Subotica: Results of the Intercultural Cities Index analysis

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A comparison between 29cities

Introduction

The Intercultural Cities programme is a joint initiative between the Council of Europe and the European Commission. 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 29 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora *(Portugal)*, Barcelona (*Spain*), Copenhagen (*Denmark*), Donostia-San Sebastian[1] (*Spain*), Dublin (*Ireland*), Duisburg *(Germany)*, Geneva (*Switzerland*), Izhevsk *(Udmart Republic, Russia)*, Limassol *(Cyprus)*, Lisbon *(Portugal).* the London borough of Lewisham (*United Kingdom*), Lublin *(Poland)*, Melitopol *(Ukraine)*, Mexico City *(Mexico)*, Montreal *(Canada)*, Munich *(Germany)*,Neuchâtel *(Switzerland)*, Neukölln *(Berlin, Germany)*, Oslo *(Norway)*, Patras *(Greece)*, Pryluky *(Ukraine)*, Reggio Emilia *(Italy)*, Rijeka (*Croatia*), Sechenkivsky *(District of Kyiv, Ukraine)*, Subotica *(Serbia)* Tilburg (*The Netherlands*), Turnhout (*Belgium*), Vasteras *(Sweden)* and Zurich (*Switzerland*).

This document presents the results of the Intercultural City Index analysis for the city of Subotica and provides related intercultural policy conclusions and recommendations.

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 66 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).

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[1] The Spanish city of Donostia-San Sebastian hereinafter referred to as San Sebastian

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.
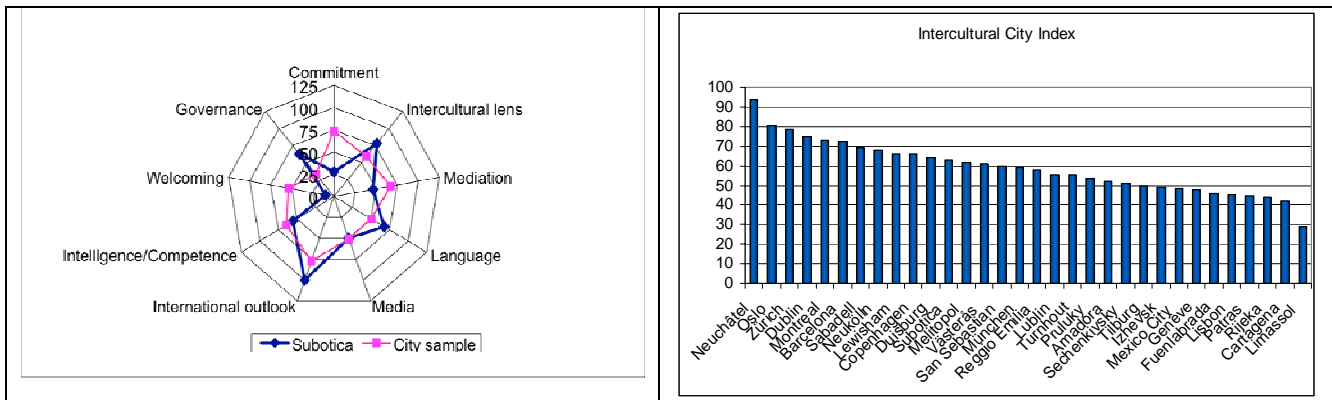

According to the overall Index results, Subotica is positioned 12th among the 29 cities in the sample in relation to the index as it stands at present.

Subotica-An overview

Subotica is a city in northern Serbia. It has a population of 148,401 inhabitants. The largest minority group- people from Hungary- makes up 38.47% of the city's population. The largest minority group in descending order are: Hungarians (38.47%), Croats (11.25%) and Bunjevcis (10.96%). The latest GDP/ per capita figures are of RSD (Serb dinars) 370.616 equivalent to €3, 945.

