Intercultural cities
Building the future on diversity
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Lisbon: Results of the Intercultural Cities Index
Date: May 2014
A comparison between more than 50 cities[1]

Introduction

The Intercultural Cities programme is a Council of Europe initiative. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view. In the past, this review has taken the form of narrative reports and city profiles – a form which is rich in content and detail. However, it is relatively weak as a tool to monitor and communicate progress. The new Intercultural City Index has been designed as a new benchmarking tool for the cities taking part in the pilot phase of the programme as well as future participants.

As of today 59 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora *(Portugal*), Arezzo *(Italy)*, Barcelona (*Spain)*, Beja *(Portugal)*, Bergen *(Norway)*, Bilbao *(Spain)*, Botkyrka (*Sweden*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Rena *(Italy)*, Castelvetro (*Italy*), Coimbra *(Portugal)*, Constanta *(Romania)*, Copenhagen (*Denmark*), Donostia-San Sebastian[2] (*Spain)*, Dortmund *(Germany)*, Dublin (*Ireland*), Duisburg *(Germany)*, Erlangen *(Germany)*, Forli *(Italy)*, Fuenlabrada *(Spain)*, Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain)*, Izhevsk *(Udmart Republic, Russia)*, Hamburg *(Germany)*, Jerez de la Frontera[3] *(Spain)*, the London borough of Lewisham (*United Kingdom*), Limassol *(Cyprus)*, Limerick (*Irland*), Lisbon *(Portugal)*, Lodi (*Italy*), Lublin *(Poland)*, Melitopol *(Ukraine)*, Mexico City *(Mexico)*, Montreal *(Canada)*, Munich *(Germany)*, Neuchâtel *(Switzerland)*, Neukölln *(Berlin, Germany)*, Offenburg *(Germany)*, Olbia (*Italy)*, Oslo *(Norway)*, Patras *(Greece)*, Pécs (*Hungary)*, Pryluky *(Ukraine)*, Reggio Emilia *(Italy)*, Rijeka (*Croatia*), Rotterdam *(the Netherlands)*, Sabadell (*Spain*), San Sebastián (*Spain*), Sechenkivsky *(District of Kyiv, Ukraine)*, Senigallia (*Italy*), Subotica (*Serbia*), Tenerife *(Spain)*, Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone[4] (*Italy*), Västerås *(Sweden)* and Zurich (*Switzerland*).

Among these cities, 30 have more than 200,000 inhabitants and 33 have less than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Lisbon (Portugal) and provides related intercultural policy conclusions and recommendations.

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[1] This report is based on data contained at the Intercultural Cities INDEX database at the time of writing. The INDEX graphs may include a greater number of cities, reflecting the growing interest in this instrument.

[2] The Spanish city of Donostia-San Sebastian is hereinafter referred to as San Sebastian.

[3] The Spanish city of Jerez de la Frontera is hereinafter referred to as Jerez de Frontera.

[4] The Italian city of Unione dei Comuni-Savignano sul Rubicone is hereinafter referred to as Rubicone.

Intercultural city definition

The intercultural city has people with different nationality, origin, language or religion/ belief. Political leaders and most citizens regard diversity positively, as a resource. The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population. The city has a strategy and tools to deal with diversity and cultural conflict. It encourages greater mixing and interaction between diverse groups in the public spaces.

Methodology

The Intercultural City Index analysis is based on a questionnaire involving 69 questions grouped in 14 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of these indicators - education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces are grouped in a composite indicator called "urban policies through the intercultural lens" or simply "intercultural lens".

The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended only as a tool for benchmarking, to motivate cities to learn from good practice.

Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (above or below 200,000 inhabitants) and the percentage of foreign-born residents (higher or lower than 15 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

According to the overall index results collected in 2014, Lisbon has been positioned 37th among the 59 cities in the sample, with an aggregate intercultural city index of 55%, similar to the Italian city of Senigallia, the Belgian city of Turnhout and the German city of Erlangen. Lisbon has been ranked 22th among the 30 cities with more than 200,000 inhabitants and 17th among the 33 cities with less than 15 per cent of foreign-born residents.

Intercultural City Index (ICC) – City sample (inhabitants > 200'000)
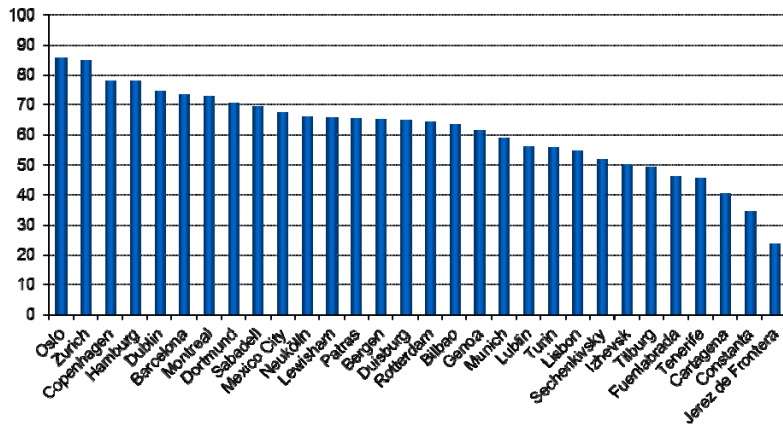
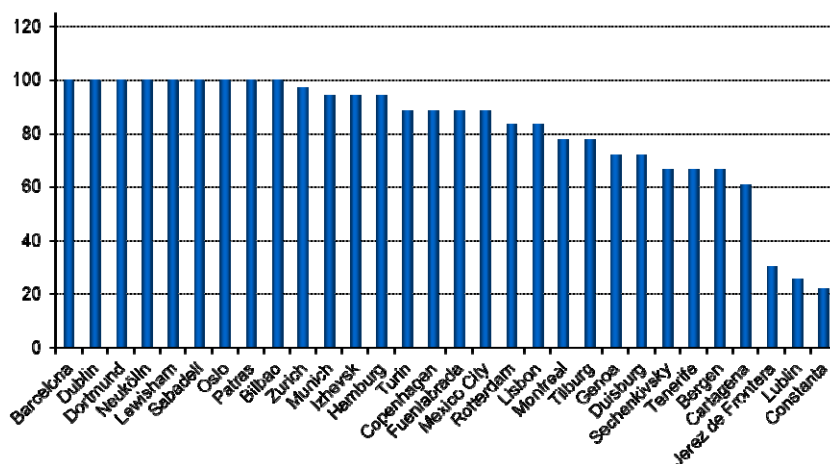**Intercultural City Index (ICC) – City sample (non-nationals/foreign borns < 15%)**
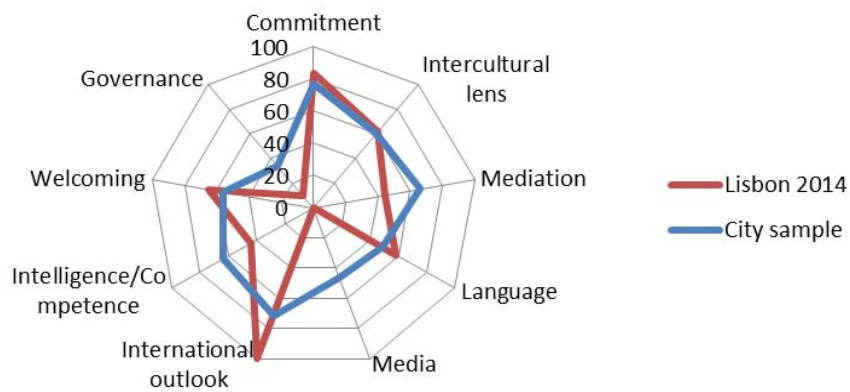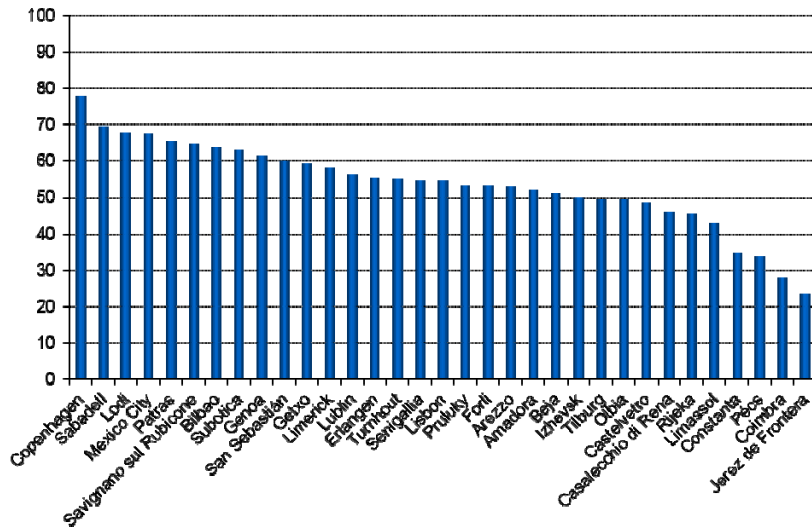
Lisbon – An overview

