



## Intercultural cities

Joint action of the Council of Europe and of the European Commission



## Amadora: Results of the Intercultural Cities Index

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A comparison between 29 cities

### 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<sup>1</sup> (*Spain*), Dublin (*Ireland*), Duisburg (*Germany*), Geneva (*Switzerland*), Izhevsk (*Udmurt 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*), Sechenivsky (*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 Amadora 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).

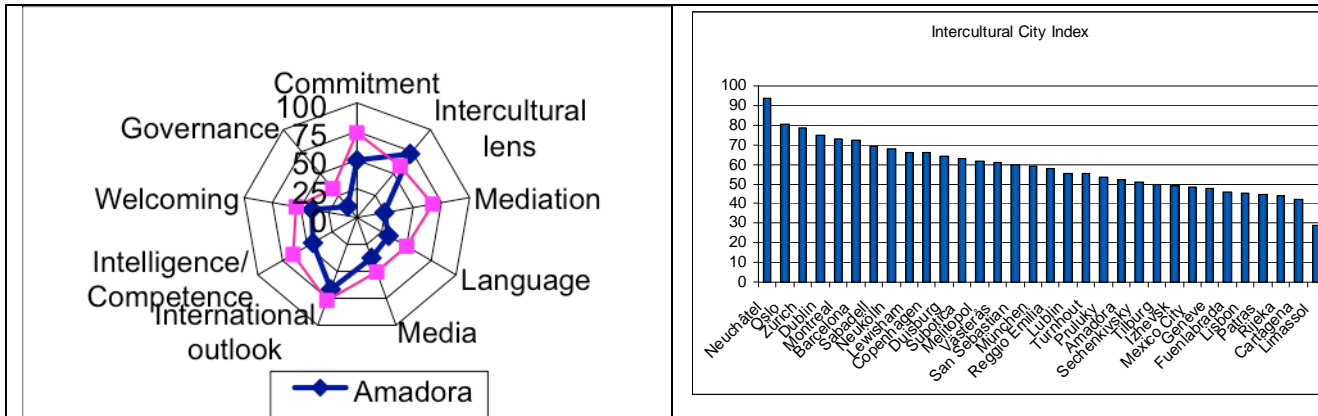
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of these indicators - education system; neighbourhoods;

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<sup>1</sup> The Spanish city of Donostia-San Sebastian hereinafter referred to as San Sebastian

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, Amadora is positioned 21th among the 29 cities in the sample in relation to the index as it stands at present.

### Amadora-An overview

Amadora is a Portuguese city. According to a 2001 census, it has a population of 175,802 inhabitants. Non-nationals make up 7.60% of Amadora’s total inhabitants. The largest minority group- people from six countries in Africa where Portuguese is the official language (PALOPS)- Angola, Cape Verde, Guinea Bissau, Equatorial Guinea Mozambique and São Tomé and Príncipe-make up 76% of Amadora’s total migrant inhabitants.

### 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 Amadora’s commitment policy goals is lower than the city sample’s<sup>2</sup>: only 50% of these goals were achieved, while the city sample’s rate for commitment policy is 74%.

Amadora has adopted a number of initiatives which demonstrate its commitment to the intercultural approach. The city council has formally adopted a public statement in favour of diversity, peace and co-existence. The local government has designed an intercultural strategy. It has allocated a budget for the implementation of its intercultural strategy. Amadora also makes clear reference to its intercultural commitment in the city’s speeches and communication.

According to the answers provided in the survey, Amadora is also “seriously considering” setting up a dedicated cross-departmental co-ordination structure to be responsible for its intercultural strategy and action plan. In this area the Spanish city of Vic may be a source of inspiration and learning for the future. Here, three councillors oversee the intercultural relation

<sup>2</sup> The term “city sample” refers to the weighted average of the 21 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

policies. Several services including the education, welcome office, police, mediation teams, the department for employment and social integration are involved in a coordinated system which allows for a personalised follow up of newly arrived migrants with specific needs and mainstreams integration and intercultural relations across all of the city services and departments.

