



A tolerant, international, safe and cohesive city that unites us

Strategy for the integration of foreign
nationals in the city of Brno 2020–2026

This document was prepared as part of the project “Strategy for the Integration of Foreign nationals in the City of Brno II” supported by funds from the state budget for municipal projects to support the integration of foreign nationals at the local level in 2019. The provider of funds from the state budget for the project is the Ministry of Interior of the Czech Republic.



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Brno is a city with a long historical experience of the coexistence of many cultures and nationalities. Since 1989 it has undergone fundamental changes in all spheres of human activity and life. Over the last thirty years, social and economic development has made the second largest city in the Czech Republic a centre of innovation, research and education. Brno has become an attractive place for many foreign investors and companies. Thanks to job opportunities, developing infrastructure, the transformation of the labour market, the offer of education, the resulting investments and cultural potential, the city has gradually become more and more open to the outside world. It has attracted foreign entrepreneurs, investors, variously qualified workers, as well as students and tourists. It has literally turned into an international and cosmopolitan city, a city that is constantly evolving, dynamic and innovative.

The emphasis on competitiveness, on the ability to produce goods and services that can survive in international markets, generate long-term and sustainably high incomes and high employment, has meant the city and its inhabitants are exposed to a highly competitive external environment. A growing urban economy has emerged, accepted by international markets, with an advanced business and innovative environment with its own demands and needs. The city of Brno has formulated a strategy to support innovative entrepreneurship, tourism and coordinated a number of infrastructure projects, which have led to further development, increased the city's attractiveness for other investors and attracted foreign capital and human labour. The emphasis on a knowledge economy

with an important position in Brno within the Central European region was created by conditions for economic growth and the development of labour markets, to the incentives to which people from all over the world respond.

However, the urban economy is able to grow under conditions where it can attract new investment and increase the economic performance of domestic companies and keep them in balance with each other. In order for the urban economy to be sustainable, stable and continue to compete with the world, it must pay due attention to many aspects of the quality of its own environment, quality of life in the city, quality of infrastructure, human resources development and quality of life of all city residents – both those who were born in the city and have lived there for a long time, as well as those who have moved to it from other places in the Czech Republic or from abroad and decided to settle in it for a longer or shorter period. The city is aware of the need to develop a strategy that takes into account the new social reality, ensuring the quality of life in the city for all its inhabitants and creating good living conditions. It cannot do so without a conceptual document that helps to systematically manage and organise the fulfilment of the integration needs of the population, adaptation of newcomers to local conditions, support for their will to integrate into society, development of good mutual relations and timely solution of emerging social problems to reap the benefits of an open society to the benefit of all. The Integration Strategy will be implemented in the form of two three-year action plans, the implementation of which will be evaluated.

1

Vision and goal of the strategy

Vision



Brno is an open, tolerant, developing, safe, cosmopolitan and cohesive city that unites its inhabitants and increases the quality of their lives.

Goal

Together with people of different disciplines and views, to set priorities and sub-goals for integration in a developing, open and international city that provide the highest possible standard of living and services for all its inhabitants and create good conditions for formulating and implementing meaningful integration tools and solutions in practice.



Stakeholders of integration

Working on the goals of the integration strategy requires cooperation and involvement of a number of stakeholders operating in the city. Interconnection and development of cooperation is a prerequisite for the successful fulfilment of the partial goals of the strategy and the creation of functional integration tools and procedures. These cannot be achieved through isolated efforts, but through the coordinated cooperation of all stakeholders, which are specifically:

- Organisations and institutions – organisations of local government, state administration, non-governmental and others that deal with integration and handle it with more or less intensity in their practice
- Foreign nationals – legally residing foreign nationals as defined by Act No. 326/1999 Coll., on the residence of foreign nationals in the territory of the Czech Republic
- The public – inhabitants of the city of Brno

2

Strategic documents – sources of inspiration

Strategic documents – sources of inspiration

This Strategy for the Integration of Foreign nationals in the City of Brno is in line with five key strategies at the national, regional and local levels, which are:

- a) The city's Vision and Strategy Brno 2050,
- b) The city's 6th Community Plan of Social Services of the City of Brno for the Period 2020–2022,
- c) The region's Regional Innovation Strategy of the South Moravian Region 2014–2020,
- d) The state's Concept of Integration of Foreign nationals – In Mutual Respect,
- e) The state's Strategy for Migration Policy of the Czech Republic.

Vision and Strategy Brno 2050 has a vision of the city for future generations, which constantly increases the quality of life, gives people, companies and institutions the opportunity to participate in effective governance and works sensitively with its resources. The strategy intends to exploit the city's potential, which aspires to be a Central European centre of the knowledge economy, first-class science and research, as well as quality culture and sport, while remaining a pleasant place for everyday life, offering each of its inhabitants a balanced ratio of working career to leisure activities. In the coming years, Brno should be a city that is open, responsible, considerate, efficient, diversified, modular and smart. And this can be the case if each individual, company and institution understands the steps of the city, will be able to share its values and influence its further development. Openness and cohesion, on the one hand, and a healthy and resilient

environment, on the other, are intended to create a home and a safe environment for residents. Brno is striving to be an attractive city where people live well, a confident, developing city, attractive for the lives of existing and new inhabitants, accessible from anywhere in the world for new talent, experienced workers and scientists. It has to be an open, tolerant and socially cohesive city, where nobody is a second-class citizen; a city that promotes equality and mutual respect among all citizens, is forthcoming to newly-arrived people and has an understandable governance system that is friendly to people.

Among others, the city claims to adhere to the following three values:

- Brno, as a **cohesive city**, should have a favourable social climate and support social innovation. This will contribute to the city's reputation as a pleasant place to live, a leader in equality, solidarity, mutual cooperation and respect for its inhabitants. Thanks to this, Brno will be interesting for new residents and visitors and will rise in the ranking of quality of life.
- Brno as an **international city** will be characterised by diversity and openness to people from different countries, ethnic groups and cultures. Among the basic features will be respect for diversity, ability to accept new ideas and confidence in dialogue. By its tolerance it will attract foreign nationals who will want to participate in the development of the city, and through thoughtful strategy it will ensure their success-

ful integration into local society. Brno's diversity brings a greater ability to combine the old with the new and respond to new challenges. The more the city will be open to the outside world, new people and ideas, the greater will be its creativity. Just as in the past, the success of Brno's enterprises, academic institutions, public and private services and also vibrant and variegated culture depend on its rich relations with foreign countries and talent coming to Brno from outside.

- Brno will be a **safe unit** with clearly set rules in ensuring the safety of citizens and visitors to the city in public, in their place of residence, leisure time and social activities. There will be lines between prevention, information and citizen participation in ensuring security in the city. Aware of its characteristics, the city will co-create an environment for a feeling of safety.

The 6th Community Plan of Social Services in Brno for the period 2020–2022

is focused on the needs of citizens who live in Brno and who need help and support in coping with difficult life situations they are forced to face, whether they are elderly, families with children, people with various disabilities or citizens at risk of social exclusion. The plan stresses the need to change the approach by abandoning the rigid allocation of target groups and focusing instead on specific needs and addressing the adverse social situations across the target groups. The Community Plan emphasises, inter alia, the following key actions:

- introduction of a uniform evaluation of services focused on their need, quality and efficiency,
- support for close cooperation between the city of Brno and the South Moravian Region in the field of planning and funding of social services,
- development of affordable forms of housing,
- support for the development of services beyond the registered social services that complement or follow these services.

Within the process of community planning in Brno, a broader context is also discussed, which is related to the provision of social services, but its scope extends beyond that. The aim of the community planning process is to draw attention to these overlapping areas as well as to increase awareness of these unresolved or problematic areas in general. The plan also includes the area of foreign nationals, where it emphasises the need to increase awareness and networking of services, tackle problems in the area of housing, employment, mastering of the Czech language, and health. Furthermore, it stresses the existence of barriers in access to public services and the related need to promote intercultural work.

The Regional Innovation Strategy of the South Moravian Region 2014–2020

considers it important for the development of the knowledge economy to achieve gradual change in the structure of foreign di-

Strategic documents – sources of inspiration

rect investment in favour of activities with higher added value, including corporate activities in science and research. Thanks to Brno, the South Moravian Region will benefit from this trend, as these foreign investments are concentrated in larger economic centres and especially those with a broad range of highly qualified people. The strategy points to the fact that the Czech economy as a whole is strongly influenced by the activities of foreign companies. Its vision is to develop innovation potential. Among the key areas of change, it places innovative governance, excellence in research, the competitiveness of innovative companies, top European education and the attractiveness of the region. Support is provided for short-term and long-term mobility programmes for foreign researchers, including the arrival of talented students from abroad. This should be accompanied by the provision and coordination of the necessary services. It also counts on the arrival of talent and investors – domestic and foreign highly qualified experts.

The Concept of Integration of Foreign nationals – In Mutual Respect is a fundamental document of the integration policy of the Czech Republic. The Government adopted it in 2000 and subsequently updated it several times (in the years 2006, 2011 and 2016). The Department of Asylum and Migration Policy of the Ministry of the Interior of the Czech Republic submits materials to the government every year, specifically the “Procedure for the Implementation of the Concept for the Following Year” and “Report on the Situation in the Field of Migration and Integration”, where

we find information on the implementation of integration policy.

The aim of integration policy is to support integration as a process that leads to the smooth and mutually beneficial coexistence of foreign nationals and the majority, to the building of an awareness of allegiance and co-responsibility for the common coexistence. The integration of foreign nationals is crucial for maintaining social cohesion in society, and for its economic, social and cultural development. Insufficient or unsuccessful integration carries the risk of creating closed communities of foreign nationals, the social fragmentation of society and the creation of parallel social structures, as well as an increase in xenophobia, intolerance and extremism in society. Integration is a long-term process of integrating foreign nationals into society, in which both foreign nationals and the majority society participate. Promoting integration is based on the experience that preventing problems in coexistence is always easier than facing the consequences of unmanaged integration. Integration policy aims to support the self-sufficiency of foreign nationals so that they are able to live in a dignified way in the Czech Republic and be able to perceive themselves as part of society. In order to know their rights and be able to meet their obligations, to orientate themselves in the habits and the way of life in a new environment, to be able to communicate in Czech, to be socially and economically independent and self-sufficient and to have enough information on where to find assistance and support. The main goal of the Concept is to maintain and further de-

velop a proactive integration policy at the national, regional and local levels, as well as to strengthen the awareness of foreign nationals and the majority and to deepen communication with the general public on migration and integration in relation to citizens and foreign nationals. The primary target group of integration measures are foreign nationals from third countries who have been legally resident in the Czech Republic for a long time, but other groups are also supported – secondarily, also EU citizens or members of majority society.

