

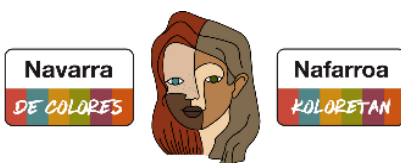


ESTRATEGIA DE
CONVIVENCIA
INTERCULTURAL
DE NAVARRA

NAFARROAKO
KULTUREN ARTEKO
BIZIKIDETZAREN
ESTRATEGIA

Intercultural Harmony Strategy of Navarra 2021-2026

EXECUTIVE SUMMARY



Gobierno
de Navarra



Nafarroako
Gobernua





Executive Report of the Intercultural Harmony Strategy of Navarre 2021-2026

Direction and Coordination

Directorate-General for Migration Policy - Ayllu Service for Intercultural Harmony and Combating Racism and Xenophobia

Writing and Consulting

Foundation Autonomous University of Madrid

Gobierno de Navarra
Departamento de Políticas
Migratorias y Justicia



Nafarroako Gobernua
Migrazio Politiketako eta
Justiziako Departamentua



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Why Intercultural Harmony Strategy needed in Navarra

The Intercultural Harmony Strategy of Navarra 2021-2026 responds to the huge effort being made in recent decades in various institutional and social areas of Navarra society to cope with the challenge of managing the profound and increasing sociocultural diversification process in a peaceful, effective and sustainable manner.

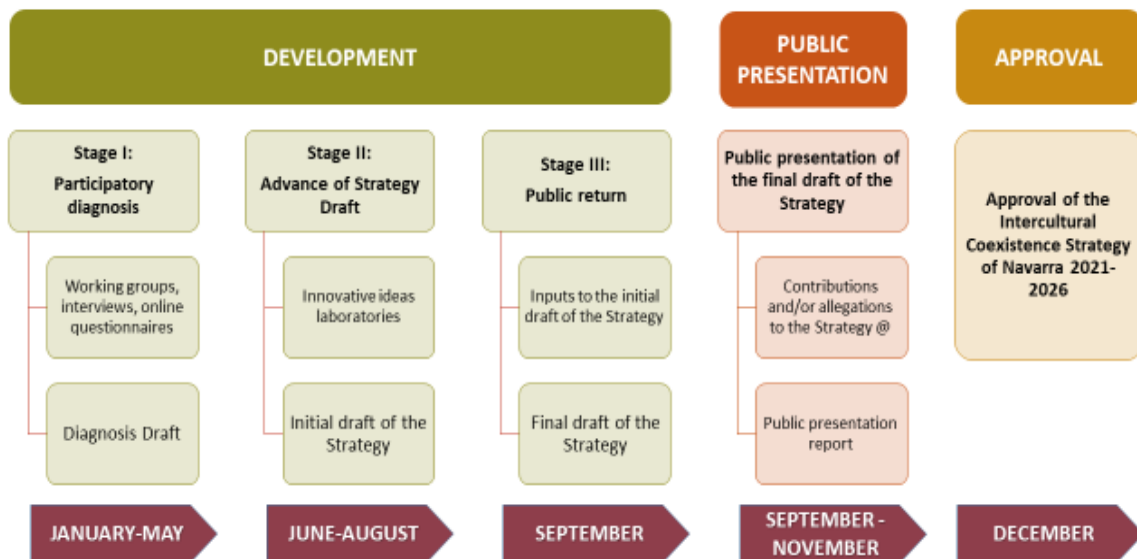
Being a Regional Community whose ecological, geographical, sociocultural and linguistic diversity is deeply rooted with a long historical tradition, in recent times and looking to the future, it is certainly facing the maintenance and development of its united and plural personality, and this needs to be properly addressed. The demographic, migratory and social changes that are underway, as well as the challenges that intense diversification entails in daily life and in public policies, require this Intercultural Harmony Strategy.



How the Intercultural Harmony Strategy of Navarra 2021-2026 has been developed and who has participated

The main feature of its development has been active and careful listening, enabling multiple virtual and face-to-face spaces, where cooperate or individual citizens have met, professionals from multiple fields, and services, both public and private; and where they have also been able to make specific contributions, by means of documentaries, interviews, etc. In addition to this, plans, programmes and strategies have been studied, thus developing with such valuable contributions the Participatory Diagnosis on the situation, challenges and opportunities of Intercultural Harmony in Navarra.

Development process



Source: Authors' own creation



Participation in the development process





Structure of the Intercultural Harmony Strategy of Navarra

The new Intercultural Harmony Strategy begins with a conceptual and theoretical framework around three key aspects: migration, coexistence and interculturality. With this we want to define and solidly support the scientific elements basis of the new trajectory for Intercultural Harmony in the Regional Community.

Hereunder, the regulatory elements are listed, from the different levels of authorities and institutions, encompassing all areas (international, European, state and regional); the guiding principles of the Strategy as a whole; and alignment of the Strategy with sustainable development goals.

The second block addresses the key elements that will outline the process as a trajectory and that will allow the necessary changes for the improvement of intercultural harmony, through:

- Description of five dimensions of the necessary changes.
- 2 General goals.
- Definition of 6 Strategic Assets.
- 5 Priority lines.
- 10 Specific goals.
- 34 Indicators.
- 21 intervention measures.
- 92 proposals.

The Intercultural Harmony Strategy of Navarra (2021-2026) is the result of collective work and forms a roadmap to encourage the participation and collaboration of all. The Strategy encourages the involvement of the whole of the Navarra Community, from its institutions to the diverse citizenry, and it has to flexibility adapt all the elements proposed, in order to respond to the multiple challenges posed by a dynamic ever-changing society.