The French city of Lyon has put into practice a similar initiative. Here, a task force composed of political officials with different portfolios, institutional representatives and civil society members have revised city policies as of 2010 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 set up an evaluation process and an observer monitors the impact on the ground.

Amadora city council might also consider ameliorating its commitment initiatives by developing an action plan to put it in practice. An interesting example of such an initiative has been introduced by Dublin city council. Here an action plan was constructed around five themes: promoting equality, by setting equal access, participation, outcome and conditions, for all actions that achieve redistribution, representation, recognitions and respect; preventing racism, exclusion, restriction or preference; promoting interculturalism, interaction, understanding and integration; promoting and protecting human rights and principles that are true for all peoples; and preventing poverty, that is, enabling people to attain a standard of living (material, cultural and social) to participate equally in society.

Another example in this area has been put into practice by Galloway (Ireland) city council. The city 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 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.

Amadora may wish to consider acknowledging local citizens who have done an exceptional thing to encourage interculturalism in the local community. The city of Bern provides an interesting example of this, as it launched an annual integration prize in 2003 to award the individual who achieves the most in cultural integration each year.

Another similar practice has been introduced by the London borough of Lewisham. Its "Love Lewisham" award celebrates a person who has made a difference to improving green spaces, reducing waste and contributing to the care and upkeep of the local neighbourhood, resulting in notable environmental benefits.

Amadora might consider designing an evaluation process for its intercultural strategy and action plan. An interesting example of such an initiative has been developed by the UK government in order to assess the impact of community cohesion and conflict prevention policies. It has been devised as a four step process. The first stage, information gathering, identifies: "What is the activity to be assessed and in what area will it have an impact"? Stage two of the preliminary assessment involves identifying the "aims" and "benefits" of the activity. The third stage-the full impact assessment-involves "clarifying the aims and process of the activity". Finally, the last step in this model is to develop an "action plan".

The Dutch city of Tilburg has also put into practice a similar initiative. The city undertook a complete reassessment of the offer and performance of 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.

Finally, Amadora city council may consider launching an official webpage for diversity and interculturality.

## **2. Education<sup>3</sup> 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 Amadora's education policy achievement rate is much higher (95%) than the city sample's rate (65%).

In none of the local primary schools do almost all pupils come from the same ethnic background. Amadora's schools involve parents from migrant/minority backgrounds in daily school life. Here, the project "Combate ao Incesso Escolar e Apoi Psicossocial" aims at strengthening relations between the school, family and community. Brochures are produced with guidelines and suggestions for parents and carers on issues which relate ethnic/cultural mixing in the city's schools to early childhood education and parental involvement in daily school life. Amadora promotes ethnic/cultural mixing in the city's schools. Finally, the city promotes local schools which carry out intercultural projects.

Amadora might consider ameliorating its intercultural education approach by ensuring that the ethnic background of teachers mirrors the diverse population in a larger proportion of local schools. The city of Subotica in Serbia may provide a source of learning in this respect. Here, the Roma Education Centre has pressed for the training of Roma teachers and non-teaching assistants and for their employment in local schools and kindergartens.

## **3. Neighbourhood policies through an intercultural lens<sup>4</sup>**

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.

Amadora's neighbourhood policy indicators are higher (69%) than the city sample's rate (61%).

In a few of Amadora's neighbourhoods a vast majority<sup>5</sup> of residents comes from the same ethnic background. Here, the municipal housing stock consists of 2052 houses over three main districts with a large number of residents of the same ethnic background. Two of the three main districts are mainly composed of communities with same ethnic background (Capo-Verde). In addition in the following districts communities come from the same ethnic background: Maio, Estrela de Africa, Estrada Militar do Alto da Damaia, Santa Filomena and the neighborhood of Encosta Nascente. In a few of the city's neighbourhoods a vast majority of inhabitants come from minority ethnic groups<sup>6</sup>.

