Intercultural cities
Building the future on diversity
www.coe.int/interculturalcities

Mexico City: 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 Mexico City (Mexico) and provides related intercultural policy conclusions and recommendations.

---

[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).
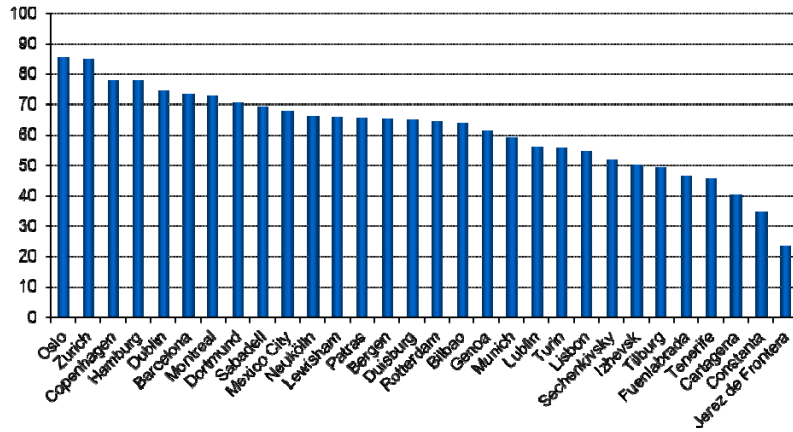
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of 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.
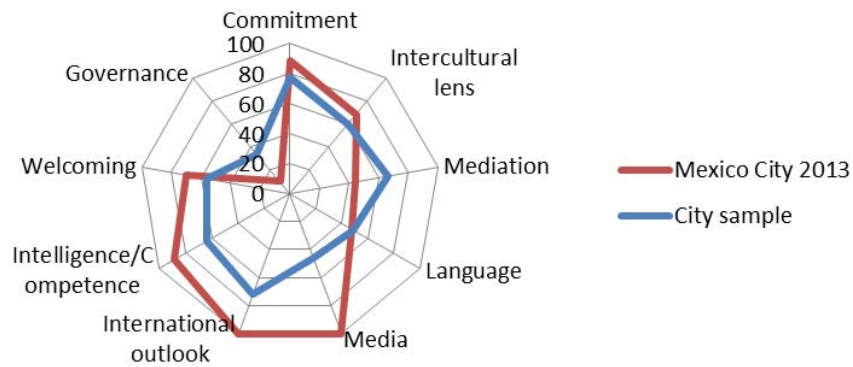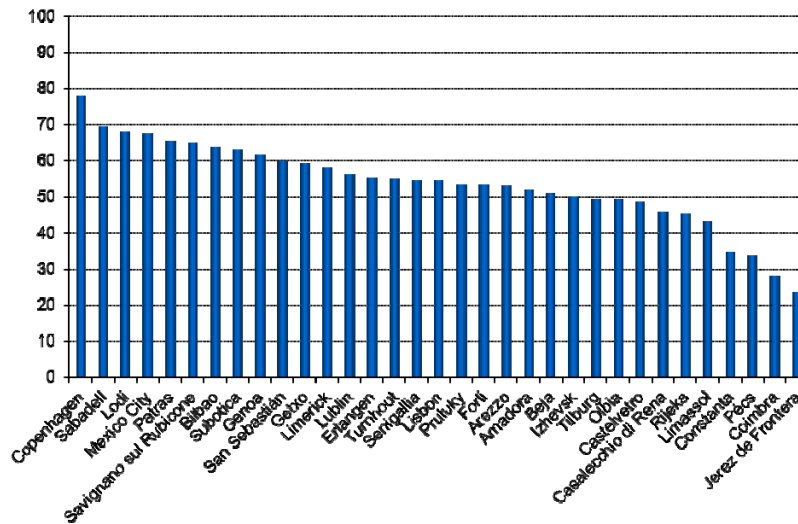
Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled 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, Mexico City has been positioned 13rd among the 59 cities in the sample, with an aggregate intercultural city index of 68%, similar to the Italian city of Lodi and not so distant from the 69% of the Spanish city of Sabadell. Mexico City has been ranked 10th among the 30 cities with more than 200,000 inhabitants and 4th among the 33 cities with less than 15 per cent of foreign-born residents.

Intercultural City Index (ICC) – City sample (inhabitants > 200'000)

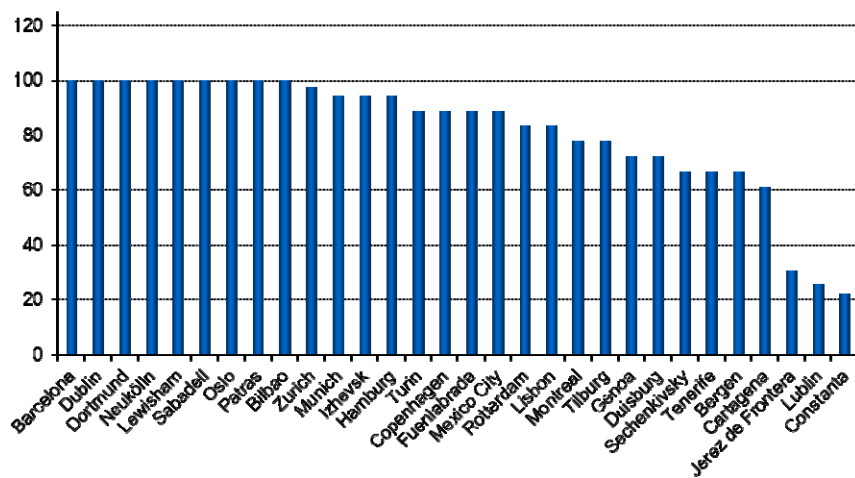**Intercultural City Index (ICC) – City sample (non-nationals/foreign borns < 15%)**
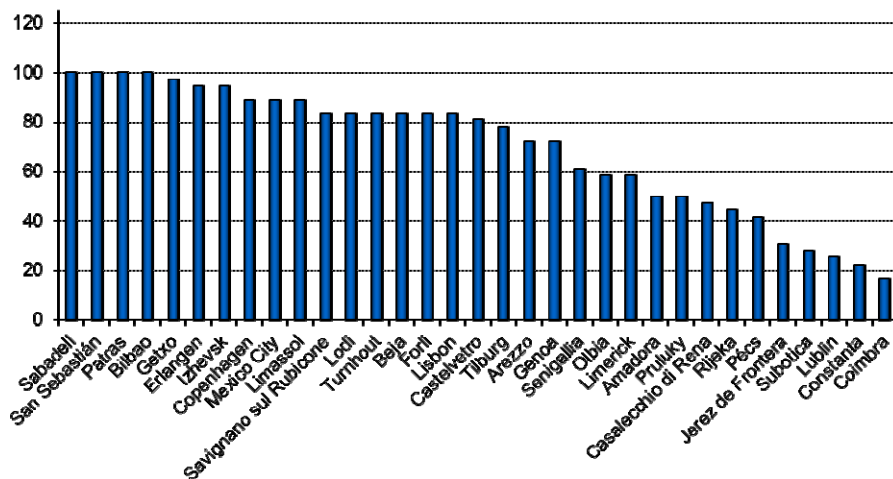
Mexico City – An overview

