

# Glossary of Terms



**INNOVATIVE DIVERSITY MANAGEMENT  
& INCLUSION STRATEGIES  
IN EUROPEAN TOWNS**

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## Introductory note

This “Glossary of Terms” explains concepts and perspectives related to innovative diversity management, strategies for inclusion and human rights in local governance in Europe.

For most of these terms there is a wide spectrum of definitions available.

The choices made here are in accordance with the principles of the European Union and the Council of Europe and focused on their use in relationship with diversity management, strategies for inclusion, intercultural dialogue and participatory democracy in European towns.

The Glossary of Terms serves the purposes of the project “Innovative Diversity Management and Inclusion Strategies in European Towns”.



### **INNOVATIVE DIVERSITY MANAGEMENT & INCLUSION STRATEGIES IN EUROPEAN TOWNS**

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# INNOVATIVE DIVERSITY MANAGEMENT & INCLUSION IN EUROPEAN TOWNS

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## Project Context

Cities in Europe act as vital hubs for intercultural exchange, providing a home to residents from many different communities. Yet these places can also foster inequality and discrimination, due to entrenched segregation. The INDIMAE Network of European Towns provides a platform for experts from European public and private institutions to explore ways to break down these barriers, both physical and societal.

Urbanisation and diversity management are highly topical, underpinning the core operation of our societies. But they're often also linked to instability in the world, as well as to migration and refugees. It is particularly interesting to look at the role cities have in this regard. They offer unique intercultural opportunities and can provide lessons for promoting diversity and better integration, particularly in the Europe.

The European Union views diversity as a driver for growth and social progress, indeed a number of city authorities are inspired by Richard Florida's work and perceive diversity as an asset in attracting the creative class. And while many national governments react to the perceived threat to social cohesion by enforcing stricter immigration policies and adopting an assimilation agenda. But local city authorities are inclined to adopt more inclusive forms of integration policies and employ a more positive discourse where diversity is concerned.



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## Key Project Terms

### *Diversity*

The term “diversity” is often used as an umbrella concept that refers to a range of human differences, including but not limited to race, ethnicity, sex, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical value systems, national origin, and political beliefs. Increased urbanization, combined with globalization, technology and artificial intelligence, and transnationalism are some of the factors that shape today’s diversity.

These changes have resulted in new diversities, new experiences of space and creolization, but also new patterns of inequalities and segregation.

Emerging concepts of “super-diversity” or “hyper-diversity” represent new ways to capture these quantitative and qualitative complexities of urban diversity.

They challenge also traditional ways of looking at power relations between “national-majority” and “diverse-minority”, identity and diversity management.

Those concepts emphasize the multiple aspects of identity, the multi-faceted roots of exclusion and segregation, and the need to design new policies and governance to address these challenges.

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## **Cultural Diversity**

Cultural diversity is a key objective of European Union and the Council of Europe and is frequently being addressed in programmed and measures of national or regional cultural policies. In particular, such policies can address:

- the *pluralistic ethno-cultural or linguistic identity and origin* of cultural creators, producers, distributors and audiences;
- a *diversity of artistic and other cultural content* which, in principle, *diverse audiences* can have access to through the media or other distribution channels;
- the *diversity of actors* which are responsible for or involved in decision-making and regulating in different fields of the arts, the media and heritage(s), particularly as regards funding artists and their works.

## **Culture**

A system of meanings through which we perceive the world. Culture has been approached differently along the years. It has evolved from an essentialist perspective to a constructivist perspective. The essentialist view presents culture as predefined and static set of characteristics, while in the constructivist view culture is understood as dynamic and internally complex. Culture evolves and is shaped in interaction with others; it is fluid in expression and continuously adapting to the realities lived and perceived by its members.

## **Identity**

A complex and contextually sensitive combination of elements, which define an individual through time, situations, contexts and settings. Identity encompasses physical, social, cultural, political, economic and geographical dimensions. It can be self-assigned (how a person perceives herself) and hetero-assigned (how others perceive a person's identity). Freedom to choose one's own culture and identity is fundamental.