What Intercultural Harmony means

For the purposes of this Strategy and action plan **Intercultural Harmony is understood as the existing sociability situation in a given diverse community, in which interpersonal and social relations of respect, mutual recognition, effective communication and collaboration for the common good prevail, addressing problems, tensions and conflicts in a peaceful manner.**

This concept is based on the integration of its two components, so both are defined below: *Harmony* and *Interculturality*.

Harmony

This category and socio-political and ethical ideal is understood in this Strategy as demanding and operational. In a demanding way, it differs from mere coexistence, and in an operational way, it focuses on a series of aspects or dimensions. Let us consider both points.

In this short and medium term action plan and strategy, Harmony is conceptualised, in fact, as a form of sociability different from Coexistence and Hostility. **Harmony understood from a demanding and dynamic perspective is the relationship in which there is interaction between people and groups, as well as the will to relate and understand each other based on active respect** and where emerging tensions and conflicts are regulated through peaceful mechanisms.

Coexistence, on the other hand, is a predominantly static relationship among people, in which there is little interaction and there is passive or minimal respect, passive tolerance, and in which conflict is not expressed or addressed.

Hostility entails living with situations where there are continuous conflicts, aggressions and violence (structural, symbolic or direct). There is interaction, but it is fraught with distrust, suspicion, avoidance and rejection.

We need a notion that is not only ethically demanding, but also operational. In these three forms of sociability –Harmony, Coexistence and Hostility– nine dimensions can be distinguished: Relational, Attitudinal, Normative, Axiological, Participatory, Communicational, Conflictual, Identity and Political.



Interculturality

This concept is understood both in its factual sense and, in fact, in its normative meaning of proposal:

1. **In the factual sense, interculturality refers to inter-ethnic relations**, that is, to those factual interpersonal or social relationships that exist between people and groups with ethnic or cultural differentiation. And, by extension, also origin, socio-racial, linguistic or religious differences. Just as cultural diversity is a fact, the term “interculturality” emphasises the existence of certain interactions, whether described as positive or negative.
2. It is the **normative and ethical sense**, which is fully incorporated into this Navarra Intercultural Harmony Strategy. Here **we consider “interculturality” the mode of sociability that would be desirable in a fully democratic, lawful and peaceful society**; that is, relations without discrimination, segregation or exclusion of those who are different. Or, expressed positively, relations of respect, mutual recognition, effective communication and collaboration for the common good, as stated in our initial definition.

Understanding this second meaning as **Interculturalism**, it is an approach that shares with **Multiculturalism** the principles of equal rights and positive appreciation of diversity, but adds the promotion of spaces for positive interaction and the emphasis on what individual and collective subjects have in common or share. In this regard, three Principles of Interculturality are present:

1. Equality of rights and duties, treatment and opportunities.
2. Respect for diversity and positive appreciation of diversity.
3. Positive interaction and emphasis on the communal perspective.

Intercultural Harmony in Navarra

Now focusing on Navarra, the perspective of Intercultural Harmony demands further understanding of all these planes and dimensions, always with the dual additional view on:

- Things in common and shared (human rights, democratic system, Regional autonomous framework and its policies; nature, history and identity of Navarra, etc.).





- What is particular and specific (sociocultural groups and autochthonous and migrant lifestyles; countryside/city differences, diverse areas and counties such as Mountain, Ribera and Middle Navarra; linguistic diversity with Castilian Spanish, Basque and other languages; subcultures of gender and age; etc.).

In short, an Intercultural Harmony Strategy based on unity and diversity in Navarre, both dynamic and changing. **Thus understood, Harmony and Interculturality, allow to identify specific aspects, analyse topics and generate operational frameworks in order to understand and enhance institutional, technical and social actions** oriented to the predominance of Intercultural Harmony as the most positive and essential way for the Human and Sustainable Development of cities, municipalities and local communities.



Model of the jurisdictional, normative and political framework

The Intercultural Harmony Strategy of Navarra 2021-2026 is based on a wide range of public policies related to the local impact of the migratory phenomenon. There is also extensive experience in the development of international commitments, regulations, guideline frameworks and multiple instruments that seek to respond to the sociocultural diversification that affects the vast majority of countries around the world.

A historical overview of the migratory phenomenon shows significant progress, and today there are multiple instruments aimed at the positive recognition of cultural diversity, inclusion, social cohesion or coexistence. Having established this, there are however very different situations according to the countries, historical moments of progress or regression, together with a considerable difficulty in implementing them such that resources can be optimised and progress consolidated to provide new responses to a complex and dynamic reality.

Based on all this background, the Intercultural Harmony Strategy of Navarra focuses on the jurisdictional framework of the Government of Navarra, with the regional regulatory framework being the main reference, but at the same time it includes international, European, state and local jurisdictions and guidelines.



Guiding principles of the Harmony Strategy as a whole

THE PRINCIPLE OF EQUALITY AND NON-DISCRIMINATION

Which implies that all persons are holders of human rights and fundamental freedoms, without distinction as to race, sex or religion.

THE PRINCIPLE OF CITIZENSHIP

Which implies that all persons are holders of rights regardless of the administrative situation in which they find themselves.

THE PRINCIPLE OF INCLUSION

Which implies the exercise by migrants of all their rights, under equal conditions and without discrimination with respect to other members of society.

THE PRINCIPLE OF INTERCULTURALITY

Understood as a mechanism of interaction between people of different origins and cultures, within the appreciation and respect for cultural diversity.

The gender perspective is established as a central element and must be considered in the development of each of the four established principles.



How the Intercultural Harmony Strategy contributes to the fulfilment of the 2030 Agenda

A reference framework for the Intercultural Harmony Strategy 2021-2026 has been the work carried out by the Regional Conference on Migration (CRM), aimed at studying the forms of mainstreaming migration governance in the 2030 Agenda, as well as the 2030 Agenda for the Sustainable Development of Navarre.



