Recalcitrant behaviour or repeated absence from activities of DCIF can warrant suspension or dismissal of a member





## II. Associate Membership

- Associate member can be an individual interested in the activities of DCIF and willing to contribute to the Forum. Associate membership can be granted to individual for specific reasons i.e. skill sets, supports and value adding to activities etc
- Associate member will not have a vote but can propose a candidate
- Associate member can participate as an observer during election but contributes to discussions and activities implementation
- Supporting membership is also open to institutions, businesses, schools and colleges

## III. Honorary Membership:

Just as the associate member, honorary membership is bestowed on individual, institution or organisations that has supported integration works of DCIF and relevant stakeholders in the city and still interested in being part of work in the area in Dublin city

- Honorary member contribute to the running of the forum (i.e. philanthropies, politicians, academics, businesses etc)
- Honorary member cannot vote
- Honorary member shall not represent the Forum or speak on its behalf
- Honorary member can participate in the activities of the Forum

## The executive committee and officers

- The executive shall consist of four officers: Chairperson, vice-Chairperson, Secretary, vice-Secretary and Treasurer
- Executive committee members should be elected taking into account: gender balance and variety of ethnic backgrounds and nationalities
- Current Chairperson until the launch: Reginald Okoflex Inya
- NCP is currently the secretariat and coordination of DCIF.

## Meetings

- Meetings will be held every month until the October or thereabout launch of DCIF
- After the launch, the frequency of meetings will be reviewed again and appointment of officers and committee will commence.



# Appendix 5: Fingal Ethnic Network Co-ordinator – Job Description

## Role of the Coordinator:

- To provide Developmental and Administrative support to Fingal Ethnic Network (FEN) and its member groups in an effective manner;
- To oversee the activities of ethnic minority led organisations in Fingal including group formation and development;
- To represent the ethnic minority voice to government and relevant stakeholders, advocating for their inclusion in mainstream planning as well as targeted approach in accessing such services.

## Tasks:

1. Maintain a good working relationship with Fingal County Council and report on a quarterly basis on development of the Network to the community department of Fingal County Council on:
2. Initiate, maintain and develop a working relationship with key groups and individuals working with FEN;
  - a) A financial report on the expenditure of the OMI funding allocation;
  - b) Implementation of 2011 business plan;
  - c) All relevant updates concerning Fingal Ethnic Network.
3. Develop a strategic connection between the various inter-cultural and migrant-led organisations operating in the County;
4. Develop a coordinated response to address the diversity of the resource needs of FEN and its member organisations;
5. Support the right to social and economic integration and access to state services for members of FEN;
6. Actively promote awareness raising of social inclusion and anti-poverty issues within new communities in the County;
7. Co-ordinate the provision of training, technical support and capacity building to enable FEN member groups to organise, develop action plans and access funding;
8. Provide support to individuals, group leaders, government agencies and statutory bodies;
9. Prepare required reports to facilitate monitoring, evaluation and compliance requirements;
10. Maintain and update contact lists of FEN member groups and other relevant organisations ;
11. Effective management of volunteers including setting, monitoring and evaluation of activities and ensuring achievement of aims and delivery to standards;
12. Represent FEN on relevant working groups and attend relevant meetings and conferences to further the development of the FEN;



13. Work collaboratively with other NGO's and local agencies to achieve local integration and ensure that rights are safeguarded to equality of treatment, opportunities and outcome;
14. Respond and record information requests and keep all administration files and information resources up to date;
15. Participate in training, skills development and team development programmes as directed;
16. Participate in job appraisal and review as required.

## **Essential**

- Excellent communication and networking skills
- Computer literacy
- Strong leadership, strategic planning and organisational skills
- Experience of providing support and information to individuals and groups experiencing poverty and social exclusion
- Ability to follow through on tasks and work on own initiative
- Working knowledge of the Ethnic Minority led organisations

## **Desirable**

- Ability to speak a second language
- Experience in working with/in the community and voluntary sector.

Salary is dependent on qualifications and experience. Short listing for interview will apply and a panel will be formed.



## Appendix 6: Organisations with participants on Dublin Integration Forums

1. Afghan Community Ireland
2. Africa Change Initiative
3. African Union Ireland
4. African Women Group
5. Ahmadiyya Muslim Association Lucan
6. Algerian Community Ireland
7. Alliance for Recovering and Integration into Communities
8. Al-Mustafa Islamic Cultural Centre
9. Anambra State Association
10. Angela's TGIF program
11. Angola United (AVAI)
12. Asanteman Association
13. Association of Gambians Ireland
14. Association of Malawians in Ireland
15. Association of Moroccans in Ireland (AMI)
16. Association of Ogun Indigenes - AOSII
17. Association of Ogun State Indigenes
18. Association of Oromo Community In Ireland
19. Balbriggan Women's Development Group
20. Bangladesh-Ireland Development
21. BEARNA Youth
22. Bini Community Ireland
23. Bito Ba Mbowa
24. Blanchardstown Traveller Development Group
25. Brong Ahafo Ne Anuanom-kuo
26. Cairde
27. Cameroon Association Ireland
28. Children4Children
29. Clondalkin Intercultural Centre
30. Community Teaching Group
31. Congo Lisanga
32. Congolese Anti-Poverty Network
33. Congolese Community
34. Congolese Irish Business Exchange
35. Cross Care
36. Diaspora Women's Initiative (DWI)
37. Dublin Latvian Choir
38. Dublin West Community Church
39. Education Now Centre for Slovak Children
40. Egbe Omo Yoruba
41. Face of Africa in Ireland
42. Failte Isteach, Tyrrelstown
43. Fingal Traveller Development Group
44. FOSIS Ireland
45. Gamba Association of Ireland
46. Ghana Union Ireland
47. Guinea Association Ireland
48. HADANKAI
49. Hindu Cultural Centre
50. Horn of Africa
51. IACI (Integration of All Children in Ireland)
52. Ibn Badis Cultural organisation
53. IGBO Union (Ohaneze)
54. Immigrant Parents & Guardians Support Association
55. Indian Family Club
56. Indonesia Association Rush
57. Insaka-Ireland
58. Integration & Communications Forum in Ireland