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## *Diversity Advantage*

Diversity advantage is both a concept and an approach. It premises that diversity can be a source of innovation bringing valuable benefits to organizations, communities and businesses, when managed with competence and in the spirit of inclusion. The diversity advantage is also the result of policies that unlock the potential of diversity while minimizing the risks related to human mobility and cultural diversity.



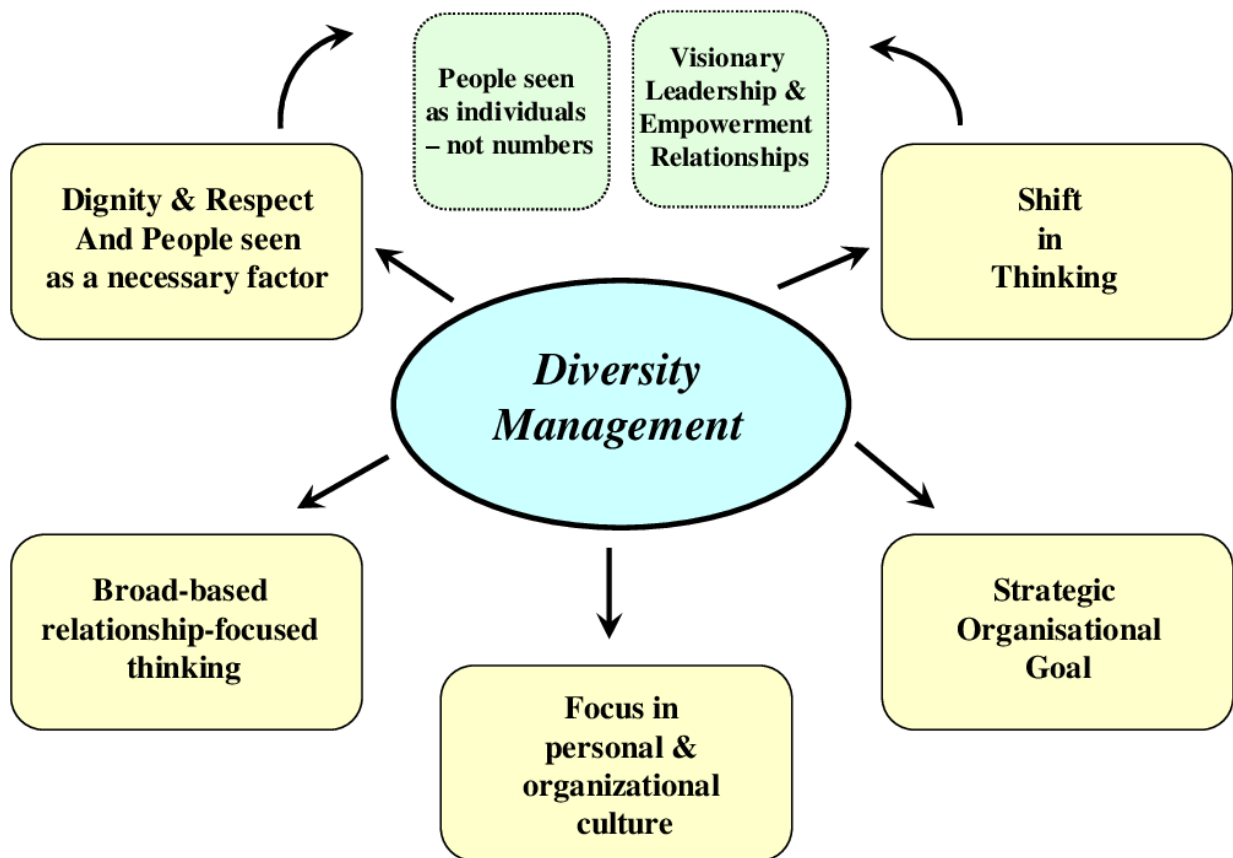
## *Diversity Management*

Diversity management is an organizational process used to promote diversity and inclusion in European cities. This process involves implementing policies and strategies in hiring, management, training, and more. Diversity management refers to organizational actions that aim to promote greater inclusion of citizens from different backgrounds into an organization's structure through specific policies and programs. Organizations are adopting diversity management strategies as a response to the growing diversity of European towns.