Amadora encourages residents from one neighbourhood to meet and interact with residents from another from different ethnic/cultural backgrounds. The city has put into practice a policy which avoids ethnic concentration. For instance, the project "Oportunidade Geracao" was awarded the prize of distinction for best practices in municipal areas of immigrant integration by the Platform on Policies for Reception and Integration of Immigrants in the European Year

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<sup>3</sup> 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](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> 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](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))

of Intercultural Dialogue. It focuses on children and young descendants of immigrants to empower them in community projects in disadvantaged neighbourhoods.

According to the answers provided in the survey, "a policy is being prepared" to promote interaction within neighbourhoods. Here, as part of the Zambujal Melhora Programme "facilitator neighbourhoods" will be created. This initiative will provide training for two people from different ethnic backgrounds who will then work together in their own neighbourhoods as well as in other districts. In this area, the city of Zurich may also be a source of inspiration and learning for the future. In Zurich a large proportion of the city's inhabitants live in rented accommodation. 25% of 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 initiative's 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 Amadora's public services policy achievement rate is higher (50%) than the city sample's rate (43%).

Non-nationals can seek employment in the local public administration. The city encourages intercultural mixing in the private sector labour market. The programme "Amadora Empreende" seeks to identify entrepreneurial initiatives by helping young people and socially vulnerable persons to develop a business idea. "A Incubadora Quick" is a project directed at 18 to 30 years old youths. "Quem nao Arrisca Noa Petisca" caters for socially excluded women, disabled, immigrants, prisoners and ex-offenders. They both provide support to develop business ideas and seek financial help.

Amadora 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 organises school meals and health services in response to culturally-based requests.

The city may wish to build upon its services which are tailored to the needs of the ethnic/cultural background of its citizens. We invite the city of Amadora to consider the following initiative launched by Tilburg (The Netherlands) in this area. This practice was introduced due to the city's growing concern that migrants were unable to get care adapted to their culture when they became elderly. Now the housing corporations in Tilburg build old people's homes for specific groups, like elderly from Suriname and from Turkey. The policy is general when possible, specific when needed.

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 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 matter was to attract migrants for voluntary participation in the social committees.

The Germany city of Berlin<sup>7</sup> has put into practice a similar initiative. Berlin's Intercultural Opening Strategy is designed to adapt the administration to work with a diverse customer's base. Workshops are organized for all employees, with a particular focus on service managers. The process started at the Senate's Foreign office in 2004 and has since then been extended to

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<sup>7</sup> This particular example comes from: Integrating cities DIVE: "Cities accommodating Diversity; Find Recommendations from the peer review project "Diversity and Equality in European Cities"

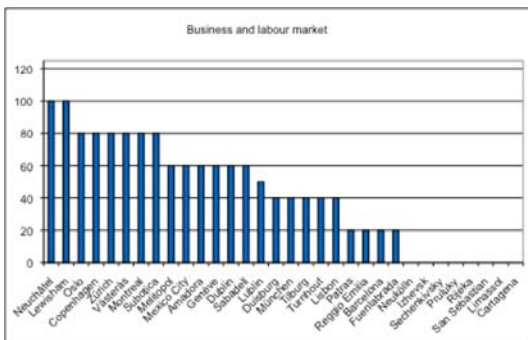
other parts of the administration, such as job centres in areas with a high proportion of people with a migrant background.

Amadora may also wish to consider implementing a specific recruitment strategy to ensure that the ethnic background of public employees reflects the composition of the city's population. An interesting example of an initiative of this type can be drawn from Berlin (Germany)<sup>8</sup>. Here, the senate launched "Berlin braucht dich" recruitment campaign which can be translated as 'Berlin needs you'. It was set up in 2006 and aims at diversifying the Senate's workforce by promoting traineeship opportunities to migrant communities. Planned to last until 2012, the promotion and information activities of the campaign also include migrant associations and parents to increase outreach. Stakeholders are also involved in making sure the progress is closely monitored. As a result of this project, the percentage of trainees with a migrant background has already increased from 6% in 2006 to 14.5% in 2008.