1. Commitment
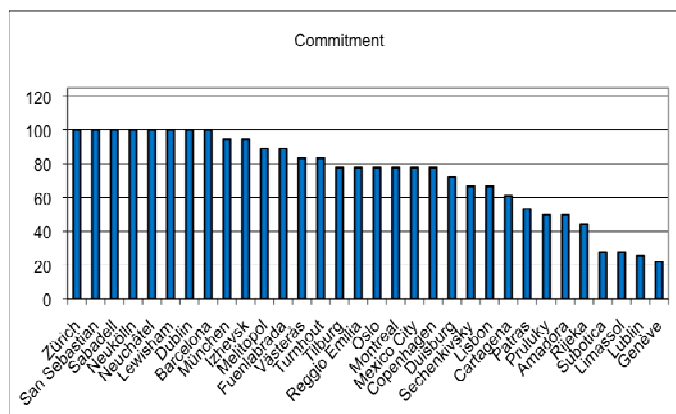
The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

The rate of achievement of Subotica's commitment policy goals is lower than the city sample's[2]: 28% of these goals were achieved, while the city sample's rate for commitment policy is 74%.

Subotica has adopted a number an initiatives which demonstrate its commitment to the intercultural approach. For instance local citizens who have done an exceptional thing to encourage interculturalism in the local community are acknowledged.

We invite Subotica to formally adopt a public statement in favour of diversity, peace and co-existence. The city could consider the following commitment initiatives of other cities. The city of Oslo (Norway) declared itself an open and inclusive city in 2001. The policy name is OXLO- Oslo Xtra Large. The declaration "Oslo- a city for all" passed by a unanimous city council states: "Oslo is a city where all citizens are of equal value. The city's citizens are its most cherished resources. We are all citizens with different ethnic, cultural and religious backgrounds, and have the same fundamental values, duties and responsibilities (…). The municipality aims to mirror the diversity of its population, among its public servants and leaders, and in the services it provides".

The city may consider adopting an intercultural action plan. The city of Galway (Ireland) has declared itself an intercultural city and set out an 'intercultural framework' in its three year strategy 'Towards a City of Equals". It has an action plan built around five themes: enhancing protection against racism; ensuring economic inclusion and inequality; accommodating cultural diversity in service provision; recognition and awareness of cultural diversity and racism; as well as enhancing the participation of culture and ethnic minorities in Irish society.

Subotica may wish to consider implementing an evaluation process for its intercultural strategy and action plan. The Dutch city of Tilburg may provide a source of learning and inspiration for the future. Tilburg undertook a complete reassessment of the offer and performance of its public services in the light of citizens' expressed wishes and needs. The result was public services which are much more flexible, client-centred, result oriented, evidence based, responsive and effective.

According to the answers provided in the survey, Subotica is "seriously considering" setting up a dedicated cross-departmental co-ordination structure which is responsible for its intercultural strategy and action plan. In Lyon (France), a task force composed of political officials with

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[2] The term "city sample "refers to the weighted average of the 29 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

different portfolios, institutional representatives and civil society members have revised as of 2010 city policies and propose changes in order to ensure that these policies promote equality of opportunity, non-discrimination and positive recognition of cultural diversity. The task force is supported by a secretariat, which requests studies and takes policy initiatives. It has an evaluation process and an observer monitors the impact on the ground.

Subotica's city council might consider ameliorating its commitment initiatives, for instance, by launching an official webpage for diversity and interculturality. An interesting example of such an initiative has been introduced by the Swiss canton of Geneva. The canton's Office for the Integration of Foreigners' website serves as a resource centre for migrant communities. In the period 2008 to 2009 the number of people who have visited the website has increased by 100%. An interactive map displays 140 local addresses comprising, amongst others: local administrations, social services, associations which serve migrant and female inhabitants, health services and leisure providers. These addresses may be useful for newly arrived migrants, foreign citizens as well as for people who have lived in the community for a longer period of time.

The city council might consider ameliorating its commitment initiatives for instance by making clear reference to Subotica's intercultural commitment more frequently in the city's speeches and communication. A useful example in this area can be found in Reggio Emilia (Italy). Reggio's official slogan- in the context of the Intercultural Cities programme of the Council of Europe and the European Commission- is "Positive contamination of culture". Finally Subotica may wish to build upon its commitment initiative, for instance by: designed an intercultural strategy as well as allocating a budget for the implementation of its intercultural strategy and action plan.