Lisbon is the capital of Portugal. It is populated by 547.733 people, among which 8,38% (45.915) are foreign-born. No foreign groups represents more than 5% of the city's population, as the largest minority group-Brazilian- make up 2.27%, followed by Chinese (0.68%), Cape Verdean (0.65%) and Romanians . The regional GDP per capita is €21.734 (2012).

1. Commitment

ICC-Index - Commitment - City sample (inhabitants > 200'000)

ICC-Index - Commitment - City sample (non-nationals/foreign borns < 15%)
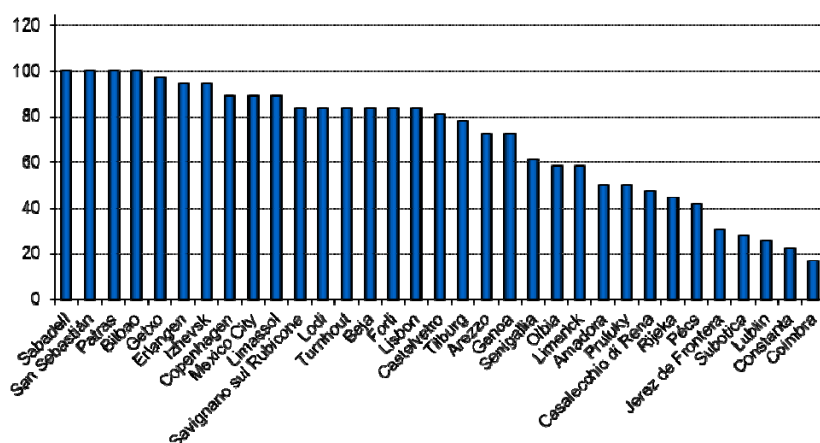
The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

The rate of achievement of Lisbon's commitment policy goals in 2014 is higher than the city sample's[5]: 83% of these goals were achieved, while the city sample's rate for commitment policy is 77% and Lisbon's 2011 assessment was 67%.

Lisbon has adopted a number of initiatives which demonstrate its commitment to the intercultural approach. The city council has formally adopted a public statement in as an Intercultural city. The local government has also designed an intercultural city strategy, being one of the pillars of the mayor's programme, and has developed an integration action plan to put it in practice.

Noteworthy has been the choice of the Mayor, Antonio Costa, to move his office to the "difficult" district of Mouraria. Regarding the evaluation process, on invitation of the Council of Europe, the city has assessed the results in Mouraria Neighbourhood using the CBRA (Community Based Results Accountability) method and aims to design a general evaluation process within 4 years. A budget for the intercultural programme has been allocated even if it is spread among a number of services.

The city has developed dedicated bodies in charge of the intercultural city strategy: the City Council for Interculturalism and citizenship (Conselho Municipal para a Interculturalidade e Cidadania – CMIC), created in 1993 and led by the Deputy Mayor of Social Rights, the Local Assistance Center for the Integration of Immigrants (Centro Local de Apoio à Integração de Imigrantes – CLAII) and the GLEM, directly depending from the Mayor and instituted in 2010 with the aim of expanding the TODOS project, initially designed for Mouraria district, to other areas of the City.

The city council might consider ameliorating its commitment initiatives, for instance, by providing a means of acknowledging local citizens who have done an exceptional thing to encourage interculturalism in the local community. For example, the city of Bilbao has launched the "Bilbao North-South in schools", recognizing scholar projects more committed with training in values, especially interculturalism, solidarity and defense of human rights.

Similar achievements have been made in Tenerife where OBITen (Immigration Observatory of Tenerife) is awarding, since 2006, local citizens for their outstanding commitment to intercultural dialogue and their contribution to integration and social cohesion on the island.

Finally Stavanger has instituted the Diversity Award recognizing the organization that has done the extra mile to promote ethnic diversity in the workplace. The money of the award should be used for further development of the diversity work at the workplace.

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[5] The term "city sample "refers to the weighted average of the 56 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

2. Education[6] policies through an intercultural lens

ICC-Index - Education system - City sample (inhabitants > 200'000)
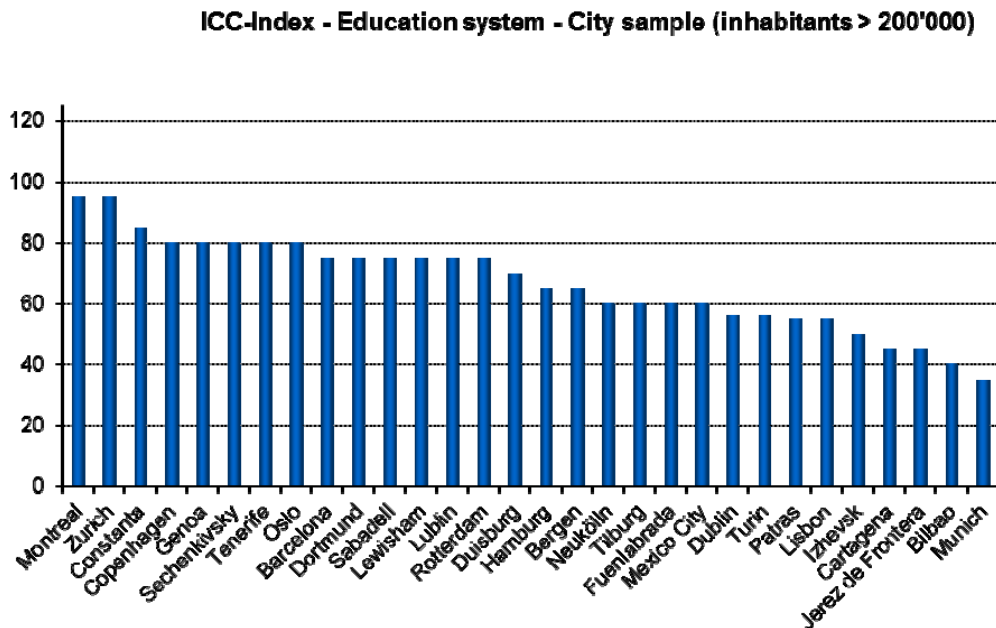
School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.