Mexico City is the capital of Mexico. It has a population of 8 million 900 thousand inhabitants, among which 11,40% are foreign-born, considering international migrants, refugees, asylum seekers and indigenous people moving to the city. The largest minority group-indigenous people from other states-make up 5% of the city's population. Non-nationals make up 4% of Mexico City's total inhabitants.

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 Mexico City's commitment policy goals is higher than the city sample's[5]: 89% of these goals were achieved, while the city sample's rate for commitment policy is 77%.

Mexico City 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 and has developed an integration action plan to put it in practice. An evaluation process for the integration strategy has been planned as well as a specific budget has been allocated.

The city has developed a dedicated cross-department body in charge of the intercultural city strategy: the Secretariat of Rural Development and Equity for the Communities (**SEDEC-Secretería de Desarollo Rural y Equidad para las Communidades**). The Secretariat has developed numerous programs as "Equity for the indigenous people, communities and different national origins" (Equidad para los Pueblos Indígenas, Originarios y Comunidades de Distinto Origen Nacional de la Ciudad de México), outcome of a two years long process of mutual understanding and discussions about needs and problems felt by the indigenous communities and the foreign population; "Strengthening and supporting indigenous people of Mexico City" (**Programa de Fortalecimiento y Apoyo a Pueblos Originarios de la Ciudad de México**), promoting actions and activities for supporting, disseminating ad preserving the culture of the indigenous communities.

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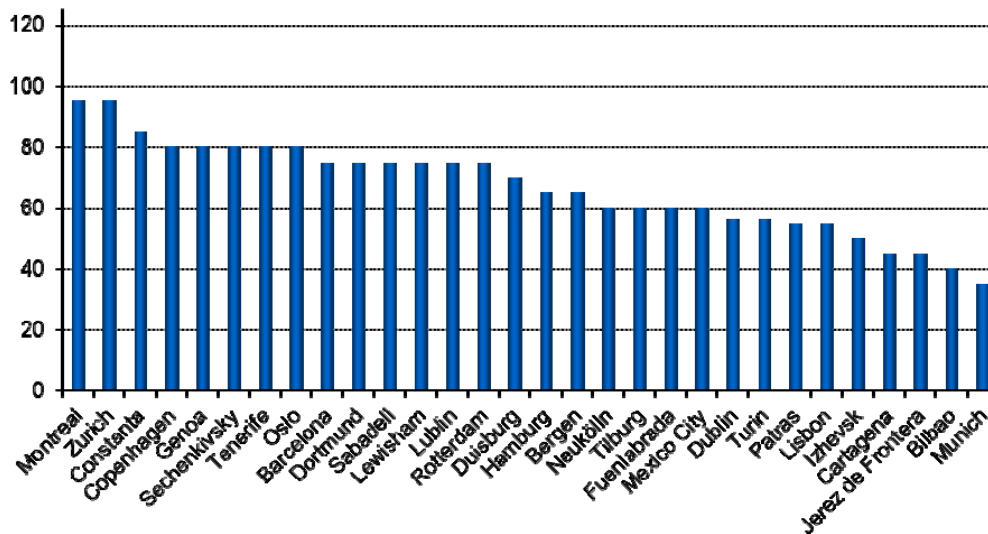
Finally Stavanger has instituted the Diversity Award recognizing the organization that has done the extra mile to promote ethnic diversity in the workplace. The money of the award should be used for further development of the diversity work at the workplace.

---

[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 Mexico City's education policy achievement rate (60%) is slightly lower than the city sample's rate (66%), but much more higher than the rate scored in 2010 (20%).

In most of the local primary schools almost all pupils come from the same ethnic background, but, according to the survey, a policy is being prepared by SEDEC, providing training in the field of interculturalism to increase ethnic/cultural mixing in schools.
Noteworthy, the ethnic background of teachers in schools partially 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.

Mexico City 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.
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. Similarly in Copenhagen a large number of schools regularly organize "open school" events where parents can meet during dinner or tea-time. In Stavanger a number of tools, like mandatory parent-teacher

---

[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).

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, Mexico City may wish to consider building upon its education initiatives by introducing measures so that the ethnic background of Rotterdam's school teachers reflects 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.

Mexico City's neighbourhood policy indicators are higher (80%) than the city sample's rate (61%) and much higher the 2010 rate (38%).

Due to the "Programa de Fortalecimiento y Apoyo a Pueblos Originarios de la Ciudad de México", encouraging diversity among the residents in the neighbourhood, in none of Mexico City's areas a vast majority of residents comes from the same ethnic background. In a few of the city's neighbourhoods a vast majority of inhabitants come from minority ethnic groups.

The city has numerous programmes to encourage people from different ethnic backgrounds to meet and interact in their neighbourhood, especially regarding the promotion and diffusion of the indigenous cultures and *barrios*.