An important part of the Concept is the support for integration at the regional and local levels, especially through the involvement of regions and municipalities. Their task is to actively support the integration of foreign nationals and the development of civil society at regional and local level, as well as to ensure the participation of foreign nationals in public life. At the regional level, integration policy supports a network of regional centres to promote the integration of foreign nationals. Integration policy at the local level encourages municipalities to be interested in integration projects and their more systematic involvement in the integration of foreign nationals. Since

2017, the city of Brno has been a successful applicant for “Municipal projects to support the integration of foreign nationals at the local level”, which is announced annually by the Ministry of the Interior.

Strategy of Migration Policy of the Czech Republic sets out seven principles of successful policy, including integration. The state is committed to developing a proactive integration policy also at regional and local levels and to finance integration programmes of local government, promote the integration of foreign nationals with respect for their dignity and safety, prevention of risks and of negative social phenomena, including social exclusion, and to provide sufficient information to foreign nationals and the general public on migration and integration of foreign nationals. It seems that further development of integration policy will be aimed at deepening cooperation with local government, preventing the emergence of social problems (prevention), expanding the range of integration stakeholders involved (for example, companies) and sharing good practices in the field of integration.

3

A city that unites us: a decalogue for the strategy

A city that unites us: a decalogue for the strategy

The basic premise of this concept is to **create such conditions for the implementation of integration tools in a developing open and international city as will provide the highest possible standard of living and services for all its inhabitants.**

The integration strategy is based on several key principles:

1. LET US GET EVERYONE INVOLVED IN THE PROCESS (PARTICIPATION)

The basic building block of the integration strategy is the involvement of the city's inhabitants – foreign nationals and locals - in public life. It is important to involve foreign nationals in events and activities in the city, in which they will participate together with other inhabitants. So that everyone feels like being a part of the city and accepts "Brňák" ("Brnoer") as being their common identity the – a resident proud of his or her city. Participation is a tool for building allegiance with the city and accepting joint responsibility for local happenings. It can take numerous forms, such as involvement in the creation of public policies, implementation of integration strategies, various associations and organisations or the promotion of leisure activities.

2. LET US SUPPORT INDEPENDENCE AND SHARED RESPONSIBILITY OF INTEGRATION STAKEHOLDERS (EMPOWERMENT)

One of the arguments for why integration does not work is that not all participants in the process are involved in a balanced way. Some may have more information and opportunities than others to be fully involved in the integration process.

The empowering integration policy is one that aims to empower all individuals, groups and communities in order to acquire the necessary information and skills for full involvement in society (participation). Empowerment can encompass various stakeholders of integration - individuals, families, groups and communities, where they have the opportunity to influence events in the city, accept their share of responsibility and understand how to participate in improving living conditions and achieving the highest possible level of their standard of living.

3. LET US PREVENT THE EMERGENCE OF PROBLEMS (PREVENTION)

Effective integration seeks to prevent problems before they actually arise. It is common for problem-solving to focus on solving the consequences rather than addressing the causes and successfully preventing the problems. Such an approach is much more complicated and costly. The concept thinks preventively, can recognise in time the signs that minor issues could turn into serious social problems and looks for solutions in a timely manner. For this purpose, it is important to create a strong integration platform and an efficient network of a wide range of different stakeholders of integration (organisations, authorities and people).

4. LET US NOT BE AFRAID TO NAME PROBLEMS AND LOOK FOR SOLUTIONS (IDENTIFICATION OF PROBLEMS AND SOLUTIONS)

The basis of prevention is the early identification and naming of specific problems.

A city that unites us: a decalogue for the strategy

The integration process brings about a number of obstacles and difficulties – both for foreign nationals and for other inhabitants of the city. Local integration policy should have the ability to search for and name specific problems and then search for specific solutions to them. It should lead to the inhabitants being able to cope with the demands placed on them by the city's environment. It is important to recognise the real needs of all citizens and stakeholders in integration and find ways to meet them to everyone's satisfaction.

5. LET US BUILD ON DATA RATHER THAN ASSUMPTIONS (EVIDENCE)

A prerequisite for the strategy is to be aware of what is happening in the city. Which foreign nationals are staying here, what they need, what hinders their integration into society, and what is the situation with the cohabitation of different groups of people in the city. Monitoring aims to regularly find out and verify what the presence of foreign nationals in the city brings about. This cannot be done without entering the environment of foreign nationals and bringing credible information about it. It is necessary to collect data on an ongoing basis, to have the data available in a high-quality and valid form, and to evaluate and present it to the public in a comprehensible form. Data processing needs to be based on scientific knowledge and evidence. When evaluating the results of integration, let us start not from assumptions and ideas, but from verified data and facts.

6. LET US HAVE INFORMATION AND EVALUATE IT (EVALUATION)

It is necessary to continuously evaluate integration activities and to document what impacts they have caused. It is therefore necessary to continuously evaluate the individual steps of the integration strategy and verify that they are functional and sensible. Evaluation aims to monitor the efficiency and efficiency of integration policy. It systematically documents the results of activities, helps manage activities well during them and measures their practical impact. It also provides evidence of how the planned activities were implemented and what results they achieved. Regular communication of evaluation results is a requirement for the creation of functional integration measures and their understanding by the public.

7. LET US GET PUBLIC AND PRIVATE INSTITUTIONS INVOLVED IN THE INTEGRATION (MAINSTREAMING)

Let us not just create specialised services for foreign nationals, but let us also achieve such a standard of living that public and private institutions will be able to provide services in such a way that they can serve all the inhabitants of the city without distinction. Institutions are becoming prepared and adapted in such a way as to include in their activities, in a coordinated manner, procedures that promote the integration of all citizens. There is no longer a single specific institution responsible for integration, but elements of integration policy will be spread across institutions. This involves bringing a number of organisations together and encouraging

A city that unites us: a decalogue for the strategy

them to put into their practice integration tools and elements tailored to the needs of users of their services. Integration efforts must be implemented across the entire system and in cooperation with public and private institutions and their individual components. At the same time, they need support in the implementation of integration measures.

8. LET US AVOID STEREOTYPES AND CLICHÉS

Incoming foreign nationals cannot be seen as a homogeneous group of people who share the same culture, language, religion, history, values, customs and opinions. If we label foreign nationals with unambiguous cultural characteristics and value judgments, we will not be able to create an effective integration strategy. It is necessary to take into account that the city attracts a wide range of foreign nationals. It is necessary to be aware of the fact that as the spectrum of foreign nationals is diverse, so are their expectations, ideas and needs. An effective integration strategy works with different categories of foreign nationals, is aware of the differences between them, the diversity of needs, situations, lifestyles, relationships, problems, demands and obstacles to integration, so that it can respond adequately to them.

9. LET US NOT UNDERESTIMATE THE IMPORTANCE OF SOCIAL RELATIONS

Integration is significantly influenced by social relations, links and networks that are created between all the inhabitants of the city. In the area of integration, this has long been an underestimated topic.

The relationships that people create with each other as neighbours, colleagues in the workplace, in public spaces or in their free time, and their quality, have a decisive influence on the integration of a foreign national into society. Relationship networks help foreign nationals orient themselves in the new environment, providing help and support if needed. Other residents of the city get to know the newcomers, get rid of worries, help them orient themselves in the culture, rules and standards. The result of the integration is influenced by the quality of the created social relations, the created ties to the surroundings and the mutual contacts of the groups of the inhabitants. Therefore, the topic of relationships in integration should definitely be addressed.

10. LET US CONTROL AND INFLUENCE THE PROCESS OF INTEGRATION

Although the state controls migration policy, the city is the first to face problems in the area of integration of foreign nationals and has to deal with the consequences of immigration. If it has information about the situation and its own integration strategy, then it is able to react appropriately and in a timely manner to the development of the situation. If the city does not have such a strategy, it may be faced with unexpected difficulties in the future. The role of local government in implementing integration measures is irreplaceable. Integration policy at the local level can find specific content for the general, state-formulated integration policy. The city is facing specific problems and needs to adopt targeted solutions for the benefit of all the city's inhab-

A city that unites us: a decalogue for the strategy

itants. Having one's own integration strategy means having the ability to create tools and procedures that respond to specific situations and challenges. From the local level, findings and recommendations can be further transmitted to the state. Successful implementation of integration measures requires openness to innova-

tive practices. Brno has the opportunity to become a city that will present examples of good practice and will be able to externally demonstrate how it contributes to improving the quality of life of its inhabitants and fulfils the value of an open and cohesive city.

4

Step by step – from problems to solutions

Step by step – from problems to solutions

Integration strategy has a logic of its own. It is not possible to solve all sorts of ideas and suggestions on how to improve the integration of foreign nationals into society, especially where the topic has not yet been given sufficient attention. It is necessary to create the conditions for the concept to be brought to life and then to name specific topics and deal with them.

The strategy is governed by the following procedure: Firstly, let us create conditions for the process (WHO), then let us look for important topics (WHAT), then let us address them (HOW), let us evaluate the solution (WITH WHAT RESULT) and if we have a good experience with it, let us spread it further.



Step by step – from problems to solutions

WHO: CREATION OF CONDITIONS

In order for a strategy to work, the following conditions are to be met. It is necessary to determine who will formally manage the process and how local stakeholders of the integration will be involved in the process.

WHAT: IDENTIFICATION OF CHALLENGES AND TOPICS

The city is the first to face and cope with difficulties and shortcomings in the area of integration. It must be able to identify WHAT needs to be addressed and with what urgency. This requires having an overview of the situation, having accurate data and information, being able to evaluate various situations and correctly identify the challenges and topics that the strategy will address in detail.