59. Integration Centre
60. Integration of Africa Children in Ireland
61. Ireland Telugu Association
62. Irish Community Empowerment Group
63. Irish Indian Cultural Association
64. Irish Indians Rajasthani Society
65. Islamic Cultural Centre, Ireland
66. Ivoirien Diaspora
67. Kurdish Association of Ireland
68. Latin American Native Community
69. Latvian Association for Latvians in Ireland
70. Manyu Elements Cultural Organisation
71. Mbaise & Friends Association
72. Mbowa Sawa
73. Meca Ireland
74. Migrant Writers and Performing Artist Ireland
75. Moroccan Association of Ireland
76. Moroccan Sahara Development Assoc.
77. Muslim Women Representative
78. Mutual Cultural & Literacy ~Exchange Centre  
D.15
79. Nanbeanda
80. Niger Delta Women's Initiative
81. Nigerian Association Network Ireland
82. Noor Cultural Community Centre
83. Noora Women
84. North West Association of Cameroonians in  
Ireland
85. Polish Association Rush
86. Polish Community
87. Redeemed Christian Church of God
88. Roma Integration Association
89. Romanian Community of Ireland (RCI)
90. Show Racism the Red Card
91. Slovak Centre-Ireland
92. Somali Community in Ireland
93. Spanish Parents Association
94. Tallaght Drop-in Centre
95. The Cameroon & Irish Association
96. The Cultural & Solidarity Movement of the  
Bamileke Men of Ireland
97. The Harvest Men's Group
98. Tyrrelestown Residents Association
99. Women Fitness
100. Women of Multiculture
101. World Malayalee Council Ireland
102. Yemba Ireland
103. Zimbabwe Heritage Trust



# Appendix 7: South Dublin Migrant Integration Forum Launch Invitation

Connecting You to

Community Services Department



**Mayor Caitríona Jones  
and the members of South Dublin County Council  
cordially invite you to the**

**launch of**

**South Dublin Migrant Integration Forum**

in the

Council Chamber, County Hall, Tallaght

on

Wednesday 16<sup>th</sup> November 2011

At 11.00 am

Light Refreshments will be served

**RSVP:**

*Maria Finn or Sandra Hickey, Social Inclusion Unit, Community Services  
Department*

**Tel:** 01 4149270/086 3803060

**Email:** [mfinn@sdublincoco.ie](mailto:mfinn@sdublincoco.ie) or [shickey@sdublincoco.ie](mailto:shickey@sdublincoco.ie)  
<http://socialinclusion.southdublin.ie>

Comhairle Contae Átha Cliath Theas,  
Halla an Contae, Lar an Baile,  
Tamhlacht, Átha Cliath 24.

South Dublin County Council,  
County Hall, Town Centre,  
Tallaght, Dublin 24.

Tel: +353 1 414 9000  
SMS: 086 173 1707  
Email: [info@sdublincoco.ie](mailto:info@sdublincoco.ie)

Ceangail 24/7 Connect 24/7  
with Council information and  
services at [www.southdublin.ie](http://www.southdublin.ie)



# Appendix 8: Contacts for Dublin Local Authority officers with responsibility for Integration

## South Dublin County Council:

### Maria Finn

Social Inclusion Officer  
Social Inclusion Unit  
Community Services Department  
South Dublin County Council, Town Hall,  
Tallaght, Dublin 24

T: 01 4149270

M: 086 3803060

E: [mfinn@sdublincoco.ie](mailto:mfinn@sdublincoco.ie)

## Fingal County Council:

### Eugene Moore

Senior Community Officer  
Communities Recreation & Amenities  
Department  
Fingal County Council, County Hall,  
Swords, Co. Dublin.

T: 01 8905085

M: 0872853621

E: [eugene.moore@fingalcoco.ie](mailto:eugene.moore@fingalcoco.ie)

## Dublin City Council:

### Máire Igoe

Children's Services Unit,  
Community & Enterprise,  
Dublin City Council, Block 4, Floor 1,  
Civic Offices, Dublin 8.

T: 01 222 2738

E: [maire.igoe@dublincity.ie](mailto:maire.igoe@dublincity.ie)

### Declan Hayden

Office for Integration  
Dublin City Council, Block 4,  
Floor 1,  
Wood Quay, Dublin 8.

T: 01 222 5091

E: [declan.hayden@dublincity.ie](mailto:declan.hayden@dublincity.ie)

## Dun Laoghaire Rathdown County Council:

Social Inclusion Office  
Dún Laoghaire-Rathdown County  
Council, 1 County Hall, Marine Road, Dún  
Laoghaire,  
Co Dublin

T: (01) 205 4700

E: [dlawless@dlrcoco.ie](mailto:dlawless@dlrcoco.ie)

W: [www.dlrcoco.ie/socialinclusion](http://www.dlrcoco.ie/socialinclusion)



Promoting

# Civic Participation of Third Country Nationals

through Local Authority Platforms

[www.integratingdublin.ie](http://www.integratingdublin.ie)



New  
Communities  
Partnership

## New Communities Partnership

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The views expressed herein are those of the author and do not necessarily reflect the views or policies of Pobal, the Office for the Promotion of Migrant Integration in the Department of Justice and Equality or the European Commission