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 Mexico City's public services policy achievement rate is higher (70%) than both the city sample's rate (45%) and the 2010 rate.

According to the answers provided in the survey, the ethnic background of public employees reflects the composition of the city's population, even without a specific recruitment strategy. Non-nationals can seek employment in the local public administration but only in certain positions.

---

[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.

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.

The city takes action to encourage intercultural mixing and competences in private sector enterprises. The Ministry of Labour and Employment Promotion, in fact, has signed an agreement for gender equality. It also provides training in non-discrimination and provides unemployment assurance for all the residents.

On the other hand, Mexico City 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 women only sections and times in sports facilities in response to culturally-based requests.

As the city has deployed a program for "Revivalling traditional and herbalist medicine", it may also wish to build upon its services, considering Berlin-Neukölln experience. After having recognized that mainstream childcare and health services were not reaching certain minorities, the district established – already in 2007 - a programme called 'Stadtteilmütter' or 'neighbourhood mothers'. The project provides mothers from a particular minority with a basic qualification in childcare and counselling techniques, which they can then use to help their own community and be paid to do so by local government. Between 2007 and 2012 6000 families were visited by Stadtteilmütter in Neukölln alone.

5. Business and labour market policies through an intercultural lens

Mexico City'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%.

The City council has set up an umbrella organization, **Consejo para prevenir y eliminar la discriminación de la Ciudad de Mexico** (Council to prevent and eliminate discrimination in Mexico City) aiming to promote diversity and non-discrimination in employment.

Mexico City might wish to ameliorate the intercultural dimension of its business and labour market by encouraging ethnic/cultural minorities businesses to move beyond "ethnic niches" into the main stream and higher value added sectors, and by giving priority to companies with a diversity strategy in the municipality's procurement of goods and services.

In 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.

Similarly, in Limerick (Ireland), the municipality offers the "Community and Social Enterprise Program", which seeks to identify individual entrepreneurial initiatives by providing the necessary conditions for developing a business idea. Furthermore in the framework of the EMERGE Programme, two Ethnic Entrepreneurs Training courses were facilitated by Doras Luimní in 2010 and 2011 in The Limerick Chamber. This training was provided free of charge in partnership with all local agencies and the private sector.

Finally, noteworthy are two initiatives launched in Amadora (Portugal), "A Incubadora 11 Quick" (directed at young people aged 18 to 30 years) and "Quem não Arrisca não Petisca" (directed to people in socially vulnerable - women, disabled, immigrants, etc.), intended as a program of selective support to strengthen projects or to seek for financial support.

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

Mexico City's cultural and civil life policy goal achievement rate reaches 100%, being higher than the city sample's rate (80%).

Mexico City uses interculturalism as a criterion when allocating 32,25% of the grants administered by the City and organizes events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix. For example the "**Feria de los Colores, Sonidos y Sabores-Interculturalidad a traves de tus sentidos**", organized around three main components: Ágora Diálogo de Los Pueblos, a forum for public debate, Museo Vivo, where the different communities show their cultures and traditions and expo-venta, an exposition of local products.

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 Mexico City's public space policy goals is similar to the city sample: 62% of these goals were achieved, while the sample city rate for public space policy is 63%.
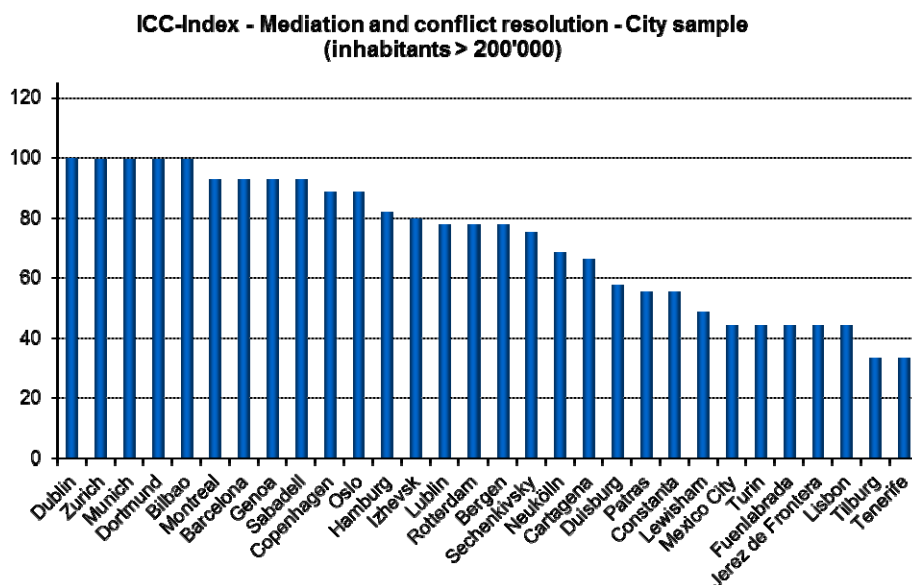
Mexico City has implemented several public spaces policy instruments. The local government promotes intercultural mixing in museums, playgrounds and squares.