The analysis shows that Lisbon's education policy achievement rate (55%) is lower than the city sample's rate (66%), but higher than the rate scored in 2011 (40%).

In most of the local primary schools almost all pupils come from the same ethnic background and no policy is being prepared to increase ethnic/cultural mixing in schools.

Noteworthy, the ethnic background of teachers in schools often reflects the composition of the city's population, but only few schools are making strong efforts to involve parents from ethnic minority/migrant background in school life, as for example the Passos Manuel Schools through the *Gaminete de Apojo a la Familia* or the organization of meals representing different alimentary habit of different regions.

Lisbon might consider ameliorating its intercultural education approach by encouraging schools to make an effort to involve parents from migrant/minority backgrounds in daily school life more often.

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[6] The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html).

For instance, in Rotterdam, schools provide premises for parents to meet and discuss (so called parent rooms) and invite parents to share information about their cultural background. In Stavanger a number of tools, like mandatory parent-teacher reviews, adaptation of information, use of interpreters, special development interview with the Norwegian language teacher, are deployed for involving all the parents and in particular the minorities.

Yet again, Lisbon may wish to consider building upon its education initiatives by introducing measures so that the ethnic background of school teachers reflects even more the diversity of the city's population. On this point, the City Council might consider adapting its policies, inspiring by the example of the Serbian city of Subotica, where the Roma Education Centre pushed for the training of Roma teachers and non-teaching assistants and their employment in local schools and kindergartens.

3. Neighbourhood policies through an intercultural lens[7]

An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.

Lisbon's neighbourhood policy indicators are higher (80%) than the city sample's rate (61%) and much higher the 2011 rate (55%).

Each neighbour of the City, in fact, is a "mixture of ethnicities", so that no policy for increasing diversity of residents has been deployed. The City has designed numerous initiatives like **Festival Todos** and the **Festa da Diversidade** for encouraging people from different neighbourhoods to interact, as well as policies for the interaction within the neighbourhoods, as the Grupo Comunitario de Alta Lisboa or the Grupo Comunitario das Galinheiras e Ameixoeira.

4. Public service policies through an intercultural lens

An optimal intercultural approach remains open to new ideas, dialogue and innovation brought by or required by minority groups, rather than imposing a "one size fits all" approach to public services and actions.

The analysis shows that Lisbon's public services policy achievement rate is lower (10%) than both the city sample's rate (45%) and the 2011 rate.

According to the answers provided in the survey, the ethnic background of public employees doesn't reflect the composition of the city's population, and no

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[7] By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of "neighbourhood" varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

specific recruitment strategy has been designed for ensuring this. Non-nationals cannot seek employment in the local public administration.

The city might want to consider the experience of Zurich, where some local services, such the police, are only open to nationals. However, local police aims to increase recruitment of people with a migrant background, and it has been defined as a priority in the Police Department Strategic Plan 2013-2017.

Also, in Stavanger the external publishing on Inkludi.no (a Norwegian recruitment services with main focus on jobseekers from minorities) is mandatory for consultant and managerial positions. Furthermore, if there are qualified applicants with a minority background, minimum one must be summoned to interview.

The city doesn't take action to encourage intercultural mixing and competences in private sector enterprises.

A good practice in the field is, for example, the Ministry of Labour and Employment Promotion in Mexico City providing training in non-discrimination and unemployment assurance for all the residents.

Lisbon provides only two out of the four services listed in the Intercultural cities index which are tailored to the needs of the ethnic/cultural background of its citizens: it offers funeral/burial services and school meals.
We encourage Lisbon to consider the creation of women-only sections or times in sport facilities.

5. Business and labour market policies through an intercultural lens

Lisbon's business and labour market policy indicators are similar (40%) to the city sample's rate for business and labour market policy which is 41%.

In Lisbon, an institutional business umbrella organisation to promote diversity and non-discrimination in the employment is active, but there is no charter or any other binding document against ethnic discrimination.

The City has not yet taken action for encouraging ethnic/cultural minorities businesses to move beyond "ethnic niches" into the main stream and higher value added sectors, but project DELI on economic diversity and the local integration of third country national is being design.

The City has also launched actions for encouraging business districts and incubators such as Start Up Lisboa and the Fab Lab.

Lisbon may wish to ameliorate its business and labour market policy by giving priority to companies with a diversity strategy in the municipality's procurement of goods and services.

Furthermore, interesting can be the example of Oslo (Norway), the City Council's Office for Business Development has taken an active stance on integrating minority businesses. To help small business to deal with the complexity of

Norwegian rules and regulations regarding taxation and business practice, the Norwegian Centre for Multicultural Value Creation is helping the so-called "non-western", first and second-generation immigrants to start their businesses by providing advisory services, coaching and training in business establishment. The centre is unique in its approach in assisting the professional immigrants, and has received extensive and positive attention and support nationwide among the immigrant organizations, government institutions, private organizations and the media. The result of such attention has been that a large number of immigrants have contacted the centre and are frequent users of the services provided.

6. Cultural and civil life policies through an intercultural lens

The time which people allocate to their leisure may often be the best opportunity for them to encounter and engage with inhabitants from a different culture. The city can influence this through its own activities and through the way it distributes resources to other organisations

Lisbon's cultural and civil life policy goal achievement rate is higher (100%) than the city sample's rate (79%).

Lisbon uses interculturalism as a criterion when allocating 25% of the grants administered by the City. Lisbon's cultural and civil life policies are full of events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix. The initiative **"O Desporto mexe comigo"**, contributing to the social inclusion of the youth people, ensuring the access to children to sports infrastructures, sharing experiences and participation with families and linking concepts of sport (team spirit, cooperation, solidarity, loyalty, fair play and respect) with life and citizenship, has received the Best Practice Award by UN.

Furthermore the City encourages cultural organizations to deal with diversity through financial and non-financial support, and organizes debate and public campaigns through the Forum Municipal da Interculturalidade. Since 2009 three designed forums have been promoted: "Promoção do Diálogo Intercultural – Experiências Educativas", "Lisboa e a Destituição dos Direitos dos Migrantes – Um Desafio para Todos" and "Diálogos da Interculturalidade" (organized as three round tables on economic crisis and the opportunities coming from the contribution of the migrants enterpreneurs.

7. Public space policies through an intercultural lens

Well managed and animated public spaces can become beacons of the city's intercultural intentions. However, badly managed spaces can become places of suspicion and fear of the stranger.

The rate of achievement of Lisbon's public space policy goals is higher than the sample city's: 82% of these goals were achieved, while the sample city rate for public space policy is 64%. The rate of achievement is also much higher than the one reached in 2011 (22%).

Lisbon has implemented several public spaces policy instruments. The local government promotes intercultural mixing in public libraries, museums, as well as lectures, meeting and debates, expositions realized in spaces owned by the administration.

Lisbon sometime stimulates the engagement of local communities in planning processes for the development of their neighbourhoods. The city could open further its public space to diversity by taking into account the population diversity in the design and management of new buildings or spaces. An example is the co-management of the construction of a new Mosque in Mouraria district.