HOW AND WITH WHAT RESULT: SUGGESTED SOLUTIONS AND THEIR EVALUATION

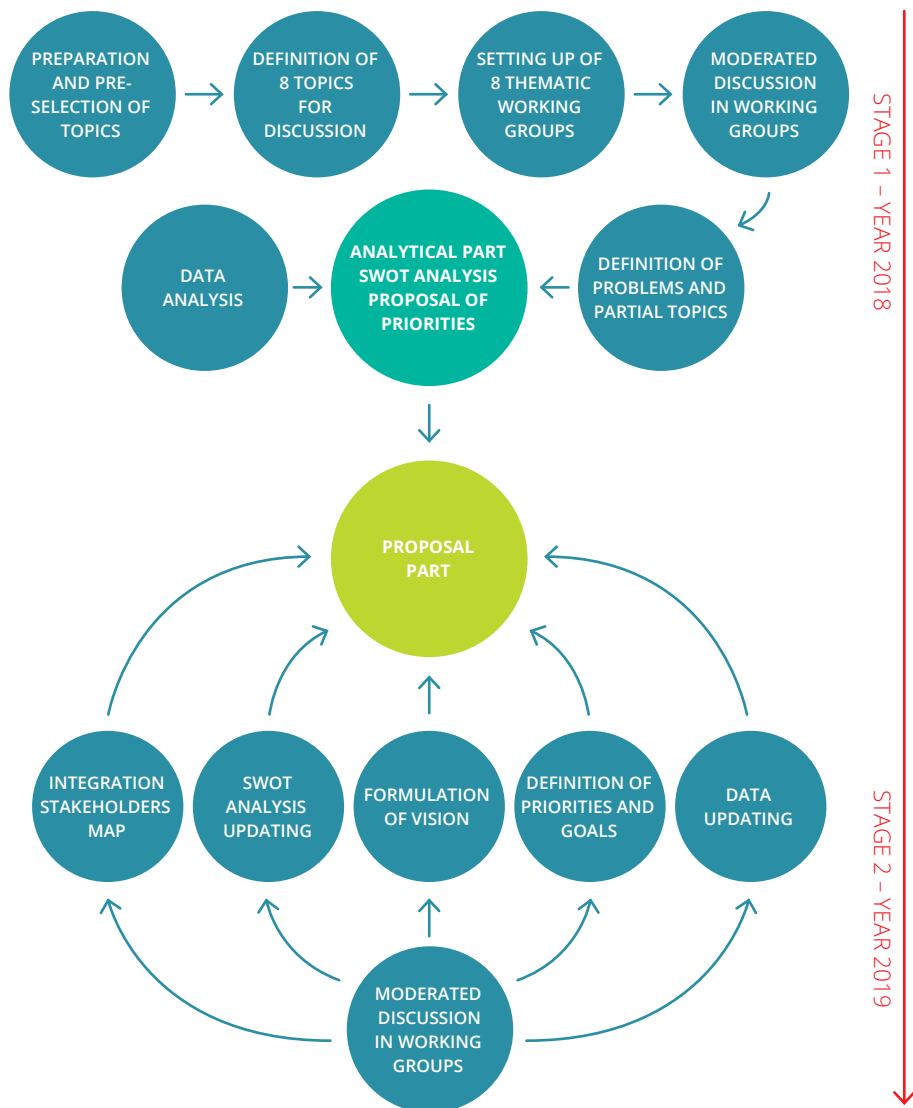
Solutions are not always available to hand, hence it is necessary to deal with HOW

to respond to challenges and topics and look for specific, functional and comprehensible solutions. This will not be possible without innovative approaches – the creation of solutions and good practices that will lead to positive changes for the benefit of the city's inhabitants. This requires having support from public institutions, developing the quality and efficiency of the proposed integration services, involving foreign nationals and others in the activities and happenings in the city and strengthening the sharing of values. It must be determined who will put the solution into practice and implement it. But that is not the end of the process. It must be accompanied by the evaluation and assessment of integration programmes and activities to make it clear what the RESULTS and what the social benefits of the strategy are.

5

Process of creating the strategy

Process of creating the strategy



Process of creating the strategy

STAGE 1 – YEAR 2018

- Preparation and pre-selection of topics based on secondary analysis of data and documents.
- Determining the range of topics for discussion – finding eight key topics, preparation of annotations:
 - education of children of foreign nationals up to 18 years of age - education at nursery schools, primary and secondary schools,
 - education of adult foreign nationals; qualified foreign nationals in Brno,
 - reciprocal communication and diversity management,
 - developing mutual relations (neighbourhood) and tools for participation,
 - prevention of negative social phenomena and impacts of migration (protection of the rights and security of the city's inhabitants, orientation of foreign nationals in society, support for adaptation and provision of open information to the public),
 - economic self-sufficiency of foreign nationals,
 - health as a value (care for health, prevention and protection of the health of the city's population, healthcare), and
 - housing and the public space.
- Setting up of 8 thematic working groups – selection of professional guarantors, setting up of groups, processing scenarios, preparation of working surveys, background documents and moderators.
- Carrying out of discussion groups by topic – moderated discussions: 80 participants, 16 meetings in total and one summarising public meeting.
- Preparation of an overview of the main problems and topics in group discussions.
- Carrying out a SWOT analysis and a first proposal of priorities.

STAGE 2 – YEAR 2019

- Restructuring of discussion groups – moderated discussions: a total of 143 participants in 10 meetings.
- Creating a map of local stakeholders of integration – an overview of stakeholders in the field of integration in the city across disciplines and areas of operation.
- Defining priorities and goals – proposing priorities / priority areas and reaching agreement on the reference points of integration in the city and the approach to integration.
- Update of SWOT analysis - incorporation of comments and observations of working groups.
- Formulation of the Vision – based on a targeted meeting of the working groups.
- Definition of priorities and goals – creating the design and structure of partial goals of the strategy.
- Update and complementing of data for the year 2018 to the analytical part.

Process of creating the strategy

— Finalisation of the draft text of the strategy – intended for further discussion.

MAIN OBSTACLES AND LIMITS FOR THE CREATION OF THE STRATEGY:

— need for considerable amount of time for group discussions in order to cover all the numerous topics and their aspects that the participants wanted to share,

— low awareness of various topics across the range of local stakeholders,

— low level of interconnection and mutual knowledge among integration stakeholders,

— little relation between ideas and data about foreign nationals and the situation in the city, and

— difficulties in reaching agreement on the vision and objectives of integration and on the approach to integration, in particular as regards the creation of specific services or widespread involvement of a range of existing institutions

ACHIEVEMENTS AND IMPLICATIONS OF THE STRATEGY CREATION PROCESS:

— a space was created in the discussion groups for the exchange of views and clarification of topics that have not been systematically addressed so far,

— there was a spontaneous process of connecting the stakeholders of integration at the city level, many stakeholders got to know each other, they felt the need to present their work and establish con-

tacts with others, some stakeholders were included in such a discussion for the first time, the process involved a wide range of stakeholders across municipal and regional authorities, schools and health organisations, universities, employers, social services, security forces, political parties and non-profit organisations,

— joint meetings and the form of moderated discussions were evaluated positively, there is willingness and availability to address the topic, in a broad range of stakeholders,

— the structure of working groups was successfully created and formalised

— the process was based all the time on hard data and facts about foreign nationals in Brno, not on myths and assumptions, the discussions were therefore factual,

— it was confirmed that a strategy of integration of foreign nationals is both necessary and lacking in the city, the overall immigration situation makes the city a space that is significantly affected and impacted by the presence of foreign nationals, while there are no sophisticated procedures or ideas on how the city could or should respond to the situation,

— It turned out that action plans, which will focus on specific activities and activities in the city, will be an important tool for the strategy.

WHAT'S NEXT?



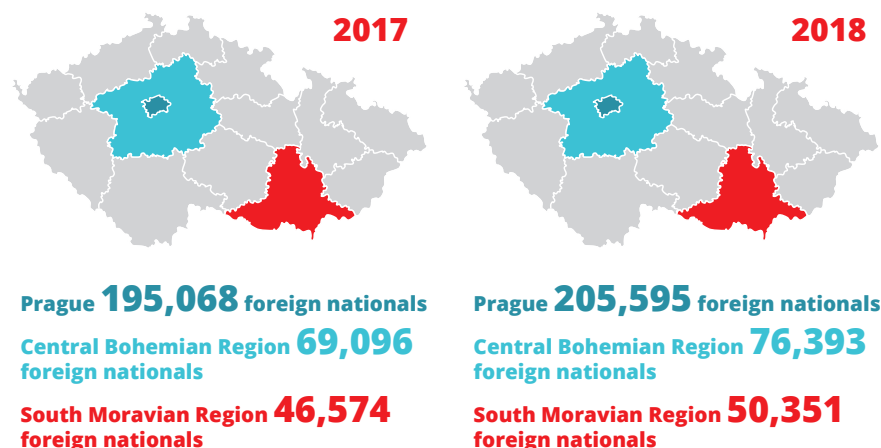
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Where are we now – data and facts about foreign nationals in Brno

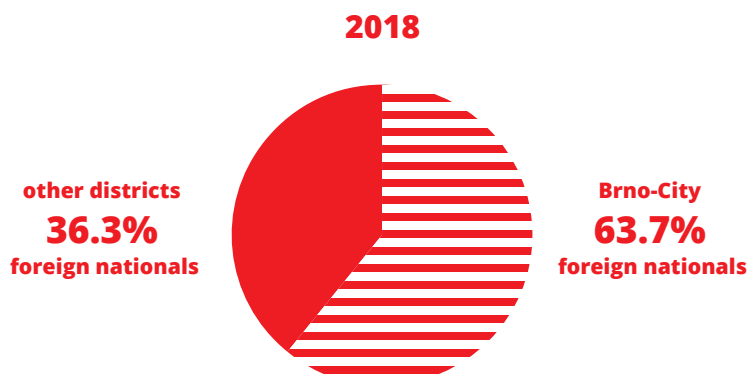
Where are we now – data and facts about foreign nationals in Brno