The Dutch city of Amsterdam has also put into practice a similar human resource policy<sup>9</sup>. Here, a municipal workforce that reflects the composition of the city's population is a clearly formulated objective of Amsterdam's administration, both at a political and senior management level. A new Diversity Programme was established for the period 2007-2010 with targets across salary scales. The Diversity programme has enabled the administration to already make progress from 14% of staff with a migrant background in 2006 to 21.5% in 2008.

Finally, Copenhagen has 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.

## 5. Business and labour market policies through an intercultural lens



Amadora's business and labour market policy indicators are higher than the city sample's: 60% of these goals were achieved, while the city sample's rate for business and labour market policy is 43%.

Amadora has signed a charter which outlaws discrimination in employment. Here, Article 13 of the Portuguese Constitution states: "No one may be privileged, favoured, injured, deprived of any rights or exempted from any duty on the basis of ancestry, sex, race language, place of origin, religion, political

or ideological convictions, education, economic situation, social status or sexual orientation". The city also encourages "business districts/incubators" to facilitate inhabitants from different cultures to mix more easily. For instance, the programme "Amadora Empreende" provides information and raises awareness of the challenges and opportunities faced in education, training and employment. This project reunites the city's schools and businesses. For three days companies promote their services, projects and best practices as well as announcing job opportunities, accepting curriculum vitae's and spontaneous applications by interested candidates. Finally, Amadora prioritises companies which implement a diversity strategy when procuring their goods and services.

Amadora'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. The city 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

<sup>8</sup> Ibidem

<sup>9</sup> Ibidem

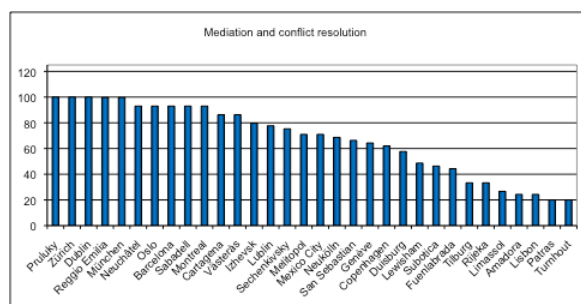


urban environment and re-order the public spaces with participative methods, designing those together with the residents; to correct spatial segregation in the district specifically that faced by inhabitants from ethnic/cultural backgrounds; as well as to improve accessibility to and mobility within the neighbourhood.

When designing and managing new public buildings or spaces, the city takes into consideration the ethnic/cultural backgrounds of its citizens. For instance, after 284 fires broke out in Casal do Silvia, one of the city's neighbourhoods it designed new playgrounds, recreational, educational and socio cultural facilities whilst taking into consideration the ethnic/ cultural backgrounds of its inhabitants.

Amadora may wish to promote intercultural mixing in the city's markets. An interesting example of such an initiative has been jointly put into practice by the Vienna Chamber of Commerce and the city council. Ottakring is a neighbourhood on the outskirts of Vienna, with more than 50 nationalities including Pakistanis, Turks, Maghrebians, and Egyptians, which make up 36% of the total population of 8,000. During the late 90s the once popular historic market of Brunnengasse faced a chronic decrease in visitors. Most of the bordering ground floor premises also became vacant and were used for storage or occupied by industries with no relation to the market, such as betting shops. In response, the Vienna Chamber of Commerce and city council decided to allocate all empty shops to artists rent free. Dozens of artists blended into the life of the neighbourhood and ran numerous projects in association with local shopkeepers and residents, ranging from providing services (sign painting etc) to innovative and unusual projects.