The local government has designed an intercultural strategy and has developed an action plan to put it in practice. It has allocated a budget for the implementation of its intercultural strategy and action plan.

2. Education[3] policies through an intercultural lens
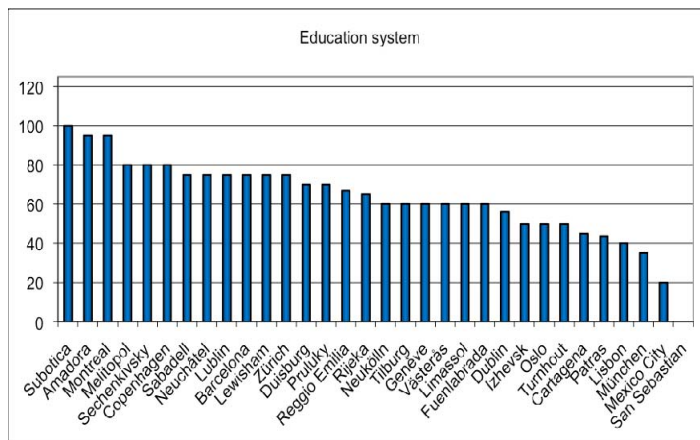
School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.

The analysis shows that Subotica's education policy achievement rate is considerably higher (and indeed at the maximum rate, 100%) than the city sample's rate (65%).

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[3] 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)

Subotica has put into practice several intercultural education initiatives. In none of the local primary schools do almost all pupils come from the same ethnic background.

Local schools make considerable efforts to involve parents from migrant/minority backgrounds in daily school life. The Roma Education Centre has become an interface between Roma parents, teachers and non Roma parents to overcome mutual suspicion, through the establishment of parents' councils in schools in which Roma are represented. Furthermore, the city promotes local schools which carry out intercultural projects. It also promotes ethnic/cultural mixing in local schools.

Subotica might consider further strengthening its intercultural education approach by ensuring that the ethnic background of teachers mirrors the diverse population in a larger proportion of local schools. However, one should note that the Roma Education Centre has pressed for the training of Roma teachers and non-teaching assistance and for their employment in local schools and kindergartens.

3. Neighbourhood policies through an intercultural lens[4]

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.

Subotica's neighbourhood policy indicators are lower (50%) than the city sample's rate (61%).

In 20% of Subotica's neighbourhoods a vast majority[5] of residents come from the same ethnic background. In a few of the city's neighbourhoods a vast majority of inhabitants come from minority ethnic groups[6].

The city has put into practice some neighbourhood interaction initiatives. For instance, Subotica does encourage residents from one neighbourhood to meet and interact with residents from another from different ethnic/cultural backgrounds.

According to the answers provided in the survey, Subotica takes occasional measures to promote interaction within neighbourhoods. The city could consider the following neighbourhood initiatives of other cities. For instance, Tilburg (The Netherlands) supports ideas for creating more meeting places and therefore lets neighbourhoods apply for making benches, or "social sofas". The inhabitants state where they want to place them and how they should be designed. In addition, through the "enrich your neighbourhood programme", Tilburg's residents can ask for some money to organize special activities in their own neighbourhoods. Lewisham also promotes interaction within neighbourhoods. Here, however, this issue is addressed through practice rather than policy. Local Area Assemblies take specific actions tailor-made for under- represented communities who can participate if required. One of the outcomes of these assemblies is that residents understand each other better and social cohesion is promoted in the local community.

Subotica may wish to consider building upon its policy which avoids ethnic concentration. The following example provided by the city of Zurich may be a source of inspiration and learning for the future. Here a large proportion of the city's inhabitants live in rented accommodation. 25% of

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[4] 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.

[5] For the purpose of this report, a "vast majority" refers to a situation where more than 80% of residents come from the same ethnic background.

[6] By "minority group" we understand a subordinate group whose members have significantly less control or power over their own lives than the members of a dominant or majority group have over theirs. (ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

the rented flats are provided by the city or through housing associations which have implemented an allocation policy. The city's allocation scheme includes achieving a "good mix" between different social groups as one of the initiatives criteria.

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 Subotica's public services policy achievement rate is slightly lower (40%) than the city sample's rate (43%).