Noteworthy is the participatory budget process that involves people with different backgrounds in the reconstruction of areas of the city. The process is developed partly online and partly through in person mechanism such the participatory meetings organized by the Municipality of Lisbon and the Juntas of Fregusia[8] and involving citizens, univeristies, companies, associative movements and institutions.

Lastly, it is positive that there are neither areas in Lisbon reputed as "dangerous", nor spaces or areas dominated by one ethnic group where other people may feel unwelcome.

8. Mediation and conflict resolution policies

ICC-Index - Mediation and conflict resolution - City sample (inhabitants > 200'000)

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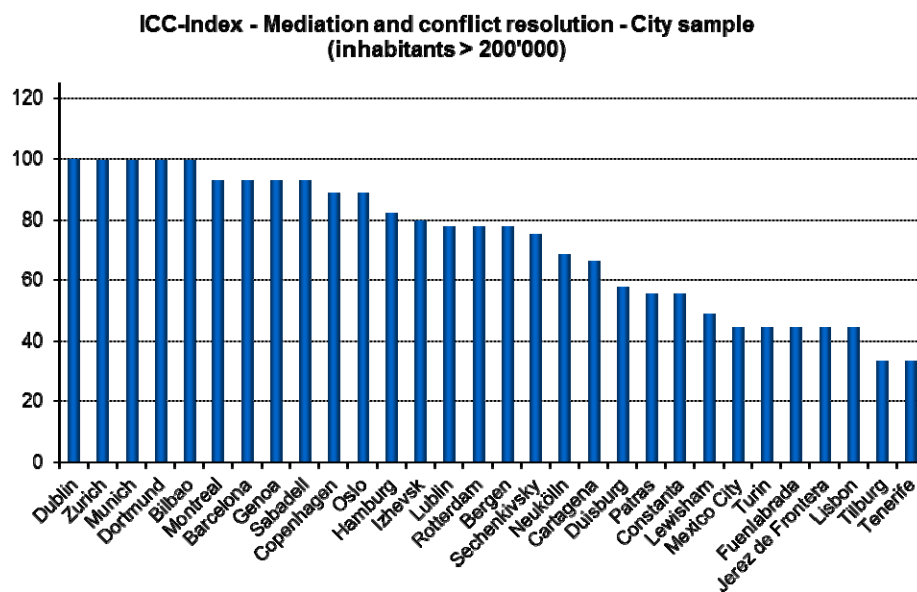
[8] A sub-unit of the local administration corresponding to an administrative parish.

ICC-Index - Mediation and conflict resolution - City sample
(non-nationals/foreign borns < 15%)
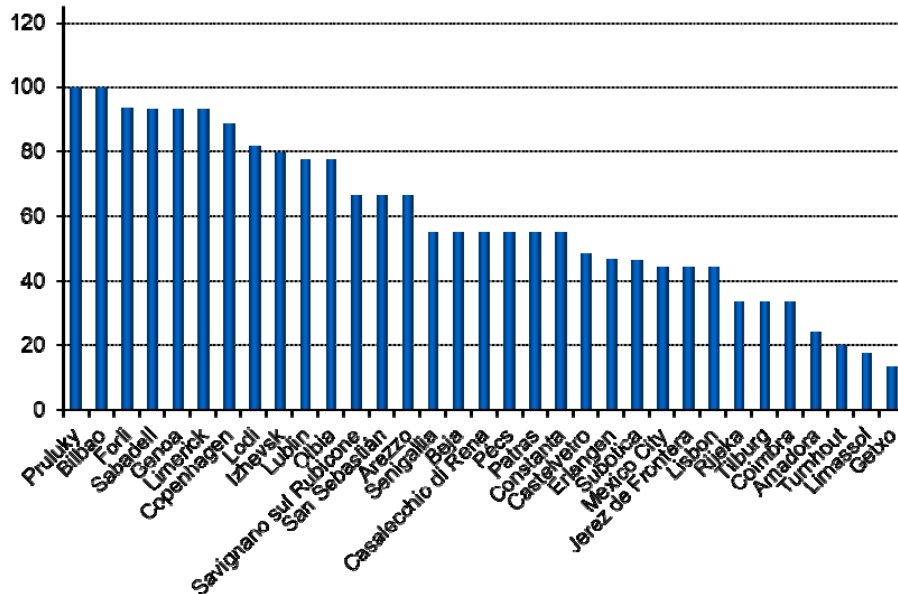
The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

The analysis shows that Lisbon's mediation and conflict resolution policy achievement rate is lower (44%) than the city sample's rate (66%).

Lisbon has set up a municipal mediation service devoted to intercultural issues only. The service is provided by ACIDI (the Support Center for Migrants).
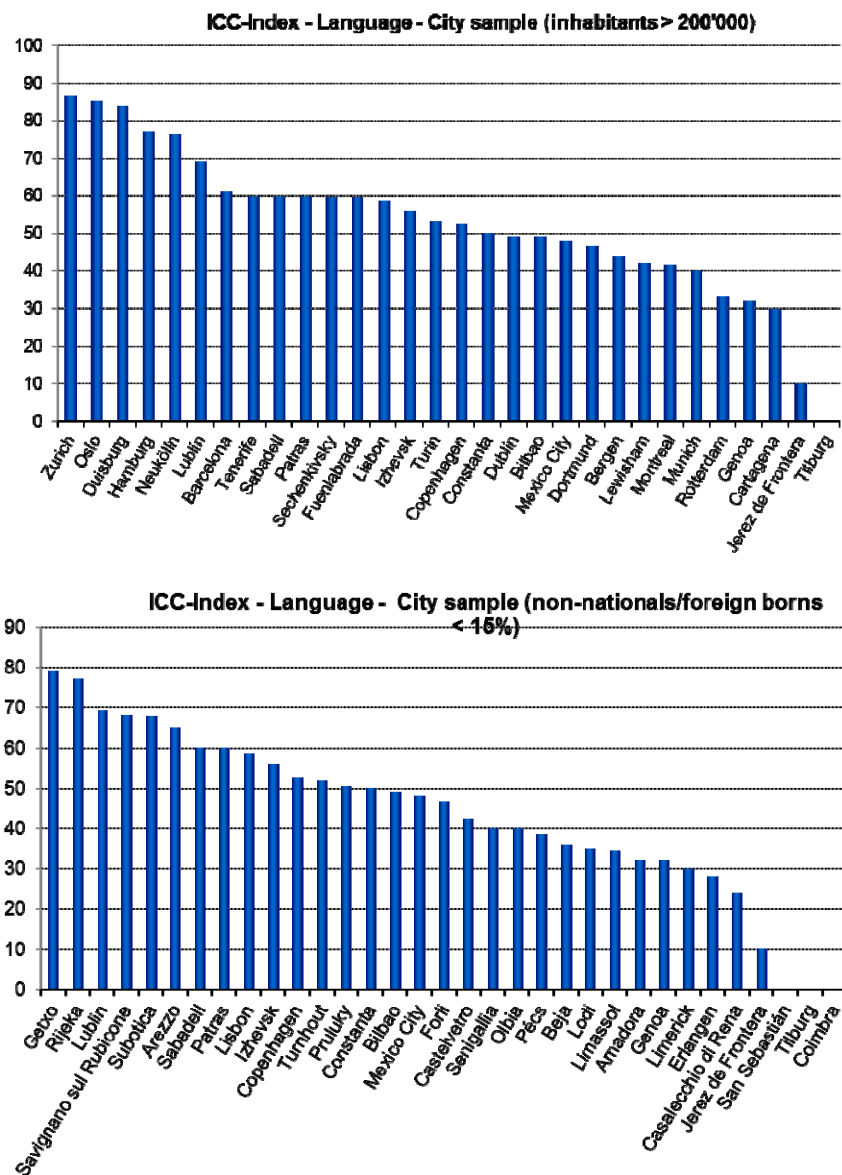Also a state-run mediation service is provided.