BASIC CHARACTERISTICS

REGIONS WITH THE HIGHEST NUMBERS OF FOREIGN NATIONALS

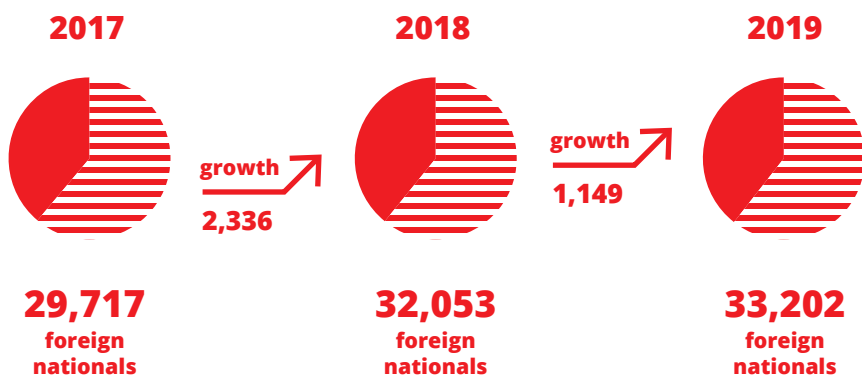


FOREIGN NATIONALS IN THE SOUTH MORAVIAN REGION (2018)

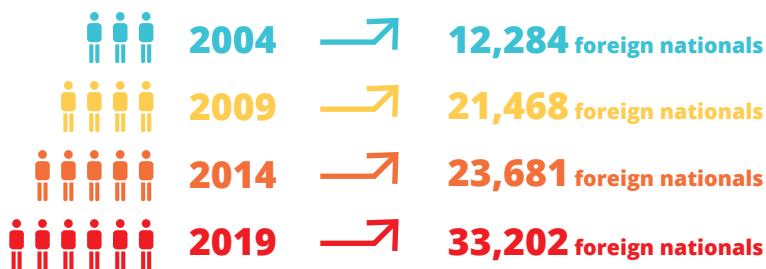


Where are we now – data and facts about foreign nationals in Brno

NUMBER OF FOREIGN NATIONALS IN THE DISTRICT OF BRNO-CITY



LONG-TERM GROWTH IN THE NUMBER OF FOREIGN NATIONALS IN THE DISTRICT OF BRNO-CITY

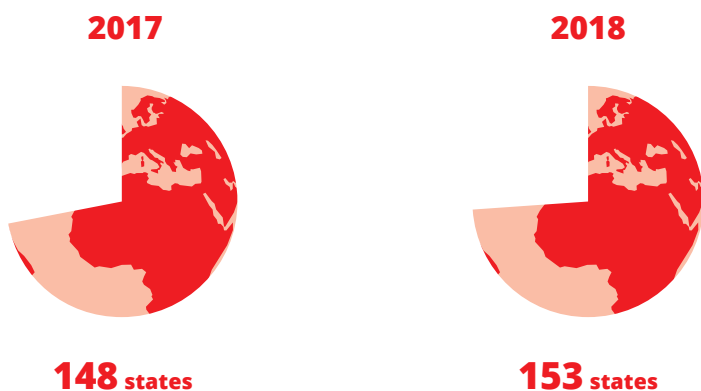


Where are we now – data and facts about foreign nationals in Brno

AT THE END OF 2019, FOREIGN NATIONALS MADE UP 8.7 % OF ALL INHABITANTS OF THE CITY.

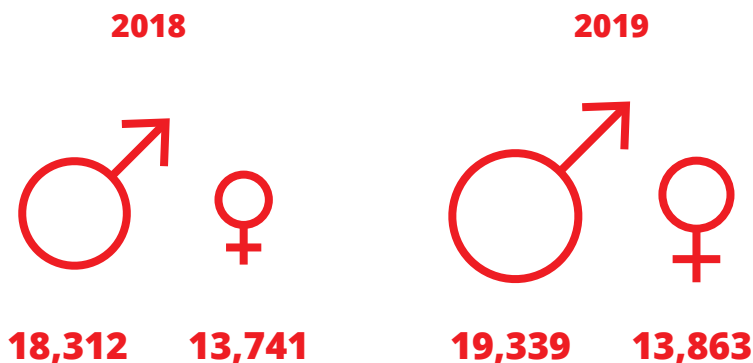


FOREIGN NATIONALS ORIGINATE FROM APPROXIMATELY 150 COUNTRIES OF THE WORLD.



Where are we now – data and facts about foreign nationals in Brno

FOREIGN NATIONALS BY GENDER



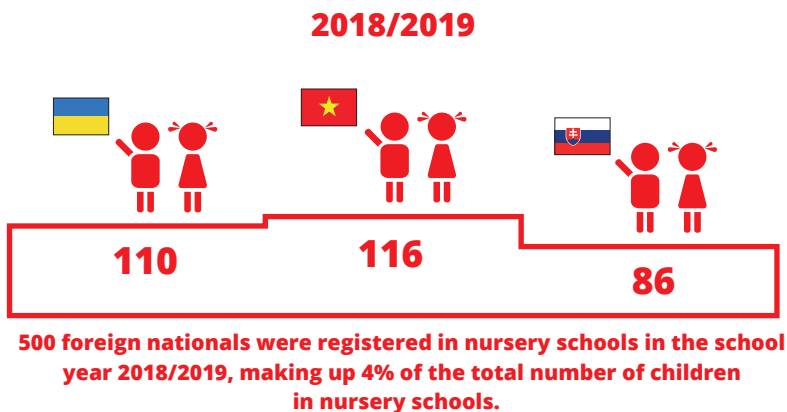
FIVE MOST FREQUENT STATE CITIZENSHIPS OF FOREIGN NATIONALS

	2018		2019
Ukraine	 7,610	Ukraine	 7,928
Slovakia	 6,578	Slovakia	 6,949
Vietnam	 2,752	Vietnam	 2,782
Russia	 2,099	Russia	 2,164
Romania	 876	Romania	 895

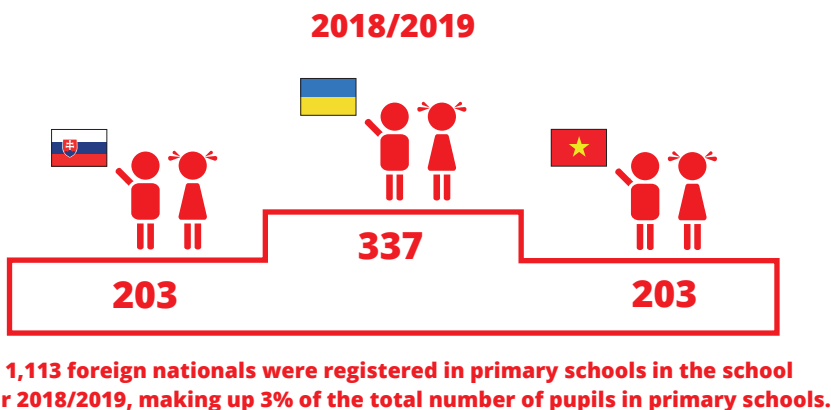
Where are we now – data and facts about foreign nationals in Brno

CHILDREN IN SCHOOLS

CHILDREN IN NURSERY SCHOOLS



PUPILS IN PRIMARY SCHOOLS



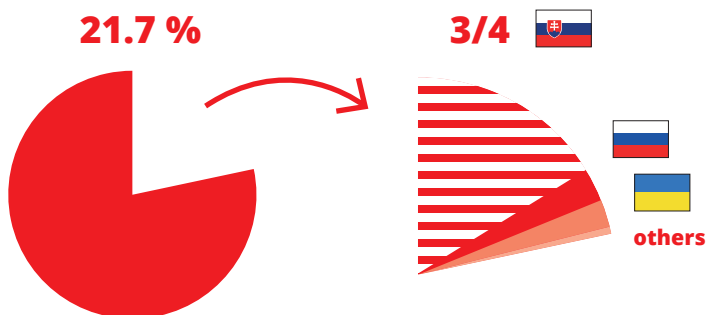
Where are we now – data and facts about foreign nationals in Brno

STUDENTS IN SECONDARY SCHOOLS



615 foreign nationals were registered in secondary schools in the school year 2018/2019, making up 2.4 % of the total number of students in secondary schools.

STUDENTS IN UNIVERSITIES AND COLLEGES



Foreign nationals in Brno's universities and colleges make up 21.7 % of the total number of 61,256 students. 3/4 of foreign students are Slovaks.

Where are we now – data and facts about foreign nationals in Brno

FOREIGN NATIONALS IN THE LABOUR MARKET

NUMBER OF EMPLOYED FOREIGN NATIONALS IN BRNO






NUMBER OF MEN AND WOMEN EMPLOYED IN BRNO IN 2019



Where are we now – data and facts about foreign nationals in Brno

FOREIGN NATIONALS EMPLOYED IN BRNO, BREAKDOWN BY PERMIT OBLIGATION

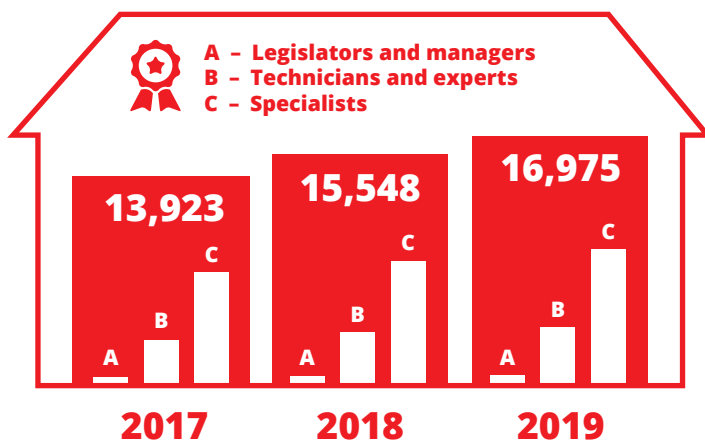
		 do not need permit	 need permit
2017	71 %	21 %	8 %
2018	70 %	21 %	9 %
2019	68 %	21 %	10 %

