



**Mission Statement
Immigration and Integration in Münster**

Mission Statement:
“Immigration and Integration in Münster”

Lead body: Coordination Office for Immigration and Intercultural Affairs in collaboration with the Foreign Residents Representation Committee of the City of Münster

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1 Introduction

Of the around 82 million people living in Germany, 15.3 million have an immigrant background. That is equivalent to 19 percent of the total population, whereby 10 percent of these people hold a German passport. These figures clearly show that Germany has become an immigration society, which therefore requires management. Also in view of the demographic changes and the growing international competition between countries and business locations, it is essential that the people with an immigration background who are living in this country should also be actively and productively involved in the social life of the country. Consequently, the creation of an "Integration Ministry" in the State of North Rhine-Westphalia (NRW), the passing of the Immigration Act in the year 2005 and the presentation of the National Integration Plan in July 2007 constitute three concrete steps in this direction.

The National Integration Plan (NIP), in particular, highlights the importance of the municipalities for the integration process as being the place where integration actually takes place on a day-to-day basis, and recommends the development of overall strategies by the local authorities that take account of specific local requirements (see NIP Summarized Version, page 11). With the Mission Statement presented here, the City of Münster which, as the "City of the Peace of Westphalia", has always viewed the preservation of the social peace as a matter of overriding importance, is now also taking up this recommendation.

The aspiration of ensuring integration and social balance within the city's society was already formulated in the year 2004 in the "Integrated Municipal Development and City Marketing Concept" (abbreviated "ISM"). Both the ISM and the Agenda 21 process as well as the conference on "Immigration in Münster – Living with People with Foreign Roots", which was held in late 2005 under the aegis of the Foreign Residents Representation Committee ("Ausländerbeirat") of the City of Münster, served as a basis in the development of the "Mission Statement: Immigration and Integration in Münster".

In order – in the light of national developments – to move this action and planning philosophy forward, the Mayor of Münster resolved in connection with the "Immigration Act" project conference that a mission statement should be drafted for use within the administration. This mission statement particularly reflects the aspiration of Münster to be and to be seen as a "City of Sciences and Quality of Life".

Based on the principles of "everyday acceptance" and "equal opportunities for ALL", the aim is to make Münster an open, outward-looking city where respect for human rights and preservation of the social peace have top priority, and in this way ensure that it remains a place that is eminently liveable for all its inhabitants. The principle of "tolerance through dialogue" constituted a key factor in this process, with integration seen as an across-the-board task for the city's society as a whole. Given this requirement, it was necessary to draft an overall municipal concept for integration that covers all aspects of society – from urban development planning and education, the labour market, social aspects, housing and the chance to live a safe, secure and self-determined life, all the way through to leisure activities – that provides an orientation framework for everyone involved, and that has binding effect. It can therefore serve as the basis for integration and help to guide and optimize it more effectively. A further goal of a mission statement of this kind is to firmly anchor the integration ideal within the city's society in future as something to be taken for granted.

Within the municipal administration, lead responsibility for development of the "Mission Statement: Immigration and Integration in Münster" was entrusted to the Office for the Coordination of Ethnic German Repatriate, Asylum Seeker and Refugee Affairs. However, the experience and objectives of many municipal departments and institutions have also been incorporated. Additionally, from an early stage, use was made of the expertise and competence of the Foreign Residents Representation Committee, which has consistently provided impulses and has played a key role in the drafting of the mission statement. Finally, the headline goals were formulated in consultation with all parties involved in this area

– among them the religious communities, the housing societies, clubs and societies, including immigrant self-organization groups, representatives of the political parties, non-government welfare organizations, the police, the Münster senior citizens representation body, refugee organizations – as well as the city’s citizens.¹

We hope that the “Mission Statement: Immigration and Integration in Münster” will serve not only as a guideline for the activities of the administration and for co-existence within the city’s society, but will also acquire a function as a role model that goes beyond that!

2 Definitions: Immigrants, People with an Immigrant Background

A factor of key importance in steering and managing integration activities in actual practice is precise definition of the target persons and target groups and observation of the numerical (quantitative) changes in the various groups of people concerned.

The legal status is decisive, for example, for entitlement to integration-promotion measures. However, the City of Münster has agreed, through the top level of the administration and the local politicians, to allow people to participate in integration measures regardless of the duration of their residence or their status. The thinking behind this is that in practical real life, the exclusion of certain groups of people ultimately leads to problems of inequality of opportunity and hence to social problems, and it is therefore preferable to avoid this right from the start.

In general, people with an immigration background include those who have experienced immigration at first hand and their descendants down to the second generation. Some of the terms used are defined in the following classification scheme.

The group of people with an immigration background include:

- “All persons holding the citizenship of another country, irrespective of whether they were born in another country or in Germany.
- Ethnic German repatriates and their descendants: Ethnic German repatriates, most of whom today originate from successor states of the former Soviet Union and are German as defined in Art. 116 (1) of the German Basic Law (Constitution), are regarded both in public perception and administrative practice as one immigrant group among others. This is understandable, as their immigration situation and integration problems are basically no different from those of non-German immigrants. As the residents register does not include any statement of repatriate status, ethnic German repatriates are identified on the basis of certain indicators.
- Naturalized foreigners: The immigration background remains, even after an individual has adopted German citizenship. However, ‘former nationality’ is not one of the data items recorded in the residents register. Nevertheless, to enable an estimate of numbers to be made, all Germans with a foreign country of birth are classified as “naturalized”. This means certain inaccuracies, but these simply have to be accepted (e.g. in the case of Germans who happened to be born in another country, as well as naturalized foreigners who were actually born in Germany).

¹ The Mission Statement development process was moderated, prepared and followed up and editorially assisted by Prof. Dr. Paul Reuber, with the assistance of Shadia Hussein, Dipl.Geogr., and Verena Jörg, Dipl.-Geogr., of the Geographical Institute of Münster University.

- Children of immigrant parents: As the conventions of the country of origin continue to set their stamp on the following generations, all children of immigrants (whether foreigners, ethnic German repatriates or naturalized Germans) are also classified as belonging to the group of people with an immigration background. It now also includes the children born to foreign parents since the beginning of the year 2000 who hold German citizenship by virtue of the "ius soli". On the other hand, children of bi-national marriages in which one of the parents does not have an immigration background are not included in the category as in these cases, the culture of the country of origin can no longer be assumed to have a predominant influence." (Wiesbaden Classification Scheme. Status: 31.12.2003. Source: Office for Elections, Statistics and City Research – Estimation Process based on the Residents Register)

As a rule, there is a considerable difference in numbers between the "foreigners" and the "people with an immigration background" living in any local authority area.

3 Understanding of Integration

Münster's image of itself as the "City of the Peace of Westphalia" and as a "City of Sciences and Quality of Life" already includes an implication that the integration of people with an immigration background is a matter of high priority. Integration means the right to share equally in all the various part-systems that make up a society. New immigrants and people with an immigrant background who are already settled here should have the possibility to participate in the economic, social, cultural and political life of the city with the same right as everyone else, without being required to give up the heterogeneous customs and traditions they have brought with them. At the same time, though, especially the different situations and needs of women and men should be addressed and taken into account. Integration is seen as a process of mutual interaction between the incomers and the resident population, and as a task for society as a whole. Integration "cannot be ordained [...] [and] it calls for effort on the part of all parties, i.e. the state and society, which is made of people with and without an immigrant background" (NIP Summarized Version, page 1). On this understanding, integration is not a fixed status, but a constantly ongoing process of negotiation between the new arrivals and the already resident; so the basis of this process is constantly changing. This calls for openness, respect for and recognition of different ways of life. The prerequisite for a successful integration process is willingness on the part of the resident population to create the conditions that make it possible for new arrivals to gain a foothold in Münster. At the same time, the new arrivals themselves are expected to utilize these opportunities and contribute to the life of the society to the best of their ability. The goal is to perceive people not in terms of their origin but in terms of their individual potential. Accordingly, the vision of the City of Münster is to create a climate in which many different life styles – including those which are new and unfamiliar – have their rightful place and are duly supported.

According to Hartmut Esser², the social integration process can be broken down into four different dimensions, and the City of Münster also sees it this way:

- "Culturation" describes the knowledge and skills needed to be able to participate in social life. This means learning both the German language as well as certain rules

² cf. Esser, H. (1980): Aspekte der Wanderungssoziologie. Assimilation und Integration von Wanderern, ethnischen Gruppen und Minderheiten eine handlungstheoretische Analyse. Darmstadt. Esser, H. (2001): Integration und das Problem der multikulturellen Gesellschaft. In: Mehrländer, U. / Schultze, G. (ed.): Einwanderungsland Deutschland.

and behaviours, the lack of which renders dealings and communication with the resident population difficult.

- “Placement” means the equal right of access to social positions in crucial social areas, such as the housing market, education, the labour market and the legal system.
- “Interaction” describes the participation in social life. This may find expression, for instance, in the building of (inter-ethnic) social relationships, the membership of clubs or societies, or marriage across ethnic boundaries.
- “Identification” means the establishment of mental and emotional ties of the people with an immigrant background to their adoptive new society.

4 Principles

Integration requires a constant process of understanding and negotiation about the rules for co-existence within a community. The foundation is the German Basic Law, with its recognition of human rights, a regime of democracy and liberty, and equality of the sexes. The other rules for co-existence, however, have to be regularly renegotiated in a process of constant dialogue. This means that the structures of the adopting society must allow for the possibility of change.

Some of the essential prerequisites for integration are, on the one side, acceptance of the incomers by the adopting society and determined opposition to discrimination and racism. On the other, though, the immigrants themselves must be prepared to engage in life in their new society.

The sociocultural diversity of the community must be recognized by all inhabitants. This also means making allowance for the heterogeneity, and hence the different needs, both within the adopting society and on the part of the immigrants. The focus here is on the individual.

In keeping with the potential-based approach, the starting point for their integration is not their putative deficits. Rather, the focus must be on the individuals’ specific gifts, abilities and commitment. It is essential for these to be recognized and fostered, and utilized for the benefit of the further development of society.

Integration is a task for society as a whole. An active civil society, in which people assume responsibility and show initiative, is just as important as the involvement of the state. Integration is therefore also an across-the-board task for all sections of society and all levels of politics. While the legal framework for immigration policy is set by the central government and the federal states, the practical integration work has to be done at local authority level, and must be repeatedly reviewed.

5 Factors for Successful Integration Management³

The entire Section 5 is an abbreviated version of the KGSt report.

³ cf. KGSt Report No. 7/2005 “Management of Municipal Integration Policy: Strategy and Organization”

5.1 Integration as an across-the-board task for local government, with identification of the political leadership

A key factor for the success of any integration policy is the firm personal commitment of the local administration and politicians, and in particular the people in leading positions. The task of

integrating immigrants touches on many areas of life, including all the relevant institutions of municipal society. So it is only logical to also review all activities of the local authority in terms of their “integration content”. Integration thus becomes an across-the-board local government task, which places the necessary (gender-)differentiated target group work in a holistic context. Therefore, central management and control is necessary in order to ensure that all activities are targeted at the integration goals and are success-oriented and resource-saving.

5.2 Strategic management

- Before any measures are put in train, the as-is situation must be analysed.
- Goals must be identified, concretized and backed by indicators/key figures; otherwise, a performance review or a decision between alternative means for achieving the intended goal would be impossible or meaningless.
- Fields of action, goals and target groups must be weighted (“prioritized”), since it must be assumed, given the scarcity of resources, that not all goals can be pursued or all problems solved at the same time.
- The existing spectrum of tasks must be reviewed in light of the goals and adjusted or amended as necessary.
- A controlling system must be established to support the management through the compilation of information on activities, outcomes and input of resources. Individual action programmes are evaluated to enable the suitability of strategies to be determined.
- Thinking and doing should be proactive (forward-looking).
- The various actors should form networks, i.e. cooperate in the formulation of goals and the implementation of measures.
- A gender-sensitive approach is essential in all analyses, descriptions and plans; it must also take account of other relevant factors such as age, social background and education, and the impact of these factors on the individual’s life situation.

5.3 Stocktaking and monitoring

The first step in the strategic orientation of integration work is analysis of the as-is situation or the historical development that has led to it. The stocktaking process should examine the social situation of the immigrants, the demographic development, the structure of the existing offers and the potential to be gained from successful integration.

The stocktaking/potential analysis should be done in a differentiated manner. In particular, it is necessary to adopt a small-scale approach and to consider individual target groups. The target groups can be defined according to various criteria, e.g.:

- Nationality, religion and ethnicity
- Gender
- Economic situation
- Age
- Social environment
- Level of education
- Social status etc.

Identification of the as-is situation should be done using indicators or key figures, which may also be of use for the formulation of goals.

The measurement of “integration” is based on the following four dimensions:

- Placement,
- Culturation,
- Interaction,
- Identification.

These four integration dimensions are divided into fields and underlaid with a small number of indicators. The purpose of the system is to

- identify the as-is situation,
- enable continuous observation,
- serve as a basis for controlling (in this case supplemented by information on the resources employed),
- facilitate evaluation, i.e. long-term assessment of individual projects.

Efforts should be made in future to reflect the idea of the potential-based approach in the indicators.

5.4 Intercultural opening of the administration

The vast majority of public services, e.g. all those taking care of essential everyday needs, are provided by local authority providers. That these services really should reach all citizens is a matter of social justice and equality. The intercultural opening of the standard provision has the purpose of enabling services to be used without any restriction resulting from ethnic origin or cultural context. It is therefore, to a particularly high degree, a measure for determining the success of local government integration management. Strategies for the intercultural opening of the administration should operate on four levels:

- **Conceptual level:** Intercultural opening must be specified in the general integration policy concept as part of the municipal across-the-board task and require the whole municipality to adopt an integrative, cross-departmental approach; the product, structure and process thresholds which form access barriers to specific groups of immigrants should be kept as low as possible.
- **Institutional level:** Intercultural opening requires that people with an immigrant background be employed on all hierarchical levels. It is also necessary to anchor intercultural orientation as an attitude on the part of the workforce and the organization. This goal must be fostered by imparting intercultural skills, with special emphasis on diversity, through appropriate training programmes.
- **Social environment level:** Municipal services impact in particular on the everyday lives of people. The products must therefore be available where people live, where they have their family and neighbourhood networks, where they are embedded in communities and societies. A central aspect of intercultural opening is therefore to provide skilling for the local civic services, the youth welfare and old age support facilities, the various advice and care services, the educational institutions etc., in dealing with immigrants in a culturally sensitive manner.
- **Instrumental level:** Intercultural opening is also part of the municipal management responsibility and hence a leadership task. On the one hand, this applies internally, requiring use of the new management instruments, such as target agreements, product descriptions, reporting, controlling etc. to ensure that intercultural orientation becomes firmly established. On the other, it also applies externally, requiring the administration to ensure, through contract management in connection with contracts for the supply of goods or services, that the independent suppliers are committed to intercultural goals and to measures to promote integration.

5.5 Internal and external networking

Locating the overall responsibility for integration policy on the top management level of the administration and connecting the actors inside and outside the administration is an important factor for success. Coordination groups are installed to bring the departments involved together, programmes are set up to define the planning of activities, and a controlling system is installed to provide feedback on implementation.

5.6 Civic engagement

Without self-help and the engagement of the citizens, integration is not possible. Local inhabitants are actively involved in the shaping of the community, being prepared to assume responsibility and work for the interests of others. Civic engagement is an indicator for integration in our society and for identification with it. This applies both to existing residents and to incomers. A large number of immigrants are already involved in clubs and societies. These provide a variety of services, and support and supplement the activities of the administration.

5.7 Political participation

To ensure strong political and social engagement on the part of all groups of the population, the existing representation bodies on the political level (Foreign Residents Representation Committee and others) must be appropriately developed further.

5.8 Working within the social environments

Integration starts where people live and have their social ties. Therefore, the orientation of municipal activities to the relevant social environments is a further factor for success.

The unique character of particular social environments is a determining factor in the (gender-)specific social and cultural situations of all people. The planning and management of activities and offerings of the local authority and other providers must be geared to this concrete living environment. At the same time, the individual resources, neighbourhood networks and social institutions must be productively utilized.

6 Headline Integration Goals in Münster

The following headline goals are the result of a three-year participative work process in which members of all groups of Münster city society involved in this important area took part (Office for the Coordination of Ethnic German Repatriate, Asylum Seeker and Refugee Affairs, Foreign Residents Representation Committee and departments and institutions of the City of Münster, religious communities, immigrant self-organisations, housing societies, clubs and societies, senior citizens representation body, political representatives, non-government welfare organizations, refugee organizations, local citizens). A special role in this work was played by the indispensable results of a number of basic initiatives on the integration of people with an immigrant background in Münster (e.g. Future Conference 2005, INTERREG project "Integrating Immigrants!", Integrated City Development and City Marketing Concept ISM, Agenda 21). Against this background, this present draft constitutes a compilation of all the key integration goals of the City of Münster; given its comprehensive nature, it is hitherto unique.

The headline goals provide the overarching structure for integration policy and integration work, i.e. the core guidelines for the activities of Münster city society. Consequently, they cannot and should not be formulated in too much detail as they must be able to provide an all-embracing framework for the specific, concrete fields of action which have been discussed in the meetings and are annexed to this Mission Statement.

The headline goals which are outlined below therefore form the basis for the integration work in and by the City of Münster.

6.1 Overarching headline goals which apply to all areas

- As the precondition for successful further development of the city's society, openness on all sides and on the part of all groups involved is called for and encouraged.
- Münster city society stands up against any and all stigmatization or discrimination of people with an immigrant background in all areas and on all levels.
- We will generally place a stronger focus on, and take greater account of, the aspect of gender and the resulting individual needs; this also applies to our dealings with people with an immigrant background.
- We intend to develop Münster further as a lively and tolerant city in which different milieus

and ethnicities can live together without social conflicts (cf.: Action Concept for Demographic Change).

- In the field of integration work, we aim to strengthen voluntary initiatives and engagement rooted in the city's society itself and to support these activities through full-time officials and the aid of the corresponding departments.
- We see the city districts and neighbourhoods as an important level for integration and therefore intend to expand our integration activities on the ground with the involvement of immigrants and local residents and network them even better.
- We will pay attention to new perspectives and approaches for fostering integration and support them through new projects and programmes.

6.2 Legal integration support

Headline goal:

- Our goal is to sound out the possibilities for legal integration support to the greatest possible extent and to advise people with an immigrant background as early, sustainedly and comprehensively as possible, regardless of their legal residence status.

Part-goals:

- We aim to extend integration support beyond the integration courses and into all areas of life.
- In the field of integration support, we will also pay greater attention to people with uncertain residence status.
- The institutions and facilities responsible for the legal aspects of integration should link up more closely with one another in future.

6.3 Language and education

Headline goal:

- Our goal is to foster the potential of people with an immigrant background. To this end, specific education and training opportunities in the fields of language, education, work and vocation will be made available, with appropriate development programmes, starting from pre-school age and continuing right through to adulthood, being designed and implemented.

Part-goals:

- As the basis for successful integration, we aim to intensively foster the German language skills of people with an immigrant background.
- By fostering language learning as an important element in integration, we intend to pay greater attention than in the past to the needs of elderly people and women.
- Reinforcing people's knowledge of their mother tongue will additionally support their abilities in learning the German language.
- Both in the teaching of German language skills and knowledge of people's own mother tongue, it is our declared goal to provide more recognition and support for voluntary initiatives.
- We are committed to pursuing better integration of children and juveniles with an immigrant background into the regular school system.
- To facilitate access to education, we will step up the availability of comprehensive advice in several languages.
- We promote multilingualism and interculturality in schools.

6.4 Business and employment

Headline goal:

- Our goal is to better identify the potential of people with an immigrant background, individually foster their development and include them more intensely in the labour market.

Part-goals: Employment:

- We intend to establish or expand measures for specific target groups in order to facilitate their integration into the labour market, with special attention being paid to women and juveniles.
- We are committed to employing more people with an immigrant background.
- We have set ourselves the goal of developing and establishing an "Intercultural Employment" prize in Münster.

Part-goals: Business:

- We are pursuing the goal of developing "competence profiles" to enable easier access to the labour market for people with an immigrant background who do not have certificates that are officially recognized in Germany.
- We aim to support immigrant economies more intensively and to encourage foreign firms to establish a dual training system.
- Foreign markets should be increasingly accessed and developed through the acquisition of foreign firms.
- We plan to organize services for foreign employees, foreign scientists and foreign firms in such a manner as to give Münster locational advantages over other towns and cities.

6.5 Housing and urban development**Headline goals:**

- Our goal is to foster a balanced and self-determined mix of people in the various city districts in order to proactively counter any exclusion processes.
- Our goal is to establish equality of opportunity in the housing market and prevent discrimination.

Part-goals:

- In the city districts, it is planned to develop and promote public spaces, the residential surroundings and local neighbourhoods as life environments for integration.
- We aim to strengthen social cohesion in the neighbourhoods, promote neighbourhood contact and connection possibilities for people with an immigrant background and at the same time create more local intercultural meeting places which are publicly accessible and barrier-free.
- We plan that all local residents should be able to participate within the scope of the legal possibilities in the shaping of the residential environment.
- We wish to promote the decentralized settlement of people with an immigrant background. At the same time, though, we also value those city districts which are characterized by a higher proportion of immigrants, and will communicate this appreciation.
- We aim to give residents with an immigrant background greater support in looking for housing.
- We aim to establish a system of support through "pilots" for all immigrant groups.
- It is our aim to provide residents on low incomes with reasonable accommodation also in non-segregated areas. In this context, we also plan to strengthen the willingness of the housing sector to continue investing in low-cost housing.
- Also for the specific needs of people with an immigrant background, we intend to promote more family- and child-friendly city planning, and at the same time raise the attractiveness

for elderly people by providing the specific services needed for that purpose.

- We intend to develop the concepts for refugee facilities further in order to simplify the integration of refugees in the city districts and neighbourhoods.
- We aim to intensify the cooperation between the local authority and housing enterprises in terms of integration and meeting the aspirations of people with an immigrant background.
- We aim to provide specific information materials and advisory services in several languages for people with an immigrant background in the fields of waste avoidance, recycling, and waste separation and disposal.
- We intend that the city development should take account of the needs of people with an immigrant background and of the local population.

6.6 Child and youth welfare, social services and support

Headline goal:

- Our goal is to expand the availability of support and development services, both of a professional and voluntary nature, that are attuned to people's needs, culture, gender and age requirements. By doing so, we seek to promote the equal participation of EVERYONE in all areas of society and at the same time to counter conflict situations.

Part-goals:

- Special measures to foster intercultural education will already start at pre-school and school. The aim is to impart common values, e.g. tolerance towards other cultures and beliefs or views.
- In the services available for children and juveniles, our aim is to create a greater number of gender-differentiated offerings which also take account of different cultural, religious and ethnic needs.
- Through the provision of socio-educational support and skilling measures, we plan to provide young people with increased assistance in the search for work placements, traineeships and jobs.
- As refugees are faced with particular problems and challenges, we aim to create more services that can help them to deal with them, and in particular that cater for the specific needs of young refugees.
- We aim to more effectively interconnect the offerings available in the field of child and youth welfare and social services and support and render these interconnections transparent to the citizens.
- In order to promote the intercultural skills of EVERYONE, we aim to support all initiatives and the voluntary engagement of immigrant self-organizations and increase the availability of near-at-hand offerings in this area.
- We will promote the intercultural opening of community work and the social services. We aim to create intercultural meeting places for children and juveniles as well as adults and elderly people.
- We will foster the availability of cultural interpreters and bridge people from the countries of origin.
- We aim to promote individual talents and heed individual resources and, with the means available to us, seek to counter the growing poverty.
- For us, the protection of the family, and in particular children and juveniles, has special priority.

6.7 Health

Headline goal:

- Our goal is to achieve equal access for all to health and long-term care institutions and to

ensure the availability of appropriate prevention, advisory and support services in the health sector.

Part-goals:

- Our aim is to ensure the availability of culturally sensitive health care, long-term old age nursing care and end-of-life care.
- Our aim is to provide more information on health education and preventive health care in several different languages and to target it specifically at people with an immigrant background and increasingly at children and young people.
- We aim to increase the number of health visitors.
- We aim to foster and strengthen coordination between the various structures and providers, also paying greater attention to the level of the city districts. Altogether, the services created will be communicated more effectively to the public.
- It is our aim to involve immigrants more closely right from the start in the planning and implementation of projects in the health field.
- It is our aim for projects that have been carried out and that have been evaluated as positive to be continued with secure funding, and for best practice concepts to be also implemented in other city districts.

6.8 Personnel development/Further training

Headline goal:

- Our goal is to promote equal participation and integration of all people in work and education processes. To this end, we plan, among other things, to fund and implement activities to foster intercultural competence.

Part-goals:

- We aim to employ more personnel with an immigrant background in the city administration than in the past.
- We intend, through permanent and compulsory training programmes for all employees, to foster the intercultural responsiveness and competence of the city administration.
- Within the city administration, it is planned to create more opportunities for the exchange of knowledge relating to intercultural competence, immigration and integration and for learning from one another in this area.
- We are striving for the certification of businesses and facilities with regard to intercultural competence and will actively support such initiatives.

6.9 Culture and sport

Headline goal:

- Our goal is to foster intercultural contacts in Münster through the availability of special offerings in the fields of culture, the arts, music and sport. The aim is to enable equal participation of ALL in these areas and encourage concrete exchange and dialogues.

Part-goals:

- We aim to contribute, through concrete measures, to intercultural and inter-religious dialogue and, through artistic and musical education as well as education offerings in the field of sport, to break down barriers on both sides, strengthen tolerance and recognition and counter discrimination.
- We will strive to reinforce the integration potential of sport, art, music and other forms of cultural expression in Münster, remove barriers to access and optimize the existing offerings.
- To enable exchange and the possibility for people to become acquainted with one another,

it is intended create more concrete opportunities, venues and offerings without language barriers.

- We will strive to optimize the networks with partners inside and outside the areas of culture and sport.
- We will support international contact activities, youth exchange programmes and contacts with our twin towns.

6.10 Press and PR

Headline goal:

- Our goal is, within the scope of our possibilities, to more accurately depict the realities of life for people with an immigrant background in public discussions and in the media. This should include, in particular, the communication of integration successes and the avoidance of stigmatization of any kind.

Part-goals:

- It is our intention to regularly explore and communicate issues in the field of immigration and integration as well as successes in the field of integration work, with all citizens and media being granted access to information on these topics.
- Press and PR activities will be specifically targeted at tackling prejudices regarding people with an immigration background.
- It is essential to strengthen awareness of the great responsibility and influence of the press in the presentation of aspects of the whole field of immigration and integration.
- Every effort will be made to expose and avoid subtle discrimination of people with an immigrant background in public discussions.
- We aim to increase the availability of international and multilingual educational offerings.
- We aim to make more information material available in various languages.
- We aim in general for the city to present an international and intercultural face.

Appendix: Participants in the Process

Atalan, Ali	City Councillor for the Die Linke party
Bergner, Anika	City Councillor for the SPD party
Berndt, Heike	Bildungsinstitut Münster [Education Institute]
Blankenstein, Ursula	UWG [Independent Voters Group]
Bolte, Meik	City Councillor for the CDU party
Borgs, Thomas	Münster Branch of the Caritas Association
Bruns, Heinrich	City Parks and Environmental Protection Department
Charley, Julius Aloysius Daniel	Foreign Residents Representation Committee
Chudziak, Hedwig	City Councillor for the SPD party
Cohausz, Doris	Steering Group for the Integration of Refugees in Albachten
Correa-Flock, Ximena Cecilia Meza	Foreign Residents Representation Committee
Czepok, Christine	City Schools and Further Education Department
Dalhoff, Gabriele	Freundeskreis ausländischer Mitbürger [Friends of Foreign Citizens]
de Vries, Sandra	Society for Ethnology in Schools and Adult Education
Demirel, Molla	Kaktus e. V.
Diekel, Heinz	Münster Senior Citizens Representation
Eder, Thomas	Münster Police Headquarters
Eisenack, Ulrich	City Councillor for the FDP party
Gelim, Ismail	Islamic Community
Gericke, Erika	CDU party, Münster-Centre Local Representation Body
Gernert, Marlis	Kontaktkreis für Flüchtlinge [Contact Group for Refugees]
Giehmann, Georg	Werkstatt für Bildung und Kultur [Workshop for Education and Culture]
Goerke, Erwin	Münster City Personnel and Organization Office
Grenda, Siegfried	Leader of Münster East Local Representation Body
Gummersbach, Hans-Werner Dr.	Münster Schools and Further Education Department
Günnewig, Matthias	Wirtschaftsförderung Münster GmbH [business promotion company]
Hakenes, Anne	City Councillor for the SPD party
Halberstadt, Richard-Michael	City Councillor for the CDU party Chairman of the Commission for the Accommodation of Repatriates, Asylum Seekers and Foreign Refugees
Hanhart, Doris	Registry Office
Häseker-Quicken, Elisabeth	CDU Working Party on Integration

Hasenjürgen, Brigitte	City Councillor for the Die Grünen party
Hasenkamp, Patrick	Münster City Waste Management Services
Heitkämper, Thomas	Information & Media Centre for Foreigners and Repatriates
Hellmann, Irmgard	Society for Ethnology in Schools and Adult Education
Herdese, Birgit	Münster Children, Juveniles and Families Department
Hippchen, Alexandra	"Poll" German-Persian Culture Bridge
Hitze, Helga	Münster Senior Citizens Representation
Hochwald, Monika	Registry Office
Hopmann, Marianne	City Councillor for the SPD party
Isernhinke, Marlies	Non-profit Society for the Support of Asylum Seekers
Jostameling, Susanne	Coordination Office for Immigration and Intercultural Affairs
Kabanda, Medard	Africa Cooperative [registered society]
Kerkau, Nina	Münster University, Ethnology Department
Klein, Wolfgang	City Councillor for the FDP party
Klein-Reid, Barbara	Caritas Association for the Diocese of Münster
Klocke-Daffa, Sabine Dr.	Münster University, Ethnology Department
Kocaman, Sevâl	Bennohaus Civic Media Centre
Köhnke, Jochen	Head of Department for Migration and Intercultural Affairs
Kollmann, Thomas	Begegnungszentrum Sprickmannstraße e. V. [local meeting centre]
Kötter, Christian	Integration Officer of Münster Regional Administration
Kreft-Kettermann, Helga Dr.	Münster Urban Development and City & Traffic Planning Department
Krüger, Beate	Diakonisches Werk Münster e. V., Protestant Advisory Services
Krüger-Potratz, Marianne Prof. Dr.	Münster University, Intercultural Education Department
Kupferschmidt, Jürgen	City Council and Lord Mayor's Office
Laqueur, Gudrun	Protestant Student Community
Lassmann, Rolf	SPD party, Münster Southeast Local Representation Body
Leskow, Rainer	Münster City Housing Office
Löwen, Katharina	Association of Germans from Russia
Lux, Eva-Maria	Episcopal Vicariate General
Marinos, Sypros	Chair of the Foreign Residents Representation Committee
Mashkooi, Karim	Münster City Health Department
Möller, Roswitha	Association of Displaced Persons
Motel, Lars	Westphalia Academy of Music

Nägeler, Pilar Garcia	Spanish Centre
Nees, Heike	Münster Children, Juveniles and Families Department
Neubert, Karl-Heinz	Headmaster of Geist School
Nicklas, Andreas	City Councillor for the CDU party
Nover, Stephan	Coordination Office for Immigration and Intercultural Affairs
Onu, Chigozie Ernest	Foreign Residents Representation Committee
Oramus, Katharina	Münster District Association of the German Red Cross
Paal, Thomas	City Councillor, Alderman for Social Affairs, Integration, Health and Environmental and Consumer Protection
Parameswaran, Parajasingam	Foreign Residents Repr. Comm, Tamil Culture and Sports Club
Peirick, Heike	KSHG [Catholic Students and University Group]
Popovic, Pero	Croatian Mission
Rasche, Monika	City Library
Rassouli-Leßmann, Farnia	Bahai Community
Reckfort, Andrea	Frauenbüro [Women's Office]
Regenitter, Gabriele	Münster City Housing Office
Ridder, Monika	Federal Agency for Immigration and Refugees
Riemers, Gunter	City Library
Robbers, Thomas Dr.	Wirtschaftsförderung Münster GmbH [business promotion company]
Rommé, Barbara Dr.	City Museum
Rossel, Rudolf	Fürstenberg School
Rothert, Dirk	Münster City Waste Management Services
Saber, Deler	Foreign Residents Representation Committee
Samar, Salid	Deutsch-Persische Kulturbrücke "Poll"
Schiek, Joachim	City Press Office
Schindler, Ulrich	Münster District Association of the German Red Cross, Working Committee of Non-government Welfare Organizations
Schirwitz, Bernd	Sports Department
Schlumm, Hans-Joachim	Foreigners' Registration Office
Schmidt-Ehmcke, Christoph	Retired Priest
Scholten, Marion	Society for Ethnology in Schools and Adult Education
Schukalla, Kajo Dr.	Society for Endangered Peoples
Schuller, Monika	Social Welfare Office – Social Service for Refugees
Schwarte, Dagmar Dr.	Münster City Health Department

Schwering, Marie-Luise	Münster City Social Welfare Office
Seven, Soayip	Turkish-Islamic Union of the Institute for Religion (DITIB)
Sobral, Anna	Centro Español Münster
Solisch, Elisabeth	Caritas Association for the City of Münster
Sommer, Joachim	Die Brücke - International Centre of Münster University
Spangenberg, Claudia	Training Centre of Münster Chamber of Craft Trades
Spöhle, Monika	Uppenberg School
Steinbring, Philipp	Amnesty International
Stoldt, Reimer	City Parks and Environmental Protection Department
Teigeler, Josef	Gemeinnützige Wohnungsgesellschaft Nordwestdeutschland GmbH [non-profit housing company]
Terfort, Andrea	Münster City Personnel and Organization Office
Thielemann-Dyballa, Ursula	Diakonisches Werk Münster e. V., Protestant Advisory Services
Tsakalidis, Georgios Dr.	Foreign Residents Representation Committee
Voigt, Claudius	Non-profit Society for the Support of Asylum Seekers
Vrbanec, Angela	Kinderhauser Arbeitsloseninitiative e. V. [unemployed people's initiative]
Weidenfeller, Renate	SPD Working Party
Wiese, Dietmar	City Sport Association
Wild, Larisa	Association of Germans from Russia
Willamowski, Michael	Münster City Social Welfare Office
Wypyrczyk, Lothar	VdijB e. V.
Yesilyaprak, Ahmet	Foreign Residents Representation Committee