Lisbon might wish to consider Bergen's experience in providing mediation services in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems. This service is provided by the Community Youth Outreach Unit in Bergen (**Utekontakten**).

Particularly interesting, as Lisbon has not an organization dealing with inter-religious relations is also, Bergen's municipal mediation service committed to inter- religious issues specifically. **Samarbeidsråd for tros- og livssynssamfunn** is an interfaith organisation in Bergen, supported by the municipality and where most faith communities are represented.

Lisbon may also consider to further explore possible mediation and conflict resolution ideas. Thus, in Dublin (Ireland), there is a mediation service with intercultural competence which is run by autonomous organizations. The Immigration Council of Ireland (ICI) is an independent national non-governmental organization that promotes the rights of migrants through information, legal advice, advocacy, lobbying, research and training work. Furthermore the Migrants' Rights Centre Ireland is a national organization concerned with the rights of migrant workers and their families which aims to

bridge a gap in support structures and information provisions for this group. Finally, the Jesuit Refugee Service (JRS) is an international Catholic non-governmental organisation. It focuses mainly on supporting people seeking asylum in state provided accommodation, assisting immigration related detainees as well as promoting integration of migrant communities. All three of these autonomous organizations provide mediation services and have intercultural competences. The city also provides mediation services in places such as hospitals.

9. Language[9]

ICC-Index - Language - City sample (inhabitants > 200'000)

ICC-Index - Language - City sample (non-nationals/foreign borns < 15%)

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[9] By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref–http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

Lisbon's language policy achievement rate is higher (59%) than the city sample's rate (49%).

The city provides learning migrant/minority languages as part of the regular curriculum at schools and as a regular option available to anyone. The City has also provided spaces or other forms of support to minority groups wishing to organize language courses.

Lisbon encourages projects which give a positive image to minority/migrant languages.

Lisbon may wish to ameliorate its language policies in the future, for example by providing specific language training in the official languages for specific vulnerable groups [10]. For example, the Johannes Learning Centre (Johannes Læringssenter) in Stavanger is open by day and in the evenings, and online. Special mother-child groups are organised so that stay-at-home mums can learn and practice Norwegian together.

10. Media policies

ICC-Index - Relations with the local media - City sample (inhabitants > 200'000)

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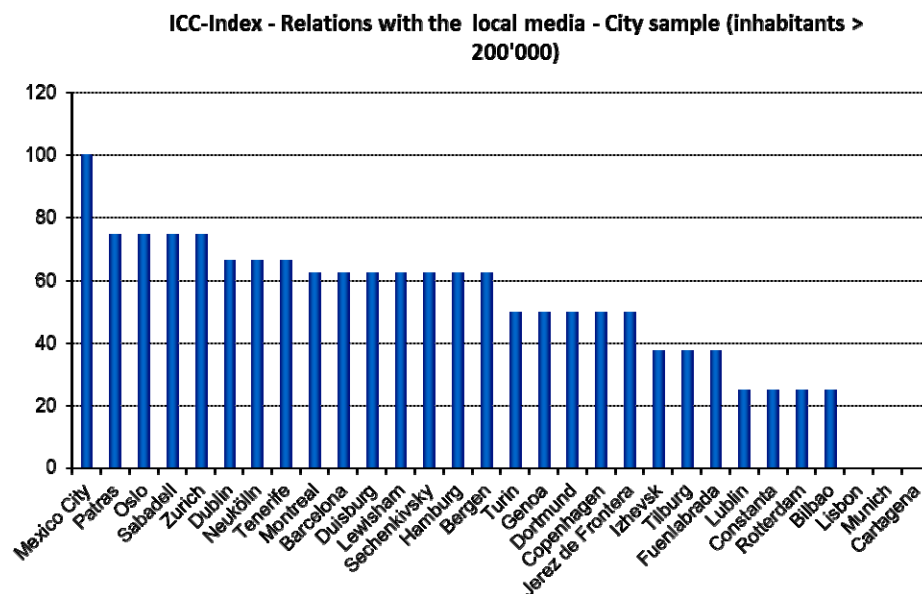
[10] The term makes specific reference to non-working mothers, the unemployed, as well as retired people

ICC-Index - Relations with the local media -
City sample (non-nationals/foreign borns < 15%)
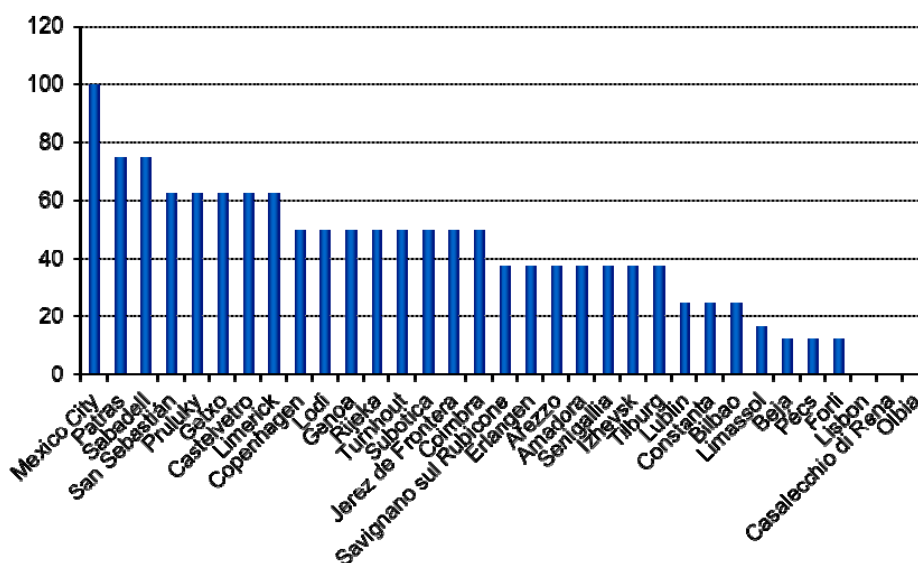
The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media agencies to achieve a climate of public opinion more conducive to intercultural relations.

0% of Lisbon's media policy goals were achieved while the city sample's attainment rate for these goals is 47%.

Lisbon may wish to monitor the way in which minorities are portrayed in the local media. The municipality of Stavanger, for example, monitors every incident where migrants occur in an article or otherwise.
Four or five times a year, the city of Bergen publishes a newspaper with information about activities in the city that is distributed to all households in the city. The November 2013 edition was dedicated to integration[11].

Furthermore Lisbon may wish to notice an initiative launched by the city of Barcelona (Spain). Since 2010, the city is carrying out the BCN Anti-Rumor campaign to combat negative and unfounded rumors that have an adverse effect on living in diversity, based on working in conjunction with different social actors and organizations. A part of this campaign has been substantial press coverage.