HIGHLY QUALIFIED FOREIGN NATIONALS EMPLOYED IN BRNO



Where are we now – data and facts about foreign nationals in Brno

EMPLOYMENT POSITIONS OF HIGHLY QUALIFIED FOREIGN NATIONALS EMPLOYED IN BRNO

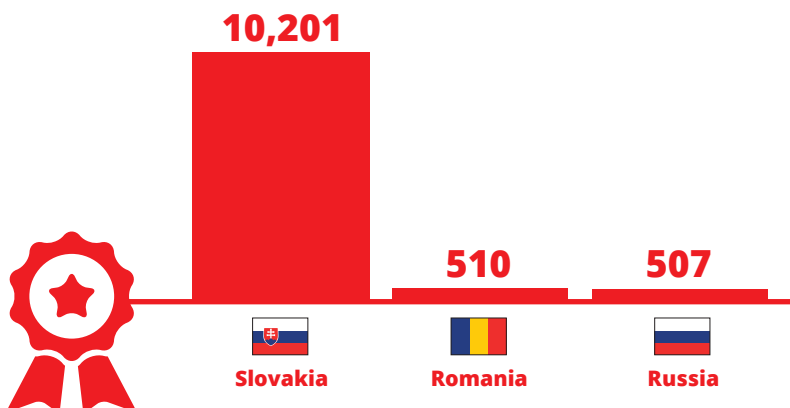


HIGHLY QUALIFIED FOREIGN NATIONALS EMPLOYED IN BRNO, BREAKDOWN BY GENDER

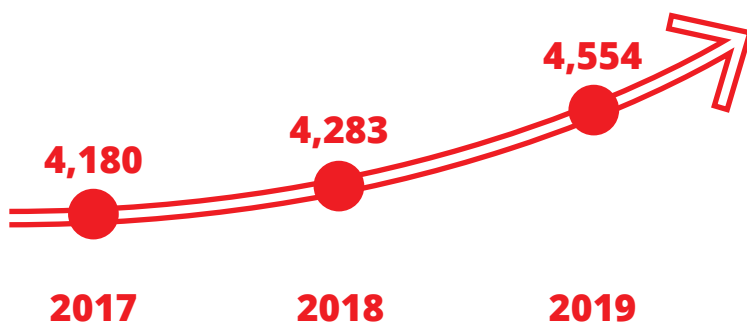


Where are we now – data and facts about foreign nationals in Brno

THREE MOST FREQUENT CITIZENSHIPS OF HIGHLY QUALIFIED FOREIGN NATIONALS IN 2019



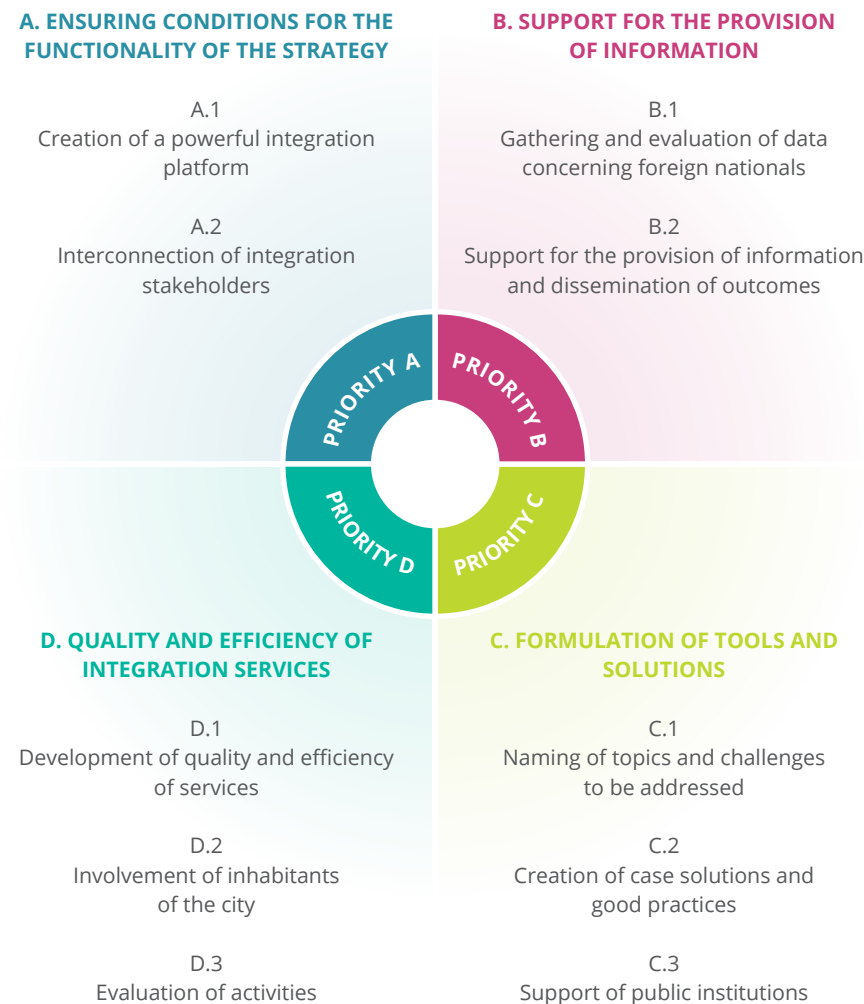
FOREIGN NATIONALS WITH A TRADE LICENCE



7

Overview of priorities and partial goals

Overview of priorities and partial goals



A. ENSURING CONDITIONS FOR THE FUNCTIONALITY OF THE STRATEGY



PRIORITY AREA A.1:

CREATION OF A POWERFUL INTEGRATION PLATFORM

WHAT?

The integration platform is an informal space in which various stakeholders of the integration meet, communicate together, look for space for cooperation, exchange information, name the problems that arise and seek solutions. It works on the basis of a knowledge platform. It creates space for creativity, interweaving of perspectives, ideas, proposals and implementation of specific activities. It is an open opinion platform in which individuals or organisations, experts and professionals, foreign nationals and the public can participate. It exploits the potential for cooperation and concentrates the capacities of integration stakeholders in one place. Membership in the platform is based on adherence to the declaration of cooperation.

The platform is guaranteed and coordinated by the Brno City Municipality.

THE PLATFORM FULFILS THE FOLLOWING TASKS:

a) **communication** – stakeholders of integration communicate with each other, exchange opinions, discuss, and the city communicates with a range of stakeholders,

b) **information** – there is an ongoing exchange of information, mutual informing, getting to know each other, learning new information and gathering information and knowledge,

c) **exchange of ideas** – ideas are created, problems and challenges are named and possible solutions are looked for, data are discussed as well as their meaning, a forum of inspiration,

d) **planning** – project intentions are initiated, joint intentions are planned, activities are proposed, cooperation is agreed upon, project carriers and activity implementers are determined,

e) **implementation** – suggestions and ideas are transformed into specific activities, and specific intentions are implemented.

The Platform closely cooperates with the Advisory Body of the Statutory City of Brno for the Issues of Integration of Foreign nationals, which is a coordinating, initiatory and advisory body of the Council of the City of Brno for the issues of integration of foreign nationals. It receives suggestions from the advisory body, provides its knowledge background and information on the situation in the field of social inte-

Overview of priorities and partial goals

gration in the city. It can provide input to the advisory body and other stakeholders at the regional level. Within the Platform, there are thematic working groups, which are concentrated around specific topics. The basis for them are the groups that were set up in order to create the strategy. They function as discussion groups, laboratories of ideas and the preparation of project intentions, activities and innovative procedures. These groups are specifically: Education of foreign nationals under 18 years of age – education at nursery schools, primary schools and secondary schools; Education of adult foreign nationals, and qualified foreign nationals in Brno; Mutual communication and diversity management; Development of mutual relations (neighbourhood) and tools of participation; Prevention of negative social phenomena and the effects of migration; Economic self-sufficiency of foreign nationals; Health as a value; and Housing and public space. The activities of the Platform must be coordinated from the level of the City of Brno and discussions facilitated.

WHY?

So that the strategy may work in practice, a broad range of different integration stakeholders need to be involved in the process. Foreign approaches tend to abandon the approach where only one specialised organisation is dedicated to integration. They seek to expand responsibilities and involve a whole range of different stakeholders in integration and institutions, their individual parts or levels. Only a strong, functional and broad platform of local stakeholders fulfilling the roles of communication, informa-

tion, ideology, planning and implementation is the basic building block for planning activities, their subsequent implementation in practice and the creation of a functional local integration policy. The overall migration situation makes the city a space that is fundamentally influenced and impacted by the presence of foreign nationals, while there are no sophisticated procedures or ideas on how the city could (or should) respond to the situation. There is a space for creating a local integration strategy, but at the same time it has to be stated that it must grow out of local needs. It is a process that requires considerable time and space for specific content to be formulated. It is difficult to reach agreement between the stakeholders of integration, as the opinion space is highly diversified and places demands on longer-term communication.

WHERE ARE WE NOW?

The city does not have a sufficiently developed systemic interconnection of integration stakeholders. In 2018, a Steering Group for the Creation of the Strategy was established at the Brno City Municipality, which subsequently appointed guarantors of the groups, with the help of which professionals from various fields were invited on to the discussion groups. These working groups, in which a space was created for the exchange of views and clarification of topics, dealt with what no one had dealt with systematically (or otherwise) before. The fact that the meetings took place was evaluated very positively by the stakeholders, which shows that there is willingness and availability to address the topic, among a broad range of stakeholders (this is char-

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acterised by voluntary participation in repeated meetings, interest in participating in discussion groups, positively was also evaluated the form of a moderated discussion). The group work was marked by low awareness of various topics across the spectrum of local stakeholders, poor knowledge of the current situation and the fact that the stakeholders of integration barely knew one another. At present, there is a lack of space for informal cooperation, which would become the basis for joint activity.

WHERE ARE WE HEADING?

Our aim is to create a powerful integration platform, meant as an open space for meeting and engagement of various stakeholders of integration. A platform created in this way will become the basis for meetings and communication of stakeholders, for a regular exchange of information between them, for planning of various activities, for discussion concerning the proposed solutions and their subsequent implementation.