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Today, cities in Europe are becoming increasingly diverse. This is due to a number of contributing factors, such as immigration, socio-economic inequalities, spatial segregation, a diversity of identities, activities and lifestyles. This poses significant challenges for urban policymakers and institutions. In examination of best practices among private and public organizations reveals common components necessary for successful diversity initiatives. While there have been numerous studies on diversity management in the federal government, far less is known about diversity management at the state and local level. In light of the best practices research on the factors necessary for successful diversity management, this study examines the extent of diversity initiatives at various state and local government agencies.

The findings demonstrate a few variations based on level of government, region, and size of agency. In addition, the majority of respondents believed that the organization's diversity strategy was effective at recruitment, retention, development, and promotion; however, there was uncertainty about the effectiveness of the diversity strategy on organizational performance.

## GLOSSARY OF TERMS



# INNOVATIVE DIVERSITY MANAGEMENT & INCLUSION IN EUROPEAN TOWNS

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## *Urban Citizenship*

A locally-based contemporary alternative to the legal notion of citizenship, deriving directly from residence as a fact, and founded on relationship-building processes, that develops and acknowledges strong links and a sense of belonging to a given urban territory. Urban citizenship allows for the effective participation and representation of all groups in the life of the city, as well as for building trust between the communities and in the public authorities.

## *Inclusion*

Inclusion as a value and way of thinking requires something more. Inclusion is about people gaining “social acceptance”, having positive interactions with one’s peers and being valued for who they are. Inclusion means that everyone is included, visible, heard and considered.

Inclusion is seen as a universal human right. The aim of inclusion is to embrace all people irrespective of race, gender, disability, medical or other need. It is about giving equal access and opportunities and getting rid of discrimination and intolerance (removal of barriers). It affects all aspects of public life.

Social inclusion is defined as the process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights.

Social inclusion is important for a person's dignity, security and opportunity to lead a better life. It has been proven over and over again how important it is to support individuals to feel connected and valued within society and address any form of social exclusion people are experiencing every day. Measures used to develop diversity strategies, diversity management practices, professional development initiatives, organizational policies, and perceptions of effectiveness are considered.



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## *Inclusive Strategies for Local Governance*

Inclusive and accountable strategies for local governance can help restore social cohesion in divided communities, facilitate participation in public life, distribute resources and opportunities equitably, safeguard minority rights, and test new forms of decision making that blends formal and informal processes of representation and participation.

In local governance, Inclusion is the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other minority groups.

Local governments in European cities should work to facilitate the social inclusion as a process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity.

According to the UN Department of Economic and Social Affairs, the goal of social inclusion is to create “a more stable, safe and just society for all”, in which every individual, each with rights and responsibilities, has an active role to play. Such an inclusive society must be based on the principles of embracing – not coercing or forcing – diversity and using participatory processes that involve all stakeholders in the decision-making that affects their lives.”

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## ***Multiculturalism***

Multiculturalism is a theoretical and policy model that recognizes that cultures, races, and ethnicities, particularly those of minority groups, deserve special acknowledgement of their differences within a dominant political culture. It works to remove stigmatization, exclusion and domination in relation to such groups. By doing so, multiculturalists categorize groups by ethnicity, race or religion. In practice this can over-emphasize differences between groups and, as a result, sometimes create circumstances that lead to separation, marginalization or segregation of diverse cultural groups.

## ***Interculturalism***

Interculturalism is a policy model for ensuring equality and cohesion in culturally diverse societies. It encourages mixing and interaction among people of different origins, cultures, and backgrounds to build a collective identity that embraces cultural pluralism, human rights, democracy, gender equality and non-discrimination. It is based on the simultaneous application of the principles of equality of rights and opportunities, diversity as an advantage, and positive interaction as a way to mobilize the contributions of all residents for the development of their society.