The city also stimulates the engagement of local communities in planning processes for the development of some building and spaces, irrespective of the ethnic origin, as in the case of the **Centro de la Interculturalidad de la Ciudad de Mexico**. An Advisory Council for the Federal District has also been set up for being a forum for citizens' participation, as well as a consultation mechanism for indigenous law.
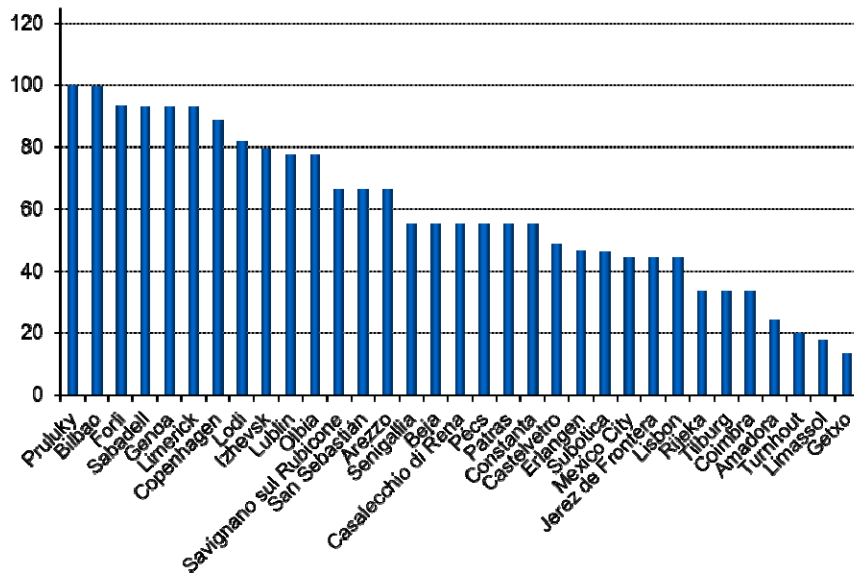
Lastly, according to the answers given in the survey, there are few areas which seem to be dominated by non-national groups and where other people may feel unwelcome, but there are some areas which have a reputation of being "dangerous".

The city might wish to consider an interesting project deployed in Reggio Emilia (Italy) where the City Mayor and residents of the badly reputed Railway Station area concluded a Local Framework Pact. Through this action, the municipality declared its trust to and promised to invest in the neighbourhood while citizens engaged to manage a public centre on a voluntary basis, looking after the public spaces and exercising community control to help respect the public order. Under the Pact, inhabitants developed projects around alcohol and drug abuse, citizen mediation of neighbourhood conflicts, youth and family education. In exchange, the city rehabilitated a park in the neighbourhood, improved street lighting and reinforced police presence. Within only a year, the neighbourhood became a reference for citizen commitment and positive development. Furthermore, citizens provided regular feedback on the implementation of the Pact.

8. Mediation and conflict resolution policies

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

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.
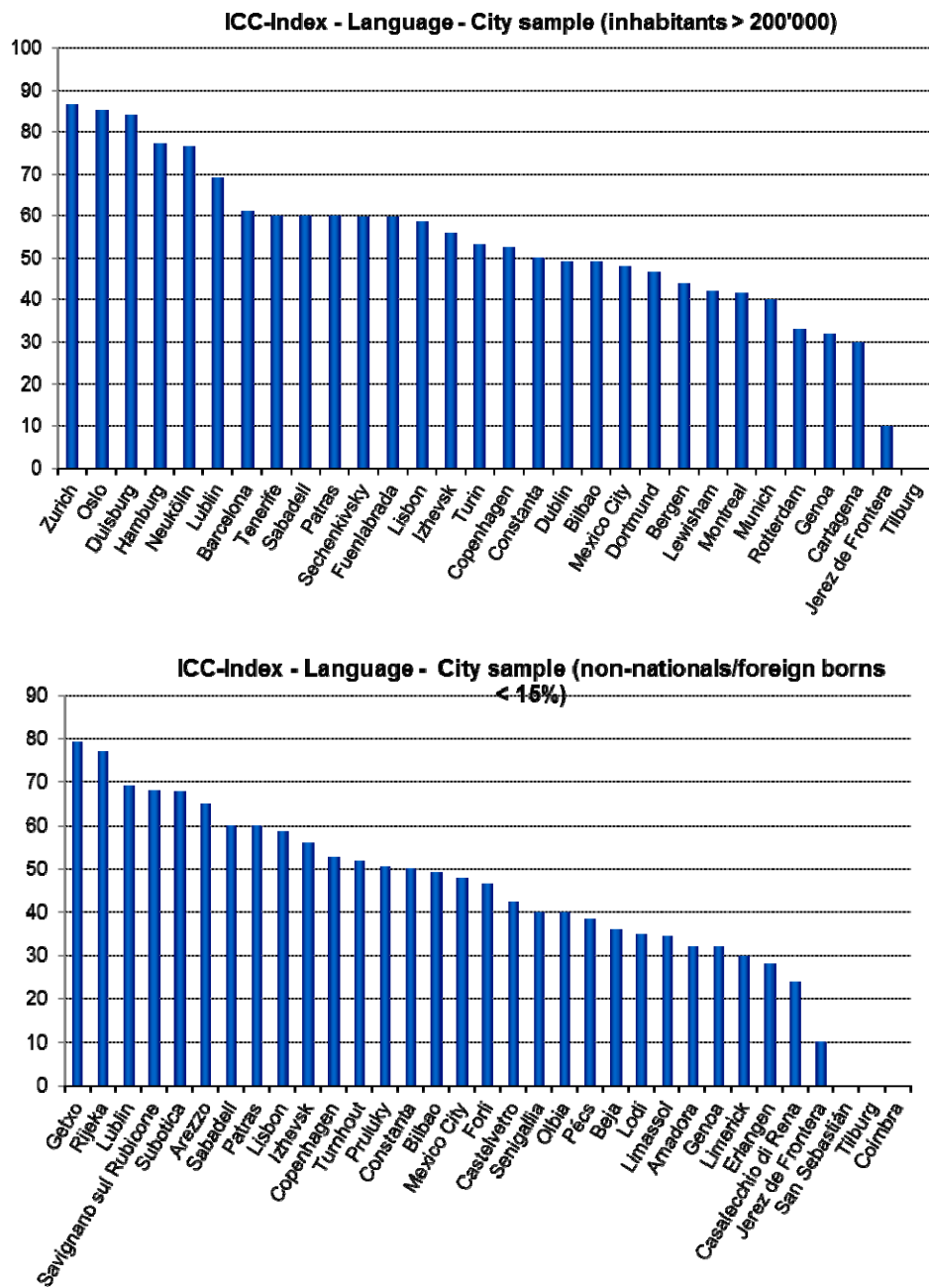
The analysis shows that Mexico City's mediation and conflict resolution policy achievement rate is lower (44%) than the city sample's rate (65%).

The city has set up a municipal mediation service offered in the city administration (Mediación intercultural de la Secretaría de Salud) which is devoted to interculturalism issues only. No services specifically dealing with inter-religious relations are provided.