PARTIAL GOALS:

A.1.1 Initiating the creation of the Platform (appointment of a guarantor at the Brno City Municipality, setting up a framework for cooperation and coordination, formulating a vision and goals, declaration of cooperation).

A.1.2 Selection of participants in the Platform, addressing and motivating for cooperation and engagement

A.1.3 Initiating of meetings of the thematic sub-group (thematic sub-groups).

A.1.4 4 Identification of problems/topics and their description in the group (groups), including understanding and deeper insight.

A.1.5 Creation of project intentions, activities and innovative practices in connection with specific topic and creation of a solution prototype.

A.1.6 Implementation of specific solutions (including its evaluation).



PRIORITY AREA A.2:

INTERCONNECTION OF INTEGRATION STAKEHOLDERS

WHAT?

Interconnection of integration stakeholders is a systematic, planned and well-thought-out activity. This networking goes far be-

yond the integration platform. Unlike the platform, which assumes regular and relatively intensive involvement of its members, the networks connect a much wider range

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of stakeholders affected by the topic of integration of foreign nationals in the city space. It leads to the creation of a functional network of integration stakeholders, not randomly and occasionally, but in a controlled manner, based on the principle of networking. The result is a formal connection of people and organisations, i.e. a network of established relationships that allows communication and cooperation. Within the created network, resources, skills, contacts, knowledge and also the achievement of goals are shared. Networking includes evaluation of activities, and development and maintenance of networks. With regard to the strategy, it is appropriate to use the so-called thematic networking, which allows for the creation of networks in parallel, which are concentrated around several key topics (e.g. employment, security, housing, education, etc.) and then interconnect them. A necessary condition for networking is the appointment of a coordinator who will be able to work with the help of the so-called networking method. The created networks will be usable in connection with the identification of problems or suggestions, as well as in establishing cooperation and coordination in finding solutions and preparing the intentions of these solutions. Networks will be used to disseminate information and activate integration stakeholders in solving multiple and interconnected problems. Networking will strengthen the awareness of mutual need and the creation of common procedures for local integration policy.

WHY?

An integration strategy requires the involvement and activation of a number of

local integration stakeholders. Although at first glance it seems that the stakeholders know each other, in practice this is not always the case. It is necessary to purposefully look for stakeholders who have no links with others, are inconspicuous, or do not even realise their role and opportunity to contribute to the process. Many links are thus closed to the space of only a few stakeholders, while others are weak or do not exist at all. At the same time, it is not merely about mutual knowledge, but also about the systematic creation of links that will create the potential for finding opportunities for cooperation in achieving common goals. Networking is especially needed in the area of integration, as it is a very complex issue that affects a number of institutions. Finding a solution requires the involvement of a number of integration stakeholders – not only various types of organisations, but also the public and networks of foreign nationals (which are often presented as hidden or inaccessible). Well-done networking leads to the activation of local stakeholders of integration and creates considerable knowledge potential for creating ideas and solving problems in the city. Creating a network allows for the sharing of skills and knowledge, connecting different levels of solutions, looking for alternative solutions, seeking partners to work together, avoiding duplication of work, working faster, developing trust and understanding each other. Networking creates space for coordinated and efficient solutions by joint efforts.

WHERE ARE WE NOW?

At present, we are facing a low degree of interconnection among professionals. Net-

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works of cooperation in some areas and topics have not been created for the time being at all, there are only limited connections of networks of urban stakeholders with networks of foreign nationals. The bases for networking were created as part of preparation of the strategy, where stakeholders met in discussion groups according to eight selected topics. Many stakeholders got to know each other gradually, they felt a need to present their work and establish contacts with others, while some other stakeholders were included in such a discussion for the first time. The group work showed that local stakeholders are not aware of the need to create a map of stakeholders and clarify relationships, many stakeholders were not even familiar with some topics. In this respect, Brno is full of contrasts – on the one hand, there are a number of committed stakeholders who are dedicated to various categories of foreign national and have consid-

erable potential, motivation and acquired experience, and on the other hand, many stakeholders are almost invisible. A broad range of stakeholders is poorly interconnected, the sharing and transfer of information or experience does not work, and there is very little awareness of specific data and phenomena. There is no networking between disciplines and the potential of interdisciplinary or multidisciplinary approaches remains unused – individual disciplines do not cooperate on solutions.

WHERE ARE WE HEADING?

The aim is to create functional networks of integration stakeholders in a systematic and controlled way, based on the principle of networking. We will create a formal connection between people and organisations, a network of relationships that will enable communication, cooperation and involvement of a wide range of stakeholders across the entire city.

PARTIAL GOALS:

A.2.1. Appointment of a coordinator and mastering the networking method.

A.2.2. Determining the goal of networking. The networking process is not self-serving, it is governed by a specific goal. For example, if it focuses on solving the problem of poor awareness of parents-foreign nationals regarding the school attendance of their children, such organisations will be connected, which deal with the topic or have the potential to address it.

A.2.3. Searching for and finding of members of the network.

A.2.4. Selection of suitable partners for the network.

A.2.5. Creating a map and a description of the network (thematic networks). The map graphically visualises the partners (organisations), their positions, characteristics, roles, motivations and ways of involvement in the solution. It provides an overview of the actors involved and their capacities and resources that they bring to the cooperation.

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A.2.6 Analysis of the problems (a problem tree - orientation on causes) and creation of a set of identified problems. The involved partners specify and describe the problem they are solving. They hierarchically illustrate the context of the problem in order to thoroughly describe it, understand the overall context and look for compromises together. The central problem is determined, its causes and consequences are sought, their relationships

are marked and finally the strategy of potential solutions is discussed.

A.2.7. From the suggested solutions, the ones that the partners consider to be optimal are selected. A decision is made on how the problem will be addressed and which of the partners will be involved in the solution to it. The implementation phase of the solution is coming up (including its evaluation).

B. SUPPORT FOR THE PROVISION OF INFORMATION



PRIORITY AREA B.1:

GATHERING AND EVALUATION OF DATA CONCERNING
FOREIGN NATIONALS

WHAT?

The integration strategy is based on data and facts, not on assumptions and ideas. It emphasises continuous, not sudden and occasional finding and evaluation of the situation in the environment of foreign nationals, and is based on continuous updating of data. It follows the principles of evidence-based policy. It creates the conditions for continuous data collection, and makes the data available to other actors in a high-quality and valid form. It creates conditions both for the data to be processed in a longer time horizon, which enables the monitoring of trends, but also for it to be possible to evaluate and present

them in a comprehensible form to other actors and also to the public. Data processing will be based on professional methodology and scientific knowledge. Data will be created through: a) field and community work, which will include monitoring the situation in the environment of foreign nationals and will use various methods of obtaining and evaluating activities of information about the current situation, b) secondary data analysis - data will be gathered from various data sources (statistical sources of the Czech Statistical Office; Ministry of the Interior; Ministry of Education, Youth and Sports; Ministry of Health; Police of the Czech Republic; Labour Office

of the Czech Republic and others) and processed into a clear form concerning individual topics. One of the priorities is to create an overview of which statistical data will be monitored and evaluated annually. Another priority is the creation of a mechanism for the transfer of information “from the field” and secondary analyses, their interpretation and transfer to other priority areas of the strategy.

WHY?

Although the Czech Republic has transformed itself into a typical immigration state over the last three decades, the ability to create data on foreign nationals at the local level, and subsequently to understand it, is still lacking. Some data is not available at all or is not generated specifically for a specific location, which may be related to the fact that there is no one who would request the data and then work with it. Due to the lack of data, we often learn about the lives of foreign nationals, their needs or attitudes only indirectly.

Systematic data creation allows the data to be compared over time, to observe changes, and thus to respond to it in a timely manner. Problems and their solutions will be more obvious if we read them in the context of data. Quantitative data will provide an overview of the extent of phenomena, qualitative data will provide the necessary explanations. The data will lead to a better overview of the situation, help to better understand needs and problems, allow to find the right solutions and make better decisions. Decision-making will be substantiated, accompanied by appropriate argumentation and factual dis-

cussion. Without understanding the data and without their subsequent interpretation, it is not possible to formulate activities that will have the necessary impacts and effects.

WHERE ARE WE NOW?

There is a lack of data collection and evaluation in the longer term. Opinions and ideas about solutions have little connection to the data, which leads to a superficial grasp of the topic. Stakeholders of integration are unable to work with data, let alone derive tools suitable for integration. But the situation is gradually changing. Within the projects of municipalities to support the integration of foreign nationals at the local level, the documents ‘Data and Facts about Foreign nationals in Brno’ for the years 2017 and 2018 were prepared, and in the working groups, emphasis was placed on working with data.

WHERE ARE WE HEADING?

The aim is to introduce such procedures as would lead to regular long-term data collection and subsequent evaluation of information activities on foreign nationals. Specifically, this means obtaining information from the environment of foreign nationals, then the analysis of secondary data obtained from statistical sources. The data obtained in this way will become a support and starting point for formulating the activities of the integration strategy.

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PARTIAL GOALS:

B.1.1 Creating the data part of the platform.

B.1.2 Creating an overview of which statistical data will be monitored and evaluated.

B.1.3 Elaboration of a mechanism of regular data acquisition and evaluation through field and community work (monitoring of the situation in the environment of foreign nationals, information about the current situation) and secondary analysis of the data.

B.1.4 Introduction of a mechanism for the transfer of information “from the field” and secondary analyses, their interpretation and progress to other activities and priority areas of the strategy.

B.1.5 Annual updates of data sets and their evaluation – processing of summary findings.

B.1.6 Carrying out thematic analyses and research in order to strengthen the evidence of the strategy.



PRIORITY AREA B.2:

SUPPORT FOR THE PROVISION OF INFORMATION AND DISSEMINATION OF OUTCOMES

WHAT?