## **8. Mediation and conflict resolution policies**



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 Amadora's mediation and conflict resolution policy achievement rate is lower (24%) than the city sample's rate (67%).

Amadora has introduced a mediation and conflict resolution policy practice. The city provides mediation services in places such as hospitals, in the city's administration, as well as in neighbourhoods and on the streets. For instance, the project "Oportunidade Geracao" focuses on children and young descendents of immigrants to empower them in community projects in a disadvantaged neighbourhood. Here each team of street facilitators are formed by two people: one young person from the district who has knowledge of the cultural codes of the users and is seen in his/her community as being both a leader and a "change agent" and one senior technician who has knowledge of the institutions, its operations as well as the opportunities they create. It acts as a figure of reference between the partners through knowledge of the problems in the neighbourhoods. This facilitates communication and connection between families and young people. The project allows for ties to be restored with the city's social institutions and for positions to be unlocked in a much shorter time frame.

Finally, we invite Amadora 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<sup>10</sup>**

Amadora's language policy achievement rate is much lower (32%) than the city sample's rate (50%).

<sup>10</sup> 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://highereducation.com/sites/0072435569/student\\_view0/glossary.html](http://highereducation.com/sites/0072435569/student_view0/glossary.html))



Amadora encourages projects which give a positive image to minority/migrant languages. In 2001, the Portuguese government in the framework of its practice to promote social integration of migrants launched "Portugal Acolhe". This offers basic Portuguese language teaching for foreigners as well as training. It also offers newly arrived foreigners a comprehensive knowledge course on Portuguese society (culture, political and educational systems, safety and social welfare as well as labour market and health) as well as teaching them about their rights and duties.

Amadora may wish to provide specific language training in the official languages for hard-to-reach groups<sup>11</sup>. Zurich may provide a source of learning for Amadora'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).

Amadora may wish to ameliorate its language policies in the future, for instance by ensuring that all the city's citizens are eligible to receive training in immigrant/minority languages. In this area, Amadora may wish to consider an initiative put into practice by Reggio Emilia (Italy). 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 children and, in parallel, their parents learn Italian.

The Swiss canton of Neuchâtel has put into practice a similar initiative. Here, volunteers in the Neuchâtel intercultural library are convinced that the provision of books in a range of languages-both to individual users and through schools-helps migrant children learn French. Parents read to their children in their native language and this affirms their role and authority of educators (which is threatened by an insufficient command of the host language). This in turn reinforces the children's interest in reading and learning altogether and encourages the acquisition of the native language.

Another useful example comes from the London borough of Lewisham. Here supplementary schools supported by the borough provide mother tongue language and cultural schooling. There are also national events such as Black history month and Refugee Week that also include language promotion.

Amadora may wish to support private/civil sector institutions which offer language training in migrant/minority languages. Zurich may provide a source of learning and inspiration in this respect. For example, additional curriculum courses, called HSK Courses, 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 of other ethnic and linguistic backgrounds- and many such people attend the courses.

Amadora may wish to ameliorate its language policies in the future, for instance by offering financial support to minority newspapers/journals and minority radio programmes, as well as supporting TV programmes that are broadcasted in other languages than the majority ethnic language. Amadora may wish to consider an initiative put into practice by Zurich (Switzerland). Even though national laws do not allow the city to support media structures, the city can support concrete projects. In recent years, Zurich's Local Integration Credit has helped a local non-for-profit radio station. It broadcasts in several languages and the work is mostly done by volunteers.

## **10. Media policies**

<sup>11</sup> The term makes specific reference to non-working mothers, the unemployed, as well as retired people

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.

38% of Amadora's media policy goals were achieved while the city sample's attainment rate for these goals is 51%.