In this regard and following international recommendations, the main reference of the Intercultural Harmony Strategy is found in SDG 10 REDUCING INEQUALITIES. Specifically, target 10.7 of this goal states the commitment of the members of the United Nations General Assembly to “Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of well-planned and well-managed migration policies”.



Achieving the general goals set out in the Intercultural Harmony Strategy will contribute significantly to responding to SDG 11 SUSTAINABLE CITIES AND COMMUNITIES, as one of the most prominent characteristics of people who migrate is settling in urban environments. This goal calls for guaranteeing access to housing, avoiding hyperconcentration or ghettoisation processes.



On the other hand, the impact on SDGs 3 HEALTH AND WELFARE and 4 QUALITY EDUCATION needs to be addressed, given that access to schools and academic success, as well as health coverage for all people reaching a new land, must form the bases of a welcoming and social inclusion process.



The many positive aspects that migration processes provide include their contribution to the socio-economic development of the receiving territories, providing elements addressed by SDGs 1 END OF POVERTY and 8 DECENT EMPLOYMENT AND ECONOMIC GROWTH. On the other hand, this latter goal calls for an effort to ensure that the working conditions of migrants are suitable, avoiding any form of precarious work.

The elaboration of the Intercultural Harmony Strategy from the beginning is part of a qualitative contribution to SDG 16 PEACE, JUSTICE AND SOLID INSTITUTIONS. A broad participatory process has been developed, generating spaces to promote full participation of social agents and citizens, responding to goal 16.7 of “ensuring the adoption at all levels of inclusive, participatory and representative decisions that respond to needs”.





The Intercultural Harmony Strategy also addresses the achievement of SDG 5 GENDER EQUALITY, specified in some of the measures, but, above all, contributing in a transversal and interdisciplinary way to promote gender equality as an essential element to go forward in the promotion of interculturality and harmony.



The Intercultural Governance section contributes from its conceptualisation, perspective and methodology to the development of the SDG 17 PARTNERSHIPS TO ACHIEVE THE GOALS. To this end, it proposes the development of a process based on the cooperation between the public and private sectors in the pursuit of a common purpose, an Intercultural Navarre, which would mean the addition of a remarkable heritage for the Regional Community.





Dimensions of the changes needed

1. **Comprehensiveness, effectiveness and efficiency of policies and actions** from public administrations, institutions and private initiatives, as well as citizen networks and actions.
2. **Strengthening of the organisation** and participation of local communities, considering their socio-territorial features and based on diversity as a positive element.
3. **Institutional, normative and administrative adequacy** relative to the existing cultural diversity.
4. **Boosting social relations** at all levels, emphasising elements of common interest for the strengthening of a shared sense of belonging.
5. **Regulated and positive management** of social conflicts.

The development of all these dimensions will be carried out from the Gender Perspective, approaching it from an intersectional perspective, all diversities will be taken into account, not only ethnic, cultural, linguistic, religious or of origin present in the Navarra territory and society, but also functional and sexogeneric diversities.



The general goals

1. Generating the right conditions that enable **improving the participation and interaction of all people living in Navarre, regardless of their cultural origin, in favour of their contribution to the common good**, with a basis on **cultural diversity as an element that contributes to the enrichment of the social, economic and cultural heritage**, essential aspects for prosperity and social cohesion in the Regional Community of Navarre.
2. Promoting **processes that allow the full inclusion of indigenous people, immigrants and ethnic minorities**, by generating **equal rights, duties and opportunities**, empowering **relations and joint work of the Navarre resident population**, regardless of their origins and diverse cultural belongings, all this, from the approach of the specific situations that favour equality between men and women.





Strategic assets involved

Strategy is to be understood as: *a) a series or sequence of decisions, steps and activities that, b) based on the diagnosis of a certain baseline situation that needs to improve, c) are adopted in a certain direction and with a given purpose.*

A Strategy must have, and consist of, **Strategic Assets**. These are not rigid stages that once covered are left behind, moving on to the next, but are moments in a cyclical, dialogical and spiral development, affecting each of the Priority Lines.

Strategic Assets **are central and articulating elements** on which the Strategy pivots, **they are broad, cross-disciplinary in nature, specifying Priority Lines of Action, Specific goals, concrete Measures and options and proposals**. Their role is to provide the entire Strategy with an Organisational Structure that allows direct impact on the elements proposed as essential to achieve the ultimate purpose: **consolidate, expand and improve Intercultural Harmony in Navarra.**

Six Strategic Assets are listed below.

ASSET 1
Institutional, technical and social communication
ASSET 2
Building and organising effective partnerships
ASSET 3
Development, expansion and new resources
ASSET 4
Constant adaptation and adjustment
ASSET 5
Education and training
ASSET 6
Research, development and innovation



ASSET I. Institutional, technical and social communication

To involve the whole of the Regional Community of Navarre in the Strategy at all times and throughout the process, informing, raising awareness and encouraging the various sectors to work together. This Communication needs to be implemented from the beginning of the Strategy, and apply it in each line, goal, measure, governance and form of participation, transferring the information to all stakeholders, especially those most involved. Inclusive and egalitarian communication not associated with gender roles will be developed at all times.

ASSET II. Building and organising effective partnerships

As a second focus, this involves consolidating or continuing to consolidate all the positive and pre-existing elements, which implies having the means for their maintenance and sustainability, as well as any adjustments for improvement to be made as soon as possible.

Specific aspects of this second asset are: (a) the recognition of those who work together, (b) the making public of the link to the Strategy of each resource or device, and their contribution to it, (c) the establishment of the new governance and coordination at various levels, and (d) the provision of the required resources and means.