The ethnic background of Subotica's public employees mirrors that of the city's inhabitants. Subotica provides two out of the five services listed in the Intercultural Cities index which are tailored to the needs of the ethnic/cultural background of its citizens: it offers specific funeral/burial in response to culturally-based requests. It also hosts public events which mark historic dates for national communities, as well as celebrating the cultural heritage of the city's ethnic minorities.

The city may wish to build upon the existing services tailored to the needs of the ethnic/cultural background of its citizens. We invite the city of Subotica to consider the following initiative launched by Tilburg (The Netherlands) in this area. All civil servants in Tilburg who have contacts with their clients in their work receive intercultural training. All of the civil servants who work in the city's social affairs department receive diversity training. This is standard procedure for any new employee.

Another interesting example of such a practice has been jointly introduced by Neukölln's City Council Department for Social Affairs and Housing working together with the migration service of Caritas (a social welfare institution of the Catholic Church in Germany). This was in introduced after a campaign for cultural sensitive care for senior citizens. In this particular case, the staff of the service for senior citizens was familiarized with culture sensitive services for senior citizens in the framework of information and sensitisation events. An important issue was to attract migrants for voluntary participation in the social committees.

According to the answers provided in the survey, non-nationals can seek employment "on certain positions" in the local public administration. The city of Subotica may wish to consider opening up the administration further to non-nationals. For instance, the canton of Neuchâtel in Switzerland worked with the local police to convince them to open its ranks to non-nationals. After an initial phase of reluctance, motivated by the belief that only nationals can really defend national interests, the police finally opened up to foreigners and their integration has been successful.

Finally, Subotica's local government may wish to ameliorate its diversity and equality policies in the future, by encouraging intercultural mixing in the private sector labour market. We invite the city of Subotica to consider the following initiative launched by the London borough of Lewisham in this area. The Council's procurement policies and contracts include an Equalities Statement that bidding companies need to show they meet as part of their application.

5. Business and labour market policies through an intercultural lens

Subotica's business and labour market policy indicators are considerably higher than the city sample's: 80% of these goals were achieved, while the city sample's rate for business and labour market policy is 43%.

The city council has adopted the following best practice recommendations in its business and labour market initiatives. Subotica has signed a charter which outlaws discrimination in employment. The city's administration encourages ethnic/cultural minorities businesses to move beyond localized economies to enter into the main stream and higher value added sectors. It also encourages business district/incubators to facilitate mixing between different cultures. For example, the city organizes an annual SME's festival, which includes an intercultural food festival and Duzijanca festivities to promote ethnic businesses. Subotica also prioritises companies which implement a diversity strategy when procuring their goods and services.

The City Council's business and labour market policies may benefit from encouraging the creation of a business umbrella organization which promotes diversity and non discrimination in the workplace. To this effect, Subotica could learn from the Swiss canton of Neuchâtel. Since January 2005 the Canton has been working in partnership with local watch-making businesses. Its objective is to integrate its diverse inhabitants into local businesses. It achieves this by educating local businesses on the realties of the Canton's diverse inhabitants; publishing material on the legal aspects of discrimination at work; as well as providing factory managers with half day training on intercultural communication.

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

Subotica's cultural and civil life policy goal achievement rate is considerably higher (95%) than the city sample's rate (78%).

Subotica has implemented the following policies in cultural and civil life. It does use intercuralism as a criterion when allocating grants to associations. 30% of all its grants go to associations and initiatives based on the interculturalism criterion. The city council does organise events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix. For example, the Tolerance Cup is an annual sporting event in which pupils of all backgrounds take part in a mini Olympics. In the arts events such as Interetno and Dancing Together festival run by the Nepkor Hungarian Centre are reaching out to all groups. Cultural organizations which deal with diversity and intercultural relations in their productions are also promoted. Finally, Subotica organises public debates and campaigns around the topics of diversity and living together.