Making reference to the answers provided, the city instructs its information services to promote harmonious intercultural relations. Furthermore, one specific policy is adhered to only 'occasionally'. This consists of promoting a positive image of migrants and minorities in the media through targeted press meetings and dedicated newspaper columns. To ameliorate its performance in this area, Amadora could consider an interesting example of this type of initiatives as developed in the Italian city of Reggio Emilia. This city 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.

Amadora may wish to take note of another initiative launched by the Danish capital Copenhagen. This city has carried out a 3-year campaign (We Copenhageners) among others with the aim of acknowledging and celebrating diversity. A part of this campaign has been directed towards the media and there has been substantial press coverage.

The Swiss canton of Neuchâtel may also be a source of inspiration in this respect. "Vivre ici 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 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 of a local migrant, his/her migratory journey or the political and historical situation of the foreigner's country of origin.

A club in the French city of Lyon has put into practice a similar initiative. Here, the Diversity Club in Lyon, set up by professionals of migrant background, organised 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 has now become an annual award.

In addition the London borough of Lewisham may be a source of learning in this respect. Here, the council publishes a magazine entitled "Lewisham Life". It covers the diversity of the borough and official pictures are selected to ensure they represent the variety of the population.

Amadora 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 implemented by Oslo city council. Among journalists and editors, and media researchers operating in Oslo, 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.

Amadora may wish to further explore possible media policies for instance by monitoring the way in which minorities are portrayed in the local media. The Spanish city of Barcelona may provide a useful example in this respect. Barcelona has launched a website, in collaboration with 60 city organizations, to combat clichés and stereotypes about cultural diversity. False stereotypes and rumours, such as immigrants abusing public spaces or not paying taxes, are just some of the perceptions the city council wishes to eliminate through its programme to fight cultural diversity stereotypes. The programme, which comes under the Barcelona Intercultural Plan, envisages creating an anti-rumours website along with a first of its kind

Anti-Rumors Manual featuring useful data and information to debunk these ideas. The website will publicize awareness-raising material, organize participatory activities for people to reflect on the concepts of rumours and stereotypes and analyse how the media treat cultural diversity.

### **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.

Amadora's international outlook policy indicators are lower (67%) than the city sample's (77%).

Amadora has put into practice several policies to encourage international co-operation. A specific financial provision has been introduced to achieve this objective. Amadora ensures that foreign student populations take an active part in the city life. Finally, the city has also initiated projects and policies to encourage co-development with Amadora's migrant groups' countries of origin.

Amadora may wish to build upon these policies, for example by setting up an agency to monitor and develop Amadora's openness to international connections. The Swedish city of Västerås may provide a useful source of learning in this respect. This has set up an International Coordinator and Diversity strategist in the city's Welfare and Labour Unit which is part of the City's management office.

Amadora may finally wish to consider providing support to local universities in order to attract foreign students. The Italian city of Turin may provide a useful source of learning in this respect. Turin<sup>12</sup> is operating a nationwide initiative entitled "Invest Your Talent in Italy" targeting talented postgraduate students from around the world. In particular, the Politecnico of Turin is strengthening its specialism in industrial engineering and management, given its close relationship with local industry. Special Politecnico programmes aim to attract students from South America. Since 2006, a joint university has been operational with Shanghai. Finally, Torino Wireless has set up a special programme called "Education and Enterprise", to attract international students and encourage them to start up enterprises in the metropolitan area.

### **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 Amadora intelligence competence policy goals is much lower than the city sample's: 44% of these goals were achieved, while the city sample rate for intelligence competence policy is 64%.

Amadora conducts surveys to find out how inhabitants perceive migrants/minority groups. The city also promotes the intercultural competences of its officials and staff through interdisciplinary seminars and information networks.