Lisbon may wish to further explore possible initiatives for improving the visibility of migrants in the media. For instance, the International Cultural Network in Stavanger has held a course for immigrants wishing to learn how to write letters to newspapers.
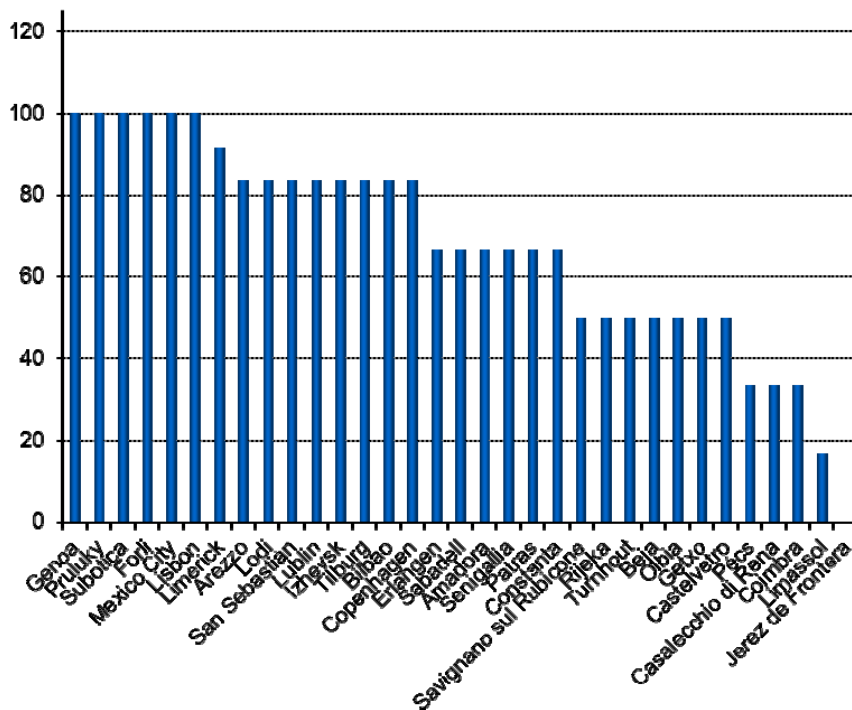
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[11]   Further information at: https://www.bergen.kommune.no/aktuelt/publikasjoner/301/article-111191

11. International outlook policies

**ICC-Index - An open and international outlook - City sample
(inhabitants > 200'000)**
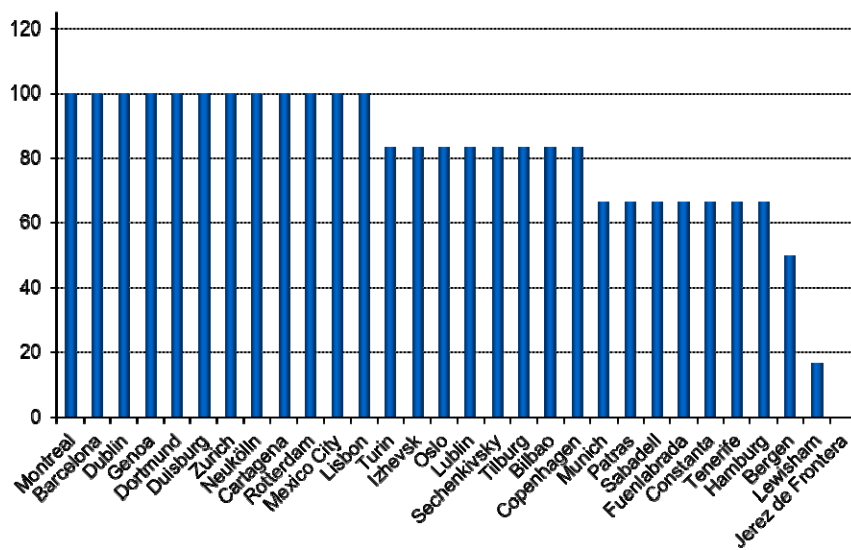
**ICC-Index - An open and international outlook - City sample
(non-nationals/foreign borns < 15%)**

An intercultural city is a place which actively sought to make new connections with other places for trade, exchange of knowledge, as well as tourism.

Lisbon's international outlook policy indicators are higher (100%) than the city sample's (71%).
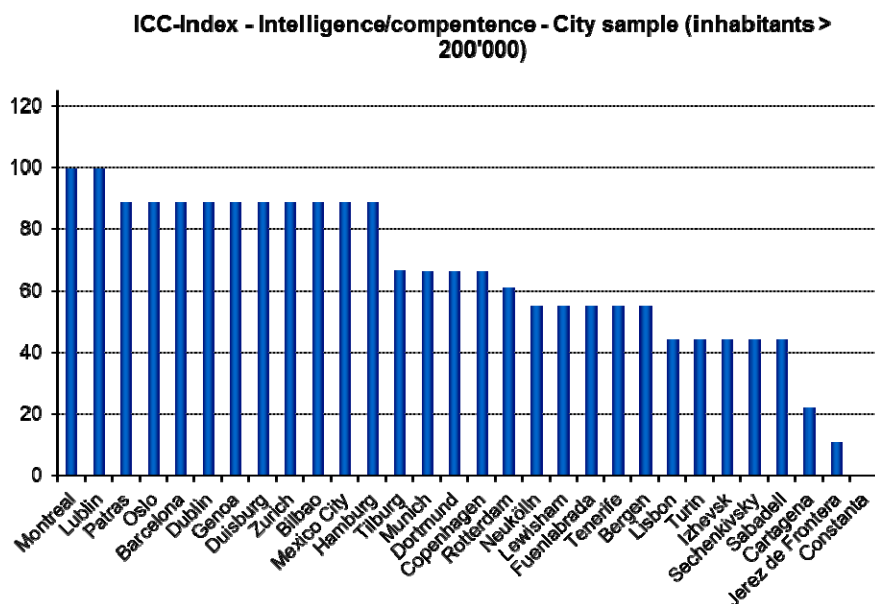
Lisbon has designed an explicit policy to encourage international cooperation, for example with agreements with Rabat (Morocco) and Montevideo (Uruguay). In May will be signed an agreement with Asunción (Paraguay) on scientific cooperation and cultural heritage. The city supports this policy with a specific financial provision.
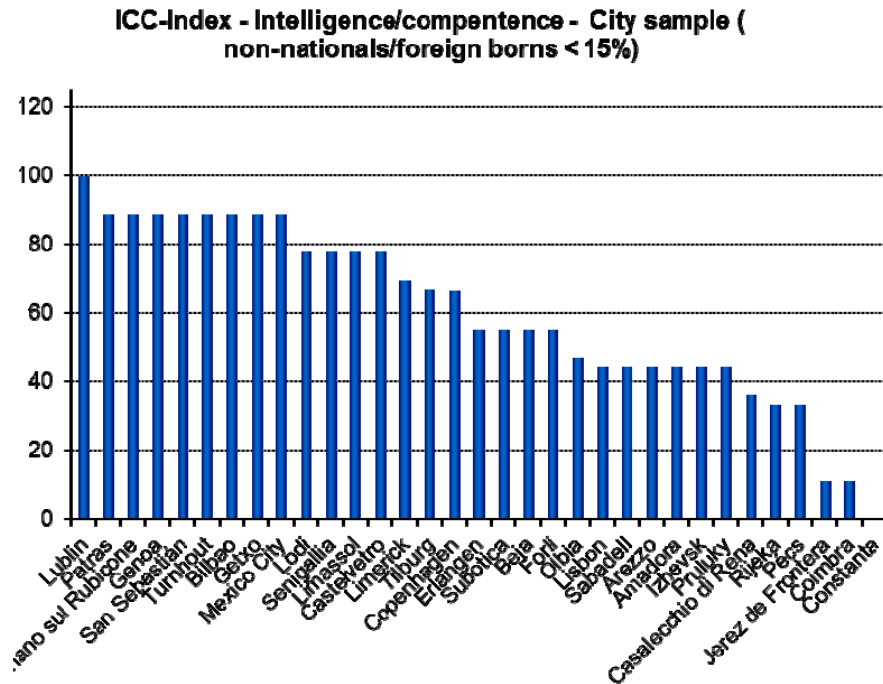
The city supports local universities in order to attract foreign students, and ensures that foreign student populations take an active part in the city life.