ASSET III. Development, expansion and new resources

In addition to the above, new programmes, projects and initiatives must be introduced and new entities and collaborations incorporated into the Strategy.

Specific contents of this second asset are: a) incorporation of the proposals made in the process of diagnosis and formulation of the Strategy, b) incorporation of new proposals that are formulated in the implementation of the Strategy in the following years, and c) use of national and international calls for all the above and for other innovations.



ASSET IV. Constant adaptation and adjustment

Each year necessary adjustments need to be made to such *corpus* (programmes, alliances, platforms, etc.) such that it is perfected, adapted or adjusted to the new challenges that arise and to the changing environment, not only of the Regional Community of Navarre itself, but also nationally and internationally.

Specific elements of this fourth asset are: (a) successive improvements in coordination; and (b) improved protocols and procedures for action.

ASSET V. Education and training

It aims to provide institutions and social stakeholders, and throughout the process of implementation of the Strategy, spaces and means for cooperative learning of the knowledge, skills and tools necessary for the contribution of each stakeholder.

Such assets, moments or emphasis all require support for the training process. Two examples: to achieve success in the *building and organisation of effective partnerships* (Asset II) initial training actions are required, a key aspect indicated in the Participatory Diagnosis; likewise, constant adaptation and adjustment (Asset IV) requires retraining.

ASSET VI. Research, development and innovation

Another strategic asset is applied knowledge, detailed monitoring and participatory evaluation.

This implies having in the Strategy elements such as: a) a participatory action research (PAR) methodology that is known by the most involved nuclei, who contribute and receive; b) a system of information, documentation and feedback of the progress of the Strategy; and c) a transparent monitoring and evaluation protocol.



Priority lines, specific goals, measures, proposals and indicators contained in the Strategy

The **Priority Lines of Action** establish how the key elements to be work on are **prioritised** to improve the baseline situation and achieve the desired changes. Each of them (five in all) contains **2 specific goals with their respective outcome indicators (34)** that will help to measure the evolution of Strategy implementation. Finally, each goal (10) contains **2 or 3 specific measures (21 overall)** and 92 proposals.

Proposed Priority Lines of Action are based on the **Participatory Diagnosis** that has been carried out, while being formulated **under the Conceptual Approach and Dimensions of Intercultural Harmony** widely developed and with evidence of good results and impacts in their application (relational, normative, axiological, participatory, communicational, conflictual, attitudinal, identity, political).

PRIORITY LINES OF ACTION

1
Promoting intercultural communities for global citizenship
2
Generating a positive vision and appreciation of cultural diversity that promotes shared values and facilitates communication
3
Developing the prevention and peaceful regulation of conflicts
4
Promoting the commitment of authorities and institutions to adapt to the management and promotion of the cultural diversity of Navarre
5
Promoting the commitment of authorities and institutions to adapt to the management and promotion of the cultural diversity of Navarre

Each of the Priority Lines of Action is designed to respond to the two general goals, emphasising the importance of the interaction between all the people of culturally diverse backgrounds





present in Navarra (goal 1), and, on the other hand, the goal of full inclusion based on equality of rights, duties and opportunities (goal 2).

The Intercultural Harmony Strategy of Navarra seeks to provide a roadmap that promotes the participation and involvement of administrations, social stakeholders and citizens in general, in favour of assuming sociocultural diversity as a positive element that enriches the territories, enhancing the interrelationships between all people and focusing all those aspects, resources and talents that improve the common good. In this participatory process, the priority lines draw five different paths but interconnected in a systematic way, with the aim, at the end of period 2021-2026, of getting results and evidence of the progress made towards an intercultural society, where the peaceful

regulation of differences and conflicts is a reality, as well as the expression and interaction between the different cultures present in Navarra.

The definition of these lines has attempted to bring together the numerous proposals contributed by the people involved in the process of executing the diagnosis, as well as in the laboratories developed in order to provide specific proposals for the design of the Strategy itself. Although the implementation of each of them is proposed with determination and certainty, flexibility must be the basis as a necessary premise, which will allow us to include new options and proposals or reformulate some of those already explained.



Measures, scheduling and budget allocation

The following tables summarise the operationalisation of the 21 specific measures contained in the 5 priority lines of action, providing information on the implementation period and budget allocation.

The first table shows the measures according to the lines and the specific goals with the outcome indicators to measure their achievement. In addition, for each measure, the stakeholders involved in its implementation, the schedule and the budget allocated are detailed.

In the second table, the budgetary allocation of the measures for each priority line is broken down by year.

Summary Table 1. Priority lines of action, specific goals, indicators and measures

LP.1. Promoting intercultural communities for global citizenship				
OE.1.1.		Indicators		
OE.1.1.	Strengthening the procedures, contents and collaborative management of the calls for grants for the promotion of Intercultural Harmony.	<ul style="list-style-type: none"> • Changes and improvements made in the management of calls for grants. • Studies and reports on the adequacy of the projects presented to the established conceptual framework and measurement of their impact on Intercultural Harmony. • Number of projects submitted that specifically address the field of youth and families. • Measures applied for the development of the gender perspective in the actions carried out. 		
	Measure	Agency or Agencies involved	Scheduling	Budget
1.1.1.	Study and review of the call for grants, and adaptation to the conceptual approach and priorities established by the Intercultural Harmony Strategy, especially promoting the areas of youth and families.	Department of Immigration Policy and Justice (DGPM)	2022-2026	2,210,000 €
1.1.2.	Provision of technical and methodological tools that allow working collaboratively from the same conceptual approach and with shared goals, promoting the richness and exchange of methodologies and social innovation.	Department of Immigration Policy and Justice (DGPM)	2022-2026	Own staff resources