The following examples put into practice by other cities may be useful. All civil servants in Tilburg (The Netherlands) with client contact in their work have been trained in diversity. The Swiss canton of Geneva offers intercultural awareness raising and training for its staff, as well as those who work in the canton's communes. The reason for these initiatives is that a large proportion of these employees either come in direct contact with migrant inhabitants or deal with services tailored for this group of residents. The Canton's Office for the Integration of foreign residents also runs internship programs. Its aim is to contribute to the professional development of its candidates in the field of cantonal government and integration. Lastly,

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<sup>12</sup> This particular example comes from British Council: "Leadership and Governance of OPENCITIES".

representatives from the canton's office also provide training in the field of integration to local schools and vocational training centres.

Amadora can also refer to the case of good practice as developed by the Swiss canton of Geneva. Here, the Office for the Integration of Foreign Residents runs internship programs. Its aim is to contribute to the professional development of the programme's candidates in the field of cantonal government and integration.

Amadora may wish to further explore possible intelligence competence policies, for instance by regularly seeking and mainstreaming information available from other sources regarding diversity and intercultural relations to inform the city when formulating new initiatives. Or the city could consider following the example of the Dutch city of Tilburg. Here, the town hall has a special department for Research and Information, where research about among others diversity and intercultural policy is carried out. The results are made available for the civil servants, the city council and the mayor and alderman. On the basis of this information, the policy of Tilburg can be continued, adapted or completely changed.

### **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 Amadora's welcoming policy goals is lower than the city sample's: 40% of these goals were achieved, while the city sample rate is 54%.

Amadora has implemented several welcoming policy instruments. The city has published a comprehensive package of information to aid newly arrived foreign residents. Furthermore, the city's services and agencies provide support tailored specifically for students, family members and migrant workers.

We invite Amadora 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.

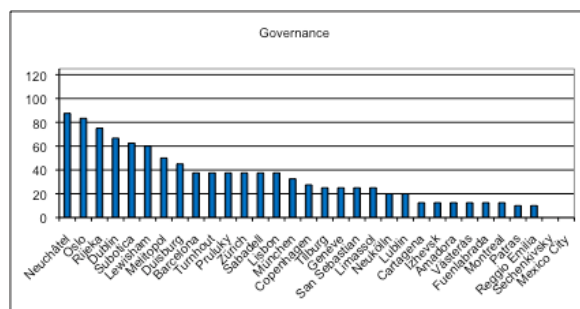
Copenhagen city council (Denmark) has also introduced a similar initiative. In Copenhagen, foreign students are invited to participate in a welcome reception at the City Hall with other expats. Here they can meet city officials, local associations and hear about cultural offers of the city. The Lord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

Amadora may wish to further explore possible welcoming initiatives, for example by launching services and agencies which provide support tailored specifically for students, family members and refugees. An interesting example of services which offer specific support for refugees has been introduced in the Norwegian capital of 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. Its Centre for Refugees provides 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.

Amadora may wish to consider setting up a designated agency to welcome newcomers. Zurich may be a source of learning in this respect. This city has also set up a welcome desk which offers counselling services as well as providing German language training.

## 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.

13% of Amadora's governance policy goals were achieved while the city sample's attainment rate for these goals is 34%.

In Amadora, newcomers are eligible to vote in local election "after a certain period of residence in the city". Amadora 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 it encourages 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.

Amadora may wish to further explore possible governance policies by setting up an independent political body to represent all its ethnic minorities. An interesting example of such an initiative has been put into practice by Leicester (The United Kingdom). Here, the Multicultural Advisory Group is a forum that coordinates community relations, with members representing the council, police, schools, community and faith groups and the media.

## 15. Conclusions

In some intercultural strategy areas, Amadora does much 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, neighbourhood, public services, business and labour market and cultural and civil life

## 16. Recommendations

Amadora needs to make progress in relation to its public spaces, mediation and conflict resolution, language, media, international outlook, intelligence competence, welcoming, and governance practices. 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<sup>13</sup>.

<sup>13</sup> [http://www.coe.int/t/dq4/cultureheritage/culture/Cities/guidance\\_en.asp](http://www.coe.int/t/dq4/cultureheritage/culture/Cities/guidance_en.asp)