Interculturalism is frequently promoted by diplomats describing an ideal world, rather than as a statement of current reality. Thus, the term is most often heard in international gatherings, whether sponsored by UNESCO, the EU, or individual countries (e.g., Azerbaijan's World Forum on Intercultural Dialogue, held in 2011 and again in 2013). There have been frequent formal statements from these bodies (European Commission, 2008; European Cultural Parliament, 2007; UNESCO, 2009), a Year of Intercultural Dialogue (European Union, 2008), and a widely circulated white paper on the subject (Council of Europe, 2008).

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## *Intercultural Dialogue*

Culture plays a fundamental role in the pursuit of sustainable human development, structured governance systems and respect for human rights through the strengthening of citizenship and democratic processes, peace, stability and social inclusion. In this context, intercultural dialogue is one of the main instruments that need to be fostered and supported through specific normative instruments and targeted policies.

Intercultural dialogue is defined as an open and respectful exchange of views between individuals, groups with different backgrounds, on the basis of mutual understanding and respect. The ultimate purpose of this exchange is to create a cooperative and willing environment for overcoming political and social tensions. Intercultural dialogue employs communication as a tool to address social change and social justice on an international stage, described with the following characteristics:

- increases respect for cultural diversity, human rights, and freedom;
- develops sense of community in multicultural populations;
- promotes tolerance, pluralism, openness, mutual respect;
- improves ways of living together;
- strengthens social cohesion;
- strengthens democratic governance;
- increases peace and harmony in a multicultural world; and
- prevents and/or resolves intergroup conflicts.

The two initial frameworks, by UNESCO and the Council of Europe, that address intercultural dialogue do so from two different, but complementary, perspectives: the first, emphasizes the values connected to intercultural dialogue as a tool for cultural diversity management; the second, puts the accent on tradition, understood as the set of elements which characterize human groups and communities. Nevertheless, both approaches acknowledge that our current societies are not only globalized but also highly and easily interconnected and that these elements are what makes intercultural dialogue not only relevant but necessary.

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## International Policy References

### *European Capitals of Inclusion and Diversity Award*

The European Capitals of Inclusion and Diversity Award recognises the work done by cities, towns, or regions in Europe to promote inclusion and create discrimination-free societies.

The European Capitals of Inclusion and Diversity Award gives recognition and visibility to the outstanding work of local authorities that can become an inspiration to others. Cities and local communities play a key role in the promotion of diversity and inclusion by creating safe, welcoming and hospitable places for residents to live and thrive in. By building inclusive communities – at town, city and regional levels – we can build a true Union of Equality in Europe.”

### *Universal Declaration on Cultural Diversity*

UNESCO approaches the issue from the perspective of cultural diversity and cultural pluralism, against the background of the 2001 Universal Declaration on Cultural Diversity which states that, in a democratic framework, “cultural pluralism is conducive to cultural exchange and to the flourishing of creative capacities that sustain public life”. The United Nations Alliance of Civilizations 5th Global Forum issued the Vienna Declaration also highlighted the importance of ICD to diplomacy.

### *United Nations’ 2030 Development Agenda*

The United Nations’ 2030 Development Agenda pledges “to foster intercultural understanding, tolerance, mutual respect and an ethic of global citizenship and shared responsibility” and recognizes “that all cultures and civilizations can contribute to, and are crucial enablers of, sustainable development”. This is indeed the first document by the international community that acknowledges that sustainable development can only be achieved if there is a sense of global citizenship, based on respect and tolerance.

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## ***The CoE White Paper on Intercultural Dialogue***

In its White Paper the Council of Europe states that intercultural dialogue is “an open and respectful exchange of views between individuals and groups belonging to different cultures that leads to a deeper understanding of the other’s global perception”. It also suggests that the crucial challenge lies in the identification of the conditions, or “enabling factors”, that lead to a meaningful process; among these, it mentions the need to ensure the equal dignity of all those involved and their voluntary engagement in dialogue, with an open, curious and committed mindset and an absence of a desire to “win”.

## ***European Year of Intercultural Dialogue***

The European Union designated the year 2008 as the European Year of Intercultural Dialogue, highlighting the value of active citizenship, and it supported the launch of the civil society Platform for Intercultural Europe, by the European Culture Foundation and Culture Action Europe, to promote a European community that values its diverse people and enables their free, full and equal participation in society.

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