LP.1. Promoting intercultural communities for global citizenship

OE.1.2.	<p>Promoting the positive management of diversity in towns, neighbourhoods, schools, health centres and public spaces, as well as the generation of spaces (commercial, associations, leisure,...) where the different socio-cultural segments of Navarra citizenship can meet, including in it all the approach of gender (gender-disaggregated data, analysis, inclusive language, balanced participation of women and men...).</p>	Indicators	<ul style="list-style-type: none"> • Actions developed to promote a Network of Technical Experts for Intercultural Harmony and combating Racism and Xenophobia (TCIR). • Projects that develop actions for the promotion of neighbourhood relations. • Projects or activities that use culture as an opportunity to promote the positive appreciation of cultural diversity. Initiatives that use sport as a means to promote the participation of citizens of diverse cultural backgrounds. • Measures applied for the development of the gender perspective in the actions carried out.
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	Measure	Agency or Agencies involved	Scheduling	Budget
1.2.1	Technical experts for Intercultural Harmony and Combating Racism and Xenophobia (TCIR).	Department of Immigration Policy and Justice (DGPM) Navarra Federation of Municipalities and Councils (FNMC)	2022-2026	1,932,000 €
1.2.2.	Promoting neighbourhood socialisation spaces and interaction with and among people of diverse cultural backgrounds.	Department of Immigration Policy and Justice (DGPM) Department of Presidency, Equality, Civil Service and Home Affairs (D. G. for the Interior). Navarra Institute of Youth Navarra Federation of Municipalities and Councils (FNMC) Department of Social Rights Department of Culture and Sport Department of Education Department of Citizen Relations (D. G. of Peace, Coexistence and Human Rights)	2022-2026	75,000 €



LP.2. Generating a positive vision and appreciation of cultural diversity that promotes shared values and facilitates communication

OE.2.1	<p>Encouraging processes that allow a positive vision of cultural diversity.</p>	Indicators	<ul style="list-style-type: none"> • Research processes developed or published. • Elaboration of informative publications on migrations, coexistence, interculturality, etc. • Actions developed from Education to Development as an element that contributes to the improvement of Intercultural Harmony in Navarra. • Measures applied for the development of the gender perspective in the actions carried out.
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Measure		Agency or Agencies involved	Scheduling	Budget
2.1.1	<p>Creation of a Study Unit and Laboratory of Initiatives for further analysis of the conceptual and operational elements that affect the local impact of migration, encouraging the promotion of Intercultural Harmony.</p>	<p>Department of Immigration Policy and Justice (DGPM)</p> <p>Department of Social Rights (Social Reality Observatory)</p> <p>Department of University, Innovation and Digital Transformation (D. G. of Universities: UPNA)</p>	2022-2026	169,000 €
2.1.2.	<p>Promotion of Education for Development in order to promote the knowledge, skills, values and attitudes necessary to encourage the commitment of citizens to the construction of a more just, peaceful, tolerant, inclusive, sustainable and safe world.</p>	<p>Department of Social Rights (D. G. of Social Protection and Development Cooperation)</p>	<p>Annual: Awareness-Raising and Education for Non-Formal Development</p> <p>Multiannual: Education for Formal Development</p>	250,000 €





LP.2. Generating a positive vision and appreciation of cultural diversity that promotes shared values and facilitates communication

OE.2.2		Indicators			
Measure			Agency or Agencies involved	Scheduling	Budget
2.2.1	Promoting positive communication about the sociocultural diversity existing in Navarra by stimulating the common feeling of belonging, as well as its inclusive and non-sexist character.	<ul style="list-style-type: none"> Number of campaigns carried out and participants. Featuring in the media and social networks of the campaigns "Navarra de Colores-Navarroa Koloretan" and other actions of positive promotion of cultural diversity. Number of identified Community Assets working towards Intercultural Harmony. Measures applied for the development of the gender perspective in the actions carried out. 			
2.2.1	Promotion of Awareness Campaigns for the enhancement of social and cultural diversity, taking into account the gender perspective.	Department of Immigration Policy and Justice (DGPM) Citizen Relations (D. G. of Peace, Coexistence and Human Rights) Department of Social Rights	2022-2026	442,000 €	
2.2.2.	Creation of a Navarra Network of Community Assets promoting Intercultural Harmony in educational, health, cultural centres, public spaces, etc.	Department of Immigration Policy and Justice (DGPM) Citizen Relations (D. G. of Peace, Coexistence and Human Rights)	2023-2026	Resources from measures 1.1.1 and 1.2.1 and own resources from Local Entities.	

LP.3. Developing the prevention and peaceful regulation of conflicts

LP.3. Developing the prevention and peaceful regulation of conflicts				
Measure	Agency or Agencies involved	Scheduling	Budget	Indicators
<p>OE.3.1.</p> <p>Strengthening and furthering protocols and methodologies that allow the prevention, regulation and peaceful resolution of tensions and conflicts related to migration processes and sociocultural diversification.</p>				<ul style="list-style-type: none"> • Improvements made in the Intercultural Community Mediation Service. • Actions carried out in the fields: education, health, housing / neighbourhood, social services. • Number of mediation procedures or protocols developed in specific areas. • Measures applied for the development of the gender perspective in the actions carried out.
<p>3.1.1.</p> <p>Strengthening of the Intercultural Community Mediation Service towards community work and, in particular, on conflict prevention and management.</p>	<p>Department of Immigration Policy and Justice (DGPM)</p> <p>Department of Social Rights</p>	2022-2026	1,770,617 €	
<p>3.1.2</p> <p>Promotion of the prevention and regulation of conflicts in the fields of employment, education, health, social services, sports and housing/neighbourhood.</p>	<p>Department of Immigration Policy and Justice (DGPM)</p> <p>Department of Education</p> <p>Department of Health</p> <p>Department of Social Rights</p> <p>Department of spatial planning, housing, landscape and strategic projects.</p> <p>Navarra Federation of Municipalities and Councils (FNMC)</p> <p>Department of Culture and Sport</p>	2022-2026	133,133 €	