Mexico City might be interested in considering mediation services provided by the Community Youth Outreach Unit of the city of Bergen (**Utekontakten**), in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems.

Finally, Bergen has also set up a municipal mediation service committed to inter-religious issues specifically. **Samarbeidsråd for tros- og livssynssamfunn** is an interfaith organisation, supported by the municipality, where most faith communities are represented.

9. Language[8]

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

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

Mexico City's language policy achievement rate matches the city sample's rate (48%).

The city provides specific language training in the official languages for hard-to-reach groups[9]. It also provides learning migrant/minority languages as regular options available to anyone.

---

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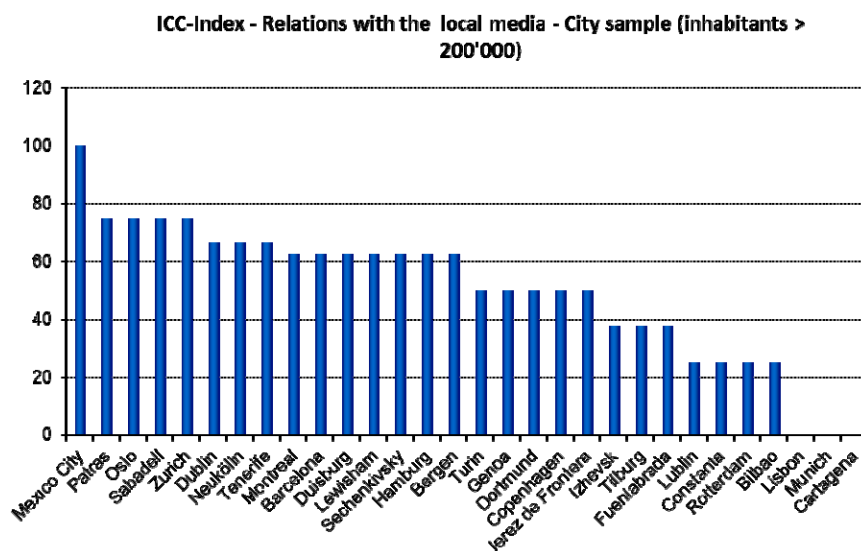
[9] The term makes specific reference to non-working mothers, the unemployed, as well as retired people

Mexico City encourages projects which give a positive image to minority/migrant languages, running, for example, the Radio Intercultural desde Ciudad de Mexico. One of the specific objects of the "Equidad para los Pueblos Indígenas, Originarios y Comunidades de Distinto Origen Nacional de la Ciudad de México" programme, furthermore, is to strengthen, promote, spread and disclose the culture, the language and the arts of the indigenous communities.
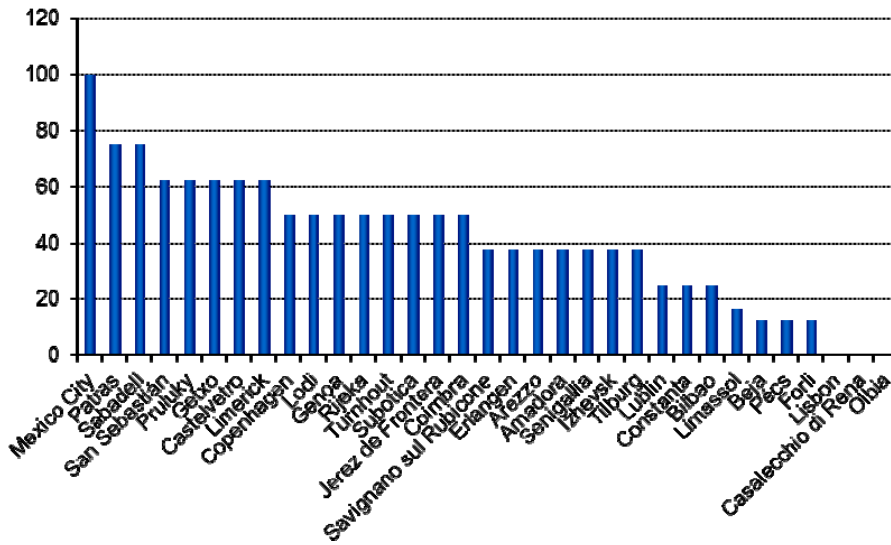
Mexico City may wish to ameliorate its language policies in the future, for example by supporting private/civil sector institutions on providing language training in migrant/minority languages. In Zurich (Switzerland), for example, the municipality supports additional curriculum courses, called HSK Courses. These courses are offered by embassies, consulates as well as private organisations and they cover a range of topics including languages, history, geography, as well as minority cultures. Several of these HSK Courses are held in spare rooms in public schools, as part of the municipality support to private institutions providing language training.

The city may also wish to take note of an initiative put into practice in Reggio Emilia (Italy) by ensuring that all of the city's citizens are eligible to receive training in immigrant/minority languages. 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.

10. Media policies

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

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.

100% of Mexico City's media policy goals were achieved while the city sample's attainment rate for these goals is 47%.
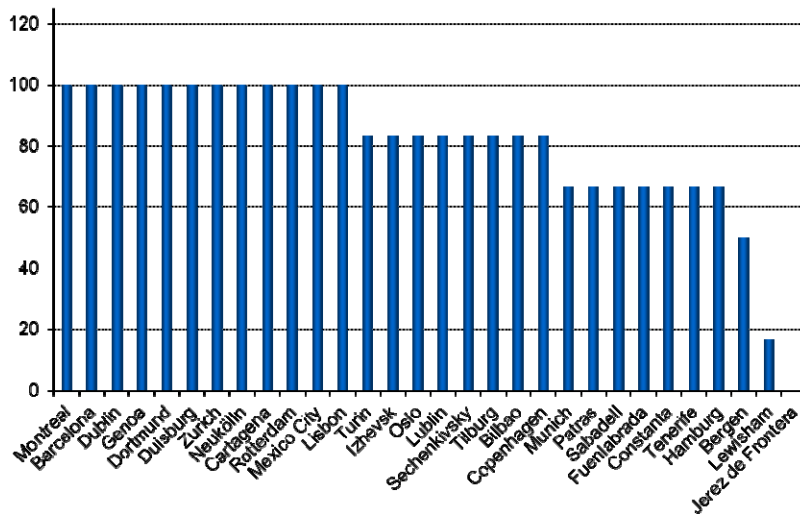
The City itself monitors the way in which minorities are portrayed in the local media. Occasionally, the municipality promotes a positive image of migrants and minorities in the media. The Radio Intercultural Desde la Ciudad de Mexico, run by SEDEREC, is giving an answer to the social demand of Community communication.

Furthermore the city provides support for advocacy, media training and mentorship for journalists with minority backgrounds, which shows how, among journalists and editors, and media researchers 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.
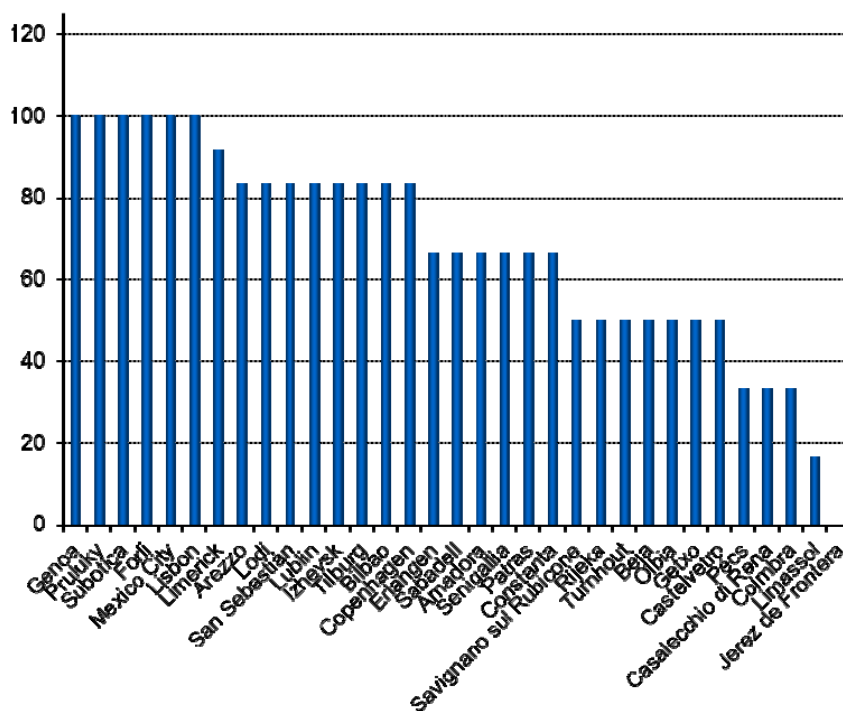
Mexico City may wish to further explore possible initiatives for improving the visibility of migrants in the media. For instance, the International Cultural Network in Stavanger has held a course for immigrants wishing to learn how to write letters to newspapers.

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.
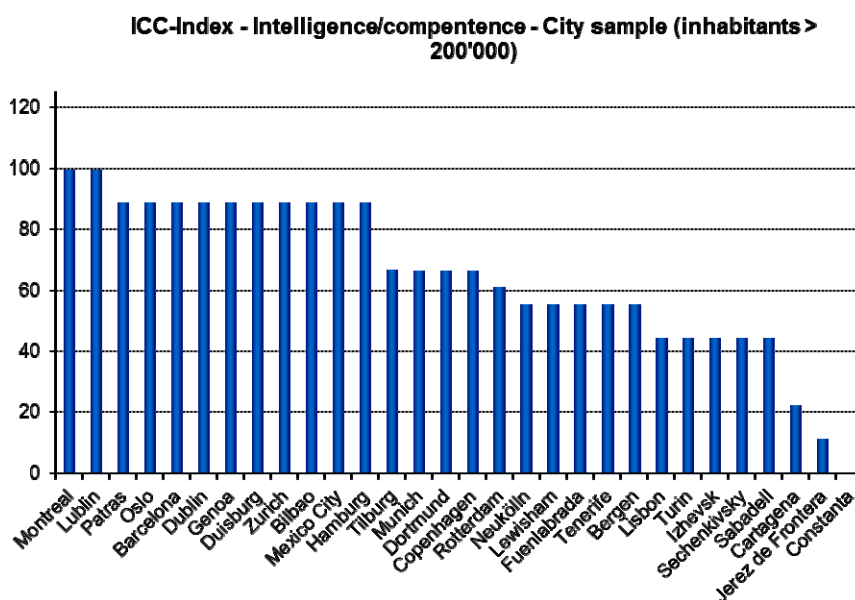
Mexico City's international outlook policy indicators are higher (100%) than the city sample's (71%).

The City has put into practice several policies to encourage international co-operation: an agency has been set up to monitor and develop Mexico City's openness to international connections. The city provides support to local universities in order to attract foreign students. In addition, Mexico City ensures that foreign student populations take an active part in the city life.

The city has also developed projects for economic relations with the countries of origin of the migrants.
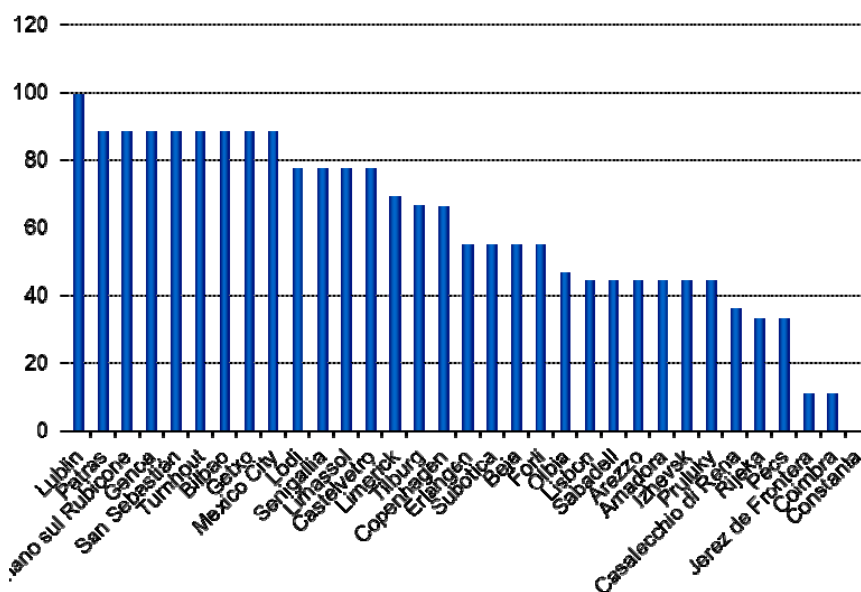
Mexico City may wish to further explore possible international outlook policies by encouraging co-development projects with migrant groups' countries of origin and by setting up an agency to monitor and develop openness to international connections. In Copenhagen (Denmark), the city has set up structures to monitor and develop its openness to international connections. For instance the city cooperates with two regional institutions, Wonderful Copenhagen and Copenhagen Capacity, in order to foster the city's international cooperation and attract foreign investments. The city administration is also a very active member of international networks in the areas of climate change and integration aiming to promote international cooperation and growth. In addition, the Copenhagen Business Centre participates in the OPENcities Network designed to measure city openness, defined as "the capacity of a city to attract international populations and to enable them to contribute to the future success of the city".

12. Intelligence competence policies

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

ICC-Index - Intelligence/compentence - City sample (non-nationals/foreign borns < 15%)
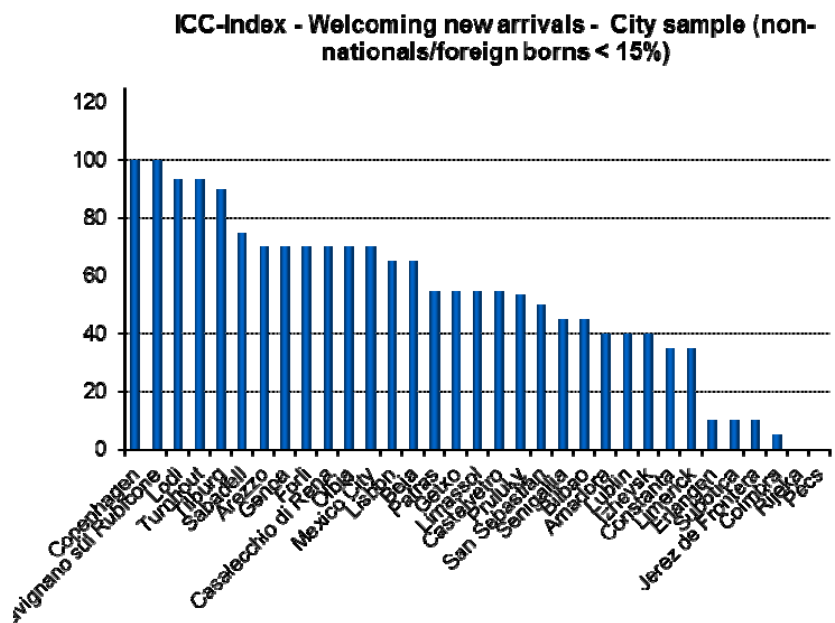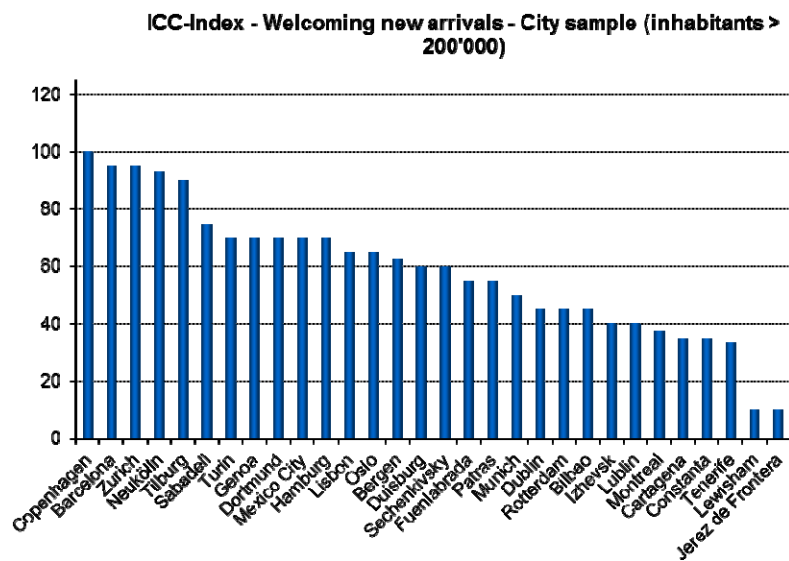
A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one mode of behaviour on all situations.

The attainment rate of Mexico City's intelligence competence policy goals is higher than the city sample's: 89% of these goals were achieved, while the city sample rate for intelligence competence policy is 63%.

According to the answers provided in the survey, the city promotes the intercultural competences of its officials and staff through interdisciplinary seminars, information networks and training courses. The city also conducts surveys to find out how inhabitants perceive migrants/minority groups and mainstream information about diversity and intercultural relations in order to inform the City Government's process of policy formulation.

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.
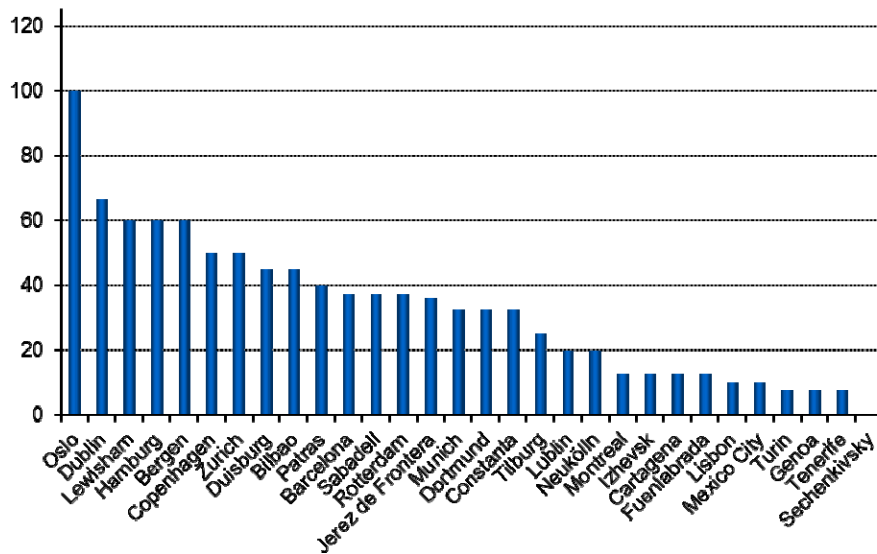
The attainment rate of Mexico City's welcoming policy goals is higher than the city sample's: 70% of these goals were achieved, while the city sample rate is 56%.

The city has implemented various welcoming policy instruments through the programme "Ciudad Hospitalaria e Intercultural y Atención a Migrantes". For instance, a designated agency to welcome newcomers has been set up and a comprehensive city-specific package of information and support to newly-arrived residents from abroad.
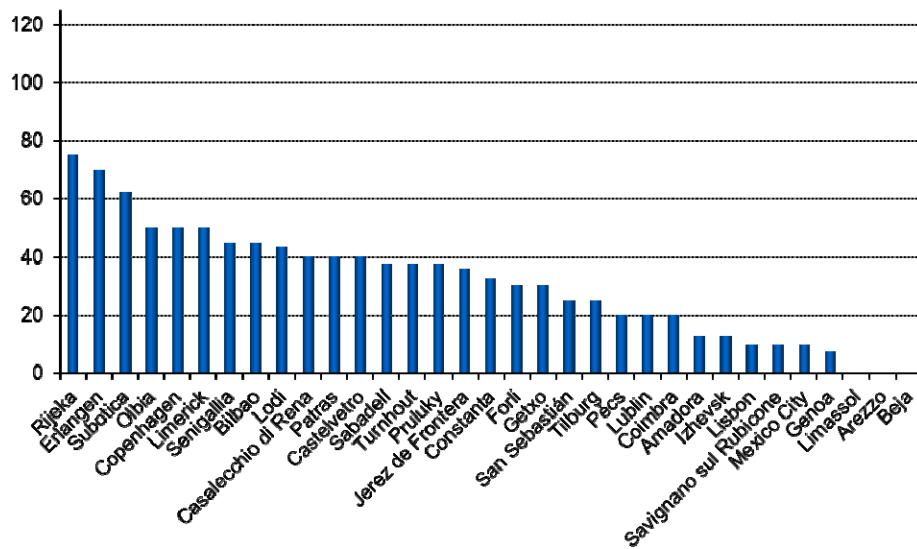
Mexico City may wish ameliorate its welcoming policies by having a special public ceremony to greet newcomers in the presence of city's officials. We invite to consider the following welcoming initiative as implemented by Tilburg city council (the Netherlands). Here, each new migrant resident has to 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 Mexico City governance policy goals were achieved while the city sample's attainment rate for these goals is 33%.

Newcomers are eligible to vote in local election "only when they obtain the country's nationality".
Mexico City's may wish to further explore possible governance policies by action to improve the representation of migrants in the city administration and their engagement in political life.

An interesting example is Stavanger's policy, where, before every election each political party is encouraged to nominate migrants on the election list.
Before the last local elections, furthermore, brochures regarding the election in 10 different languages have been distributed to all the public service centres, all the mosques in the city, the Catholic Church and other meeting spaces for immigrants.

The city may wish to further explore possible governance policies by setting up an independent political body to represent all ethnic minorities living in Mexico City.

The city of Bergen has, for example, an independent council to represent all ethnic minorities at regional level, the **Kontaktutvalget mellom innvandrere og styresmakter i Hordaland** (Contact committee between immigrants and authorities in the Hordaland County).

Finally, the City may wish ameliorate its intercultural governance policies by establishing a 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 Mexico City 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 neighbourhood, public service, cultural life, as well as in media policy, international and co-developed initiatives and welcoming policies.

On the other hand, Mexico City's achievements in the areas of mediation and governance are lower than the city sample.

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

16. Recommendations

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

➢ **Commitment**: Mexico City 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**: Mexico City might consider ameliorating its intercultural education approach by encouraging schools to make stronger efforts to involve parents from ethnic minority/migrant background in school life.

➢ **Neighbourhood**: Mexico City may meet other Intercultural Cities initiatives to continue enriching its cultural and civil life activities.

➢ **Public services**: Mexico City 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. The City 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**: Mexico City should wish to ameliorate the intercultural dimension of its business and labour market by encouraging ethnic/cultural minorities businesses to move beyond localized economies

to enter into the main stream and higher value added sectors, and by giving priority to companies with a diversity strategy in the municipality's procurement of goods and services.

- ➢ **Cultural and civil life**: Mexico City may meet other Intercultural Cities initiatives to continue enriching its cultural and civil life activities.

- ➢ **Public space**: Mexico City may wish ameliorate its intercultural public space by taking into account, on a regular basis, the population diversity in the design and management of new buildings or spaces.

- ➢ **Mediation and conflict resolution**: Mexico City 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**: Mexico City may wish to ameliorate its language policies in the future, for example by supporting private/civil sector institutions on providing language training in migrant/minority languages.

- ➢ **Media**: Mexico City is an example of a city in which local authorities demonstrate their commitment to being an intercultural city when they deal with media. The City may wish to further explore possible policies observing other ICC initiatives

- ➢ **International outlook**: Mexico City may meet other Intercultural Cities initiatives to continue enriching its international and co-development activities.

- ➢ **Intelligence and competence**: Mexico City may wish to further explore possible intelligence competence policies observing other ICC initiatives.

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

- ➢ **Governance**: Mexico City 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.

Mexico City 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[10].

---

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