7. Public space policies through an intercultural lens
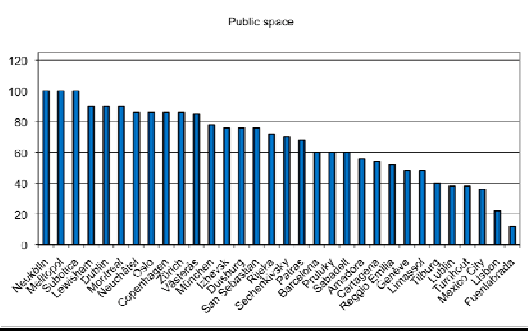
Well managed and animated public spaces can become beacons of the city's intercultural intentions. However, badly managed spaces can become places of suspicion and fear of the stranger.

The rate of achievement of Subotica's public space policy goals is one of the highest (and indeed at the maximum rate, 100%) as compared to the city's sample of 67%.

According to the answer given in the survey, there are no areas in the city which have a reputation of being "dangerous". None of the areas in the city are dominated by one ethnic group and make other inhabitants feel unwelcome.

The city has implemented several public spaces policy instruments. The local government promotes intercultural mixing in public libraries, museums, squares and playgrounds. When designing and managing new public spaces and libraries, Subotica takes into consideration the ethnic/cultural backgrounds of the city's citizens. When reconstructing an area, the city proposes different forms and places of consultation to reach out to its ethnically and culturally diverse inhabitants. According to the answers provided in the survey, the consultation process usually takes place in neighbourhood community centres.

8. Mediation and conflict resolution polices

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 Subotica's mediation and conflict resolution policy achievement rate is lower (46%) to the city sample's rate (67%).

The council has introduced some initiatives to achieve its mediation and conflict resolution policy objectives. With support from the GTZ centre in Belgrade, the city has been running training for 27 young people of mixed backgrounds involving 40 hours tuition in mediation. They hope to expand this and do more work in neighbourhoods and in support of the Roma Community. Subotica also provides mediation services in places such as hospitals, in the city's administration, as well as in neighbourhoods and on the streets.

We invite Subotica to build upon its existing mediation and conflict resolution initiatives for instance by setting up an organization which deals specifically with inter-religious relations.

9. Language[7]

Subotica's language policy achievement rate is higher (68%) than the city sample's rate (50%).

Subotica encourages projects which give a positive image to minority/migrant languages. For instance, the city supports plays in minority languages which are translated into other languages, small concerts and poetry readings. According to answers provided in the survey, this allows citizens to interact and learn about each other's different cultural characteristics. The city has allocated a specific budget which supports minority newspapers/journals, minority radio programmes, as well as TV programmes that are broadcasted in languages other than the majority ethnic language.

Subotica may wish to provide specific language training in the official languages for hard-to-reach groups[8]. Zurich may provide a source of inspiration and learning for Subotica's future language initiatives. Zurich city council encourages projects which develop a positive image of minority/migrant languages. For example, the city's representatives recommend to parents to raise their children, prior to them attending schooling, either in their mother tongue or as bilingual (their mother tongue and German).

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[7] 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)
[8] The term makes specific reference to non-working mothers, the unemployed, as well as retired people

Subotica may wish to supports private/civil sector institutions which offer language training in migrant/minority languages. The following examples may provide a source of learning and inspiration in this respect. In the Swiss canton of Zurich, additional curriculum courses, called HSK Course, are offered by embassies, consulates as well as private organisations. These courses cover a range of topics including languages, history, geography, as well as minority cultures.

A similar initiative has been launched by the Ukrainian city of Melitopol. Here, the city supports cultural associations of ethnic communities which provide, inter alia, language courses open to everyone- including people from other ethnic and linguistic backgrounds- and many people from such backgrounds attend the courses.

The local government may wish to ameliorate its language policies in the future, for instance by ensuring that all of the city's citizens are eligible to receive training in immigrant/minority languages. Subotica may wish to take note of an initiative put into practice by Reggio Emilia (Italy) in this area. In order to help families preserve the competence of migrant children in their mother tongue language, in two schools in Reggio Emilia there are classes in the native languages of the children and in parallel their parents learn Italian.

10. Media policies

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.

50% of Subotica's media policy goals were achieved, which is almost equal to the city sample's attainment rate for these goals (51%).