LP.3. Developing the prevention and peaceful regulation of conflicts

OE.3.2.	Indicators	<ul style="list-style-type: none"> • Spaces and training and citizen training actions to advance towards a real equality of the rights and duties of all citizens. • Provision of knowledge that allows the population of diverse cultural origin to become familiar with the administrative system, procedures, etc. • Number of participants in training actions. • Publications on conflict prevention and management tools in multicultural contexts. • Measures applied for the development of the gender perspective in the actions carried out.
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Measure	Agency or Agencies involved	Scheduling	Budget
3.2.1	<p>Design and implementation of a Citizen Education and Training Programme on rights and duties, gender equality and principles of interculturalism.</p>	<p>Department of the Presidency, Equality, Civil Service and Home Affairs (Regional Police. Directorate-General for the Interior).</p> <p>Department of Education</p> <p>Department of University, Innovation and Digital Transformation (D. G.</p> <p>Navarra Federation of Municipalities and Councils (FNMC)</p> <p>Department of Immigration Policy and Justice (DGPM)</p>	<p>2022-2026.</p> <p>Own staff resources from the Departments of Migration Policy and Justice, Department of Presidency, Equality, Public Service and Interior and Department of Education and budget from measure 1.2.1, own resources of Local Entities and resources of the Unesco Chair.</p>
3.2.2.	<p>Preparation, dissemination and updating of Guidelines for the Mediation of Conflicts in circumstances involving different sociocultural elements, developing the gender perspective and using inclusive language.</p>	<p>Department of Immigration Policy and Justice (DGPM)</p> <p>Department of Social Rights</p>	<p>2024-2026</p> <p>10,000 €</p>



LP.4. Promoting the commitment of authorities and institutions to adapt to the management and promotion of the cultural diversity of Navarra

OE.4.1.	Indicators	<p>Promoting Intercultural Harmony as a priority element in the Public Policy agenda of Navarra, emphasising the development of the gender approach.</p>	<ul style="list-style-type: none"> • Development of actions from the Intercultural Harmony Section. • Activities to support other departments for the incorporation of the harmony and interculturality approach to certain public policies. • Number of agreements with local entities. • Number of initiatives promoted by Agreements with local entities. • Measures applied for the development of the gender perspective in the actions carried out.
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Measure		Agency or Agencies involved	Scheduling	Budget
4.1.1.	Development of an Intercultural Harmony Section as an institutional space promoting the positive management of cultural diversity in Navarra.	Department of Immigration Policy and Justice (DGPM)	2023-2026	Department of Immigration Policy and Justice own staff resources.
4.1.2.	Establishment of Agreements with Local Entities for the promotion of Intercultural Harmony.	Department of Immigration Policy and Justice (DGPM) Navarra Federation of Municipalities and Councils (FNMC)	2022-2026	Department of Migration Policy Own staff resources and from measure 1.2.1.



LP.4. Promoting the commitment of authorities and institutions to adapt to the management and promotion of the cultural diversity of Navarra				
Measure		Agency or Agencies involved	Scheduling	Budget
OE.4.2.	Facilitating institutional, social and technical instruments that allow the positive management of cultural diversity and the promotion of Intercultural Harmony.	Indicators	<ul style="list-style-type: none"> • Services provided in a unified way through the citizen customer service. • Actions carried out for the creation of a Global Training Plan. • Number of training actions developed. • Measures applied for the development of the gender perspective in the actions carried out. 	
4.2.1.	Promotion of an Advisory Unit for the Promotion of Intercultural Harmony.	Department of Immigration Policy and Justice (DGPM)	2023-2026	20,000 €
4.2.2.	Development of a comprehensive and stable Training Plan on positive management of cultural diversity and promotion of Intercultural Harmony.	Department of Immigration Policy and Justice (DGPM) Department of University, Innovation and Digital Transformation (D. G. of Universities. UPNA) Citizen Relations (D. G. of Peace, Coexistence and Human Rights)	2022-2026 UPNA: 2022-2023	104,000 €



LP.5. Encouraging social promotion to boost Intercultural Harmony, focusing on the specific participation of ethnocultural minorities or diverse citizenship

OE.5.1.	Indicators	<p>Promoting initiatives that favour social participation in Intercultural Harmony, especially of migrants or people of diverse cultural origin.</p> <ul style="list-style-type: none"> • Sessions of the Forum of Migrants, partnership locations and spaces. • Specific actions developed to promote the participation and leadership of migrant women. • Actions developed to strengthen the association of migrants. • Degree of cooperation of indigenous people with migrant associations. • Presence and cooperation of foreign professionals in the set of activities aimed at Intercultural Harmony. • Measures applied for the development of the gender perspective in the actions carried out.
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	Measure	Agency or Agencies involved	Scheduling	Budget
5.1.1.	Strengthening and promoting the Forum of Migrants as a space for participation, consultation and promotion of innovative ideas for the promotion of Intercultural Harmony.	Department of Immigration Policy and Justice (DGPM)	2022-2026	25,000 €
5.1.2.	Support for training initiatives or specific actions aimed at strengthening the leadership of migrant women in social, cultural, sports initiatives, etc.	Department of Presidency, Equality, Civil Service and Home Affairs (INAI) Department of Immigration Policy and Justice (DGPM)	2022-2026	25,000 €
5.1.3.	Promotion of support routes for the boosting of associationism of people with diverse cultural identity.	Department of Immigration Policy and Justice (DGPM)	2022-2026	25,000 €