Furthermore, projects for economic relations with countries of origin of migrants are undertaken, as, for example, a project in waste collection and management co-developed with the Portuguese-speaking African countries.

Finally, Lisbon has created an agency with a specific responsibility for monitoring and developing the city's openness to international connections.

12. Intelligence competence policies

ICC-Index - Intelligence/compentence - City sample (inhabitants > 200'000)

ICC-Index - Intelligence/compentence - City sample (non-nationals/foreign borns <15%)

A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one mode of behaviour on all situations.

The attainment rate of Lisbon's intelligence competence policy goals is lower than the city sample's: 44% of these goals were achieved, while the city sample rate for intelligence competence policy is 63%.

The City Council for Interculturalism and Citizenship is the body in charge of mainstream the information about diversity and intercultural relations in order to inform the city authority's process of policy formulation.

Seminars and networks are also organized for municipal police officers as a tool for promoting intercultural competences within officials and staff.
Lisbon may wish to ameliorate this service, taking into consideration offering courses in intercultural communication not only to its staff but also to other public and private sector workplaces, as the city of Bergen does.
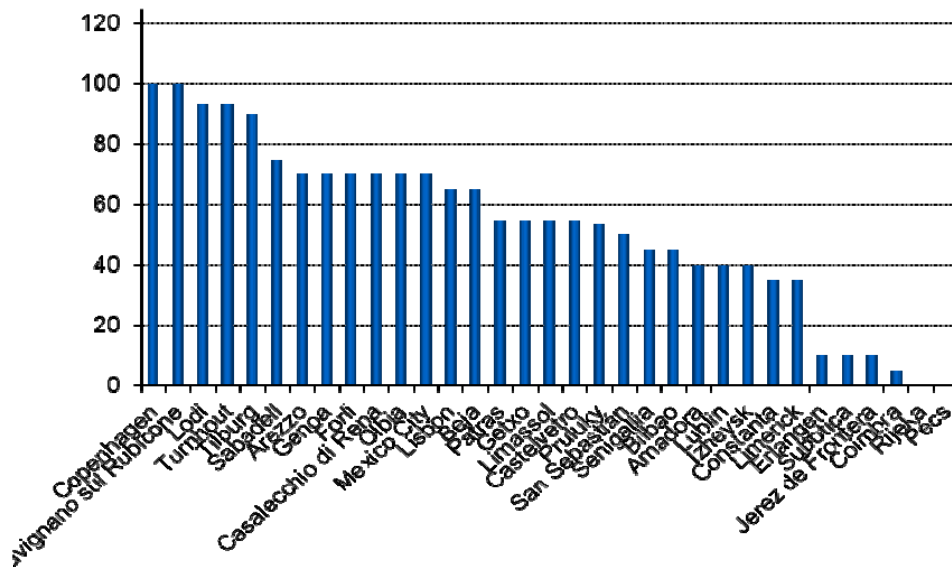
The city may also wish to conduct surveys to find out how inhabitants perceive migrants/minority groups.

13. Welcoming policies

ICC-Index - Welcoming new arrivals - City sample (inhabitants > 200'000)
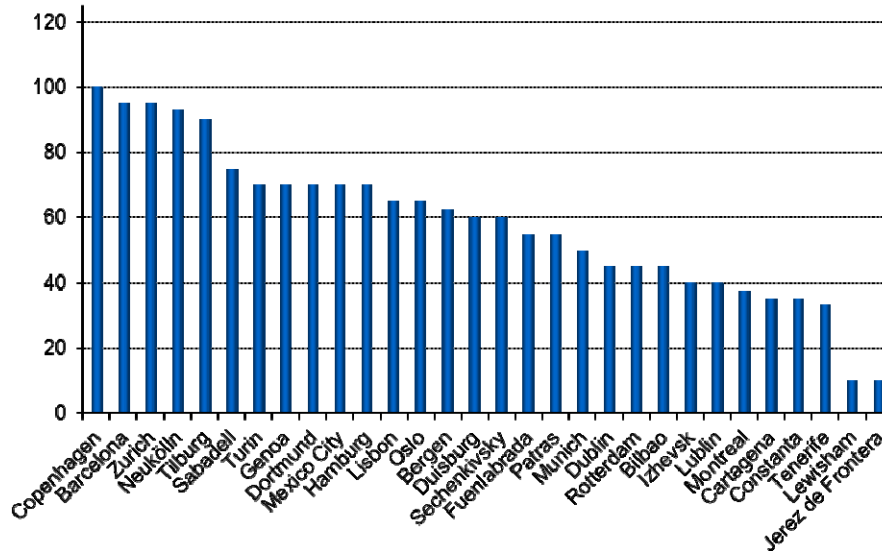
ICC-Index - Welcoming new arrivals - City sample (non-nationals/foreign borns < 15%)

People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-coordinated and delivered effectively will have a significant impact on how the person settles and integrates.

The attainment rate of Lisbon's welcoming policy goals is higher than the city sample's: 65% of these goals were achieved, while the city sample rate is 56%.

Lisbon has implemented various welcoming policy instruments. For instance, the city has set up a designated agency to welcome newcomers.

Lisbon has published a comprehensive package of information to aid newly arrived foreign residents. The city's services and agencies provide support tailored specifically for students, family members, and refugees.

The city might wish to ameliorate its welcoming policy by having a special public ceremony to greet newcomers in the presence of city's officials. We invite Lisbon to consider the following welcoming initiative as implemented by Tilburg city council (the Netherlands). Here, each new migrant resident has to follow the integration programme, which is a combination of getting work and courses about Dutch language, history, culture etc. Each month there is a special ceremony in the town hall for the people who passed the exams of the integration programme. Each month the alderman can congratulate about 30 people. Once a year, a great party is organized by the municipality for all new residents.