The municipality has implemented various media policy instruments. For instance, the city's information services are instructed to promote harmonious intercultural relations. The city also monitors the way in which minorities are portrayed in the local media

The city may wish to further explore possible media policies, for instance by providing advocacy/media training/mentorships for journalists from minority backgrounds. An interesting example of such an initiative has been developed by Oslo city council. Among journalists, editors, and media researches, there is now a growing awareness about the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. This has resulted in a stronger focus on the recruitment of journalists with ethnic minority background.

The city may wish to further explore possible media initiatives, for example by promoting a positive image of migrants and minorities in the media through targeted press meetings and dedicated newspaper columns. An interesting example of this type of initiatives is found in Reggio Emilia (Italy) which has run several pro-diversity workshops involving special editions of local newspapers and TV Sports. They have created a directory of reference persons for media to enlarge the view points expressed in the media.

The French city of Lyon has introduced a similar initiative. Here, the Diversity Club, set up by professionals of migrant background, organized in 2009 the Diversity Awards event with the largest regional newspaper, "Le Progres", in order to highlight pro-diversity initiatives and actions. The event was attended by 2000 people and was followed by a special supplement in "Le Progres". It is now an annual event.

The Swiss canton of Neuchâtel also promotes a positive image of migrants and minorities in the media. For example, "Vivre içi en venant d'ailleurs" is an initiative which promotes migrant groups

participation in their communities. It seeks to promote a more positive image of migrant communities than that achieved through normal media channels. A double media strategy is implemented through written press and a radio station. Articles as well as broadcasted shows are produced on the life a local migrant, his/her migratory journey or the political and historical situation of the foreigner's country of origin.

11. International outlook policies

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

Subotica's international outlook policy indicators are one of the highest (and indeed at the maximum score, 100%) compared to that of the city sample's (76%).

The municipality has put into practice a policy to encourage international co-operation. A specific financial provision has been introduced to achieve this. An agency has been set up to monitor and develop Subotica's openness to international connections. The city council provides support to local universities in order to attract foreign students. In addition, Subotica's ensures that foreign student populations take an active part in the city's life. The local administration has initiated projects and policies to encourage co-development with Subotica's migrant groups' countries of origin.

12. Intelligence competence policies

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 Subotica's intelligence competence policy goals is lower than the city sample's: 55% of these goals were achieved, while the city sample rate for intelligence competence policy is 64%.

Subotica has adopted the following best practice recommendations in intelligence competence initiatives. Information regarding diversity and intercultural relations is mainstreamed to inform the city when formulating new initiatives. According to the answers provided in the survey, the information is mainstreamed to projects which promote international cooperation in the city of Subotica. The city council also promotes the intercultural competences of its officials and staff through interdisciplinary seminars, information networks and training courses.

The city may also wish to consider conducting a public opinion survey and look at the following examples of good practice implemented in other cities. In partnership with the local university, Reggio Emilia (Italy) ensures monitoring of integration and well-being of migrants, public opinion and the effects of the city's policies. Tilburg (The Netherlands) has put into practice a similar institutive. Every two years, a survey is held among the residents of Tilburg concerning people's attitudes to "the multicultural society", as it is called. This survey includes the same ten statements each time, so it is easy to compare the results. The city's Research and Information department also presents monitor studies, like the poverty monitor, the integration monitor etc. On the basis of this, the policy of Tilburg can be maintained, adapted or completely changed. Melitopol (Ukraine) also conducts perceptions surveys. An annual international and scientific conference "Political culture, dialogue and cohesion" is also held by the Melitopol pedagogic university.

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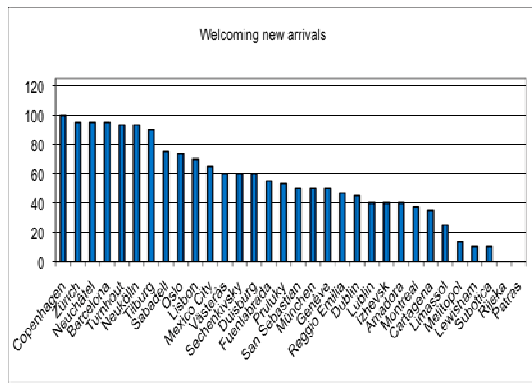
People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-coordinated and delivered effectively will have a significant impact on how the person settles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

The attainment rate of Subotica's welcoming policy goals is much lower than the city sample's: only 10% of these goals were achieved, while the city sample rate is 54%.