This priority concerns ensuring a sufficient level of information both on the topic and on the processes and results of the work on the integration strategy. The strategy will include the dissemination of information and results of individual activities and the strategy as a whole to all integration stakeholders – foreign nationals, organisations and institutions and the public. It will be based on a developed advocacy plan. Advocacy is important to ensure the dissemination of information, the results achieved and to find their further application. It is carried out by individuals or groups who seek to disseminate and implement good practices

within social systems and institutions in the city. Advocacy activities represent systematic work with key integration stakeholders and the public, and building functional relationships based on trust, respect and long-term cooperation. They will include a variety of activities, including public appearances, workshops, presentations, conferences or dissemination of information in the media, and publishing activities. They will lead to the involvement of other integration stakeholders in the solution from the very beginning, they will give them space to comment on the intentions of the strategy and its activities, and to participate in their preparation and verification. They will also ensure

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the transfer of inspirations and good practices from the domestic and foreign environments, to address local actors, but also actors such as government. Advocacy strategy defines the goal of advocacy, further partial short-term goals, identification of important integration stakeholders, including the way of working and communication with them, and last but not least, expectations and the time frame.

WHY?

One of the problems is the low level of awareness not only among integration stakeholders, but also among the public, which gives room for the spread of myths and misinformation. Dissemination of information on the results of the strategy will promote the transparency of the whole process and give it the necessary legitimacy. Advocacy will also disseminate information to foreign nationals, who tend to be poorly informed, and help them get oriented and adapted. Advocacy will disseminate the results achieved and seek their further application. It is difficult to find ways to communicate with the public, foreign nationals and other actors. Advocacy focuses on this communication and is based

on acquired facts. It is looking for ways to talk about a number of topics and how to involve actors in the solution. It is necessary to disseminate one's own results. It is not possible to achieve systemic changes without systematic advocacy work.

WHERE ARE WE NOW?

Advocacy, the dissemination of substantiated and credible information and systematic work with integration stakeholders, including the public, are lacking in the city's space. If any such work takes place, it is more about activities aimed at promoting individual activities or the activities of specific stakeholders. Systematic advocacy work is neither carried out nor set.

WHERE ARE WE HEADING?

The aim is to create an advocacy plan, including a description of individual activities, through which dissemination will be carried out concerning information, the results achieved and finding their application in practice. It will be necessary to find carriers of advocacy activities, define the goal and pay attention to the dissemination and implementation of good practices within the social systems and institutions in the city.

PARTIAL GOALS:

B.2.1 Creation of an advocacy plan – the goal of advocacy, partial short-term goals, identification of important integration stakeholders, the way of working and communication with them, expectations and time frame.

B.2.2 Finding the carrier (carriers) of advocacy activities.

B.2.3 Systematic work with key integration stakeholders as well as with the public and creating respect and long-term cooperation.

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B.2.4 Transfer of inspiration and good practice from abroad or from the domestic environment.

B.2.5 Implementation of the advocacy plan, especially the involvement of other integration stakeholders in the solution from the beginning and par-

ticipation in the implied changes and activities (preparation, verification and implementation in practice).

B.2.6 Dissemination of the necessary information of functional relationships based on trust among foreign nationals, especially newcomers.

C. FORMULATION OF TOOLS AND SOLUTIONS



PRIORITY AREA C.1:

NAMING OF TOPICS AND CHALLENGES TO BE ADDRESSED

WHAT?

The starting point for a change is the development of the ability to name topics, problems and challenges. Their identification will take place at the level of the integration platform, or at the level of the Advisory Body of the Statutory City of Brno for the Issues of Integration of Foreign nationals. Various methods and forms of identification will be used, based mainly on group work, such as identification of needs, root causes, projection and analysis of problems. Key issues will be sought, based on information about the current situation (by identifying and verifying what is known about the issue and its context). Analysis of the problems will lead to the necessary insight and understanding, and then to the search for opportunities for improvement. It will be verified that this is a real problem that will be solved within the city systemically – by introducing new solutions or im-

proving the existing ones. The result will be a structured description of the problems to be solved. Specific solutions will be sought for specific problems.

WHY?

It is necessary not to dodge problems, but to learn to solve them. There is a need to proceed systematically and to start finding solutions by firstly finding a specific problem, naming it, understanding it, delimiting it, and finally describing it well. It is important to pay attention to the context of the problem and also to its causes. Thanks to a deeper comprehension of the problem, understanding of its real causes and true extent, we will then be able to find and create suitable targeted solutions. In the field of social integration we find ourselves facing many complicated and difficult problems to which we have no answer. Naming and describing problems is a challenge

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and at the same time a starting point for the transition to creative solutions.

WHERE ARE WE NOW?

At present, there is no mechanism by which problems in the field of integration of foreign nationals are systematically identified and named, and their causes sought.

WHERE ARE WE HEADING?

The aim is to identify specific problems, name them and describe them well at the level of the integration platform – the thematic groups, or at the level of the Advisory Body of the Statutory City of Brno for the Issues of Integration of Foreign nationals, so that they can be smoothly followed by the process of finding case solutions.

PARTIAL GOALS:

C.1.1 Identification of a set of problems, research and selection for in-depth analysis.

C.1.2 Description of aspects, causes and scope of specific problems.



PRIORITY AREA C.2:

CREATION OF CASE SOLUTIONS AND GOOD PRACTICES

WHAT?

The identification of problems and their causes, after their thorough description and understanding, is followed by the creation of case solutions and good practices. A group of people (a thematic group of the platform) is grouped around the identified problem, which, based on the selected specific problem, begins to propose a number of various ideas and suggestions of solutions. This will create a set of initial themes for future solutions – concepts. Those with the greatest potential will be selected from them, and will be gradually converted into case solutions. Subsequently, these solutions will be applied and developed in practice, verified and piloted, in order to eventually become a more permanent solution

that can be transferred across the city and integration stakeholders. This will result in good practices being created that have the potential to succeed even outside of Brno.

WHY?

The strategy process focuses on finding problems or topics that call for solutions. This creates space for finding specific problems and focusing exclusively on them. Many strategies go the way of addressing a range of topics and challenges simultaneously in all areas, which reduces their efficiency and they usually have difficulties in achieving overall results. That is why we set out on a “step by step” path, where our efforts focus on understanding the problem and the subsequent so-

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lution of the given “case”. This will gradually create a set of good practices, while the achieved results and good practices will increase the credibility of the strategy. This will gradually create a set of good practices with tangible and convincing results that can be further disseminated.

WHERE ARE WE NOW?

The solutions that emerge in practice are not related to a clearly defined problem.

They are not the subject of negotiation and consensus, nor are they verified and tested in advance in order to make them become good practices and guidelines.

WHERE ARE WE HEADING?

The aim is to gradually create a set of case solutions and good practices over time, which will solve specific problems in Brno and will be verified in practice.

PARTIAL GOALS:

C.2.1 Setting up of a thematic group (groups) of the platform (in relation to the problem).

C.2.2 Creating a set of initial topics for future solutions – concepts.

C.2.3 Conversion of the concepts into the form of proposals for case solutions.

C.2.4 Verification of the case solutions in practice.

C.2.5 Formulation of good practice, its evaluation and dissemination.



PRIORITY AREA C.3: SUPPORT FOR PUBLIC INSTITUTIONS

WHAT?

This priority area focuses on supporting public institutions whose impact on the process of integration is significant. Employees of public institutions are the ones who should be supported the most. They meet foreign nationals at counters, in offices, and during the everyday operations of the offices. They find themselves in situations that require more competencies than usual. For example, the ability to overcome the language barrier, to explain things that are otherwise known to the citizens of the

Czech Republic, to solve unusual situations that deviate from ordinary frameworks, to cope with cultural differences. The support in this case is aimed at officials and at supporting the management and overcoming of obstacles faced by the authorities. It concerns the reduction of barriers, the introduction of a mainstreaming approach (for example on the basis of good practice from abroad), the reflection of difficulties and demands that arise in connection with the presence of foreign nationals in the offices and the search for approaches,

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which reflect the needs of local government and the people in it. A solution should be sought for the search for systemic procedures that will allow institutions to respond to the changing external environment and balance their own needs with the needs of foreign nationals, as well as the development of competencies of employees of these institutions (knowledge and skills).

WHY?

The city of Brno has become one of the most important immigration localities in the Czech Republic with a significant foreign population. Statistics show rising numbers of foreign nationals in the city. In practice, this means that public institutions are increasingly faced with foreign nationals and find themselves in situations for which they are usually unprepared – and have not been trained by anyone. At the same time, they represent an important contact point with foreign nationals and participate in creating an image of Czech society. There are a number of barriers that complicate access to services – both on the part of foreign nationals and the authorities. Foreign nationals should have equal access to

public services, but in practice this may often not be the case. At the same time, it is true that the integration of foreign nationals does not take place at the state level, but above all at specific localities – cities. The most important time for successful integration is the first few years spent in the country and also the result of the so-called systemic integration, in which public institutions are directly involved.

WHERE ARE WE NOW?

Systemic support of public institutions, which are an important factor in thematic integration, and their officials who come into contact with foreign nationals, is missing.

WHERE ARE WE HEADING?

The aim is to formulate systemic procedures across the range of public institutions in the city, which will enable institutions to respond to the changing external environment and needs, further develop the competencies of employees of institutions to enable them to operate in a dynamic environment and provide the necessary services contributing to systemic integration.

PARTIAL GOALS:

C.3.1 Formulation of systemic procedures across the range of public institutions in the city in relation to the changing environment, promoting the principle of mainstreaming.

C.3.2 Development of competencies of employees of institutions.

C.3.3 Identification of the needs of employees at offices.

C.3.4 Transfer of good practices, inspirations and experiences (for example, from abroad or from similar types of city).

D. QUALITY AND EFFICIENCY OF INTEGRATION SERVICES



PRIORITY AREA D.1:

DEVELOPMENT OF QUALITY AND EFFICIENCY OF SERVICES

WHAT?

Integration services will be provided in sufficient quality and their efficiency will be monitored. We consider an integration service to be any activity that supports integration and satisfies the needs of integration stakeholders. Quality management tools, quality models and efficiency monitoring will be implemented so that it can be demonstrated that specific service performances are of high quality and work continuously to improve their processes and performance. Service organisations will initiate learning processes and improve processes and services – redesigning them or designing new ones. There are a number of quality models that can be implemented in the practice of services, systematically and long-term developed and ensuring their quality. This priority area supports service organisations to focus mainly on the area of client needs. At the same time, it provides them with the necessary procedures, tools and support in such a way that they develop in accordance with their uniqueness into the form of learning organisations that continuously achieve quality services and performance. It is about inducing change not from above, but through patient activity coming directly from the environment of those who themselves are motivated to create quality by monitoring the

efficiency of services by means of evaluation of the positive (or negative) impact of the interventions on the client

WHY?

Integration services that are provided in sufficient quality and will evaluate their efficiency will allay the concerns of their funders and sponsors, will be transparent to the public and will carry benefit to society. There will be no doubts and ambiguities around them, they will be able to demonstrate at any time how they are dedicated to the quality of service and improving their own performance. Development of quality and efficiency of services is necessary, because integration services must be able to respond to the high variability and dynamics of migration processes, to operate continuously in a state of continuous adaptation and improvement, and to develop people's ability to learn. Quality service also guarantees that it focuses on the needs of its clients and is able to serve all inhabitants without making any distinction between them.

WHERE ARE WE NOW?

In the area of integration services, we only exceptionally encounter the introduction of models or tools aimed at increasing the quality of services and performance. The

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same applies to the evaluation of service efficiency. Service providers have difficulty proving that they provide quality services.

WHERE ARE WE HEADING?

The aim is to lead the providers of integration services to the implementation of

tools for quality management, implementation of quality models and monitoring of efficiency so that it can be demonstrated that the performance of the services is of high quality, able to improve its processes and performance and working efficiently.

PARTIAL GOALS:

D.1.1 Implementation of quality management tools for providers of integration services, implementation of quality models based directly on clients' needs.

D 1.2 Creating an overview of the services provided to foreign nationals in the city.

D.1.3 Evaluation of efficiency of integration services.

D.1.4 Improvement of processes and integration services – re-designing, designing new necessary services.



PRIORITY AREA D.2:

ENCOURAGEMENT OF PARTICIPATION

WHAT?

Local integration policy cannot do without the involvement of integration stakeholders – city residents and foreign nationals. It is important to involve foreign nationals in events and activities in the city, in which they will participate together with other inhabitants of the city. The aim is to activate foreign nationals as well as other residents and provide them with the opportunity to strengthen so-called social integration, building mutual relations and common identity of the city's residents, so that everyone considers themselves part

of the city and adopts as their common identity "Brňák" ("Brnoer") – residents proud of their city. Involvement can take many forms, such as involvement in public policy-making, in the implementation of the integration strategy, in various associations and organisations or to organise leisure and voluntary activities

WHY?

Participation is a tool for building allegiance with the city, accepting co-responsibility for local events and learning from life in a diversified and open society. Various

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forms of involvement in public events will create space for sharing values, the potential and capacity of foreign nationals will be used to the benefit of all.

WHERE ARE WE NOW?

There are a number of activities in which foreign nationals and residents participate, but often the activities miss their effect, they are closed to individual communities and there is no interaction of residents taking place during these. There is a need to encourage greater involvement of foreign nationals, especially in activities and initiatives that have the potential to create interpersonal relationships and ties.

WHERE ARE WE HEADING?

The aim is to get inhabitants (including foreign nationals) involved in events and activities taking place in the city, creating opportunities for participation and activation of inhabitants.

PARTIAL GOALS:

D.2.1 Involving inhabitants (including foreign nationals) in events and activities, creating opportunities for participation.



PRIORITY AREA D.3: EVALUATION OF ACTIVITIES

WHAT?

Integration activities and programmes will be accompanied by evaluation and verification of impacts, especially in their implementation in practice. They will include evaluations designed to provide feedback on the effectiveness and impact of integration activities, which we do not otherwise have an overview of. The evaluations will have the character of process and impact evaluations. Evaluation plans will be developed for activities and programs and evidence of their results will be provided.

WHY?

Programmes or activities, the purpose of which is to achieve the integration of foreign nationals, are not monitored. This also applies to systemic changes, where it is difficult to predict what effects they will have. There is no comparison of what the intervention brings (for example, control groups), nor a verification of longer-term and more lasting impacts. This can lead to doubts and consequent questions about integration as a whole, including its needs and benefits for society. There is no record-keeping policy to identify what is needed and effective. We lack evidence of

Overview of priorities and partial goals

the benefits of the activities, and we have no arguments based on real efficiency.

WHERE ARE WE NOW?

In practice, no evaluation is taking place concerning the activities and verification of the impacts of implemented integration programs and activities. There is a lack of evidence of their real benefits and impacts.

WHERE ARE WE HEADING?

The aim is to incorporate process and impact evaluations into existing and planned

integration programmes and activities to make it clear what results they are achieving and what benefits they have.

PARTIAL GOALS:

D.3.1 Integration of process and impact evaluations into integration activities and programmes.

Attachment

LIST OF ORGANISATIONS PARTICIPATING IN THE STRATEGY FOR THE INTEGRATION OF FOREIGN NATIONALS IN THE CITY OF BRNO 2020–2026

Brno Expat Centre	Office of the Architect of the City of Brno
CEITEC – Central European Institute of Technology	Office of the Public Defender of Rights
Czech Theater, registered association	Kiwi.com s.r.o.
Deaconry of the Evangelical Church of Czech Brethren – Centre in Brno	Regional Hygiene Authority of the South Moravian Region with office in Brno
Diocesan Charity Brno	Regional Authority of the South Moravian Region
Dráček s.r.o.	
EC – Employment Consulting s.r.o.	Lipka – training facility for environmental education Brno, contributory organisation
Faculty of Architecture, Brno University of Technology	Brno City Municipality
University Hospital Brno	Masaryk University, Faculty of Social Studies
Foreigners.cz, s.r.o.	
IBM Client Innovation Center Central Europe	Masaryk University, Faculty of Education
In IUSTITIA, public benefit organisation	Masaryk University, Faculty of Science
Integration Asylum Centre Brno, Administration of Refugee Facilities	International Clinical Research Centre, St. Anne's University Hospital in Brno
Pelican Language School	Ministry of the Interior of the Czech Republic
South Moravian Innovation Centre	
South Moravian Regional Centre for the Integration of Foreign nationals	NESEHNUTÍ – Independent Social Ecological Movement

Refugee Aid Organisations	Labour Office of the Czech Republic
Pedagogical – psychological counselling centre Brno, contributory organisation	Vicinis, registered association
Probation and Mediation Service in Brno	Primary School and Nursery school in Brno, Staňkova 14, contributory organisation
Reception Centre in Zastávka, Administration of Refugee Facilities	ZaseRýže.cz
Association of Citizens Dealing with Immigrants	and others
Association for Integration and Migration	

THE STRATEGY FOR THE INTEGRATION OF FOREIGN NATIONALS IS BASED ON THE FOLLOWING ADDITIONAL DOCUMENTS:

Daniel Topinka, Tomáš Janků (ed.): Cizinci v Brně. Vztahy, vazby a sítě podpory. ('Foreign nationals in Brno. Relationships, Ties and Support Networks.') Barrister & Principal, Brno, 2018. Available for download (in Czech) at <https://barrister.cz/knihy/cizinci-v-brne/>

This specialist publication presents the results of an analysis of social networks of foreign nationals in the city of Brno. This analysis was carried out by the Municipality of the City of Brno together with the authors of the publication in 2017 as the first step in creating the Strategy for the Integration of Foreign nationals. The publication provides an overview of basic data on foreign nationals residing in Brno and also on their mutual relationships, ties and support networks. In particular, the publication reveals interpersonal relationships and functioning support networks, and shows that the reality of relationships is much more varied than the idea that "foreign nationals" stand on one side against "citizens" on the other. The publication deals first with selected socio-demographic characteristics of foreign nationals in Brno and then with an analysis of three selected social support networks: Ukrainian, Indian and Arabic-speaking foreign nationals from third countries.

Data a fakta o cizincích v Brně. ('Data and Facts about Foreign nationals in Brno') SocioFactor s.r.o., Brno, 2018. Available for download (in Czech) at <https://socialnipece.brno.cz/sluzby-mesta/publikace-vydane-odborem-socialnim-magistratu-mesta-brna/>

Overview of priorities and partial goals

A summary report summarising the results of work on the Strategy for the Integration of Foreign nationals in the City of Brno in 2018. It contains up-to-date information on foreign nationals in the city from all eight thematic areas dealt with by specialised working groups, an overview of principal topics and identified problems for each area that stemmed from the discussions in the working groups. A SWOT analysis is also included.

Data a fakta o cizincích v Brně. Analytická část. ('Data and Facts about Foreign nationals in Brno. Analytical Part.') SocioFactor s.r.o., Brno, 2019. Available for download (in Czech) at <https://socialnipecce.brno.cz/sluzby-mesta/publikace-vydane-odborem-socialnim-magistratu-mesta-brna/>

An analytical report summarising the results of work on the Strategy for the Integration of Foreign nationals in the City of Brno in 2019. It contains up-to-date information on foreign nationals in the city from all eight thematic areas for the year 2019 and an overview of issues and topics discussed by working group members in this follow-up year of strategy. It also contains an updated SWOT analysis and a map of local integration stakeholders created by members of the working groups.

THE DATA QUOTED IN CHAPTER 6 "WHERE ARE WE NOW – DATA AND FACTS ABOUT FOREIGN NATIONALS IN BRNO" ORIGINATE FROM THE FOLLOWING SOURCES:

Czech Statistical Office

Ministry of Education of the Czech Republic

Ministry of the Interior of the Czech Republic

Ministry of Labour and Social Affairs of the Czech Republic

Labour Office Brno – City

For a comprehensive overview of existing data, which were used in the creation of the strategy, we recommend the summary report 'Data a fakta o cizincích v Brně. Analytická část.' ('Data and Facts about Foreign nationals in Brno. Analytical Part.') SocioFactor s.r.o., Brno, 2019. Available for download (in Czech) from the portal <https://socialnipecce.brno.cz/sluzby-mesta/publikace-vydane-odborem-socialnim-magistratu-mesta-brna/>

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Daliborova 631/22, Ostrava-Mariánské Hory, 709 00, Czech Republic

Published by the Brno City Municipality

Department of Social Care, Division of Social Inclusion

Anenská 10, 602 00 Brno, Czech Republic

Released in 2020