LP.5. Encouraging social promotion to boost Intercultural Harmony, focusing on the specific participation of ethnocultural minorities or diverse citizenship				
OE.5.2.	Indicators	<p>Creating tools that facilitate the participation of culturally diverse citizens, with a gender focus.</p> <ul style="list-style-type: none"> • Applications of innovative methodologies for the promotion of Intercultural Harmony. • Number of associations of migrants and assets in Intercultural Harmony identified. • Evaluations or systematisations of applied methodologies that show good results. • Measures applied for the development of the gender perspective in the actions carried out. 		
Measure		Agency or Agencies involved	Scheduling	Budget
5.2.1.	Promotion of intercultural exchange, experiences and good practices, meetings in equality, using the methodology of learning and service or others that can serve to achieve interaction between people of diverse cultural origins.	Department of Immigration Policy and Justice (DGPM) Department of University, Innovation and Digital Transformation (General Directorate of Universities) Department of Education Department of Presidency, Equality, Civil Service and Home Affairs (INJ)	2022-2026	34,000 €
5.2.2.	Preparation of Resource and Asset Guides on migrant associations, resources for the promotion of interculturality, etc., with a gender focus and inclusive language.	Department of Immigration Policy and Justice (DGPM) Navarra Federation of Municipalities and Councils (FNMC)	2023-2026	15,000 €

Summary Table 2. Measures and annual budget allocation

L.P.1. Promoting intercultural communities for global citizenship						
Specific measure		2022	2023	2024	2025	2026
1.1.1.	Study and review of the call for grants.	425,000 €	435,000 €	450,000	450,000	450,000
1.1.2.	Provision of technical and methodological tools that allow working collaboratively from the same conceptual approach.	Own staff resources	Own staff resources	Own staff resources	Own staff resources	Own staff resources
1.2.1.	Technical experts for Intercultural Harmony and Combating Racism and Xenophobia (TCIR).	332,000 € Navarra Federation of Municipalities and Councils Own Staff Resources.	400,000 € Navarra Federation of Municipalities and Councils Own Staff Resources.	400,000 € Own Staff Resources Navarra Federation of Municipalities and Councils	400,000 € Own Staff Resources Navarra Federation of Municipalities and Councils	400,000 € Own Staff Resources Navarra Federation of Municipalities and Councils
1.2.2.	Promoting neighbourhood socialisation spaces and interaction	15,000 € Navarra Federation of Municipalities and Councils and Departments Own staff resources.	15,000 € Navarra Federation of Municipalities and Councils and Departments Own staff resources.	15,000 € Navarra Federation of Municipalities and Councils and Departments Own staff resources.	15,000 € Navarra Federation of Municipalities and Councils and Departments Own staff resources.	15,000 € Navarra Federation of Municipalities and Councils and Departments Own staff resources.



L.P.2. Generating a positive vision and appreciation of cultural diversity that promotes shared values and facilitates communication						
Specific measure		2022	2023	2024	2025	2026
2.1.1	Creation of a Study Unit and Laboratory of Initiatives	21,000 € Departments Own staff resources.	37,000 € Departments Own staff resources.	37,000 € Departments Own staff resources.	37,000 € Departments Own staff resources.	37,000 € Departments Own staff resources.
2.1.2.	Promoting Education for Development.	250,000 €	To be determined according to annual budget Department of Social Rights			
2.2.1	Promotion of Awareness Campaigns highlighting social and cultural diversity.	82,000 €	90,000 €	90,000 €	90,000 €	90,000 €
2.2.2.	Creation of the Navarra Network of Community Assets promoting Intercultural Harmony	Resources from measures 1.1.1 and 1.2.1 and own resources from Local Entities.				



L.P.3. Developing the prevention and peaceful regulation of conflicts						
Specific measure		2022	2023	2024	2025	2026
3.1.1.	Strengthening the Intercultural Community Mediation Service	329,212 €	345,487	365,306	365,306	365,306
3.1.2	Promotion of conflict prevention and regulation	Resources from measures 1.2.1 and 3.1.1. 133,133 € Department of Education. Own staff resources of the Departments of Migration Policies and Justice, Health, Social Rights, Department of spatial planning, housing, landscape and strategic projects and Department of Culture and Sport and of the Navarra Federation of Municipalities and Councils.				
3.2.1	Design and implementation of a Citizen Education and Training Program	Own staff resources from the Departments of Migration Policy and Justice, Department of Presidency, Equality, Public Service and Interior and Department of Education and budget from measure 1.2.1, own resources of Local Entities and resources of the Unesco Chair.				
3.2.2.	Development, dissemination and updating of Conflict Mediation Guidelines			10,000 € Own staff resources	Own staff resources	Own staff resources



L.P.4. Promoting the commitment of authorities and institutions to adapt to the management and promotion of the cultural diversity of Navarra						
Specific measure		2022	2023	2024	2025	2026
4.1.1.	Development of an Intercultural Harmony Section		Department of Immigration Policy and Justice own staff resources.			
4.1.2.	Establishment of Agreements with Local Entities	Department of Migration Policy Own staff resources and from measure 1.2.1.				
4.2.1.	Advisory Unit for the Promotion of Intercultural Harmony.		Department of Immigration Policy and Justice Own staff resources, € 5,000 per year	Department of Immigration Policy and Justice Own staff resources, € 5,000 per year	Department of Immigration Policy and Justice Own staff resources, € 5,000 per year	Department of Immigration Policy and Justice Own staff resources, € 5,000 per year
4.2.2.	Training Plan for managing cultural diversity and promoting Harmony	Own staff resources and € 4,000 from Unesco Chair	25,000 €	25,000 €	25,000 €	25,000 €

