



Intercultural cities

Building the future on diversity

www.coe.int/interculturalcities



Neuchâtel: Results of the Intercultural Cities Index

Date: June 2014

A comparison between more than 60 cities¹

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 61 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 Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forli (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Izhevsk (*Udmurt Republic, Russia*), Hamburg (*Germany*), Jerez de la Frontera³ (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), 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 Sebastià (*Spain*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone⁴ (*Italy*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, 30 have less than 200,000 inhabitants and 26 have over 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Neuchâtel (Switzerland) 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.

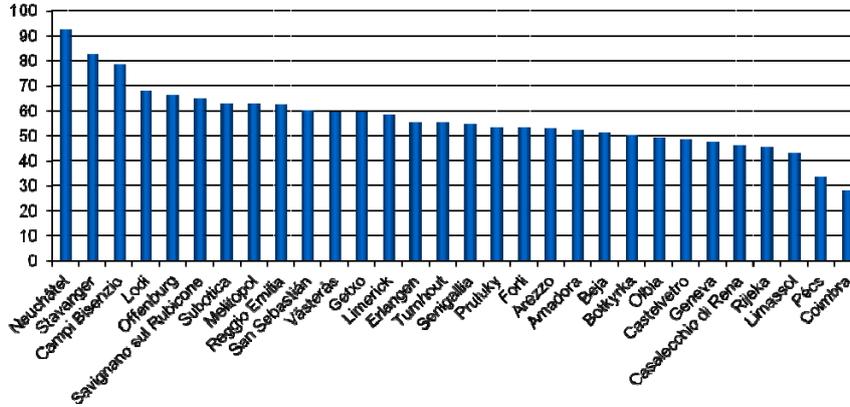
Methodology

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).

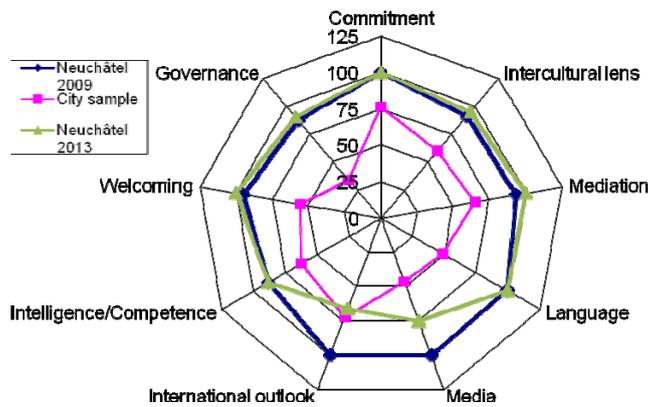
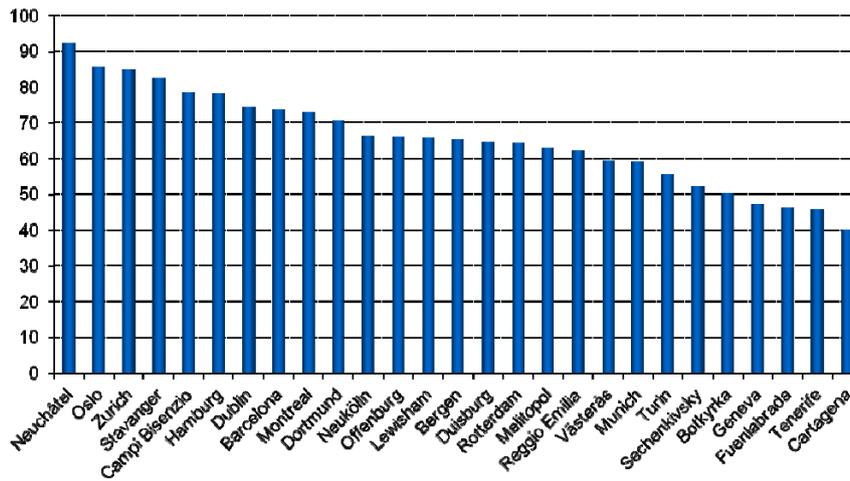
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

Intercultural City Index (ICC) - City sample (Inhabitants < 200'000)



Intercultural City Index (ICC) - City sample (non-nationals/foreign borns > 15%)

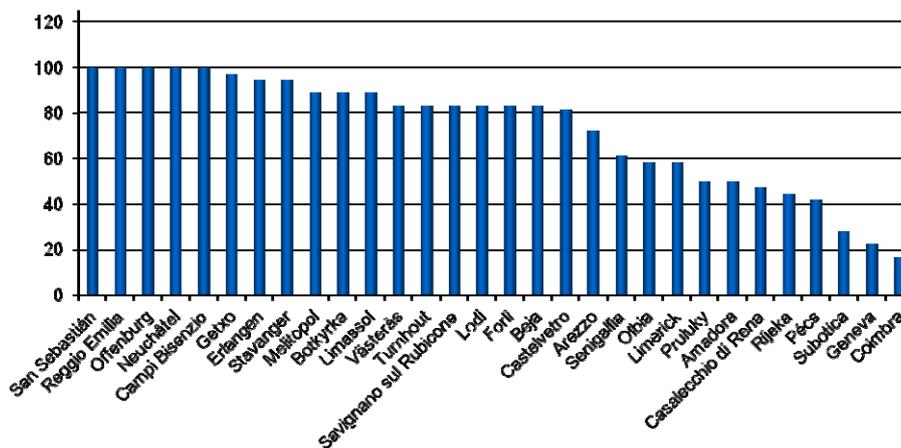


Neuchâtel – An overview

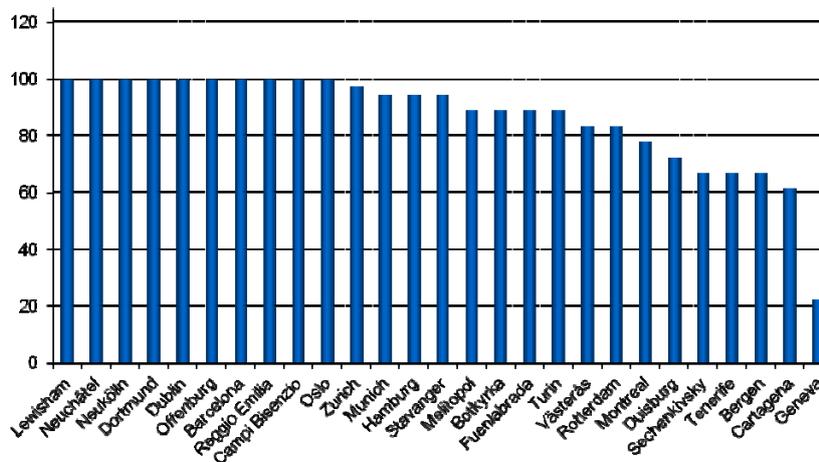
Neuchâtel is a canton in Switzerland, with a population of 174,447. The majority group makes up 70% of the city's inhabitants, while non nationals make up 24% of Neuchâtel's population. Most of non-nationals (75%) come from the EU-27 countries (with Portuguese people representing 7,21% of the population) , but the canton's population also comprises European nationals from non-EU countries; African and Asian nationals. The most up-to-date GPD/capita figures for Neuchâtel are of CHF 68,714, while the Swiss average is 73,784 CHF/capita (2012).

1. Commitment

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



ICC-Index - Commitment - City sample (non-nationals/foreign borns > 15%)



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

The rate of achievement of Neuchâtel's commitment policy goals is drastically higher than the city sample's⁵: 100% of these goals were achieved, while the city sample's rate for commitment policy is 76%.

Neuchâtel has adopted a number of initiatives which demonstrate its commitment to the intercultural approach: the canton has formally adopted a public statement as Intercultural city, implemented an intercultural strategy and an action plan. The canton has also allocated a budget for the implementation of its intercultural objectives. An evaluation process for the intercultural strategy, is based on article 4 of the Federal Law on the Foreigners (LEtr) and on article 2 of the Dispositions for the Integration of Foreigners (OIE), that decree the equal opportunities for Swiss and foreigners within the Swiss society.

On these premises, an annual evaluation report is presented and a final report at the end of each legislative term is also provided. The city also monitors the voting results relating to migration and integration issues in Swiss referendums, to analyse the population's concerns on the topic.

Furthermore, Neuchâtel makes clear reference to its commitment in public speeches as well as in communications, and the canton has launched an official webpage⁶. Cantonal authorities often recognise the positive contribution of migrant residents, and emphasize the city commitment with the Intercultural Cities programme

Neuchâtel has a dedicated cross-departmental co-ordination structure which is responsible for its intercultural strategy and action plan. The Service de la cohésion multiculturelle (Multicultural Cohesion Service), COSM, was implemented in 2001 with federal funds to promote migrants' integration. Since 2014, another programme with cantonal funds, Programme Cantonal d'Intégration (Cantonal Programme for Integration), PIC, has been implemented in Neuchâtel for the 2014-2017 period.

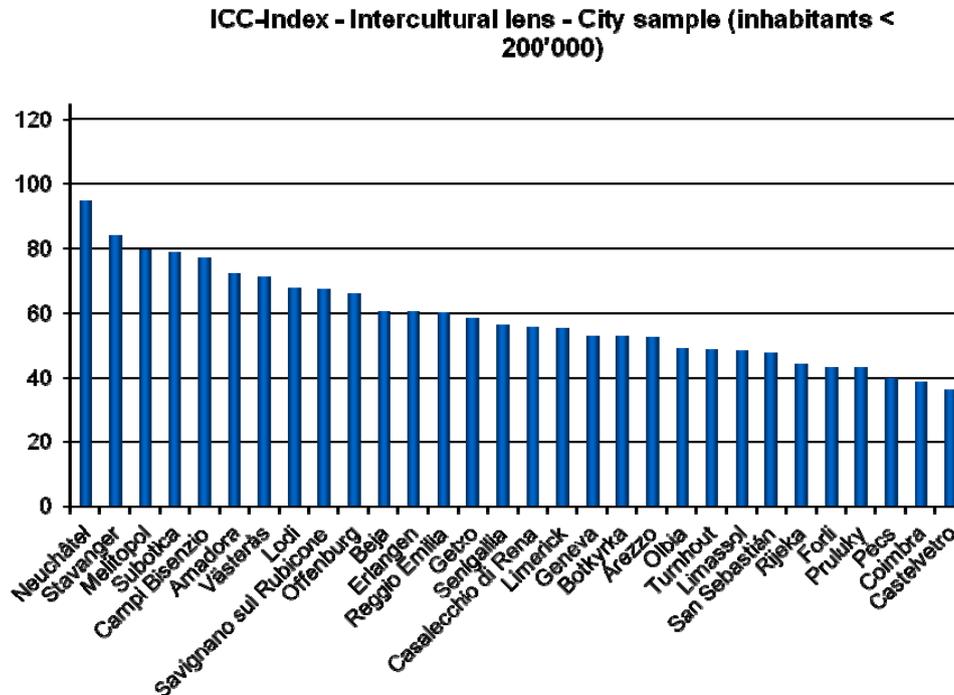
A budget is allocated for both programmes. In 2014, COSM budget will be 3,151,582 CHF, 1,783,699 of which from federal funds. This budget will support specific measures, actions and policies to promote migrants' integration (as compulsory education, employment, etc.). The promotion of integration is a matter also covered by the PIC programme, municipalities and cantonal government.

Finally, since 1995, an integration award acknowledged local citizens who had done an exceptional thing to encourage interculturalism in the local community: '*Salut l'étranger*' prizes cultural shows or civic attitudes that promote tolerance,

⁵ The term "city sample" refers to the weighted average of the 43 intercultural cities in each of the fourteen areas of intercultural governance.

⁶ See Service Cantonal de la cohésion multiculturelle at: www.ne.ch/cosm

intercultural (interethnic and interreligious) dialogue and fight intolerance and racism⁷.



2. Education⁸ 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 Neuchâtel's education policy achievement rate is considerably higher (95%) than the city sample's rate (66%).

It is commendable that pupils come from the same ethnic background only in 5% of primary schools and that Neuchâtel has put into practice several education initiatives: for instance, the ethnic background of teachers often reflects the composition of the diverse population.

According to the compulsory education law, maximum efforts should be implemented to involve migrant parents in school life. For this purpose the "Commission pour l'enseignement aux élèves étrangers" (Commission for teaching to foreign students) has recommended regular meetings between schools and

⁷ 2014 price will be awarded with 7,000 CHF. Further information at: www.ne.ch/salutetranger

⁸ 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://higher.ed.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

parental associations, taking place in the framework of the group "Enfants immigrés". This group, existing for more than 20 years, gathers together teachers of origin language and culture courses, teachers from the primary and second grade schools, foreign parents, as well as representatives of the foreigners.

Furthermore, the school boards are composed by elected representatives and parents of autochthonous and migrant students, teachers and center directors.

The canton also promotes local schools which carry out intercultural projects. For instance, ECHR-Enseignement des cultures humanistes et religieuses⁹ (Teaching on Humanistic and religious cultures) and the project "Comprendre l'autre pour mieux l'accueillir" ("Understanding the other for welcoming them"), that aims to promote the development and legitimization of minority languages and cultures in schools, improving skills and intercultural understanding of teachers that will become the contact persons for intercultural issues to foster links with migrant families and to ensure close cooperation with minority languages' teachers.

3. Neighbourhood policies through an intercultural lens¹⁰

An optimal intercultural city does not require a "perfect statistical mix" of people and recognises the value of ethnic enclaves. It is important that residential areas do not act as barriers to an inward and outward free flow of people, ideas and opportunities.

Neuchâtel's neighbourhood policy indicators are considerably higher (100%) than the city sample's rate (62%).

In 67% of Neuchâtel's neighbourhoods a vast majority¹¹ of residents come from the same ethnic background. In none of the canton's neighbourhoods a vast majority of inhabitants come from minority ethnic groups¹².

Neuchâtel does encourage residents with different ethnic and cultural background from one neighbourhood to meet and interact with residents from another. The canton also promotes interaction within neighbourhoods. For instance, the NeuchâToi¹³ association organises several meetings and activities during the year, in order to facilitate interaction between all residents of the city, and to promote a

⁹ Further information at:

http://www.ne.ch/autorites/DEF/SEEO/infos/Documents/12_Brochure_echr.pdf

¹⁰ 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.

¹¹ 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.

¹² 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)

¹³ See further information at: www.neuchatoi.ch

public debate on the cantonal community, trying to identify the common values shared by all residents in Neuchâtel.

Finally, Neuchâtel is preparing a policy for avoiding ethnic concentration.

4. Public service policies through an intercultural lens

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

The analysis shows that Neuchâtel's public services policy achievement rate is more than twice as high (95%) compared to the city sample's rate (45%).

The canton has put into practice several public service initiatives. The ethnic background of Neuchâtel's public employees mirrors the background of the canton's inhabitants, at all hierarchical levels: 8.9% of cantonal staff, in fact, is made up by non-national workers. This goal has been achieved through a specific recruitment strategy as, with, some exceptions, non-Swiss citizens can seek employment in the local public administration.

It is commendable that Neuchâtel is preparing a contracting guide for local administration, to emphasise the role of the contractor in respecting the principle of equality in each step of the contracting process, and to recall that the cantonal contracting policy should reflect the diversity of the Neuchâtel's inhabitants.

Neuchâtel also encourages intercultural mixing in the private labour market: in 2006, an agreement was signed with some local watch companies to promote migrants' integration in the market. The project includes specialized information to these companies' human resources units, training workshops and awareness activities to promote intercultural communication and avoid discrimination.

The canton provides numerous services tailored to the needs of the ethnic/cultural background of its citizens. Neuchâtel offers funeral/burial services, school meals and specific sections and times for women in sports facilities. Furthermore, the canton promotes the harmonisation of scholar hours to facilitate students to participate in extra-curricular courses on minority/migrant languages.

5. Business and labour market policies through an intercultural lens

Neuchâtel's business and labour market policy indicators are much higher than the city sample's: 100% of these goals were achieved, while the city sample's rate for business and labour market policy is 42%.

Neuchâtel understands professional integration as a key element for social cohesion, and although most of labour market powers and competences are not local, the canton has developed different tools and instruments.

For example, an umbrella organisation has been set up to promote diversity and non-discrimination in the workplace, different working commissions and training courses have been settled by COSM to facilitate professional integration, such as the 'Multicultural Enterprise' training course, the commission of 'Labour market and social problems', etc.

Neuchâtel has signed a charter which outlaws discrimination in employment.

The city is sustaining the actions of actors like Genilem that can support entrepreneurs of all background and help them to commercialize their products and, possibly, to find funds, in the belief that all the economic project can help in empowering multiculturalism, due to the presence of different collaborators.

Similarly, Neode, a technological incubator based in Neuchâtel and La Chaux-de-Fonds, is welcoming projects from all over the world (Canada, Brasil, India, etc.) and facilitating the intercultural mixing.

Also, the CSEM (Centre Suisse d'électronique et de la microtechnique), gathering more than 40 different nationalities can well exemplify the canton's attitude to cultivate intercultural relations.

Finally, the external actions of the office for economic promotion, encourage the diversification of the economic environment by favouring the settlement of foreign companies and talents. The service helps the newcomers in dealing with the culture of the area.

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.

Neuchâtel's cultural and civil life policy goal achievement rate is higher (100%) than the city sample's rate (80%).

Neuchâtel does use interculturalism as a criterion when allocating grants to associations. Indeed, in 2012, 95% of all grants have been given to associations and initiatives based on the interculturalism criterion.

The canton does organise events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix, on regular basis. Cultural organisations that deal with diversity and intercultural relations in their productions are also promoted. Annually, cantonal funds are allocated to help small projects and activities¹⁴.

¹⁴ Further information at: www.ne.ch/projetsintegration

Finally, Neuchâtel 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 Neuchâtel's public space policy goals is higher than the city sample's: 72% of these goals were achieved, while the city sample rate for public space policy is 61%.

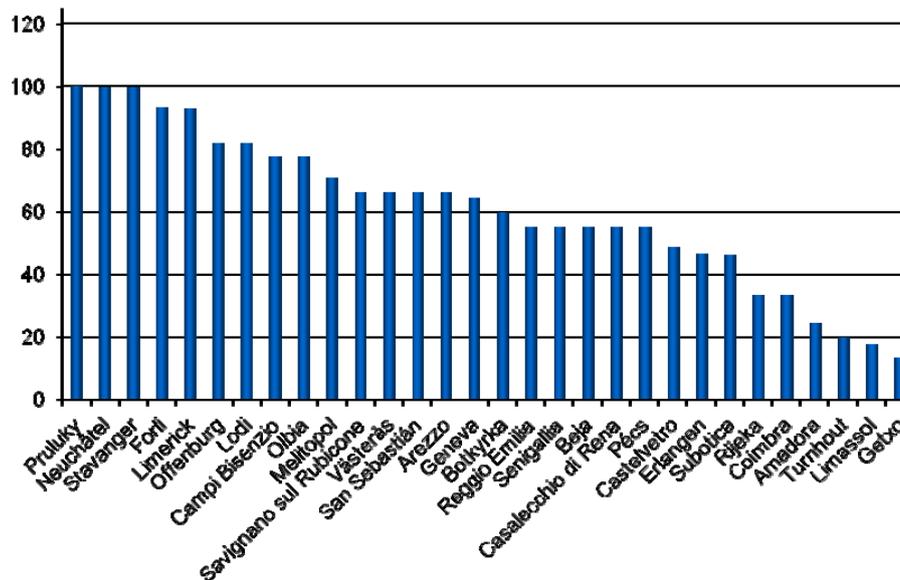
Neuchâtel is constantly working for ensuring good life conditions in the framework of social cohesion and the intercultural prism. The canton promotes intercultural mixing in public libraries, museums and playgrounds. When the authorities decide to reconstruct an area, they propose different methods and places for consultation to involve people from different ethnic and cultural backgrounds.

Due to these constant efforts, no area is considered "dangerous" and none of the areas in the canton is dominated by one ethnic group making other inhabitants feel unwelcome.

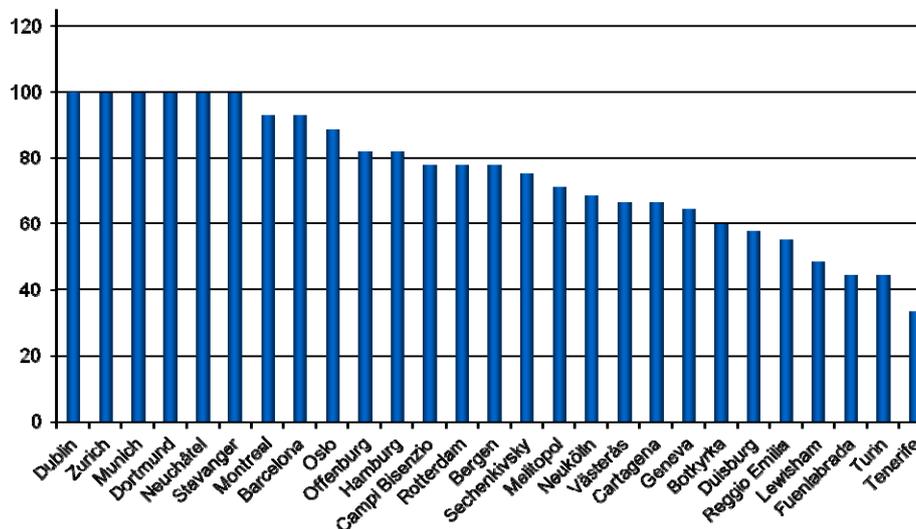
Anyway the city might wish to considering ameliorating its policy by regularly taking into account the citizens' background in designing or management of public spaces.

8. Mediation and conflict resolution polices

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.

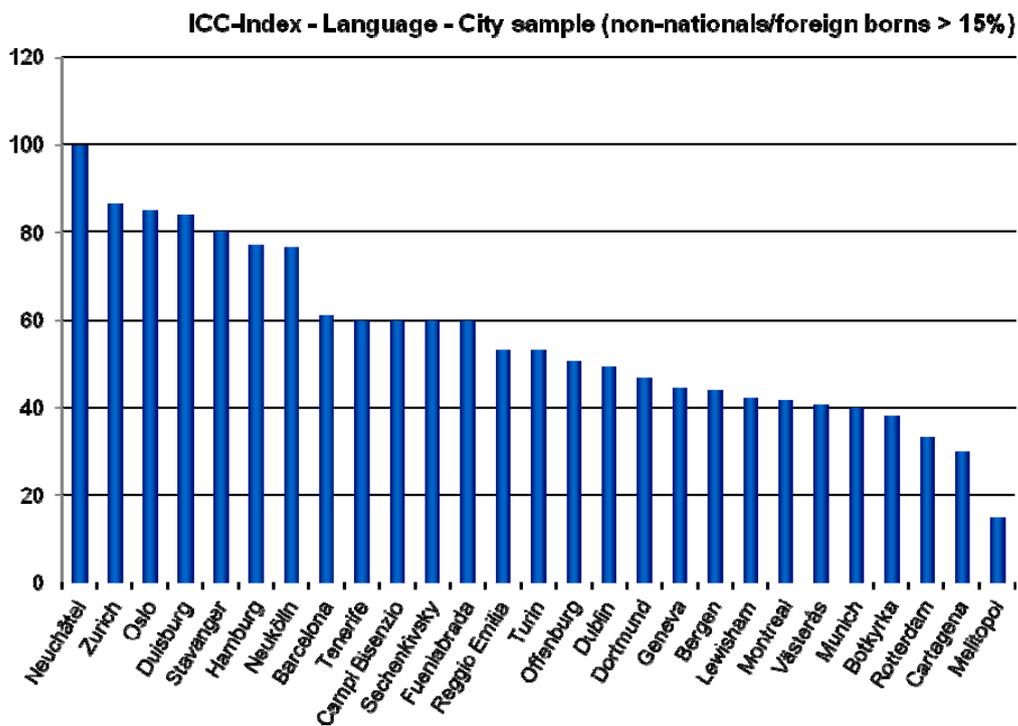
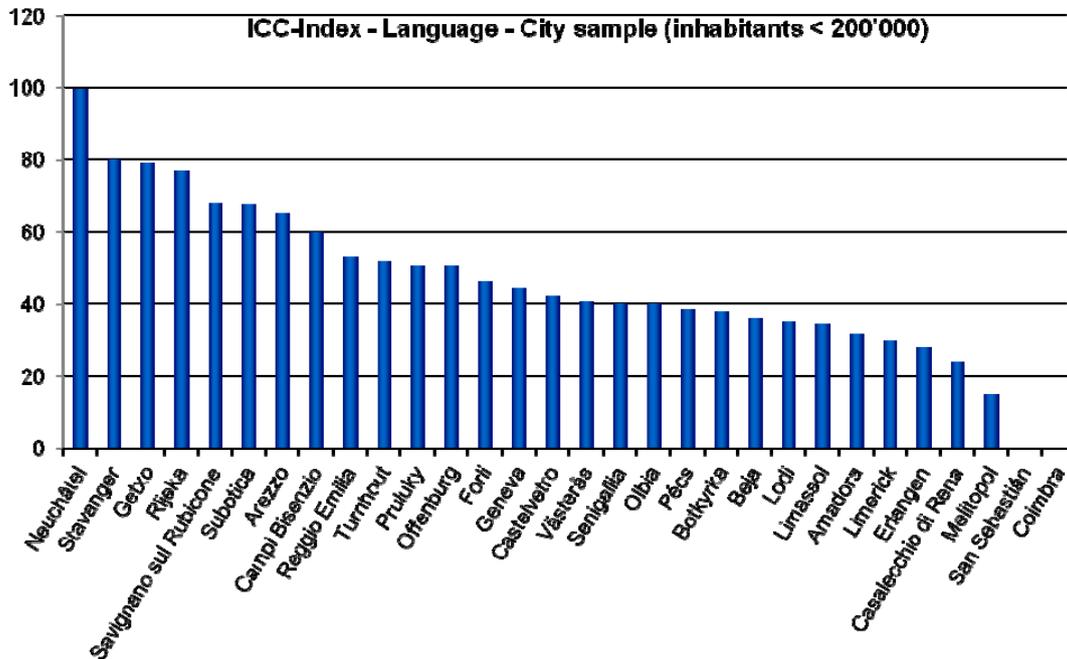
The analysis shows that Neuchâtel's mediation and conflict resolution policy achievement rate is drastically higher (100%) than the city sample's (65%).

Neuchâtel has different public service organizations that provide professional services for mediation of intercultural communication. A municipal mediation service devoted to intercultural issues only is active, as well as a general local mediation service which also deals with cultural conflicts along with the COSM, which includes a cantonal-run mediation service.

The canton has set up an organisation which deals specifically with inter-religious relations. The "Groupe Cantonal Neuchâtelois de Dialogue Interreligieux" (Neuchâtel Cantonal Group for Interfaith Dialogue) aims to promote exchanges and strengthen relations between different religions. The group organises interfaith celebrations and events, and comprises the Cultural Association of Muslim Women in Switzerland, the Zen Center, the Baha'I Community, the Jewish Community, the Sufi Community, the Christian Catholic Church, the Orthodox Church and the Evangelical reformed Church among others.

Neuchâtel also provides mediation services on the field, in places as hospitals, the canton's administration, as well as in neighbourhoods or in the streets. Neuchâtel has also set up a generalist mediation service with intercultural competences and specialised staff.

9. Language¹⁵



¹⁵ By language we understand an abstract system of word meanings and symbols for all aspects of culture. It also includes gestures and other nonverbal communication
 (ref: http://higher.ed.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

Neuchâtel's language policy achievement rate is drastically higher (100%) than the city sample's rate (48%).

Neuchâtel has introduced several initiatives to attain its language policy objectives. In that sense, the canton provides specific language training in the official languages for specific groups¹⁶. The teaching of migrant/minority languages is also part of the national school curriculum. Migrant/minority languages are taught as a mother tongue for foreign children, as well as a possible foreign language for all the canton's citizens. Since 2008, the COSM has an agreement with the Federal Office for Migrations, to promote linguistic skills in Neuchâtel. Other initiatives include the brochure "French courses in Neuchâtel"¹⁷, which is distribute to all allophone newcomers; a website to provide further information; the programme "Go Neuchâtel"¹⁸, to provide basic competences to adults in French, but also in other subjects like ICT.

Neuchâtel provides financial support to minority newspapers/journals and radio programmes. The canton supports private/civil sector institutions that offer training in migrant/minority languages. TV programmes are also broadcasted in minority ethnic languages.

The canton also encourages projects which give a positive image of minority/migrant languages. These initiatives comprise a day devoted to migrant languages, readings, poetry evening as well multi-lingual cultural events. The Bibliomonde association, for instance, has a project to share short stories for children in different languages.

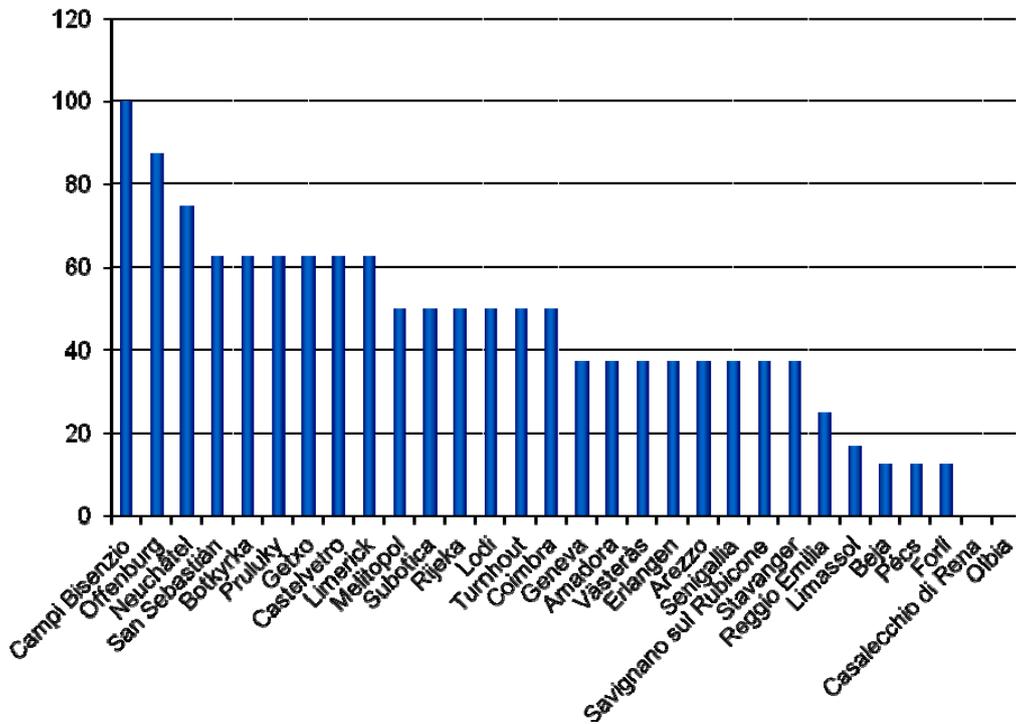
¹⁶ The term makes specific reference to homemakers, the unemployed, as well as retired people.

¹⁷ See: www.ne.ch/apprendrelefrancais

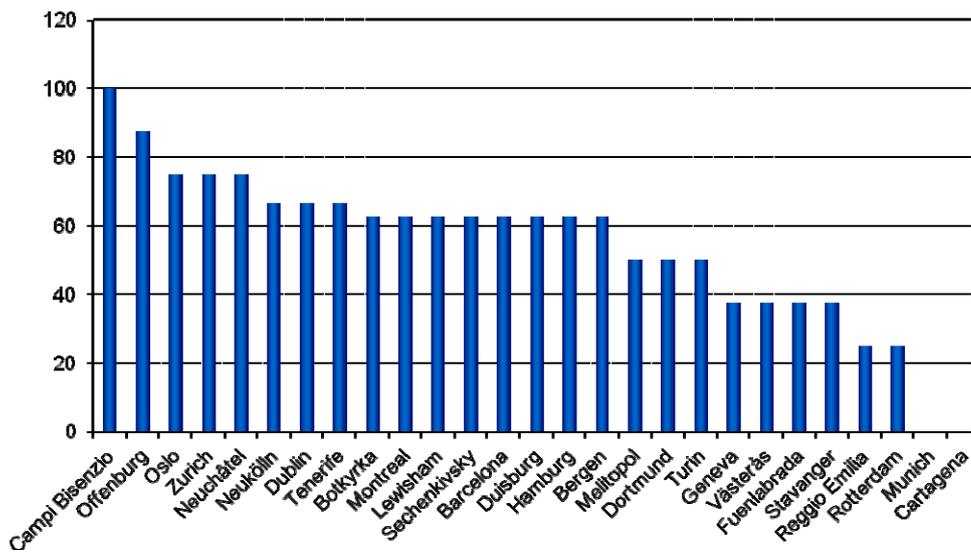
¹⁸ www.goneuchatel.ch

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.

75% of Neuchâtel’s media policy goals were achieved while the city sample’s attainment rate for these goals is 49%.

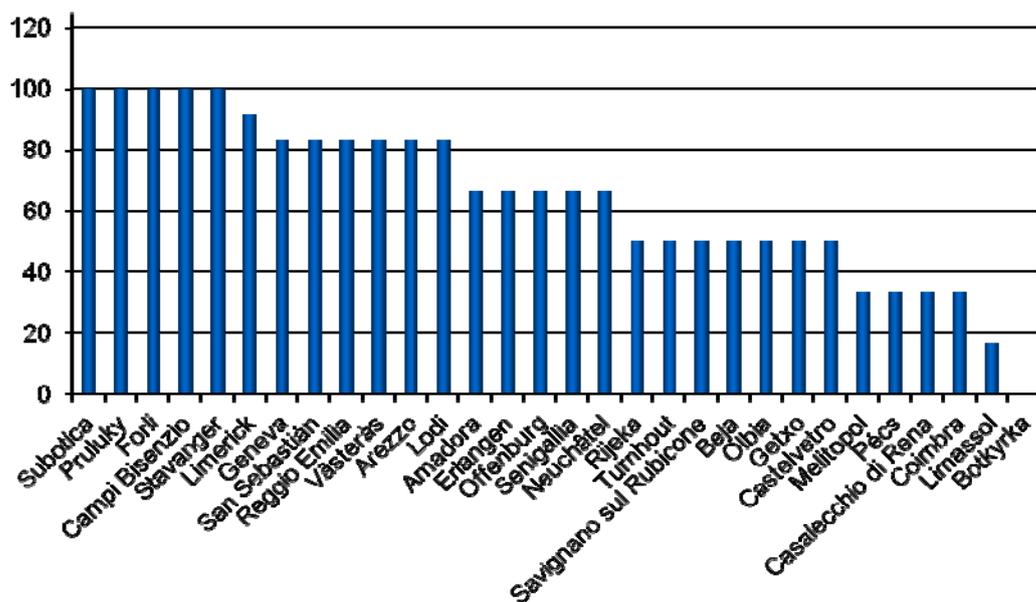
Neuchâtel has implemented various media policy instruments. For instance, the canton has a media strategy to improve the visibility of migrants/minorities in the media; training is offered to journalist from a minority background; collaborations with Neuchâtel’s media are done in regular basis, both in press (“FeNEtre sur le Monde”) and radio (“Vicre ici en venant d’ailleurs”: a collection of testimonies offered during the last 10 years by more than 120 people from around 100 different nationalities).

Finally, the city’s communication department highlights diversity as an advantage regularly and in various types of communications.

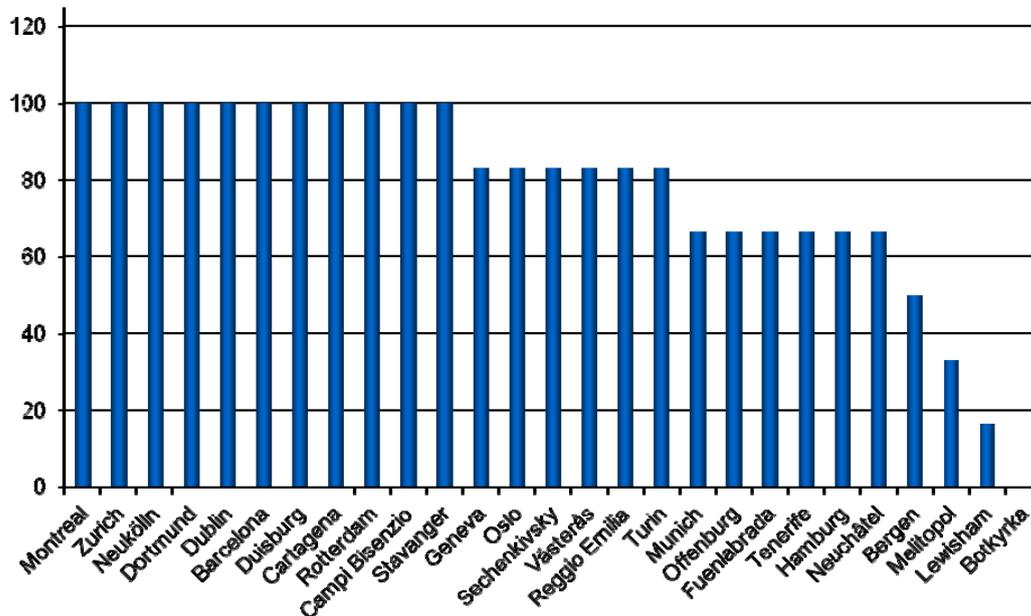
On the other hand, Neuchâtel might wish to ameliorate its media relations policy by monitoring the way in which migrants are portrait. In Stavanger, for example, the municipality is monitoring every incident where migrants occur in an article or otherwise.

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 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.

Neuchâtel's international outlook policy indicators are slightly lower (67%) than the city sample's (72%).

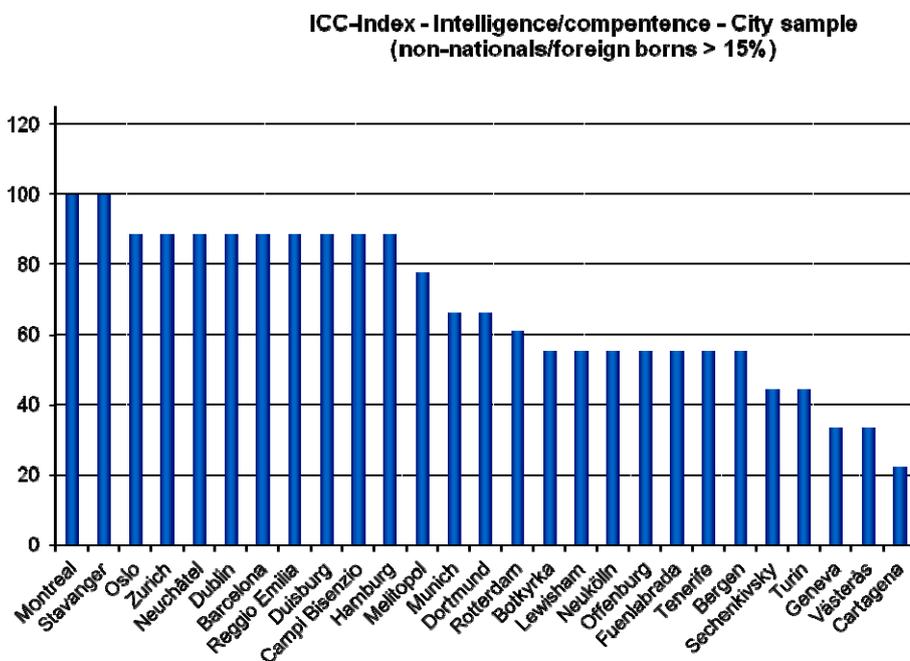
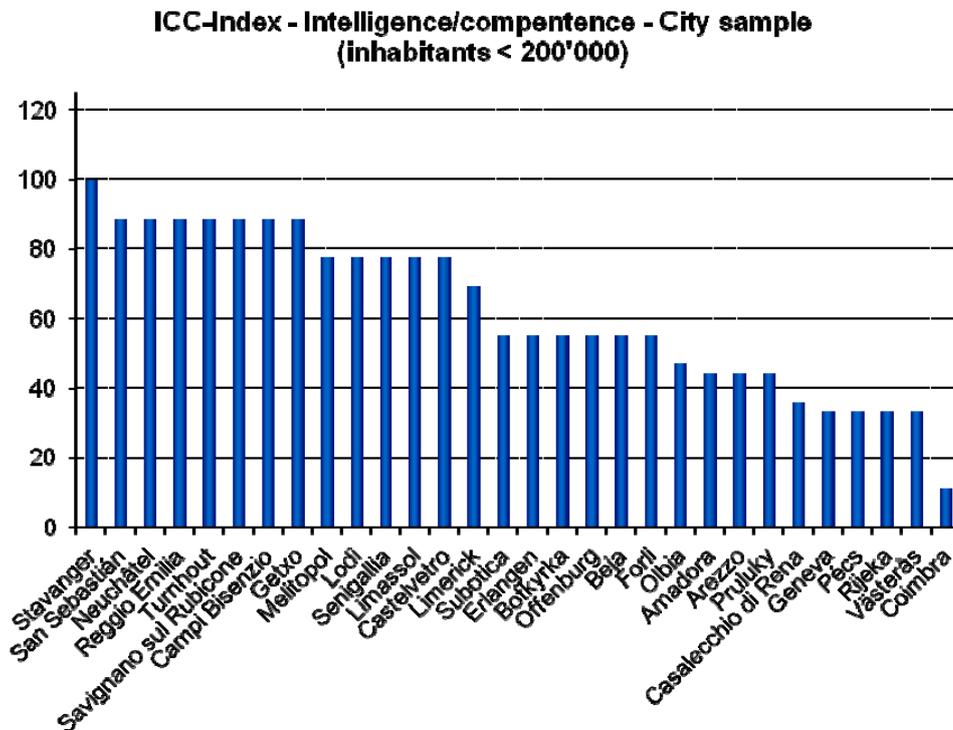
Neuchâtel has implemented various international outlook policy instruments: the canton has put into practice a policy to encourage international co-operation. For instance, a partnership has been signed with the Polish city of Lublin, also part of the Intercultural Cities programme.

The canton provides support to local universities in order to attract foreign students. In addition, Neuchâtel ensures that foreign student populations take an active part in the city life.

Neuchâtel may wish to further explore possible international outlook policies by initiating projects and policies to encourage co-development with the countries of origin of Neuchâtel's migrant groups.

An interesting example is provided by Santa Maria de Feira. Here, the municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships.

12. Intelligence and 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 Neuchâtel's intelligence and competence policy goals is considerably higher than the city sample's: 89% of these goals were achieved, while the city samples rate for intelligence competence policy is 63%.

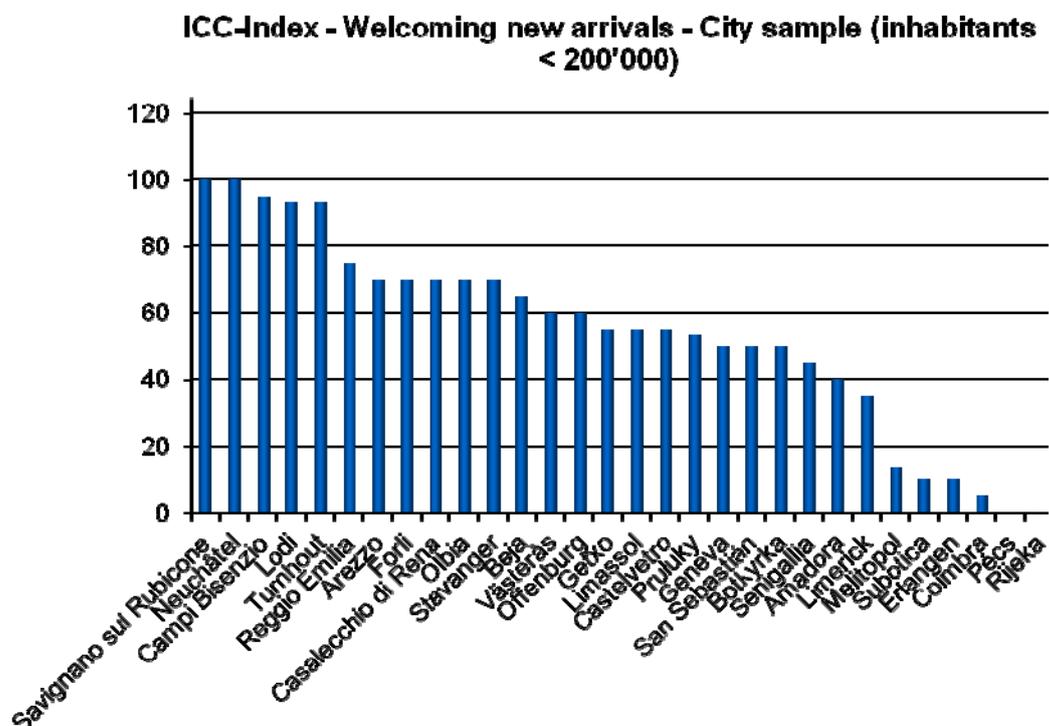
Regarding Neuchâtel's intelligence and competence initiatives, the canton has adopted different initiatives. Firstly, information regarding diversity and intercultural relations is mainstreamed to inform the canton when formulating new initiatives.

Secondly, the municipality conducts surveys to find out how inhabitants perceive migrants/minority groups.

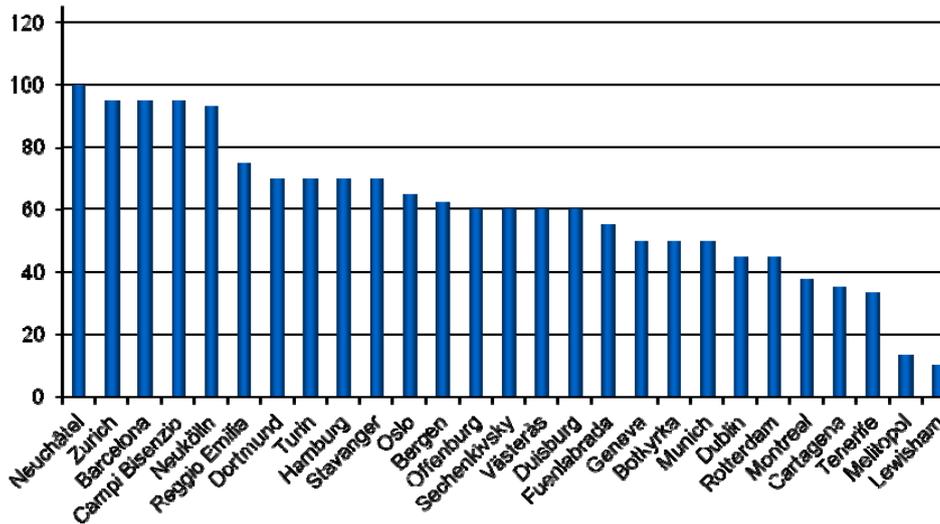
Finally, Neuchâtel also promotes the intercultural competences of its officials and staff through interdisciplinary seminars, information networks and training courses.

The city might wish to ameliorate this service, taking into consideration offering courses in intercultural communication not only to its staff but also to other public and private sector workplaces, as the city of Bergen does.

13. Welcoming policies



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-ordinated and delivered effectively will have a significant impact on how the person settles and integrates.

Neuchâtel’s welcoming policy goal achievement rate is considerably higher (and indeed at the maximum rate): 100%, while the city sample’s attainment rate for these goals is 56%.

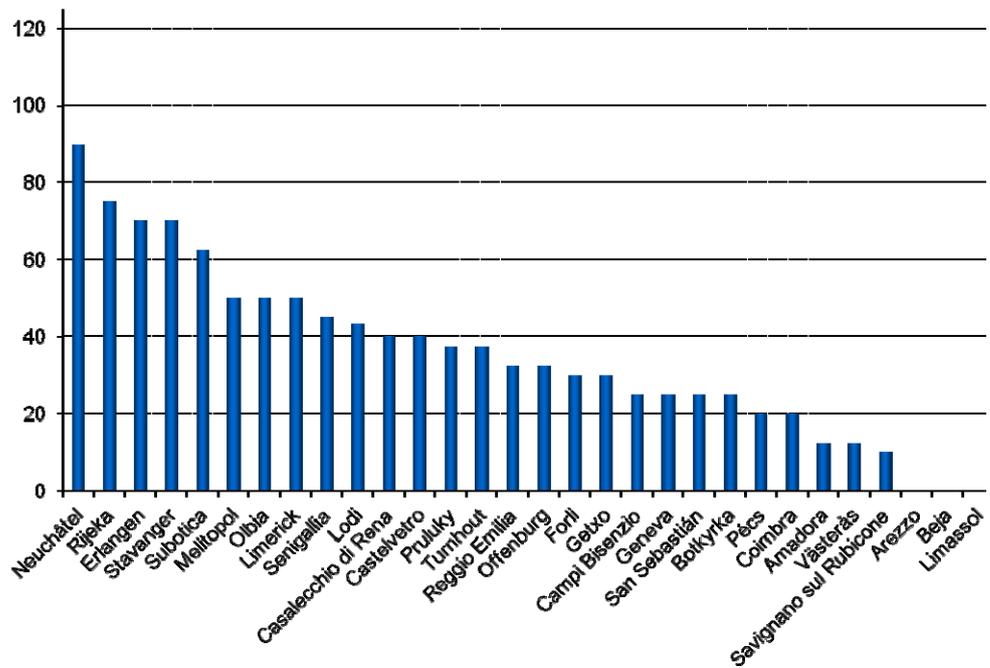
Neuchâtel has implemented several welcoming initiatives which help explain its benchmarking results pertaining to welcoming. For instance, the canton has set up a designated agency to welcome newcomers. The canton has launched services and agencies which provide support tailored specifically for students, family members, refugees and migrant workers. A special programme has been tailored for cabaret artists, as their job conditions and vulnerability are extreme. The cantonal programme for newcomers (ANA-programe cantonal d’accueil des nouveaux arrivants)¹⁹ aims to promote good relations between cantonal authorities and residents, to improve the welcome process to newcomers and to help newcomers to fit in their new context.

Neuchâtel has published a comprehensive package of information to aid newly arrived foreign residents and regularly organizes greeting occasion for newcomers in the presence of the canton's officials.

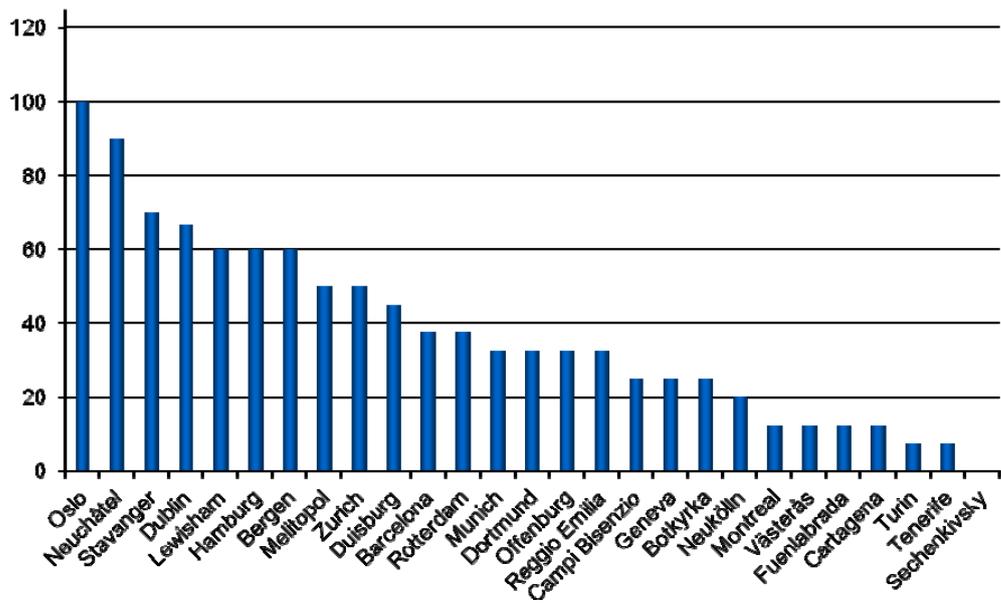
¹⁹ Further information at : www.ne.ch/ANA

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.

90% of Neuchâtel's governance policy goals were achieved while the city sample's attainment rate for these goals is 34%.

Foreign nationals can vote in local (cantonal and municipal) elections after "a certain period of time", and different civic rights are granted for non-national residents. The ethnic background of elected politicians partially reflects the composition of the canton.

Neuchâtel has implemented several good governance policies. An independent political body has been created to represent all ethnic minorities living in the canton. The FéNéCi – Fédération neuchâteloise des communautés immigrantes (Neuchâtel Federation of Migrant communities) reunites different migrant associations and, as a public institution, works with the COSM and has certain level of influence on the political sphere.

Standards have been set up in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

Finally, Neuchâtel regularly promotes initiatives to encourage migrants and minorities to engage in political life. Informative sessions are established before each election to explain residents if they can vote and how to do it.

15. Conclusions

In the overwhelming majority of policy areas Neuchâtel assumes the leading role. It is particularly noteworthy that the canton reaches the maximum rate of 100% as regards its commitment to interculturalism, mediation, language and welcoming policies, as well as education, neighbourhood, business and cultural and civic life. The canton's attainment rate is lower than 90% only in media, public spaces and international outlook. In this last policy area, Neuchâtel's results are below the city sample's rate.

16. Recommendations

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

- **Public services:** Neuchâtel may wish to know about other Intercultural Cities initiatives to continue enriching its intercultural public services.
- **Public space:** Neuchâtel may wish to ameliorate its intercultural public spaces initiatives, for instance, by taking into consideration the population diversity in the design and management of new public buildings or space

- **Media:** Neuchâtel may also explore the possibility to monitor the way in which media portrays minorities.
- **International outlook:** Neuchâtel may wish to further explore possible international outlook policies by setting up an agency with a specific responsibility for monitoring and developing the city's openness to international connections. The canton may wish to initiate projects and policies to encourage co-development with the countries of origin of Neuchâtel's migrant groups.

To this end, the 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 database²⁰.

²⁰ http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp