



# **Brokering migrants' cultural participation MCP BROKER**

## **SPAIN**

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### **Introduction**

Brokering migrants' cultural participation is a two-year project (2013-2015) funded by the European Commission-Directorate General Home Affairs.

The general aim of the project is to enhance and stimulate the cultural participation of migrants by improving the capacity of their local cultural public institutions to interact with them. Public cultural institutions are part of the receiving society, which has to live up to the challenge of managing cultural diversity and ensuring intercultural integration. Central to these tasks is the enhancement of the intercultural capacity of public cultural institutions by diversifying their staff and governance bodies.

The project has the following specific objectives:

- a) to promote the engagement of the receiving communities in interacting with the migrants, based on the mutual respect of their rights, obligations and different cultures
- b) to ensure equal treatment and improve diversity management in the public and private work places, service provision, education systems, media and other important arenas. Indeed, public cultural institutions are "important arenas" in which to promote equal treatment and improve diversity management.

Partners of the project are:

- Interarts Foundation (ES) – Co-ordinator
- Intercult (SE)
- Educult (AT)
- CAE-Culture Action Europe (BE)
- Ecom-European Centre for Cultural Organisation and Management (IT)

The project is funded by the European Commission.

The project is structured in 4 phases:

- I. Benchmarking tool for the management of cultural diversity in public cultural institutions.
- II. Pilot studies on the status of diversity management in public cultural institutions in 5 countries of the European Union.
- III. Four types of Learning Partnerships for cultural institutions to provide knowledge and support integration measures in 5 European countries.



#### IV. Dissemination of the benchmarking tool and Learning Partnerships to facilitate the use and emulation of the project.

This document includes the conclusions and key messages extracted from phases 1, 2 and 3: the use of the benchmarking tool, the pilot research activity and the learning partnerships (LPs) organized in Barcelona on February, 2015.

### The research<sup>1</sup>

In order to analyse diversity management in cultural institutions the working group has carried out a pilot research with 11 Spanish cultural institutions based on benchmarks for diversity management, with the aim to determine their development level, as well as to establish critical hurdles and to identify needs implemented.

A benchmarking tool was developed by all partners in the project's first phase. This tool sets forth the criteria to analyze a given institutions' level of cultural diversity management, through benchmarks in the following: (a) audience/visitor relations, (b) programme/repertoire/collections, (c) partners/collaborators for programming and profiling, (d) employees, (e) board members, and (f) suppliers. From their analysis, institutions are "graded" from a basic level where the institutions recognise the need to reflect society's diversity by adapting rules and making statements, through two intermediate levels to an advanced level, where the cultural institutions as organisations fully reflects society's diversity and promotes participation.

The initial benchmarking tool, prepared by the Platform for Intercultural Europe on the basis of previous work by the with Migration Policy Group, was further refined and adjusted with the aid of European professionals from cultural institutions and from migrants' self-organisations during a 2- day workshop held in Brussels at the end of 2013. The ensuing benchmarking tool is the actual output of the MCP Broker project and was used for the pilot research.

Following this, each partner identified 10-15 cultural institutions in their respective country. The goal was to include various types of cultural organizations (theaters, auditoriums, museums, libraries, etc.), of different size and with different levels of experience in the management of cultural diversity. Relevant key functionaries within each selected institution were interviewed; the interviews then were analysed to define the stage each insitution has reached in the journey of diversity management, establish critical hurdles to be overcome and identify gaps to be filled. Finally, all participating institutions were ranked on the basis of the outcome of the pilot research.

The results of the pilot research and the application of the benchmarking tool to each cultural institution are diverse. Depending on the institutions' typology and areas of activity, the

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<sup>1</sup> Interarts has carried out the research in Spain. The team was directed by Mercedes Giovinazzo in co-operation with Julio Martínez.



benchmarking tool identifies different areas for improvement. The following table shows the benchmarking level reached by each cultural institution. The selected cultural institution in Spain are all publicly-funded and include museums, libraries, music schools and theatres (table 1).

Table 1: Institutions' benchmarking level

	<b>Name</b>	<b>Benchmarking Level</b>
1	Red de Bibliotecas de Andalucía	Upper intermediate
2	Conservatorio Municipal Barcelona	Basic
3	Museo de América	Lower intermediate
4	Museo Arqueológico de Badajoz	Basic
5	Museo y Centro de Investigación de Altamira	Basic
6	Museo Marítimo de Barcelona	Lower Intermediate
7	Museo Etnológico de Barcelona	Upper Intermediate
8	Museo de la Inmigración	Upper Intermediate
9	Museo d'Historia de Barcelona	Lower Intermediate
10	MACBA	Basic
11	Centro Dramático Nacional	Basic

Source: Interarts

The pilot research positioned 3 cultural institutions in the upper intermediate level, 3 in the lower intermediate level, and 5 institutions at a basic level. It is important to highlight that no institutions are positioned in the advanced level, showing that in Spain institutions need to work on their approach to migrant participation.

Moreover, the Spanish pilot research highlighted several needs and areas for improvement in the institutions' approaches to tackle the cultural participation of migrants:

- Strong lack of awareness in the institutions regarding vision and policy to enhance migrants' cultural participation.
- Funding of migrants' cultural participation is not based on separate funding lines, but provided by the institutions' general budget.
- Evaluation of migrants' participation programs is not carried out in all phases and the standards are improvable.
- No existence of a specific department within the cultural institutions to deal with diversity concerns and participation of migrants.
- In general, cultural institutions do not encourage project ownership or co-production, and visitors with migrant background are not included in the interpretation of works or repertoire. The approach and identification of migrants are perceived as separate domains from the institutions' policies.
- There is a deficiency in relation to migrant participation in staff, boards/governing bodies, and suppliers. This is due to the fact that public cultural institutions cannot influence these issues since the State stipulates the requirements regarding the contracting employees and companies (no provisions about migrant's participation). This issue needs to be tackled from a policy perspective and governmental policies should promote and support cultural diversity.



## The learning partnerships

The third phase of the MCP Broker project involved the organization of a series of Learning Partnerships (LPs). Four types of LPs were carried out with the aim to promote the integration of migrants in five European countries, especially in view of overcoming the difficulties which may arise from a low level of experience in the management of cultural diversity and intercultural processes.

The Spanish LPs were organized by Interarts from 26 to 28 February, 2015, in Barcelona (at CERC - Centre d'Estudis i Recursos Culturals) and the selected partnerships were:

- a) Between PCIs (Public Cultural Institutions) that position themselves at an advanced level in their sector.
- b) Between PCIs and the employment agencies
- c) Between PCIs and schools with a high proportion of immigrant population.

The opening conference, by Carlos Giménez Romero, professor of Social Anthropology at the Madrid Autónoma University and Director of the University Institute of Research on Migration, Ethnicity and Social Development (IMEDES) and of the Migration and Multiculture of the UAM, focused on interculturality and its importance in today's society.

The methodologies implemented during the LPs were:

- "Networking": through mini-meetings lasting two minutes each + elevator pinch. Beyond breaking the ice between the participants, the main goal of these meetings was to achieve maximum optimization of time in order to perform a full presentation through a synthesis which succeeded in capturing the other participants' attention and interest.
- "SWOT": used to analyse reality and make the best possible decisions. Each group created a SWOT which was required to answer these questions:
  - a) What are our STRENGTHS and how can they be improved?
  - b) What are our WEAKNESSES and how can they be limited or removed?
  - c) What OPPORTUNITIES does this environment provide and how can they be used?
  - d) Which THREATS are there in the environment and how can they be avoided or removed?



The SWOTs dealt with the following issues:

- a) Cultural diversity promotion strategies in public cultural institutions. Establishing a cultural diversity management and institutional vision.
  - b) Programs developed by cultural institutions and NGOs in support of cultural diversity, as well as the promotion of immigrant participation in the receiving society.
  - c) Intercultural education. Human rights, active citizenship and respect strategies towards cultural diversity.
- "Idea generator": The aim was to generate new ideas and to suggest possible solutions. The topics of the idea generator were:
    - a) Innovation on strategies and programs in public cultural institutions. Visitors and perception of migrant collectives.
    - b) Identification of challenges in the management of cultural diversity. Immigrant collective cultural needs and habits.
    - c) Tools to support intercultural education.
  - "Challenges: Future pretend year": The aim was to imagine a future positively, that is, to think about what would hypothetically be a successful situation for a project or company.
  - "Challenges: 4x4x4": The goal was to generate ideas that enable building new projects, by achieving one final idea among the others previously rejected (firstly each person in each group presents 4 ideas; then each group rejects all ideas but four; and finally all groups present their four ideas and must reject all ideas but one).
  - "Intercooperation plenary session – Combining synergies": with the aim of generating compromise and real agreements between participants.

The Learning Partnerships ended with round table of best practices. On the following day, a visit to the History of Immigration Museum of Catalunya as an example of good practices in Catalonia was organized.

The general feed back from the LPs was very positive, as they were focused on facilitating the exchange of ideas between participants and, beyond that, on generating a favourable context for cooperation.



## Conclusion

The MCP Broker project has helped in highlighting the current situation in Spain regarding the management of diversity in the cultural sector. Indeed, it appears that the issue is possibly not yet high enough on the agenda of both cultural institutions and policy makers. Although there are clear attempts made to address the issue, still this is not done in a systematic way.

The cultural sector acknowledges the importance of diversity management and of tackling the issue of providing for accessible programs and activities, also to this segment of the population in Spain. But, from a practical standpoint, the question is not still fully integrated in the mission of public cultural institutions. Migrants' self- organizations are very active and are more than willing to establish active partnerships with the cultural sector.

In this context, the MCP Broker project has provided for the possibility of raising awareness on the importance of diversity management in the cultural sector and also of the potential need for structural partnerships with both the education sector and migrants' self-organizations.

The tools and methodologies applied have proven to be adequate and can, surely, be applied to a wider range of organizations than the ones that have participated in the project.

Indeed, the MCP Broker project has been a first initiative of its kind – 5 European cultural organizations in 5 different European countries have tackled an issue of the utmost important today.