L.P.5. Encouraging social promotion to boost Intercultural Harmony, focusing on the specific participation of ethnocultural minorities or diverse citizenship						
Specific measure		2022	2023	2024	2025	2026
5.1.1.	Strengthening and promoting the Migrant Forum	5,000 €	5,000 €	5,000 €	5,000 €	5,000 €
5.1.2.	Support for training initiatives for migrant women	€ 5,000 and INAI own staff resources	€ 5,000 and INAI own staff resources	€ 5,000 and INAI own staff resources	€ 5,000 and INAI own staff resources	€ 5,000 and INAI own staff resources
5.1.3.	Support routes for the promotion of associationism	5,000 €	5,000 €	5,000 €	5,000 €	5,000 €
5.2.1.	Promotion of intercultural exchange, experiences and good practices, meetings in equality, using the methodology of learning and service to achieve interaction.	34,000 €, resources from Programa Ruiseñor (UPNA) and own resources and programmes from the Department of Education	Department of Immigration Policy and Justice Own staff resources, resources from Programa Ruiseñor (UPNA) and own resources and programmes from the Department of Education			
5.2.2.	Development of Resource and Assets Guidelines, migrant associations, resources, etc.		15,000 €	Own staff resources.	Own staff resources.	Own staff resources.
TOTAL BUDGET		1,640,345 €	1,515,620 €	1,545,439 €	1,535,439 €	1,535,439 €



How the development of governance is approached

Navarra society, now and in the future, will depend on the generation of processes of renewal, revitalisation and construction of a common project including all its components. The sociocultural diversification of the population is an inescapable reality that, well managed, will contribute positively on the way towards an adequate social and economic transformation, and self-affirmation as a population and community.

In this ideal of transformation, it is necessary to address the local impact of migration and to make the most of the opportunities it offers, starting from the development of participatory processes that deepen in democratic values, with a clear reference to Human Rights. Activating collective intelligence and technical and citizen innovation to adapt administrations, organisations and the social structure of communities to the new times.

The Government of Navarre is committed to turning the challenge of sociocultural diversification of society into an opportunity for the construction of public policies with a clear strategic vision. This will require delving into the systemic and transversal work, involving municipalities, civil society organisations, universities, companies, professionals from different fields; as well as an intense internal effort between the different departments that make up the Regional administration, to ensure proximity, efficiency and transversality in the achievement of:

- (a) Appropriate welcoming, from the rights perspective, for anyone who for different reasons comes to the Regional Community of Navarre.
- (b) A determined fight against all forms of racism and xenophobia or any other form of discrimination.



(c) The determination to build an authentic and demanding Intercultural Harmony.

(d) Developing all this from an intercultural perspective and with a gender focus.

The Department of Migration Policy and Justice, through the Directorate-General for Migration Policy, has the institutional will to promote a single process of Intercultural Governance, encouraging participation based on the idea of an open government. It seeks to promote such unified governance as a central element of the changes and transformations required in order to jointly go forward in the Sustainable Development Goals. And with the will to contribute from the reality represented by migratory processes to the common and general good of the whole society.

To this end, the *Reception Plan for Migrants from Navarra 2021-2026*, the *Plan to Combat Racism and Xenophobia 2021-2026* as well as the *Intercultural Harmony Strategy 2021-2026*, form a single process of action, a single participatory trajectory of change and transformation towards an intercultural society.

To do this, a methodology is defined that allows to effectively implement the complex process of participation that involves both the internal work, within the Regional administration, and that which must be done with all the social stakeholders. The development of a Participatory and Intercultural Governance has the following objectives:

An **Open Government** facilitating the involvement of diverse citizens in public decisions.

Municipal leading role, through the institutional strengthening of the municipalities in favour of the management of the cultural diversity present in the territories and local communities.

Promoting the organised civil society, as a fundamental asset of social capital creation, in which the diversity of cultural origins of the population enriches the collective heritage.

The **dialogue with other public and private institutions** that structure Navarra society as builders of the future of the Regional Community and a necessary part of its socio-economic development.

Elements enabling monitoring and evaluation

As stated in the previous section, the implementation of the Strategy will be carried out systematically through annual operational programmes where the specific actions to be carried out during that period will be listed, thus progressively fulfilling the goals and measures set forth therein.

For the different stakeholders involved in the governance of this Strategy to maintain control over its development, the annual operational programmes will incorporate instruments and processes for the systematic collection of both quantitative and qualitative information. Thus the fulfilment of the committed actions and their results will be disclosed and will provide greater cohesion to the Strategy, while the adjustments that are considered necessary may be incorporated for the next annuity.

The deployment of the actions of each annual programme will be analysed and evaluated from an intercultural and gender perspective in the different spaces that make up governance and will be collected in an annual monitoring report. Annual operational programmes shall incorporate performance and outcome indicators for each action to be carried out.

This follow-up process structures a continuous monitoring that is complemented by the assessment spaces.

In this regard, the evaluation of the Strategy is proposed with an approach of continuous and summative evaluation, with two specific moments of evaluation: an intermediate evaluation halfway through the implementation of the Strategy, and a final evaluation at the end. Both will be quantitative (determining the actions executed with respect to those initially planned and degree of execution) and qualitative (giving account of the



more qualitative aspects that will allow to identify the areas of intervention and areas of improvement for future plans).

The final evaluation of the Strategy will also measure, from an intercultural and gender perspective, the social impact that the implementation of the first Intercultural Harmony Strategy of Navarra has entailed in the short and medium term, taking into account the SDGs of the 2030 Agenda linked to its development.

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