The city may wish to further explore possible welcoming market initiatives, for example by setting up a designated agency to welcome newcomers.

We invite Subotica 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 part is organized by the municipality for all new residents.

Copenhagen city council (Denmark) has also introduced a similar initiative. Here, foreign students are invited to participate in a welcome reception at the City Hall with other expats. On this occasion, they can meet city officials, local associations and hear about cultural offers of the city. The Lord Mayor of Culture and Leisure officially welcomes participants to Copenhagen at the reception.

Subotica may wish to further explore possible international outlook policies by publishing a comprehensive package of information to aid newly arrived foreign residents. An example of this type of initiative is found in Neukölln (Berlin,Germany). Here, the Berlin Senate has produced a multilingual folder entitled 'Welcome to Berlin' which is distributed via Neukölln's officials to all new arrivals. It provides comprehensive information to the newcomer on how to negotiate one's way through German official systems.

The city may wish to further explore possible welcoming market initiatives, for example by launching services and agencies which provide support tailored specifically for students, family members and refugees. An interesting example of this type of services has been introduced in the Norwegian capital Oslo. Here, refugees are offered a two year introductory programme. This comprises language training, periods of in-work training and mentorship, as well as an introductory allowance for refugees.

The Polish city of Lublin offers similar support for refugees. Here, the Centre for Refugees offers educational and integration programmes which are carried out by the Voluntary Centre in Lublin. In addition, the municipal family aid centre offers social aid for foreigners and refugees.

An interesting example of services which offer specific support for families has been introduced in Izhevsk, the capital city of the Udmart Republic (Russia). Here, the project "A New City", which is a club for young parents, aims at conveying skills and information but to do it in away which builds lasting relationships and social bonds.

14. Governance policies

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.

63% of Subotica's governance policy goals were achieved, while the city sample's attainment rate for these goals is 33%.

Newcomers are eligible to vote in local elections "only when they have obtained nationality". An independent political body has been created to represent all ethnic minorities living in Subotica. The city has also established standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

The local government may wish to further explore possible governance policies by actions to improve the representation of migrants in the city administration. An interesting example of such an initiative has been introduced by the UK-based operation Black Vote which has set up a scheme in Liverpool. It allows young migrants to shadow established local politicians so they better understand what the job involves and encourage them to engage in politics

Copenhagen has also taken a number of actions to improve the representation of migrants in the city administration. The local government offers paid internships specifically targeted at people with minority backgrounds, for instance by requiring they should be able to speak a certain language. It also offers training possibilities for its interns so they can acquire permanent positions. The city council advertises its vacancies through community media groups, as well as universities with a high proportion of students from minority backgrounds.

15. Conclusions

In a large number of intercultural strategy areas, Subotica does better than most other cities in the sample. Its leading practices can provide useful insights and examples to other cities in the field of education, business and the labour market, cultural and civil life, public spaces, languages, international outlook and governance. For example, the Roma Education Centre has become an interface between Roma parents, teachers and non Roma parents to overcome mutual suspicion, as well as establishing parents councils in which Roma are represented. The city organizes an annual SMEs festival which includes an intercultural food festival and Duzijanca festivities to promote ethnic businesses. As part of its cultural and civil life practices, the city organizes the Tolerance Cup which is an annual sporting event in which pupils of all backgrounds take part in a mini Olympics. When reconstructing an area, the city proposes different forms and places of consultation to reach out to its ethnically and culturally diverse inhabitants. According to the answers provided in the survey, the consultation process usually takes place in neighbourhood community centres. As part of the city's practice to promote a positive image of minority/migrant languages, it supports plays in minority languages which are translated into other languages, small concerts and poetry readings An agency has been set up to monitor and develop Subotica's openness to international connections. The city has also established standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

16. Recommendations

Subotica needs to make progress in relation to its commitment, neighbourhoods, public service, media, mediation and conflict resolution, intelligence competence, welcoming and governance initiatives. The city may wish to look into some of the 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[9].

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