14. Governance policies

ICC-Index - Governance - City sample (inhabitants > 200'000)
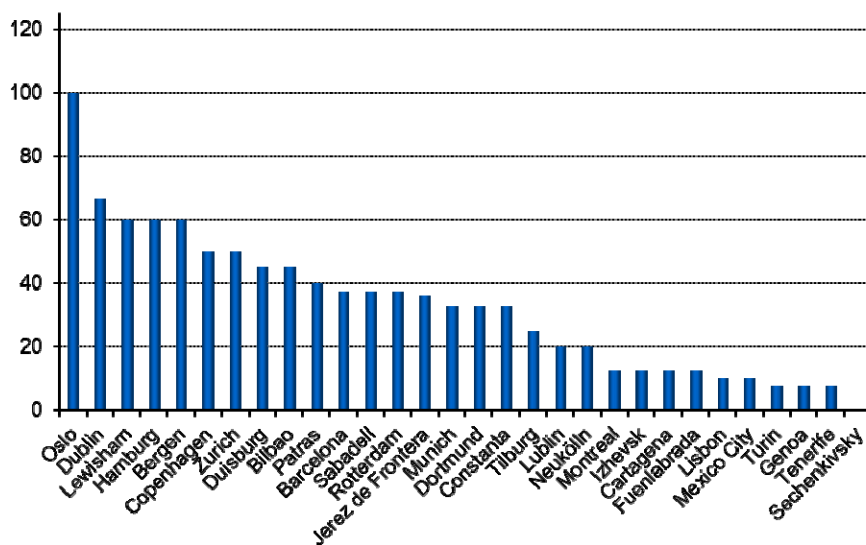
ICC-Index - Governance - City sample (non-nationals/foreign borns < 15%)
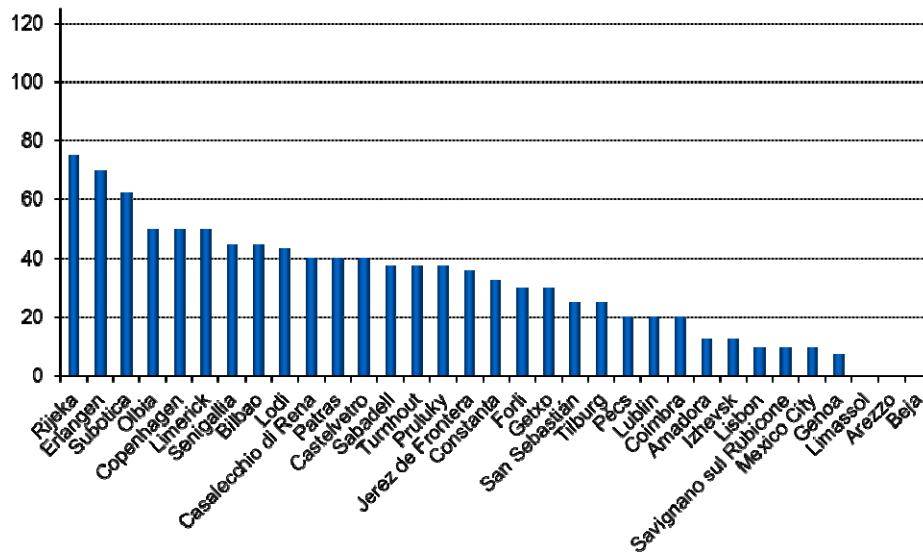
Perhaps the most powerful and far-reaching actions which a city can take in making it more intercultural are the processes of democratic representation and decision making.

10% of Lisbon governance policy goals were achieved while the city sample's attainment rate for these goals is 33%.

Foreign national can vote in local elections only when they obtain nationality[12] and no initiatives has been developed for encouraging migrants to engage in political life. The ethnic background of politicians partly reflect the composition of the population, for example, at the moment, out of 7 elected representatives, 2 are of African and Indian origins. However there is not an indication by law about standard for representation in public office, as well as in mandatory boards supervising schools and other public services.

No political body has been set up for representing ethnic minorities and migrants.

Local authority may consider replicating an initiative introduced by the UK-based operation Black Vote in Liverpool. This allows young migrants to shadow established local politicians, so they better understand what the job involves and it encourages them to engage in politics.

Another good practice is implemented by the city of Bergen before every election: a campaign to encourage people from migrant background to participate is launched. The city works with migrant communities to inform them about their rights and the election. There are also debates with leading politicians on topics chosen by migrant organisations.

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[12] According to national law

Furthermore Lisbon may wish ameliorate its intercultural governance policies by establishing an advisory immigrant council as well as standard for the representation of migrants/minorities in mandatory bodies which supervise schools and public bodies. An interesting step in this direction was made by the Serbian city of Subotica. The Municipal Council for Interethnic Relations established a Board of Parents in one of the neighbourhoods, Peščara, where 500 Kosovo Roma had settled. This board allows parents, including these of Roma origin, to have representatives at school.

15. Conclusions

The results of the current ICC Index assessment show that Lisbon does better than most other cities in the sample. Furthermore noticeable improvements have been made since the previous assessment in 2011, particularly in areas such Commitment, Intercultural Lens, Mediation, Language and International outlook. On the other hand policies regarding the field of Media and Governance worsened.

Lisbon's achievements in the areas of media, intelligence, education, public services and governance are lower than the city sample.

In view of the above, we invite Lisbon to continue strengthening in most of the policy areas and improve in the policy areas detailed below.

16. Recommendations

When it comes to Lisbon's intercultural efforts, with reference to the survey, the city could enhance them in the sectors below by introducing different initiatives:

> **Commitment**: Lisbon is an example of a city in which local authorities demonstrate their commitment to being an intercultural city. Local authorities could strengthen that providing an official ceremony or prize of acknowledging local citizens or organisations that has done exceptional things to encourage interculturalism in the local community.

> **Education**: Lisbon might consider ameliorating its intercultural education approach by considering a public policy to increase ethnic/cultural mixing in schools and by encouraging schools to make stronger efforts to involve parents from ethnic minority/migrant background in school life.

> **Neighbourhood**: Lisbon may wish to know about other Intercultural Cities initiatives for increasing the diversity of residents within the neighbourhoods.

> **Public services**: Lisbon may wish to ameliorate the intercultural dimension of public services by laying down a targeted recruitment strategy to ensure that the ethnic background of public employees across silos reflects the composition of the city's population. Lisbon may also

wish to extend services tailored to the needs of the city's inhabitants with different ethnic and cultural backgrounds.

➤ **Business and labour market**: The city council's business and labour market policies may benefit from encouraging the creation of a charter or another biding document against ethnic discrimination and by giving priority to companies with a diversity strategy in the municipality's procurement of goods and services.

➤ **Cultural and civil life**: Lisbon may meet other Intercultural Cities initiatives to continue enriching its cultural and civil life activities.

➤ **Public space**: Lisbon is an example of a city in which local authorities demonstrate their commitment to being an intercultural city when they deal with public spaces. Local authorities could strengthen that by taking into account, on an ordinary basis, the population diversity in the design and management of new buildings or spaces.

➤ **Mediation and conflict resolution**: Lisbon may wish to ameliorate its intercultural mediation policies by providing intercultural mediation specialised institutions such as hospitals, police, mediation centres and retirement homes, and also by encouraging the setting up an organization dealing with inter-religious relations.

➤ **Language**: Lisbon may wish to ameliorate its language policies in the future, for example by providing specific language training in the official languages for hard-to-reach groups Furthermore, the City may wish to further explore supporting financially local minority newspapers/journals or radio/TV programmes in minorities languages.

➤ **Media**: Lisbon may wish to monitor the way in which minorities are portrayed in the local media and to further explore possible initiatives for improving the visibility of migrants in the media.

➤ **International outlook**: Lisbon may meet other Intercultural Cities initiatives to continue enriching its international and co-developed activities.

➤ **Intelligence and competence**: Lisbon may wish to further explore possible intelligence competence policies observing other ICC initiatives, as well as conducting surveys to find out how inhabitants perceive migrants/minority groups.

➤ **Welcoming**: Lisbon may wish ameliorate its welcoming policies by having a special public ceremony to greet newcomers in the presence of city's officials

➤ **Governance**: Lisbon might consider ameliorating its governance policy by taking measures to increase the representation of migrants/minorities in the city administration and to encourage them to engage in political life. Local authorities may consider measures to develop an advisory migrant

council and to put forth standards for the representation of migrant minorities in mandatory bodies supervising schools and public services.

Lisbon may wish to look into further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural cities database[13].

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[13] http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp