



Braga: Results of the Intercultural Cities Index

Date: October 2016

A comparison between 83 cities¹

Introduction

The Intercultural Cities is a Council of Europe flagship programme. 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 was rich in content and detail. However, narrative reports alone were relatively weak as tools to monitor and communicate progress. Thus, an “Intercultural City Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

As of today 83 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Castellón (*Spain*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Udmurt Republic, Russia*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), the district of Osmangazi in the province of Bursa (*Turkey*), Parla (*Spain*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Santa Maria da Feira (*Portugal*), Unione dei Comuni-Savignano sul Rubicone³ (*Italy*), Sechenivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Sumy (*Ukraine*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione Terre dei Castelli⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), Ville de Paris (*France*), Viseu (*Portugal*), Vinnitsa (*Ukraine*) and Zurich (*Switzerland*).

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 generally referred in the programme as San Sebastian.

³ The Italian city of Unione dei Comuni-Savignano sul Rubicone is generally referred in the programme as Rubicone.

⁴ Former Castelvetro di Modena.

Among these cities, 45 (including Braga) have less than 200,000 inhabitants and 49 (including Braga) have less than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Braga (Portugal) in 2016 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 73 questions grouped in 11 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).

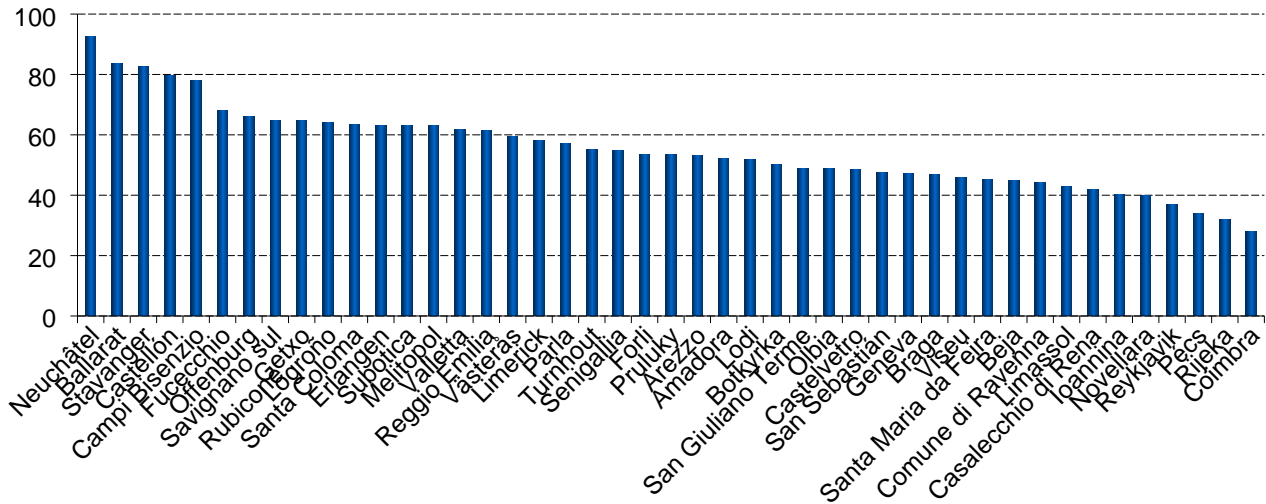
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

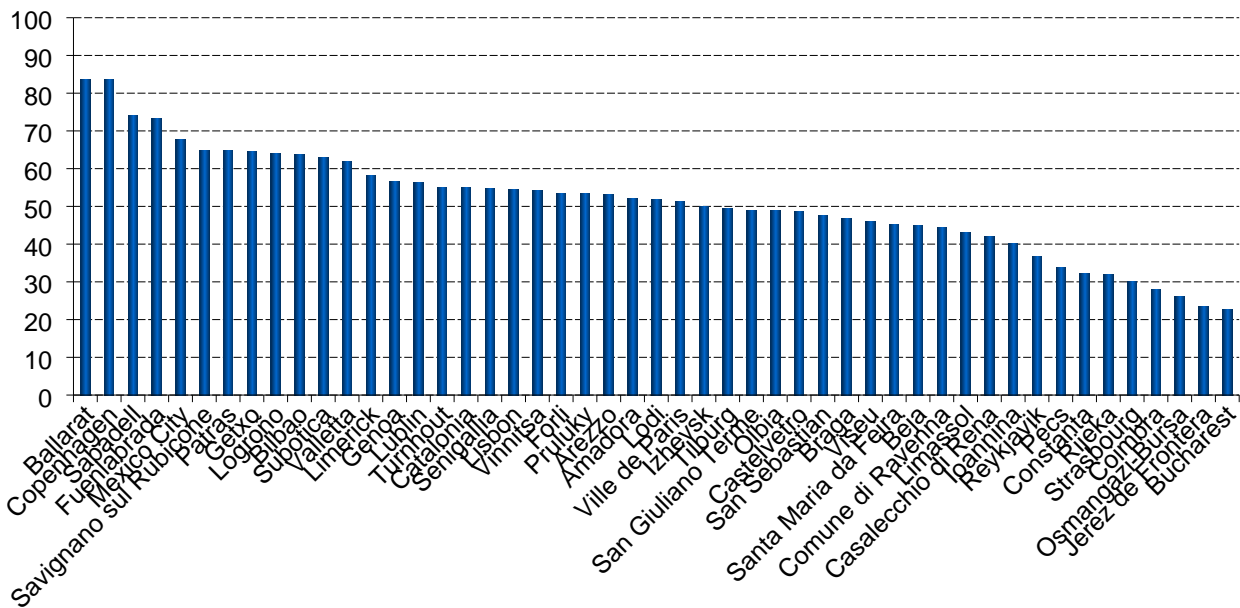
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled 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.

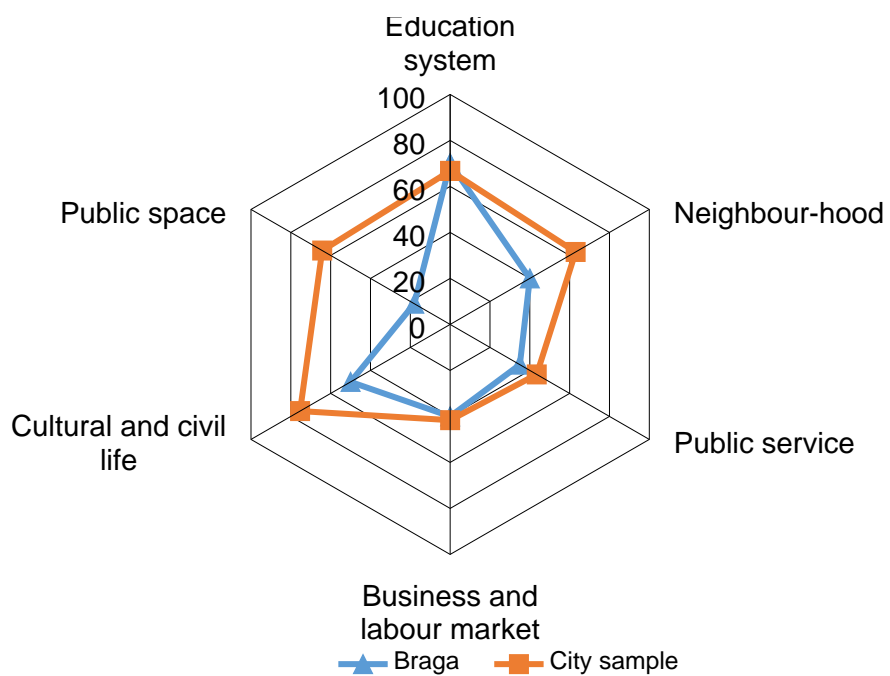
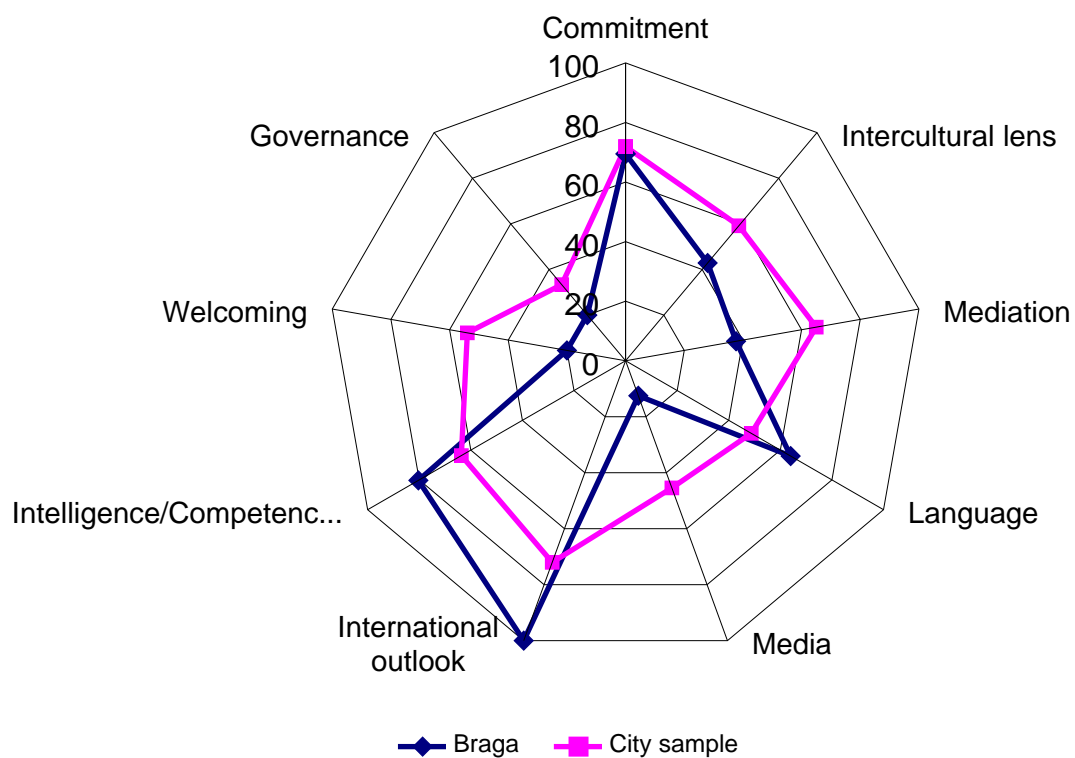
According to the overall index results, Braga has been positioned 65th among the 83 cities in the sample, with an aggregate intercultural city index of 47%, after Geneva (47%) and before Viseu (46%). Braga has been ranked 33th among cities with less than 200,000 inhabitants and 33th among cities with less than 15% of foreign-born residents.

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



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





Braga – An overview

Braga is located in the North-West district of Braga, in the province of Minho. Historically, the city was dedicated to the Emperor Augustus, who finally conquered the city in 20 BC; at the time the city's name was *Bracara Augusta*. The city developed gradually and reached its maximum extension around the 2nd century. One century later, Emperor Diocletianus promoted the city to the status of capital of the administrative area *Conventus bracarensis* – the south-western area of the newly founded Roman province of Gallaecia.

In 410 a Germanic people from Central Europe called Suebi conquered Braga and established a Kingdom. Later the area was conquered by the Visigoth and in the VIII century by the Arabs. Braga was finally reconquered in 1040.

The city of Braga was named European Youth Capital in 2012 and Ibero-American Youth Capital in 2016.

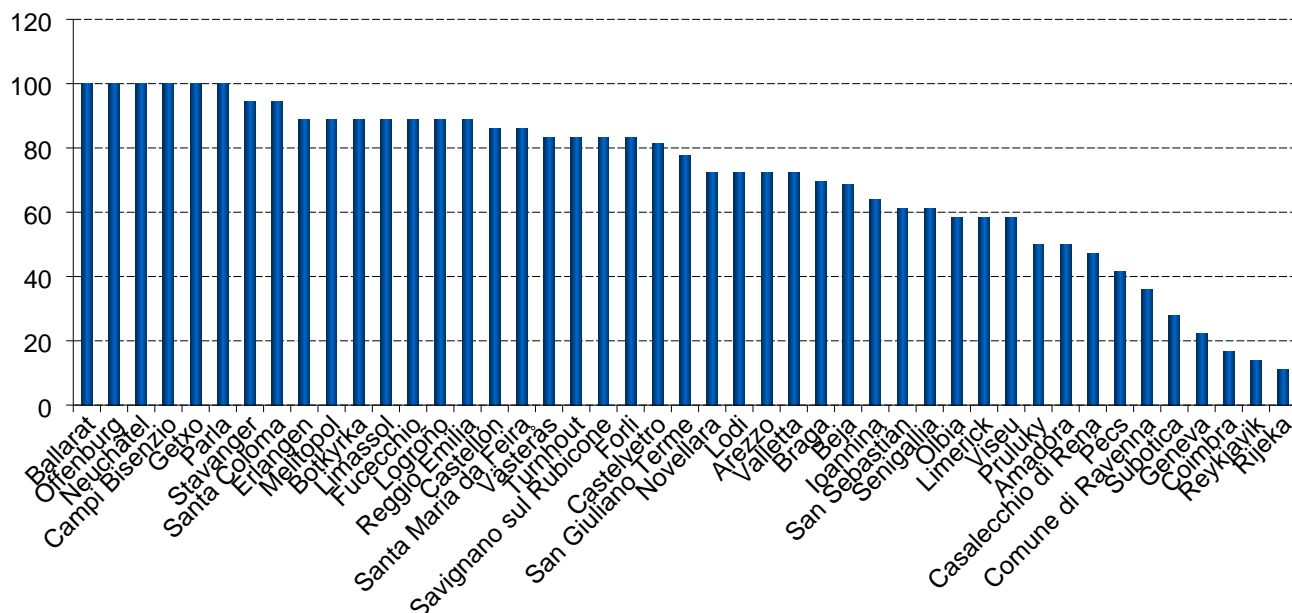
Demographically, in 2011, the municipality counted a total of 181.494 inhabitants, out of which the 97,5% have a Portuguese nationality. According to the "*Serviço de Estrangeiros e Fronteiras*" (2013), foreigners or non-nationals are the 2,5% (4.591 people), whereas foreign-born national residents in the city are the 7,3% (13.204 people). Unfortunately, there are no data available to show the percentage of people who are second or third generation migrants.

The most important minority group in the city is the Brazilian community. However, it represents the 0,86% of the total population. Other minority groups come from: Ukraine (0,37%), Romania (0,16%), Cape Verde (0,15%) and China (0,15%).

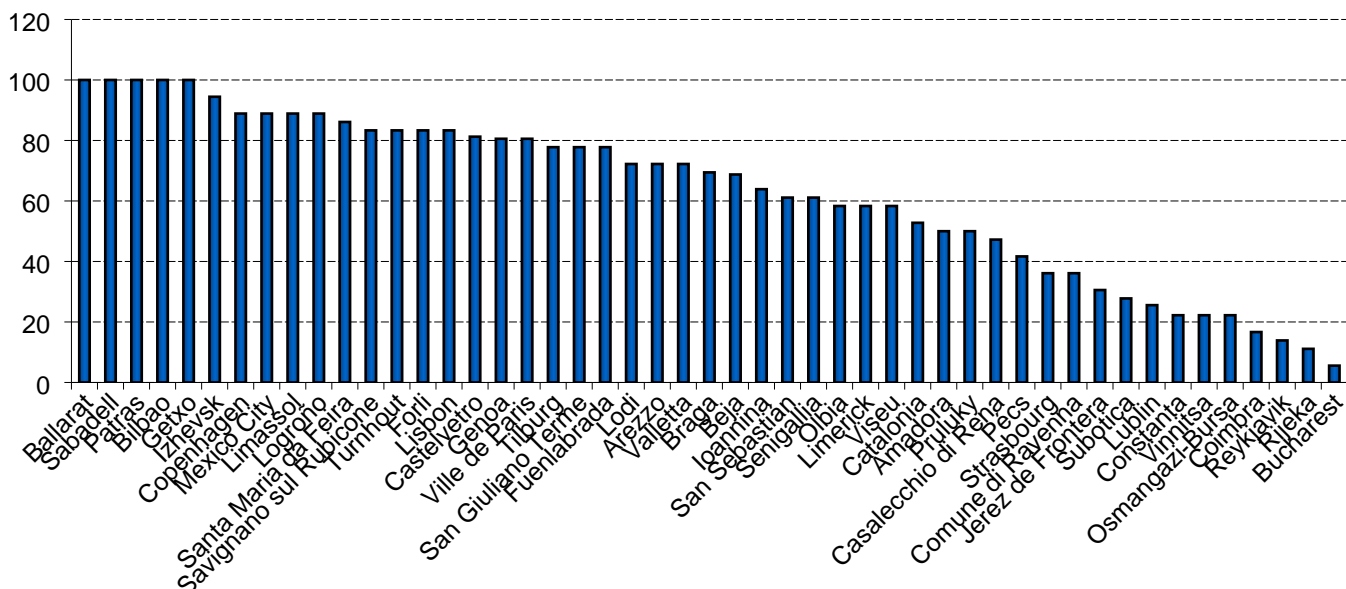
The city has a dedicated department with leading responsibility for intercultural integration called Serviço de Apoio ao Emigrante e Imigrante.

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.

Braga' rate in the area of Commitment is only three points lower than the city sample. In fact, while the Portuguese city scored the 69% , the city sample scored the 72%.

Positively, the city has formally stated its participation in the Intercultural Cities network and has adopted an integration strategy program, known as "*Plano Municipal para a Integração de Imigrantes (PMII) 2015/2017*".

Even though, Braga has not allocated a budget for the implementation of intercultural strategies, the city has successfully established an evaluation process for the intercultural strategy called "*Plano de Desenvolvimento Social do Concelho de Braga*" (2016/2021).

However, public speeches only rarely make clear reference to the city's intercultural commitment and the questionnaire states that the city does not regularly honour local citizens or organisations that have done exceptional things to encourage interculturalism in the local community.

On this purpose, the city of Braga will find these activities very thoughtful and interesting: Castelvetto (Italy) organizes a ceremony to welcome local citizens that have done exceptional things to encourage interculturalism, whereas in Novellara, citizens try to enhance a feeling of inclusion sending letters and leaflets, for example newcomers usually receive a welcome letter. In addition, leaflets with practical instructions are offered, for example about public libraries, public bicycles.

Similarly, the Portuguese city Santa Maria da Feira promotes the Awards Solidarity, which aims to honour organizations or institutions which, by their actions, innovations and good practices contribute to the promotion of cohesion and social development of the municipality.

Another good practice comes from Paris, where the "*Label Paris Co-développement Sud*", is an 80.000 € project created in 2006, that awards projects that have a double impact: first, they help the development of the country of origin; secondly, they help foreigners in the integration process in Paris. For examples: a group of students from Monéa (Mali) have built several common spaces (e.g. a library, furniture, housing for teachers, etc.) another project involved the organization of sessions of African histories translated and recited in French in Bambara and in Malinké (Mali).

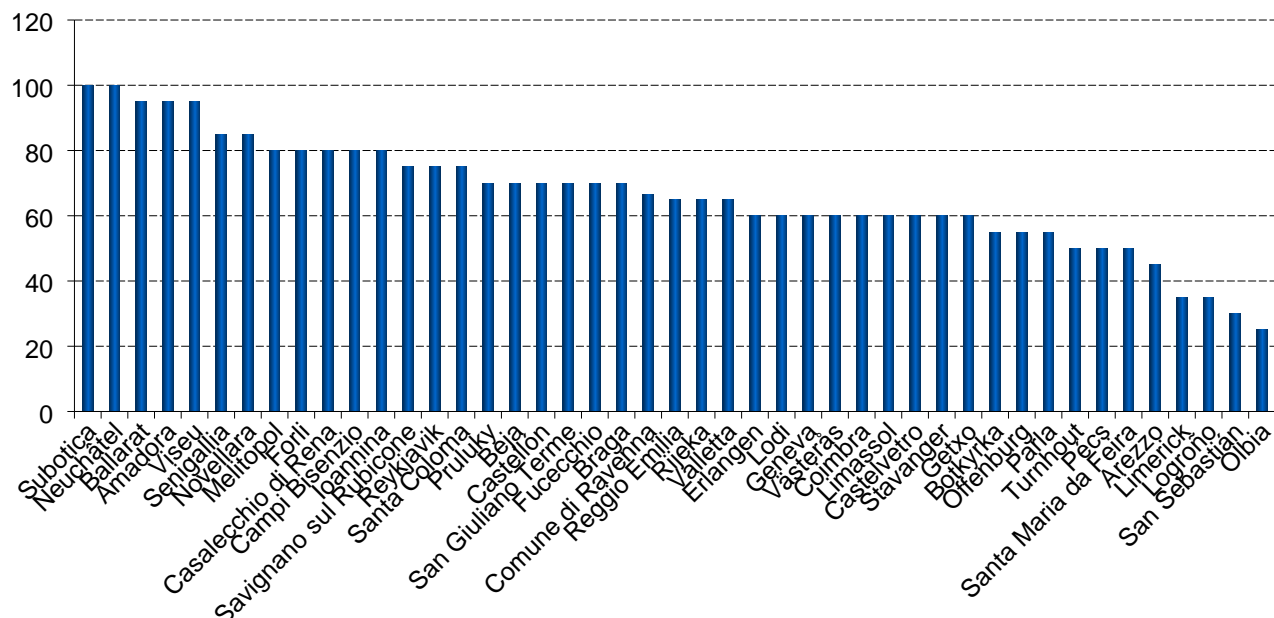
We warmly recommend the city to develop a webpage to communicate its intercultural strategies and/or action plans. In fact, it would appear that a website could enormously help newly arrived citizens through the integration process.

For example, the Intercultural City of Paris has a website that positively promotes all the intercultural activities and its column "*Intégration et citoyenneté*⁵" (integration and citizenship) is an excellent example of how integration can be encouraged through the use of the internet. This column, in fact, offers important instructions, such as legal information and how to access public services, and it communicates the efforts the municipality has done in integrating migrants and minorities, for instance the renovation of houses and lodgements for migrant workers.

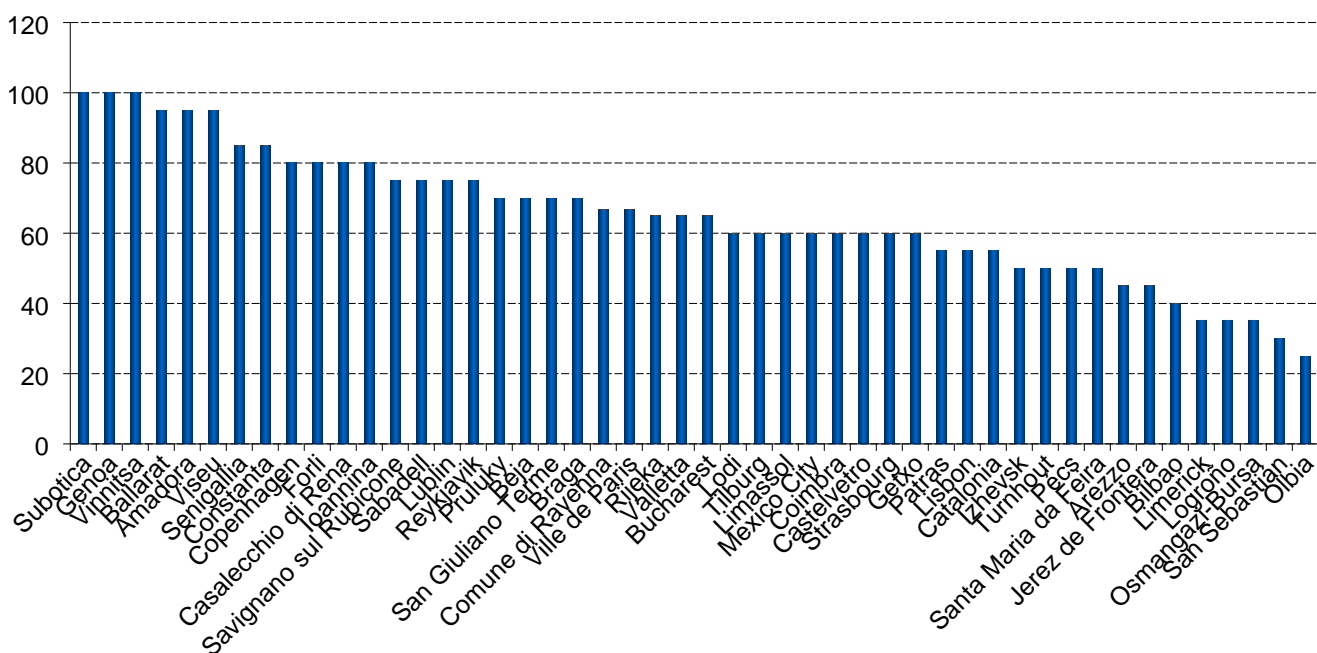
⁵ <http://www.paris.fr/services-et-infos-pratiques/social-et-solidarites/droits-des-citoyens/integration-et-citoyennete-2464>

2. Education⁶ policies through an intercultural lens

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



**ICC-Index - Education system - City sample
(non-nationals/foreign borns < 15%)**



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).

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 Braga' education policy achievement rate is the 70%; slightly higher than the city sample: 67% .

In all schools, children are of the same ethnic background, whereas teacher's ethnic backgrounds often mirror pupils' and it is admirable that schools often carry out intercultural projects, such as the Comenius Project: Universities welcome new students and school canteens provide meals to suit the cultural and religious diversity; moreover, the academic calendar takes under consideration intercultural and inter-religious festivity, such as Chinese New Year, Ramadan and Orthodox Christmas.

Although the city does not have a policy to increase ethnic/cultural mixing yet, two policies called *Programa Escolhas* and *Intercultural Activities* are being prepared.

Positively, most schools in Braga are making strong efforts to enhance parents' participation in the education system. To enhance parents' involvement perhaps Braga could be inspired by Paris' initiative: "*Ouvrir l'école aux parents pour la réussite des enfants*⁷" (open the school to parents for the children success) that started in 2008-2009, aims to boost parents' involvement, especially if they come from a minority background. Similarly, schools in the Italian city of Turin have allocated vegetable gardens where students can cultivate with the help of their parents. Schools activities are important because they are a meeting point for parents coming from different countries, with different cultural background, to get to know the other members of the community

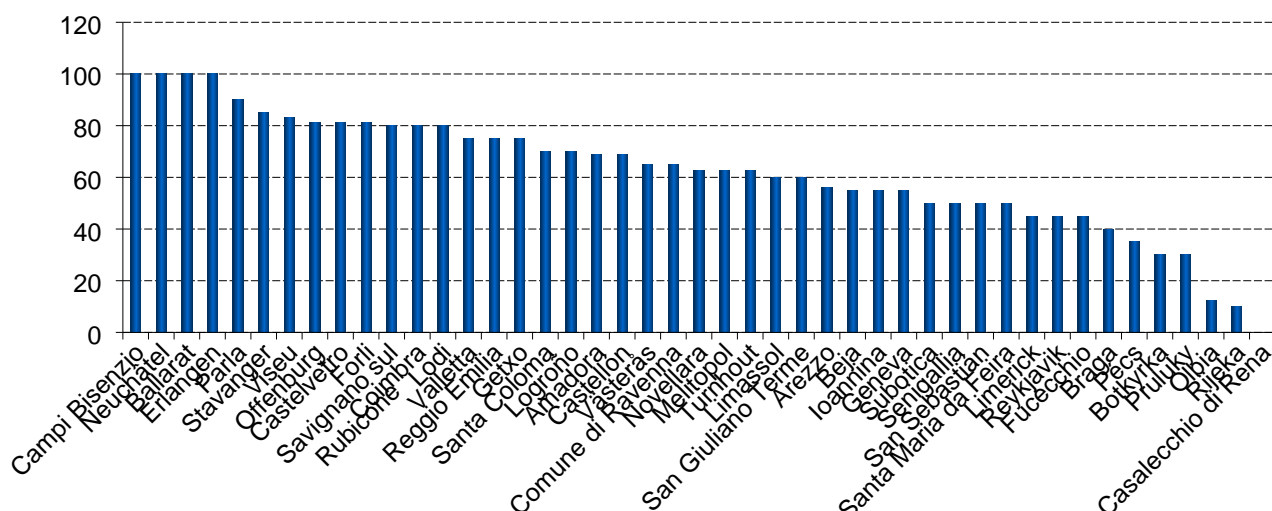
Another good practice comes from the Intercultural City of Sumy (Ukraine) where "*The Colors of our Land*" is a festival that features creative achievements of the regional ethnic/minority groups. During this festival, special awards are given to individuals and/or NGOs. This festival and award ceremony may take place during the City Day or other national holiday or during the 'creative reporting' of minorities' amateur teams (e.g. Jewish or Polish community). The awards are given within the frameworks of "*Sumy city - Calibri on the cultural map of the world*" and "*Sumy is cultural island on the cultural map of the world*" projects. During the festival, children from all cultural backgrounds are presented in the form of folk music, costumes and cuisine and prepare videos to show how their cultures and traditions are celebrated in Sumy. This is a perfect environment to encourage ethnic and cultural mixing.

Last but not least, Braga's schools could be inspired by Santa Maria da Feira's project called *IOS - Improving Our Skills* that aims to improve the level of fundamental skills and abilities, particularly as regards its relevance to the labour market and its contribution to a cohesive society, in particular by increasing mobility opportunities in learning and by strengthening cooperation between the world of education and training and the world of work.

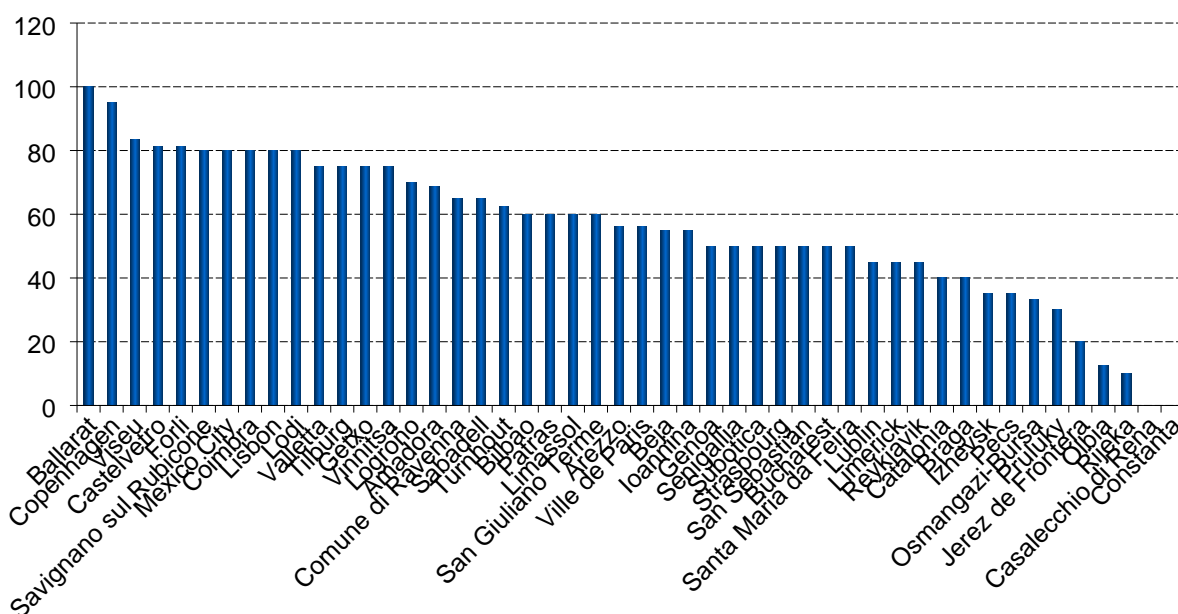
⁷ <http://eduscol.education.fr/cid49489/ouvrir-l-ecole-aux-parents-pour-la-reussite-des-enfants.html>

3. Neighbourhood policies through an intercultural lens⁸

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



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



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.

⁸ 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.

Braga's neighbourhood policy indicators are the 40%, considerably lower than the city sample's rate of 63%.

The questionnaire states that in one or two neighbourhoods the percentage of people from a minority ethnic background constitute the majority of the residents. Perhaps the city might wish to give more details about these areas in the next questionnaire.

Positively, Braga takes actions to mix citizens from different areas and occasionally the city creates policies to increment the diversity of residents, hence avoid ethnic concentration. One of this activity is the "*Programa Escolhas - Família do lado*" in which neighbourhoods promote diversity and inclusion of various ethnic groups and cultures.

We highly recommend Braga to create more policies and activities to encourage citizens to mix. In fact, intercultural activities will help avoiding ethnic concentration and, on the contrary, will encourage social cohesion and harmony. Braga should consider organizing events to foster interaction and communication among the citizens. For example, the city could promote foreign arts and cultures (such as cinema, literature, music), music festivals, the celebration of New Year in the various cultures, etc.

Many initiatives can be implemented to bring people together, however, it is important to ensure that all generations, cultures and genders are equally involved in the integration process. For example, if a football match is organized, it is advisable to find a sport or an activity for those who do not love football: volleyball could be an alternative, but also cooking or arts and crafts.

The city of Braga might be inspired by these Good Practices:

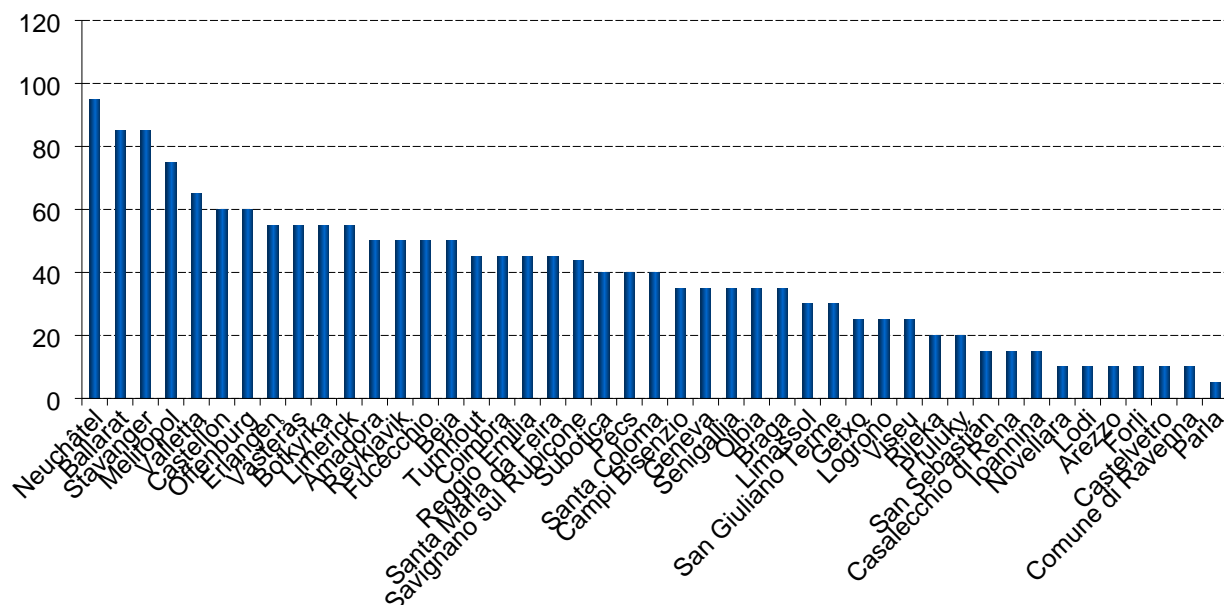
In Limassol, the Euromed Festival aims to gather people together through folkloristic dancing and exhibitions. Another activity carried out in Limassol is the "*Social Work on the Road*" programme that started in 2010 and since then it aims to prevent criminality, especially among young people. The programme aims to raise awareness on the danger of drug and alcohol abuse; it offers psychological support and fight against unemployment.

Alternatively, Parla's "*Equipo de Mediación Vecinal*" (team of local mediation) is responsible for the organization of events and meetings. Moreover, the "Equipo" offers a safe and welcoming place where all the citizens can talk and share their problems and/or concerns while getting to know each other creating connections. In addition, the team enhances the link between new/developing areas (such as Barrio de Parla Este) with more "aged" districts.

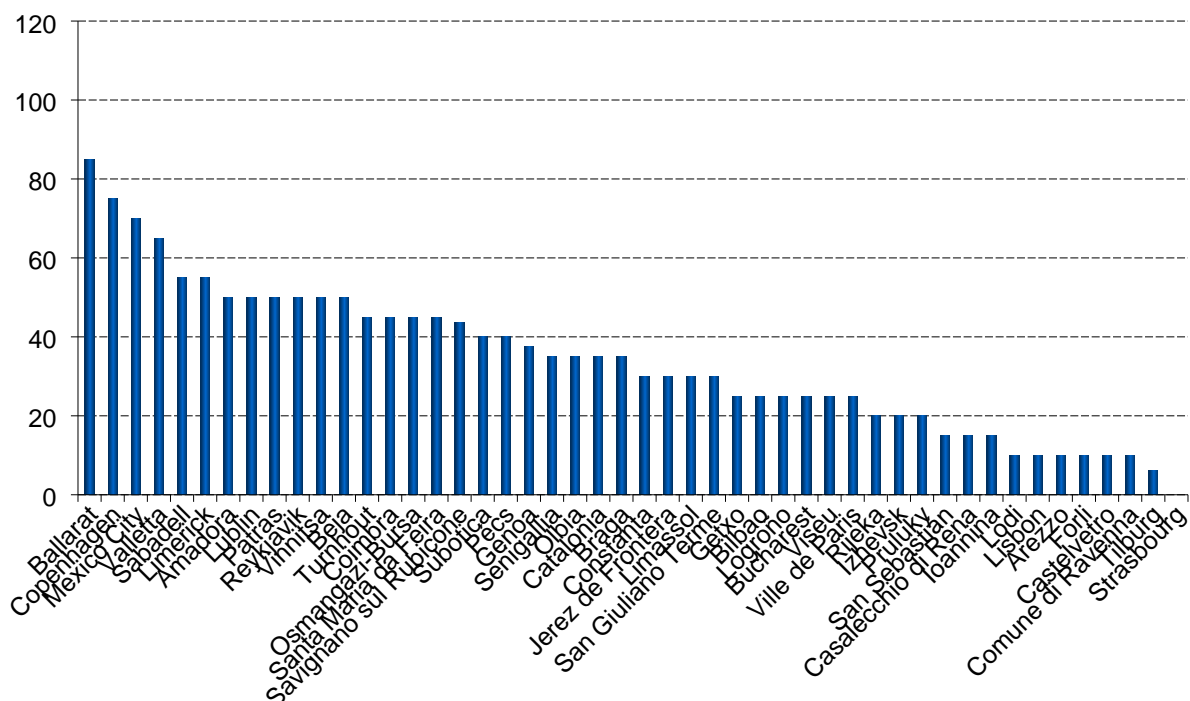
Sabadell's neighbourhood of Can Puiggener promotes social mixing of citizens from different areas with activities and programmes, such as, the organization of the social meal: "*Mesa para la convivencia Can Puiggener*" ("Table for coexistence in Can Puiggener"), and events to celebrate diversity: "*Fiesta de la Diversidad de Can Puiggener*" ("Celebration of Diversity in Can Puiggener").

4. Public service policies through an intercultural lens

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



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



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.

Braga public service rate is the 35% , lower than the city sample of 43%.

Positively, the ethnic background of public employees reflects the composition of the city's population at all hierarchical levels and all EU citizens can apply for openings in the public services.

We suggest the city to introduce a recruitment plan to increase migrant/minority representation in the higher hierarchical levels and, equally important, the city should encourage intercultural mixing in the private sector through activities, policies and events.

Perhaps the city of Braga might wish to look up at Sumy's recruitment plan. In fact, it would appear that many people with foreign background are opening SMEs in Sumy overcoming by the entrepreneurial activity the locals (natives). Furthermore, it is worth mentioning that foreigners-owned companies have been established in Sumy many years ago: for instance, KusumFarm is run by people coming from India, Italy, Azerbaijan, Poland and Holland. This clearly shows that the city has created a favourable atmosphere for foreign business, where companies hire people with different cultural background, including native Ukrainians.

Furthermore, we strongly recommend the city of Braga to provide services to suit the different needs of its multi-ethnic and multi-religious community; in fact, from the questionnaire, it appears that the only intercultural service provided are school canteens which offer different meals to satisfy pupils' alimentary needs. This is very positive insomuch all children should enjoy their school meals regardless of their religion or culture, as a diversified menu allows children to eat whatever their dietary requires.

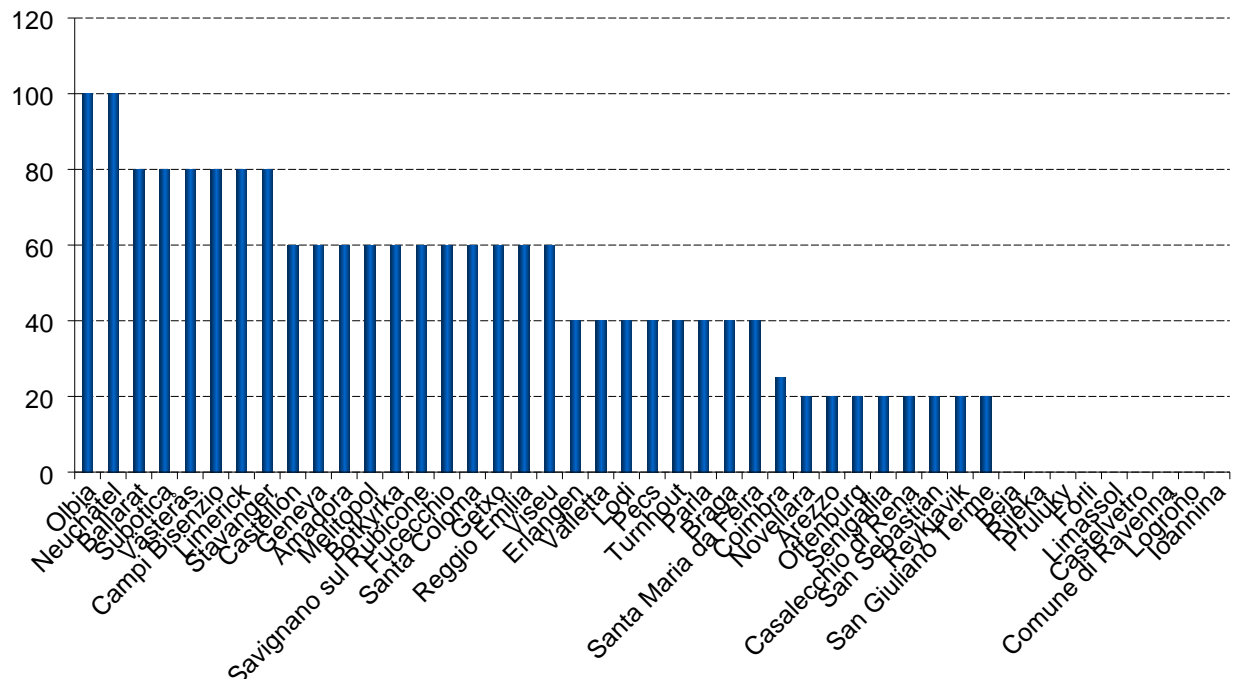
However, the city should consider offering funeral services and burial areas: in Paris, for example, funeral services are offered for all the confessions: Catholic and Protestant ceremonies are planned with the priest of the parish; the Rabbi will organize the ritual washing and prayers (Hevrakaddisha and Kaddish) for a Jewish; Paris Mosques will take care of the ritual washing and traditional prayers for the Muslim funeral. Lastly, the pagoda will organize the Buddhist ritual. Moreover, it is possible to organize religious ceremony at the crematorium of the cemetery of Père Lachaise, whatever the confession of the deceased was.

In addition, we recommend city's sportive facilities to offer women-only time schedules in order to suit the needs of women with specific necessities. For instance, in Erlangen, the BIG-Projekt fosters intercultural sporting engagement and there are female-only swimming days in the public swimming pools.

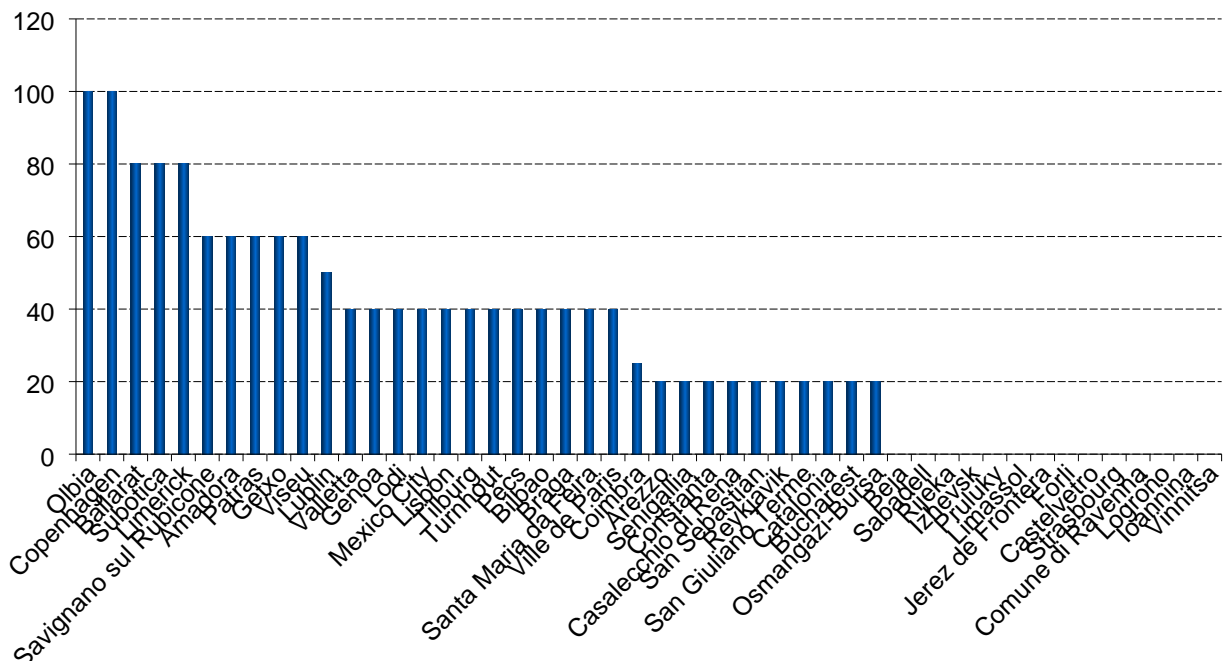
Braga could also organize a wide range of activities to promote social cohesion and to encourage intercultural mixing: for example, the Spanish city of Getxo organizes a *Street Culture Day* to promote social cohesion and encourage immigrants' integration through sportive activities; combined to this, the *International Folk Festival*, where music promotes interaction between people from different cultural backgrounds, celebrating cultural diversity with folk music.

5. Business and labour market policies through an intercultural lens

**ICC-Index - Business and labour market -
City sample (inhabitants < 200'000)**



ICC-Index - Business and labour market - City sample
(non-nationals/foreign borns < 15%)



Large parts of the economy and the labour market may be beyond the remit and control of the city authority, but they may still fall within its sphere of influence. Because of nationally-imposed restrictions on access to the public-sector labour market, the private sector may provide an easier route for minorities to engage in economic activity. In turn, such activity (e. g. shops, clubs, restaurants but also high-skill industry and research) may provide a valuable interface between different cultures of the city. While barriers for entry usually concern migrant/minority groups, in

some cases it could be the other way around. Research has proved, however, that it is the cultural mix that fosters creativity and innovation, not homogeneity.

Braga rate of achievement in the Business and labour market area is the 40% , two points lower than the city sample's rate of 42%.

Braga does not have a business umbrella organisation to promote diversity and non-discrimination in the employment nor the city has adopted an official legal document to ensure equality between women and men in the world of work. Positively, the city encourages businesses from ethnic/cultural minorities to enter in the mainstream economy and higher value-added sectors through the programmes "*InvestBraga*" and "*Empreendedorismo imigrante*" from the Serviço de Apoio ao Emigrante e Imigrante. These programmes should consider helping small and medium ethnic enterprises to grow, diversifying their products to eventually reach out to new markets; as well as helping with business planning, banking and mentoring

In order to encourage different cultures to mix, a business incubator has been established via the previously quoted programme "*InvestBraga*" and "*StartUp Braga*". Perhaps the city of Braga will be inspired by the city of Hamburg where the majority of the business incubators explicitly pursue intercultural strategies. One project in this field, supported by the European Social Fund, is the IFW-Interkulturelles Frauenwirtschaftszentrum Hamburg. In addition, Hamburg prioritises companies that implement a diversity strategy when procuring their goods and services. Providers are asked for proof of equality of opportunities, gender equality and non-discrimination within their project applications.

To improve in the field of Business and labour market, we strongly encourage Braga to give priority to companies with a diversity strategy when procuring goods and services.

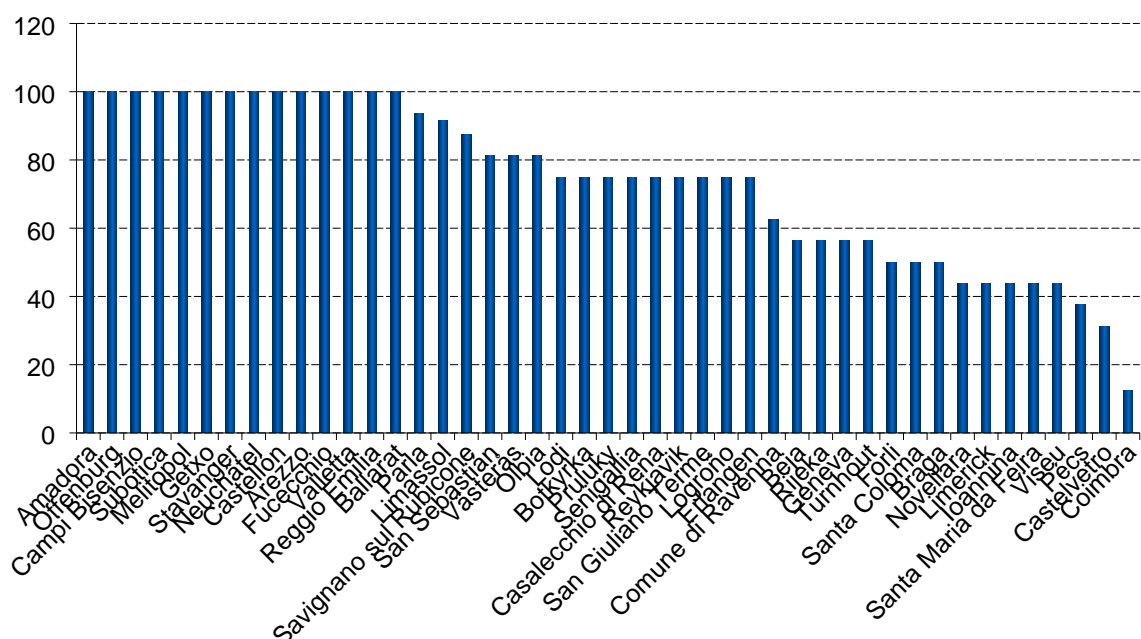
Braga perhaps might wish to look up to Sumy, where foreign-owned SMEs and larger companies – as well as those owned by natives Ukrainians – are equally encouraged to take part in city fairs and festivals. The city also organizes the "*100 Best Products of the Year*": an award that rewards the 100 best SMEs for their positive contribution to the city economy.

Another good practice comes from the Norwegian city of Oslo, that aims to bring diversity into the Norwegian business. In fact, Oslo's City Council's Office for Business Development has taken an active stance on integrating minority businesses. Similarly, in Bergen, another Intercultural Norwegian city, several policies are encouraging international cooperation by supporting local universities to attract foreign students. International students are then invited to take actively part in the city life.

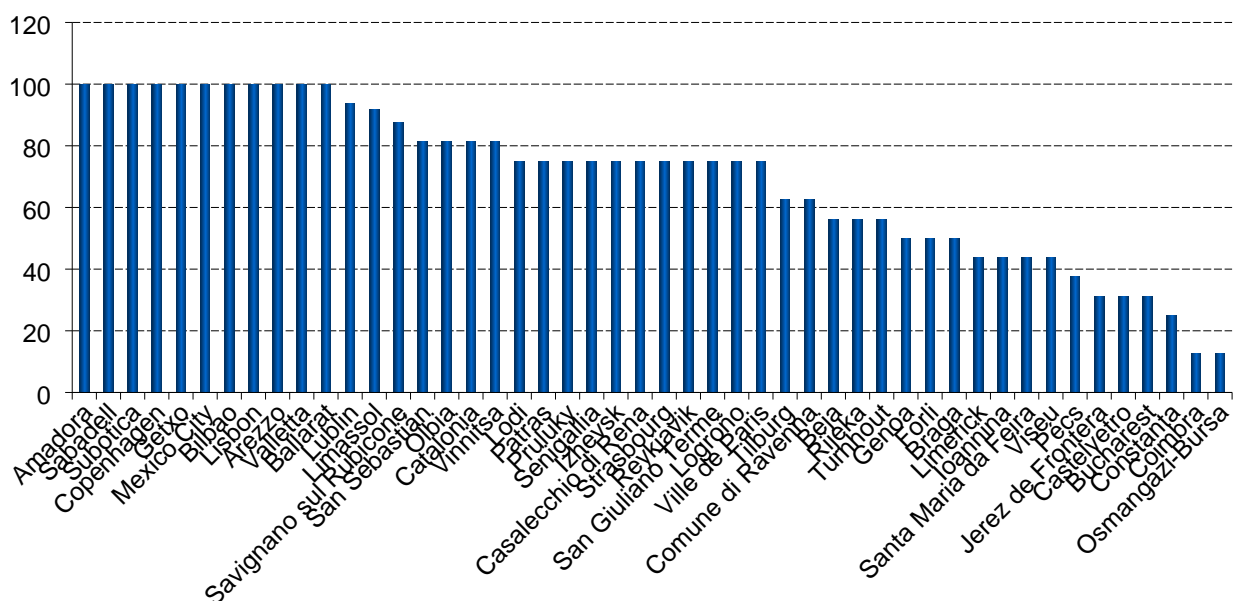
To conclude, it is crucially important to remember that a key to improve the level of interculturality in the field of business and labour market is to strengthen the collaboration with local businesses and to promote diversity and equal opportunity in employment.

6. Cultural and civil life policies through an intercultural lens

ICC-Index - Cultural and civil life - City sample (inhabitants < 200'000)



**ICC-Index - Cultural and civil life - City sample
(non-nationals/foreign borns < 15%)**



Interculturalism is not used as a criterion when allocating grants to associations, but the city sometimes organises art and cultural events - for example:

- The International Folklore Festival, a three-day event designed specifically to bring together the city's rich cultural past with its contemporary musical edge.
- The Teatro-Circo, inaugurated in 1915, offers today a wide range of plays and comedies. Moreover, The Braga theatre festival lasts throughout the first half of July and the theatre hosts companies from either Braga or abroad in a variety of locations throughout the city.
- The celebration of the Day of Action against Racism: a pure chance to commemorate and to remind the importance of equality and solidarity.

It is also worth remembering that Braga was named European Youth Capital' in 2012 and as the European Youth Capital website states:

Braga (Portugal) was the fourth European Youth Capital. Winning the title of European Youth Capital 2012 provided Braga with an opportunity to communicate internally and externally the historical development, cultural, and the attractiveness of the city at various levels. The visibility and the efforts lead to the mobilisation of resources to improve the support structure for young people and created opportunities for the future, promoting practical improvements in the quality of life⁹.

Four years later, Braga has been selected as the Ibero-American Youth Capital for 2016. The European Youth Parliament, in partnership with the Municipality of Braga, organize a special-format forum for university students from all over Europe and the 21 Member States of the Ibero-American Youth Organisation. The Forum gathers over 130 university students to enjoy a seven-day programme packed with all the fundamental EYP elements (Team Building, Committee Work and General Assembly), as well as many other, complementary cultural activities¹⁰.

Undoubtedly, it is extremely positive that the city is organizing public debates about cultural diversity and living together; however, the city should encourage cultural organisations to deal with diversity and intercultural relations in their productions. For instance, Paris' *Institut des Cultures d'Islam* organises conferences and seminars on the history of Judaism, Christianity and Islam.

Perhaps Braga could introduce more events to celebrate gender equality such as International Women's Day on the 8th of March and the International Day for the Elimination of Violence Against Women on November 25. Additionally, Braga could hold campaigns on the themes of equality, human rights, the fight against discrimination for instance, the city of Paris for the International Roma Day on the 8th of April, organizes an event, in partnership with a network of Roma rights organizations and Amnesty International, to raise awareness of the culture of the Roma people; and for the World Refugee Day on June 20, the City of Paris organized under the aegis of the United Nations General Assembly an evening in honour of refugees, asylum seekers, people displaced and stateless persons.

⁹ <http://www.europeanyouthcapital.org/capitals/braga-2012/>

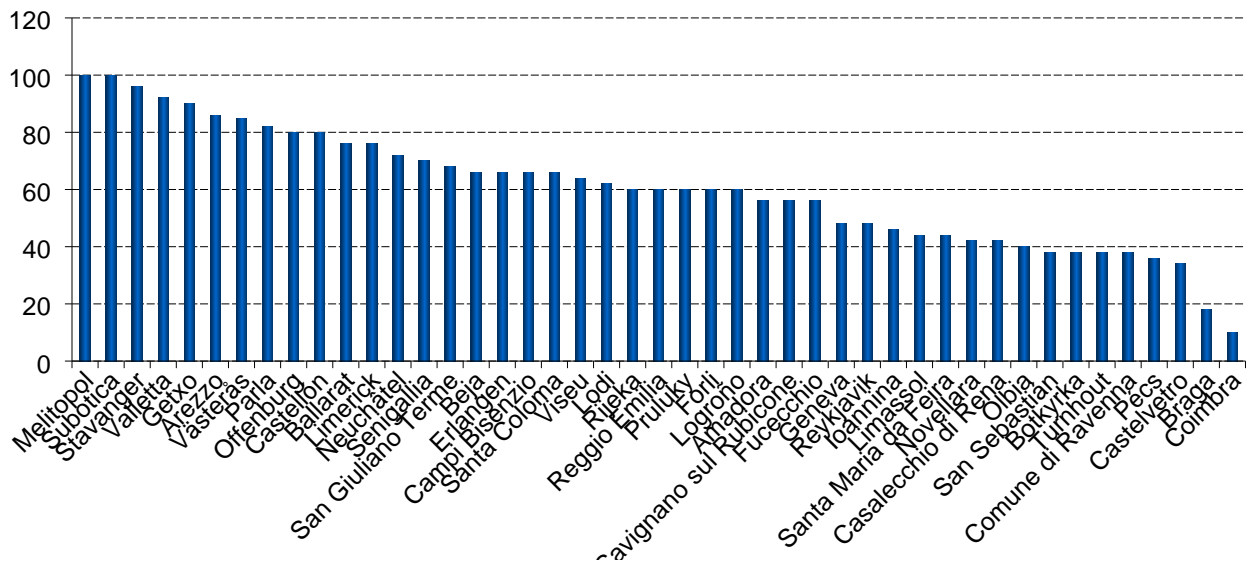
¹⁰ <https://www.members.eyp.org/event/braga-2016-euro-ibero-american-youth-forum>

The city of Braga could be inspired by Sumy's an annual festival "Surmi of Ukraine" where multiple cultures are celebrated with musical and theatrical representations; in addition, the vocal studio "Aviv" is organized by the Jewish community but is attended by young people with different cultural backgrounds. The same group recently organized an "Walking Our City Streets" action to reflect upon the cultural diversity of the neighbourhoods.

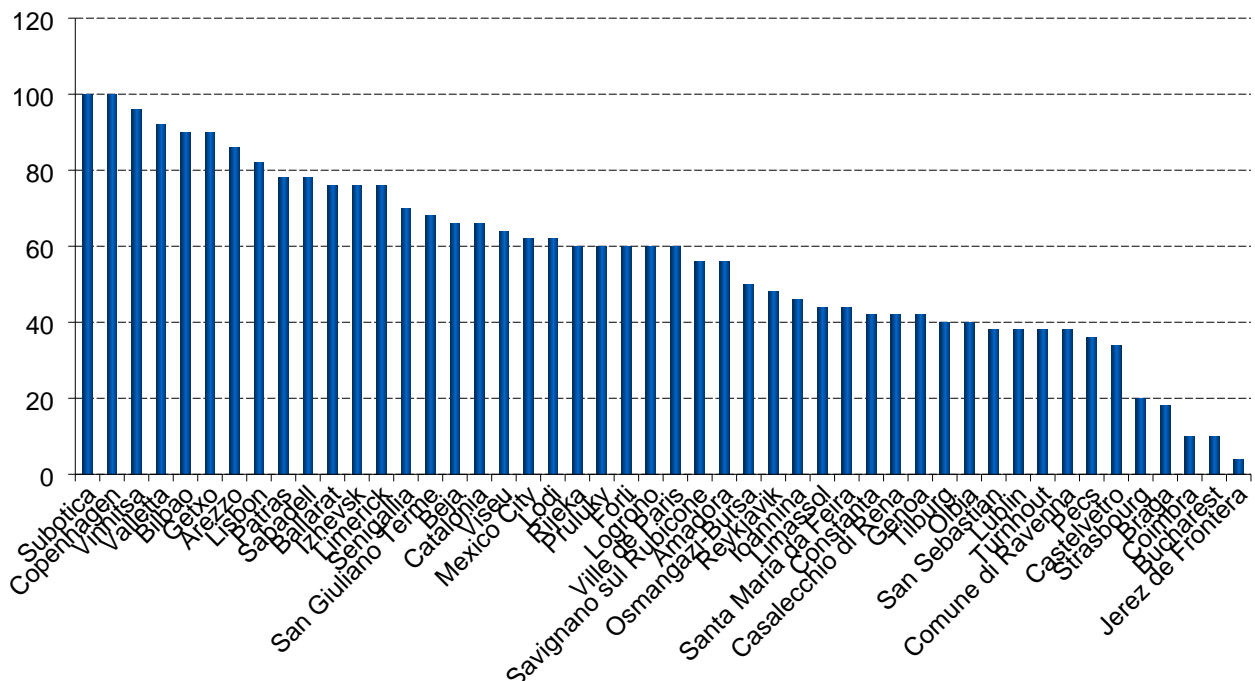
Another good practice comes from the Portuguese city Santa Maria da Feira where to celebrate the International Day of Peace, the 20th and 21st of September 2016, the Palestinian company Freedom Theatre (FT) performed the theatre pièce: *"Return to Palestine"* and organized the workshop *"Theatre for Change"*. In addition, the company organized a meeting on the subject of *"Life in Palestine and Refugees"* where all the attendees had a chance to share their opinions and experiences on Palestinian Refugees.

7. Public space policies through an intercultural lens

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



**ICC-Index - Public space - City sample
(non-nationals/foreign borns < 15%)**



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 Braga public space policy is the 18% , considerably lower than the city sample's rate of 64%.

Braga municipality takes action to encourage intercultural mixing in public areas and the place that are mostly involved are *squares* and open spaces.

We strongly encourage the city to involve other public spaces in the promotion of intercultural mixing; for instance, libraries, museums and playgrounds.

In fact, libraries have been recognized as an important public space for integration in our Intercultural Cities. For example, in Stavanger (Norway) the Central Library is seen and trusted by most people as the place in the city where anyone can come and meet others. Every week the Library has a Living Orientation Day, providing guidance and advice on how to build and maintain a Norwegian social network. Besides this all, the Library does not shy away from taking highly controversial topics on the discussion agenda. The impression is that with this, they have acquired more authority as an independent platform for discussion and formation of opinion, than would have happened in a so-called "neutral" position. Moreover, libraries could offer seminars, conferences or readings on a wide range of topics. For example, the Ballarat municipality organizes a Poetry Festival called "*Poetenfest*" where there are readings and poetry presentations in mother tongue, e.g. presented by refugees in Farsi, Arabic, Kurdish e.g.

Alternatively, museums can offer moments of reflections in a quiet place. In Paris, for example, museums are very active in encouraging interculturality: as part of the partnership with the Museum of the History of Immigration, associations and SEII have free access to the exhibitions and guided tours. Whereas the Maritime Museum "Galata" in Genova hosts a permanent exhibition on migrations. This exhibition shows how deeply Italian society has been shaped by the phenomenon of migration. One side of the gallery displays where Italians have gone when sailing out of the country, while the other side shows the migrants Italy have welcomed over the years.

The city does not take into account the ethnic/cultural backgrounds when designing and renewing building or structures. Perhaps the city of Braga will be inspired from Sumy that does consider the ethnic/cultural backgrounds when designing and renewing building or structures for the process called "*decomunization*": streets, buildings and infrastructures from soviet time have been changing their names, however names are publicly discussed and opinions are collected before such projects implementation.

Across the city, there are one or two areas dominated by one minority ethnic group, and, surprisingly, there are areas in the city which can be defined "dangerous". Perhaps the city might wish to undertake an in-depth study and analyse the causes of such a definition. The revitalization of disadvantaged areas is an important step in the development of interculturality and the city of Loures (Portugal) has taught us a very good method, transforming the neglected neighbourhood of Quinta do Mocho in a Public Art Gallery. It happened in in October 2014, when over 2000 artists and residents, 25 NGOs and 43 private companies painted breath-taking frescos on 33 buildings. The aim of this 3 days' intervention, known as "O Bairro I o Mundo" (the neighbourhood and the world), was to change the image of the "stigmatized" neighbourhood which used to be considered dangerous, destroy prejudices against the residents from diverse backgrounds, increasing their self-esteem and foster the sense of belonging to the neighbourhood.

In addition, to increment its cultural activities, the city could look up to the following Intercultural Cities' programmes:

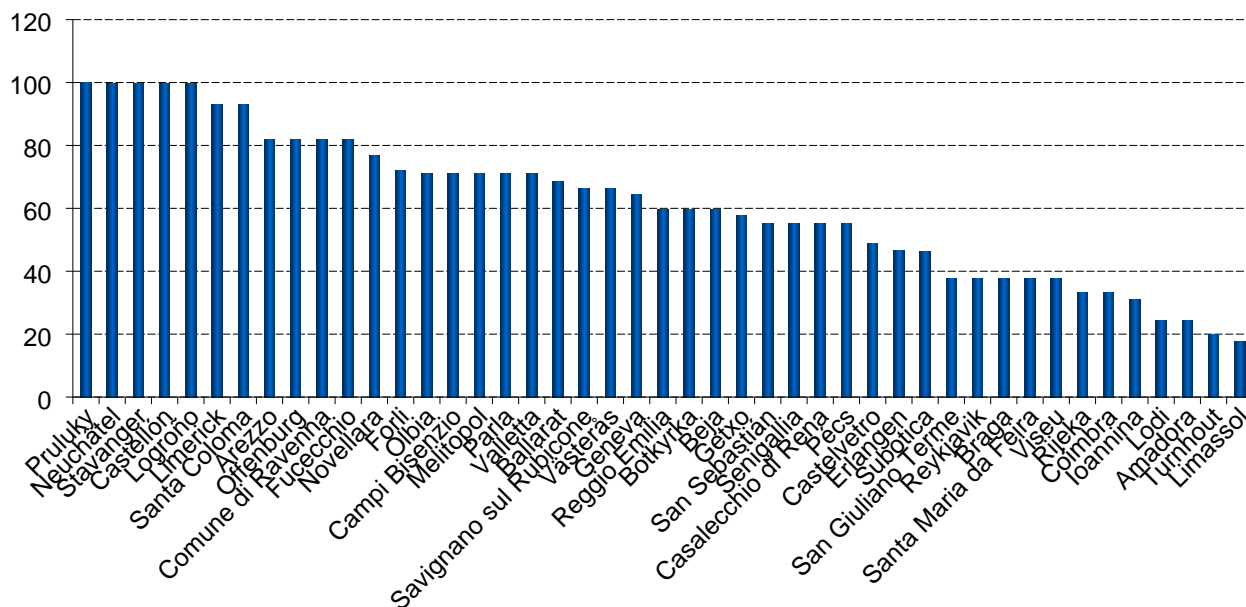
Tenerife carries out an event to promote diversity: it is called "Isla Forum Tenerife in the world". The main objective is to enhance the brand of the island of Tenerife as cultural diverse, for his close ties with Europe, Latin America and Africa. Exhibitions, public debates, courses, seminars and conferences are organised in order to raise awareness of the cultures of different countries and the mixture between them. In the framework of this initiative, the municipality stages also special days, meetings and festivals related to diversity and living together and occasionally encourages cultural organisations to deal with diversity and intercultural relations in their productions, for example in the cinematographic sector. The "carnival" celebration of the island is also a great event in which interculturalism is promoted.

In Pepys Park, in the London borough of Lewisham, young people are invited into the process of designing and making a new playground area. Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement of a park warden and a 'Rivers and People Officer'.

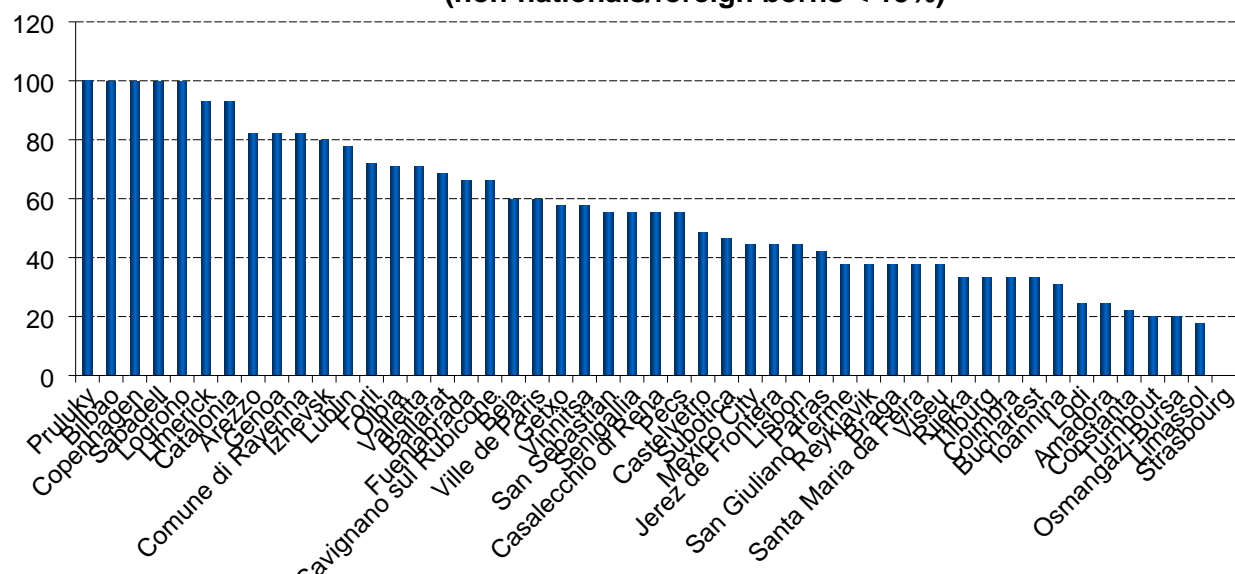
Santa Maria da Feira's interesting projects *Sun in the Community* aims to gather together Roma people; whereas the *Outside Doors* is an initiative that brings together national intercultural projects whose aim is to sell self-made products while encouraging citizens to interact.

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.

Braga mediation and conflict resolution policy achievement in 2016 corresponds to the 38% , lower than the cities taking part in the programme (65%).

The city provides a generalist municipal mediation which also deals with cultural conflicts and an intercultural mediation service run by a civil society organisation. As a suggestion, the City could consider establishing a municipal

mediation service devoted only to intercultural issues and a state-run mediation service.

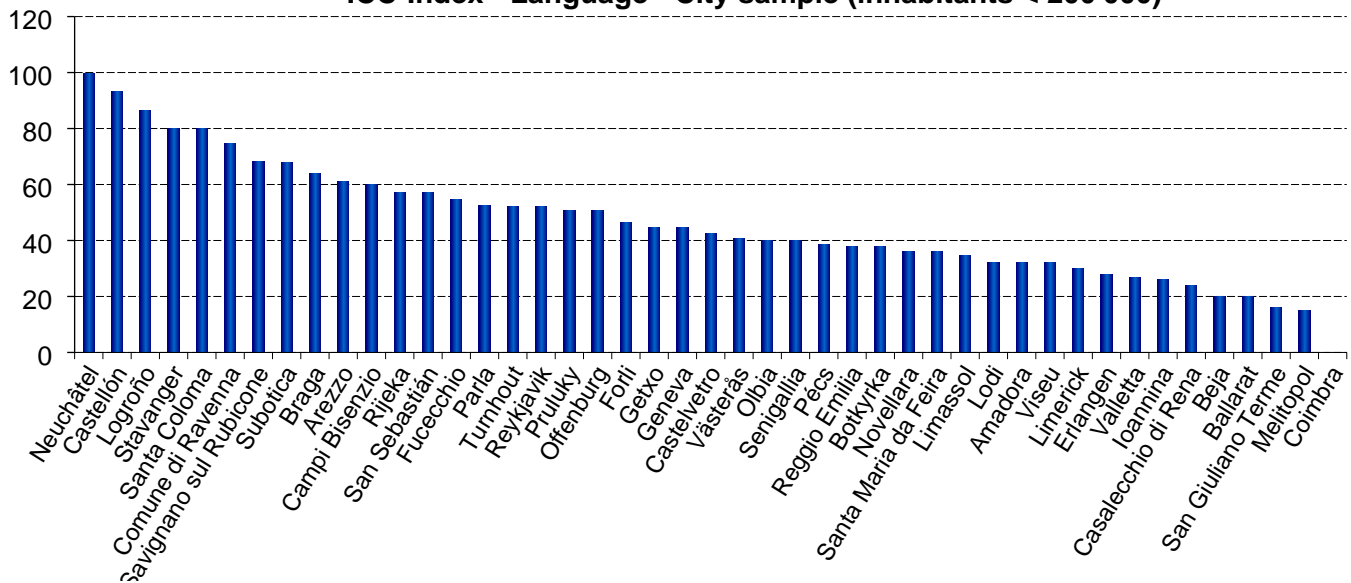
Moreover, we strongly advice Braga to establish as soon as possible an organisation or a department to deal specifically with inter-religious relations. Perhaps following these examples: Ballarat's Mayor has been hosting interfaith dialogues with various faith leaders in the Grampians region. In Erlangen, instead, an interreligious round with the Mayor and representatives of Muslim, Jewish and Christian congregations take place twice a year, whereas the Christian – Islamic round table takes place 6 times a year. In September, every year all religions meet in a shared festival and have a joined peace processions of religions, including Muslims, Christians, Jewish, Baha'i, Buddhists e.g. The new custom now in the spiritual life in Erlangen is that all main congregations have agreed to invite each other to all main religious holidays.

Generally, in Braga, intercultural mediation is provided in the neighbourhoods: in the city operators actively seek to meet residents to discuss the problems and the difficulties they may face. However, we suggest the city to expand the offer of intercultural mediation: the city might wish to ask mediators to support citizens in specialized institutions (such as hospitals, police, youth clubs, mediation centres, retirement homes etc.) and in the city administration.

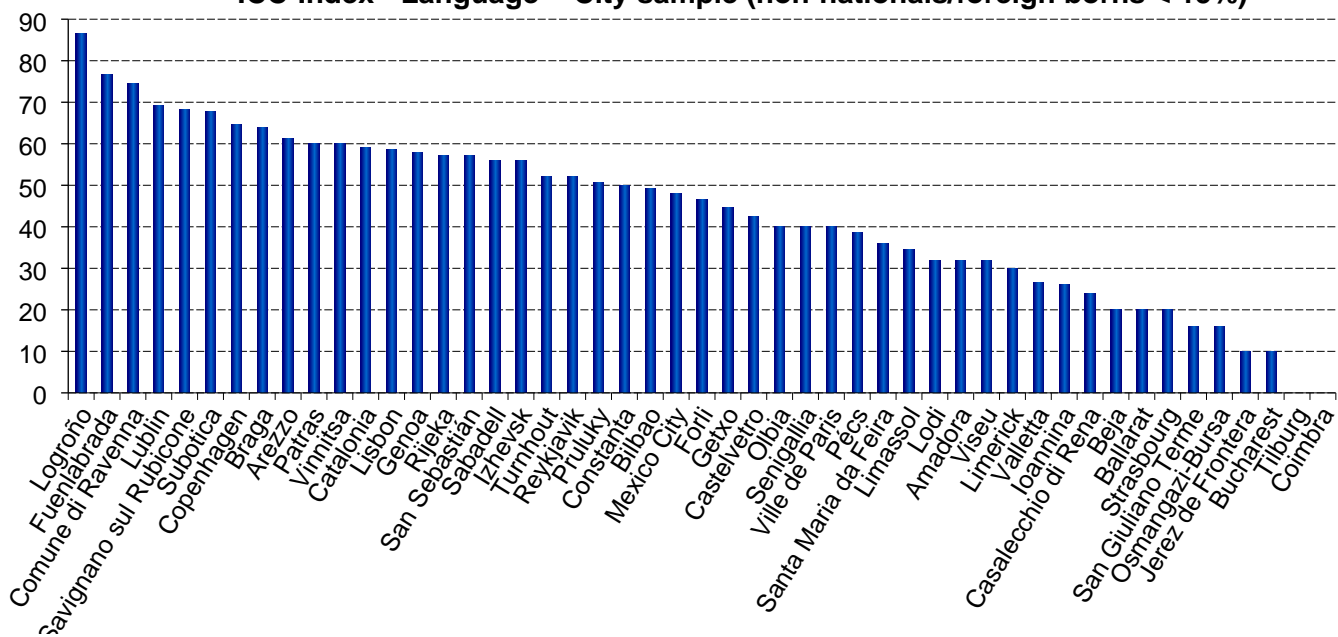
The Italian Intercultural City Reggio Emilia has set a centre to mediate and to prevent and solve conflicts. The intercultural centre "Mondinsieme" welcomes a great variety of ethnic and language backgrounds and offers support and assistance. For example, the Mondinsieme has great expertise in training mediation workers and supplies staff for schools and hospitals. Reggio Emilia has established an Intercultural centre with trained mediators with a variety of ethnic and language backgrounds who intervene whenever they feel a problem might arise – for instance if kids in some schools tend to cluster too much on ethnic basis.

9. Language¹¹

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



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



The learning of the language of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the

¹¹ 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)

city, there is significance in the extent to which the majority are prepared to adopt these languages.

Braga's language policy achievement rate is higher than the city sample. In fact, while the Portuguese city scored the 64% , the city sample rate is the 49%.

The city supports and provides specific language trainings in official language(s) for hard-to-reach groups, such as non-working mothers, unemployed, retired people, etc. together with this service, schools in Braga offer migrant/minority languages as part of the regular curriculum and children coming from a migration background can learn and/or improve their mother tongue in specific courses. However, we recommend the city to combine these excellent services providing support for private/civil sector institutions and offering language training in migrant/minority languages.

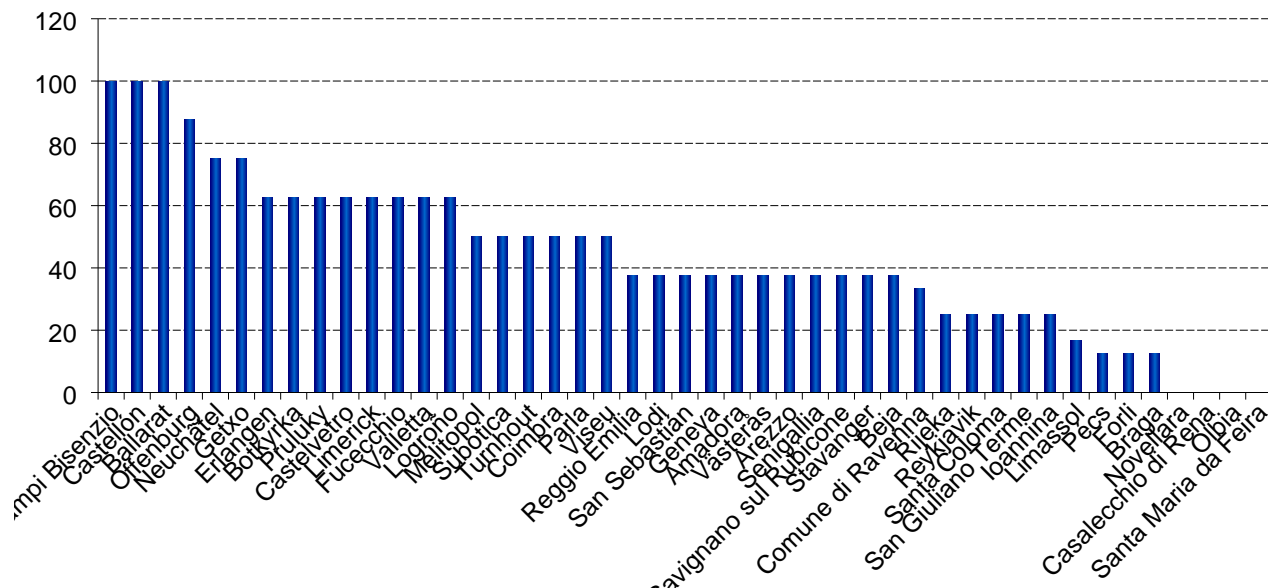
Unfortunately, the questionnaire does not provide the answer to question number 47 that investigated whether the city financially supports minority languages in local media; hence a N/A answer may have negatively affected the results for this area. Braga could financially support minority newspaper and/or radio and TV programmes in a minority language like the Intercultural Cities of Arezzo and Ballarat. In fact, Arezzo's weekly newspaper Piazza Grande has a Romanian column, moreover, the channel Tele San Domenico (TSD) shows the news in several languages. Instead, Ballarat has a collaboration with the 99.9 Voice FM – Ballarat Community Radio. Today, the radio station offers a weekly radio program to be conducted by the Multicultural Ambassadors in minority languages.

Nevertheless, it is excellent that the city seeks to give a positive image of migrants and/or their minority language. The city of Braga might find this following organization very interesting: the Parisian Association Dualala (*from one language to another*) accompanies bilingual families and professionals involved in multilingual environment taking under consideration the transmission of languages and cultures of origin. Dualala considers bilingualism as an asset for any child, regardless the language spoken. The association is composed of linguists and specialists in intercultural communication and it is supported by the Ministry of Culture and Communication and the Ashoka network. In addition, the association regularly organizes conferences in favor of multilingualism. Example: "Growing up with several languages: the challenges of the inclusion of the mother tongue" ("*Grandir avec plusieurs langues: les enjeux de la prise en compte de la langue maternelle*").

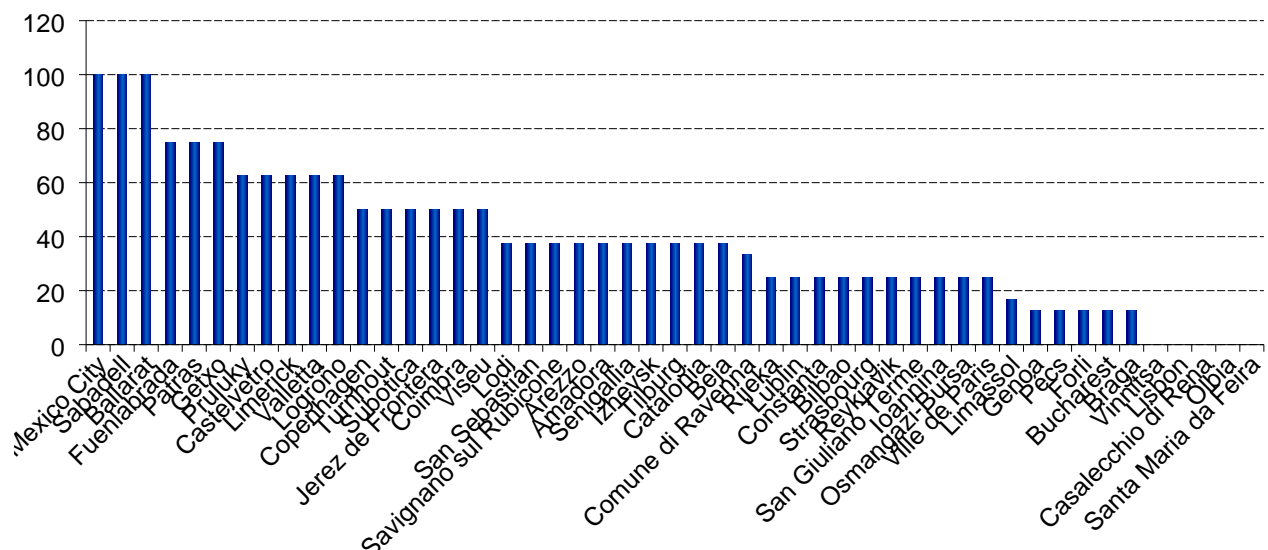
To conclude, language is not only crucially important in the integration process, it has been proven to be a good tool for students with difficulties to excel in their studies. In Berlin-Neukölln schools are trying to win back pupils who are allegedly unwilling to learn, offering them certain subjects taught in their mother tongue (either Turkish or Arabic) with mother tongue teachers. This initiative has had a big success among the parents, because for the first time they felt accepted in their cultural identity and national language. In turn this generated a more positive approach towards the German school, with which they can now identify more easily.

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 organisations to achieve a climate of public opinion more conducive to intercultural relations.

Braga media policy in 2016 is the 13% , a lower result compared to the 45% achieved by the city sample.

Although city only occasionally promotes a positive image of immigrants and/or minorities in the media, it does not provide support for advocacy and/or media training to mentor journalists with minority background.

In view of the answers from the questionnaire, we recommend the City of Braga to constantly monitor how media portray minorities and migrants and to establish services to support media training. Perhaps Braga will find this Parisian association interesting: the *Maison des journalistes étrangers* (House for foreign journalists) is an association that welcomes foreign journalists persecuted in their home country in defense and promotion of the freedom of expression.

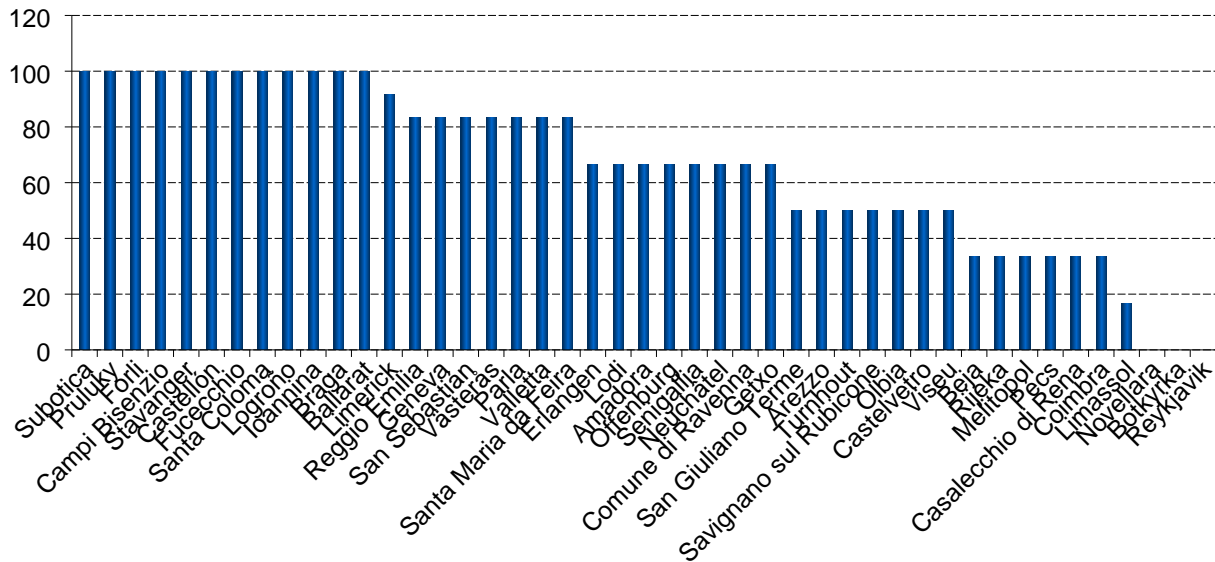
Alternatively, Bilbao (Spain) has set a web application to promote inclusion and integration while fighting rumours and stereotypes. The main metaphor used in the Bilbao communication campaign is the umbrella as a defence against rumours, that fall from the sky. It has developed a short game, in two forms of a scratch card and a Web app, that can allow the user to assess whether they are 'protected' from or 'drenched' by rumours. Following a series of fact-based questions, it tests the degree of knowledge that people have about immigration, and illustrates the truth or otherwise of common rumours about immigrants. A final score is given, indicated the degree of 'protection' from rumours. By disseminating this information more widely in social networks, the user may obtain additional 'medals' and join the campaign for the values of multiculturalism, social cohesion and combating racial discrimination.

It is also crucially important for the media to pass a positive image of migrants and minorities. To encourage this, the city could organise an *anti-rumour campaign*, to raise awareness and to foster dialogue and mutual understanding.

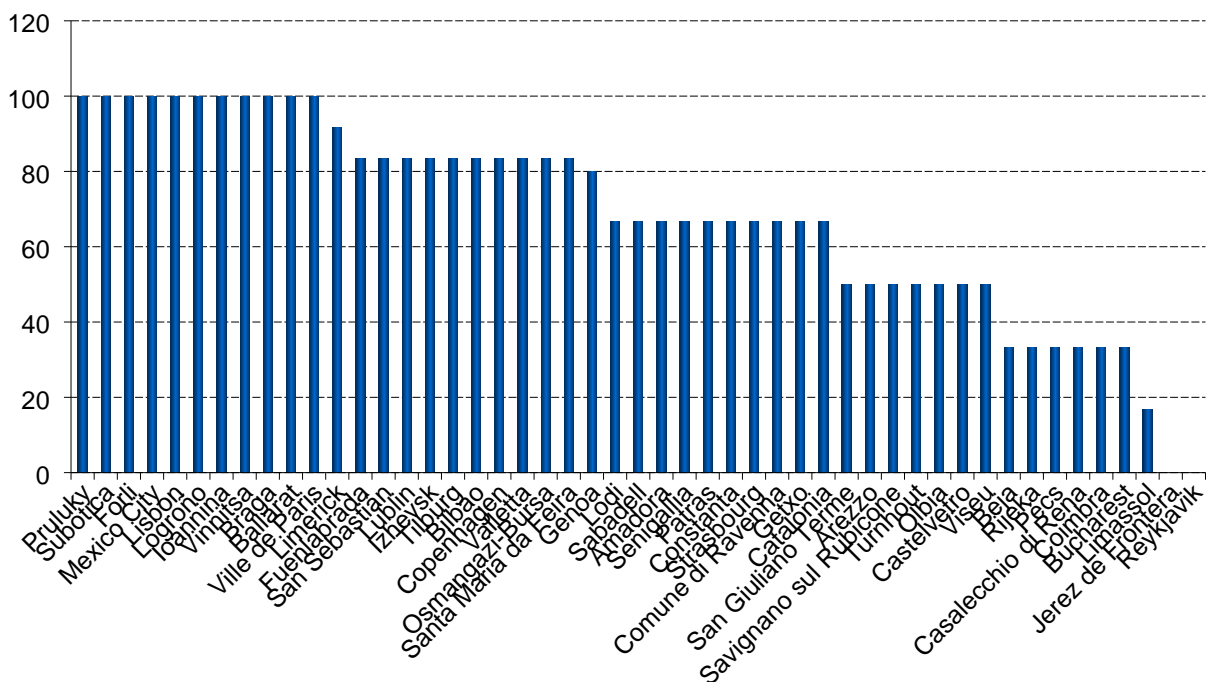
For example, in 2010 Barcelona started carrying out the BCN Anti-Rumour campaign to combat negative and unfounded rumours that have an adverse effect on living in diversity, based on working in conjunction with different social actors and organizations. A part of this campaign has been substantial press coverage. Another good example comes from Oslo, where there has been established an internet service, called "Cultural diversity in the media" informing on concerts, exhibitions and festivals organized by artists with minority backgrounds. This pro-diversity coverage of the cultural scene is reflected in the local media (newspapers, radio, local TV). Among journalists and editors, and media researches, there is a growing awareness about the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. This has resulted in a stronger focus on the recruitment of journalists with ethnic minority background. The municipality runs its own publication – "Oslo Now" – which is distributed freely to every household in the city. The Office of diversity and integration runs an internet based newsletter – the "OXLO bulletin". The municipality sponsors an event called "Top 10", which each year celebrates and profiles the ten most successful immigrants in Norway, in business and work, academia and media, culture and civic life.

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.

The indicator of an open and international outlook for the city of Braga achieved the maximum: 100% , far higher than the city sample's rate of 72%.

The city has adopted a specific economic policy to foster international cooperation, has organized a specific financial plan, has an agency with specific responsibility for monitoring and developing the city's openness to international connections, and lastly, the city has established policies and projects to enhance economic relations.

It is extremely positive that Braga encourages universities to attract foreign students, encouraging them to take part in the city life and to stay after the end of their study.

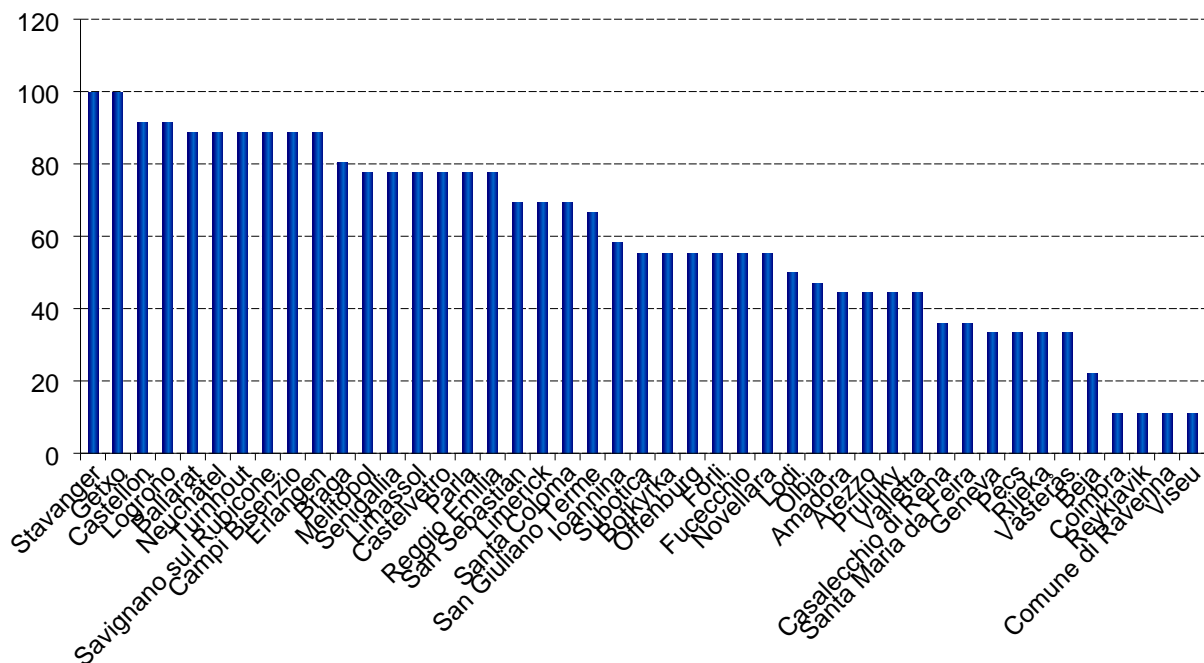
Although Braga has achieved the maximum in this field, there is always room for further improvements. For example, the city of Sumy towards an economic sustainability has organized "*The open information space of Sumy*": a program that has been established in order to organize international exchanges, training and working visits, participation on fairs, realization of joint projects, including the development of civil society (Poland), International summer camp in Frankfurt am Oder, children's exchanges with Poland via Catholic community.

In Spain, Barcelona's initiative "*Do It in Barcelona*" is a programme that comprehends a multitude of initiatives whose goals are: 1) to strengthen the city's competitiveness; 2) Incorporate new methodologies into existing entrepreneurial support programmes that allow people with a business background in their home country to make the most of their experience; 3) Support the creation of intercultural teams to develop business efficiency and productivity; 4) Support initiatives aimed at finding multi-linguistic solutions; 5) Support the creation of social networks that encourage the integration of new residents into the city and that also make it possible to establish economic bridges with their home countries.

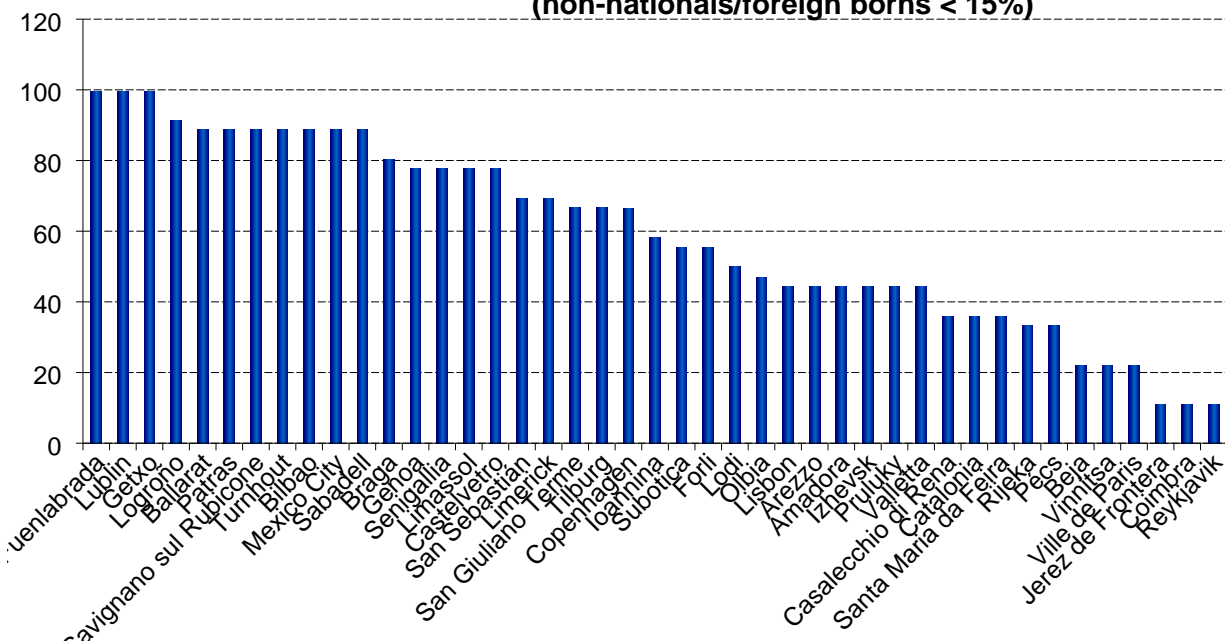
Another amazing initiative comes from the Portuguese city Santa Maria da Fera, where diversity and migration are perceived as a window to explore new opportunities and new markets. For this reason, the municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of several initiatives that reach out through business partnerships. The municipality has in fact regular business exchanges with Kenitra, in Morocco. The partnership, made possible thanks to the presence of Moroccan nationals in Santa Maria da Feira, started with a visit by a Kenitra delegation in 2012. Since then, many protocols between the two municipalities have been signed, in addition to the private sector business relations established.

12. Intelligence competence policies

ICC-Index - Intelligence/competence - City sample (inhabitants < 200'000)



**ICC-Index - Intelligence/competence - 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 model of behaviour on all situations.

The attainment rate of Braga in the field of intercultural intelligence competence policy in 2016 is of the 80%, considerably higher compared to the city sample's rate of 64%.

According to the answers provided in the questionnaire, the City only partially spreads information about diversity and intercultural relations. However, it is very positive that surveys are regularly undertaken to monitor the public perception of migrants/minorities.

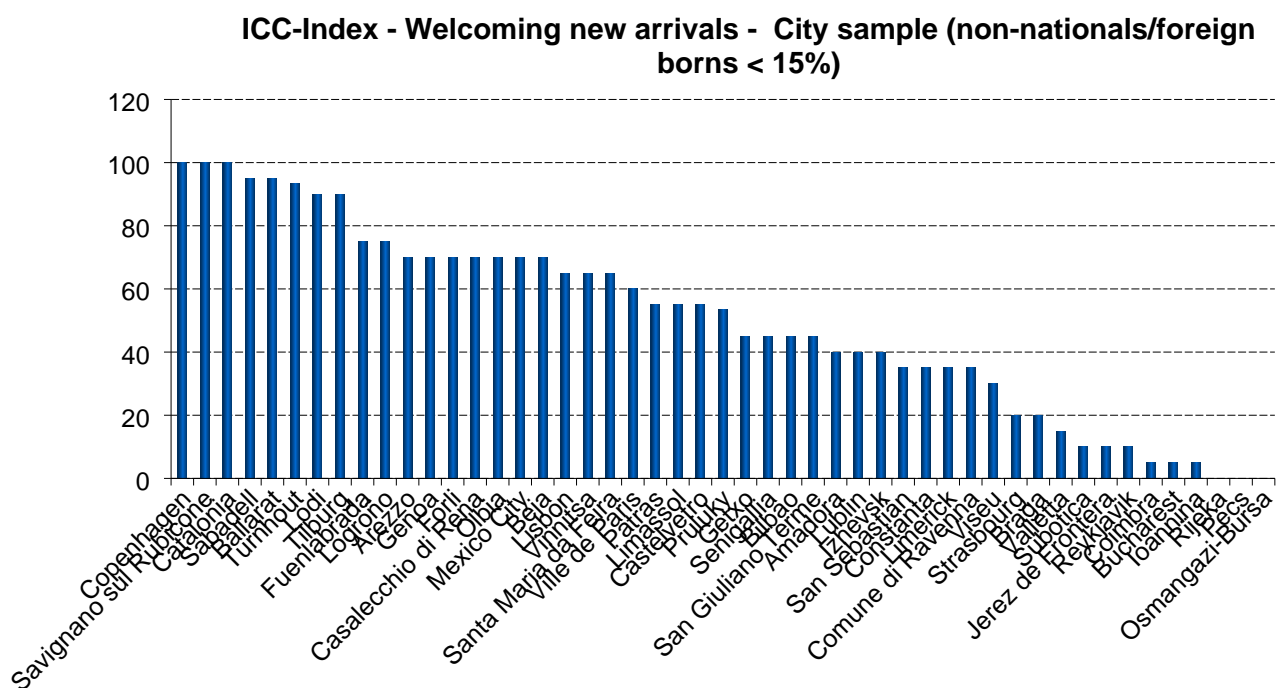
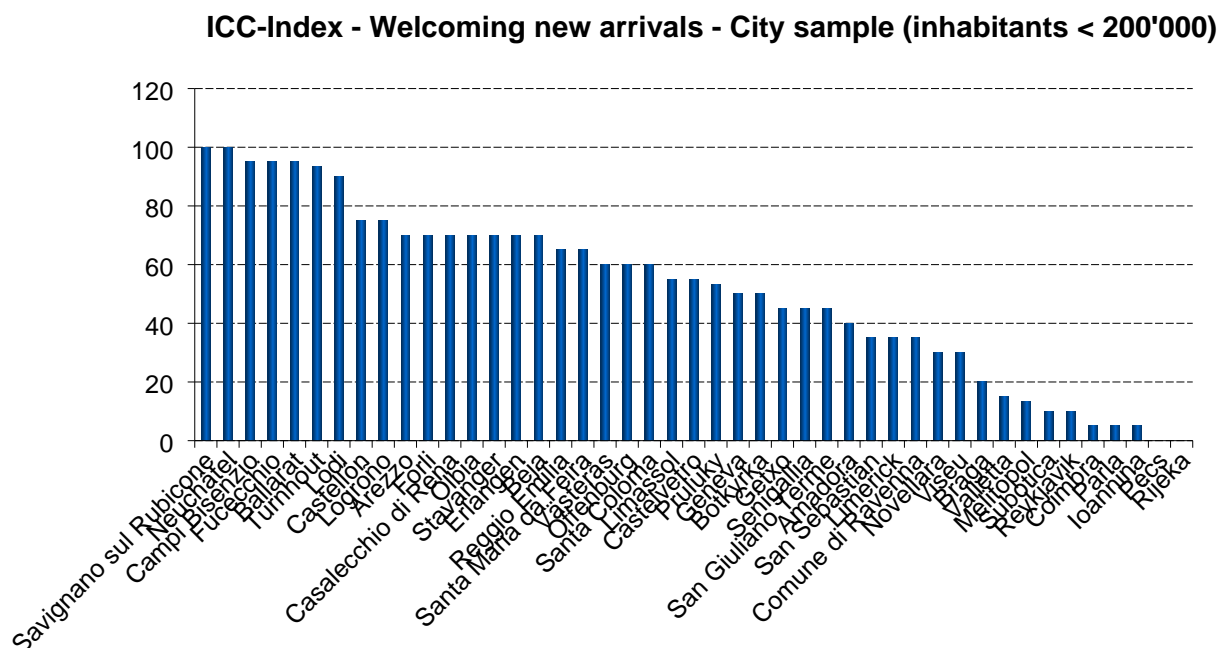
Certainly, it is an asset that Braga fosters intercultural competences through interdisciplinary seminars and networks, courses and trainings, such as public debates on migrations, sessions and conferences on the immigration law, as well as Portuguese courses.

Just to quote a couple, the followings are two good practices from our ICC network:

The Romanian Intercultural City of Constanta has put into practice several initiatives to encourage international cooperation. Particularly, it has set up an agency responsible for monitoring and developing the city's openness to international connections. Moreover, it has initiated projects and policies to encourage economic co-development with countries of origin of its migrant groups.

Equally important, the intercultural city of Bergen (Norway) has developed interdisciplinary seminars, workshops and courses to improve intercultural competences of its officials and staff. Combined to these courses, the city also conducts surveys to find out how inhabitants perceive migrants/minority groups.

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 Braga welcoming policy is the 20%, extremely lower compared to the 54% of the City's sample.

The city has not established an office to welcome migrants and newcomers to the city, and it does not offer any form of support for newly-arrived residents. To fill this gap, Braga could provide a comprehensive city-package with useful information and assistance in support to newly arrived residents. Ideally, the guide should be translated in as many minority languages as possible to facilitate the comprehension for those with a basic level of Portuguese.

The city supports and welcomes specific categories of newly arrived, such as family members, students, migrant workers and refugees. Despite this outstanding results, the city of Braga should consider introducing a special public ceremony to greet newcomers in the presence of officials. For instance, Sabadell celebrates the arrival of new-comers; whereas in Santa Maria da Feira, The *Instituto Superior de Entre Douro e Vouga* (ISVOUGA) teaches courses in the areas of Business Sciences, Communication Sciences, Legal Sciences and Technologies. Plus, ISVOUGA has a team prepared to help Erasmus students to look for accommodation, integration and study follow up.

To help migrants and newly arrived, Braga could follow Ballarat's interesting activity of the *Migrant Morning Tea*: every day these morning teas have helped establish friendships across cultures, provided settlement information to new migrants regarding assistance that may be available.

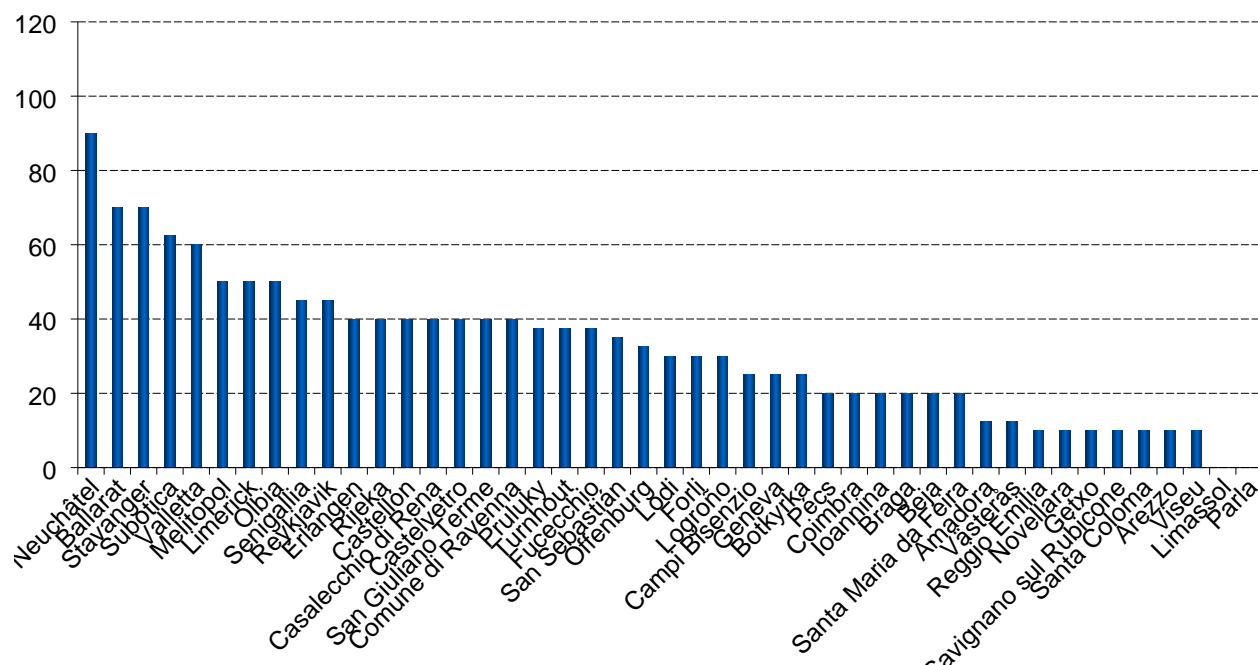
In addition, Bergen municipality has established an *Introduction Center* for refugees, schools, health stations, schools and other public and private sectors. It acts as a link between the different migrant groups and the public sector, sharing experiences and expertise on issues in regards to integration, community empowerment etc. A good example is a collaboration they had with a hospital that once wanted to raise awareness on diabetes through offering courses to immigrants, as Diabetes was prevalent among migrants. They had challenges getting people to register for the courses and took contact with the organization for a collaboration and help on how to plan the course. Together, they organized the course at EMPO with a very good turn up. The multicultural staff played a very important role to pass on the information.

Alternatively, Novellara has set a project called "Punto d'ascolto" (listening point) that welcomes foreign parents, where they can meet and talk to psychologists and cultural mediators who will help the family to understand the Italian education system. This service supports and helps families in the integration process.

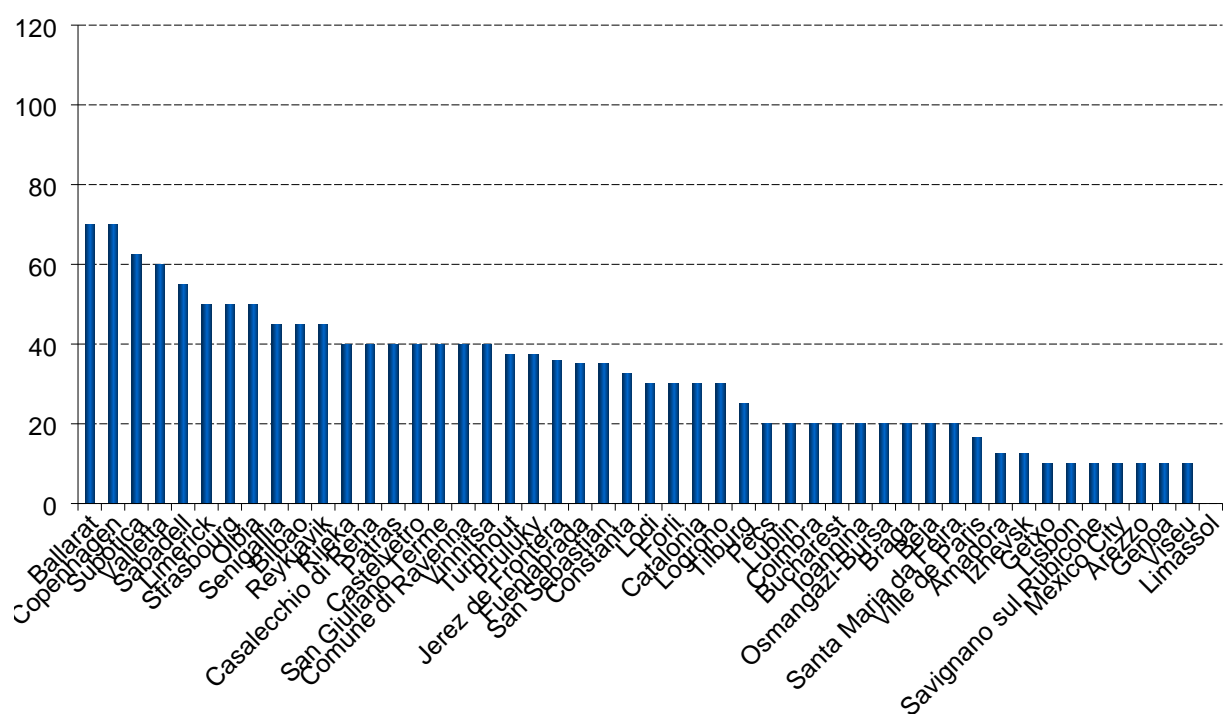
Instead, Barcelona encourages social inclusion and integration through the promotion of the history and cultural heritage of the city amongst all citizens and especially amongst those who have recently arrived, also, citizens contributes sharing their culture with art exhibitions.

14. Governance of diversity

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 citizen participation in decision-making.

The attainment rate of Braga in the field of governance is of 20% , lower than the city sample's rate of 33%.

Newcomers can vote only once they have obtained the Portuguese nationality.

Positively, the ethnic background of elected politicians reflects the composition of the city's population. However, the city has not established a specific political body to represent ethnic minorities/migrants and/or to deal with diversity and integration matters yet.

We strongly recommend Braga to introduce initiatives to encourage migrants and minorities to take part in the political life. Perhaps Braga might wish to follow the example set by the city of Paris where 123 "*conseils de quartier*" or "neighbourhoods' councils" are open to all residents, regardless of their nationality, and allow people to express their opinions and proposals on issues that affect the neighborhoods, such as development projects, neighborhood life, and all the strategies that could potentially improve the quality of life. The Councils are a bridge between the citizens, the elected officials and the Mayor.

Another interesting activity that aims to encourage minorities' involvement in the decision-making process of the city comes from Ballarat, where the "*Intercultural Advisory Committee*" (IAC) is made up of migrants and/or minorities leaders of their organizations as well as members from relevant public institutions, organizations and experts.

15. Anti-Discrimination

The answers provided in the questionnaire indicate that the city of Braga needs to emphasize the importance of anti-discrimination. On this purpose, we strongly recommend the city to prevent discrimination and rumours through a regular monitor and a constant supervision. For example, Paris has established the "*Réseau parisien de repérage des discriminations (REPARE)*" (Parisian discrimination tracking network): a device that tries to identify and report cases of discrimination, localizing and preventing them. The REPAIRE thus helps revealing the extent and the nature of discrimination in Paris and gives a strong response to these situations.

Moreover, Braga could run anti-discrimination campaigns to raise awareness. For instance, Barcelona has developed an Anti-Rumours Campaign whose aim is to dispel myths about migrants fighting negative attitudes towards diversity. This campaign also aims to:

- Disseminate more and better information to the people of Barcelona on the cultural diversity that exists in the city as well as to the newly arrived population with regard to the social and cultural characteristics of the city.
- Promote a programme of "Citizens' Debates" throughout the entire city that, through guided initiatives, aim to reflect on, debate and reject stereotypical ideas surrounding cultural diversity.

With this campaign, Barcelona aims to redesign an urban strategy that fight rumours while encouraging coexistence.

Alternatively, in Sumy, for example, The Department of Youth and Sports promotes a project called "*Friendly clinic for youth*". This project offers a wide range of activities, for instance it organizes competitions developed by civil society organizations with the financial support of the city. However, the priority is given to youth, families, to the promotion of a healthy lifestyle and to anti-discrimination initiatives. In addition, the department of social welfare conducts HIV awareness campaigns.

16. Conclusions

Braga showed an aggregate intercultural city index of 47%, resulting 65th among the 83 cities that for the time being are part of the Intercultural Cities Network. Together with these excellent results and innovative programmes, the Index has also shown that there is room for further improvements.

It is appreciable that the city scored a rate higher than the city sample in the following fields: education, language, international outlook and intelligence/competence.

On the other hand, the weakest fields where the city's municipality must strengthen its policies are: neighbourhood, public service, business and labour market, cultural and civil life, public space, commitment, intercultural lens, mediation, media, welcoming and governance.

In view of the above, we wish to congratulate with the City of Braga for the efforts taken. Nonetheless, we are confident that if the city follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

17. Recommendations

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

- **Commitment:** The city could consider launching a website to keep citizens informed about the intercultural activities and the events that will be organized. More importantly, the city might wish to maintain the connection with its citizens through social networks (i.e. Facebook or Twitter), insomuch these useful tools allow inhabitants and newcomers to find information about the municipality.
- **Neighbourhood:** We warmly recommend the city to adopt a policy to increment the diversity of residents in the neighbourhoods, to avoid ethnic concentration and to encourage social cohesion. Moreover, it is important to establish strong urban projects to manage multiculturalism, avoiding the ageing of population and at the same time preventing the formation of "ghettoes".
- **Public Service:** We suggest the city to introduce a recruitment plan to increase migrant/minority representation in the higher hierarchical levels and, equally important, the city should encourage intercultural mixing in the private sector through activities, policies and events. In [Berlin](#), the recruitment campaign 'Berlin braucht dich' (Berlin needs you) programmed for 2006-2012 aims at diversifying the Senate's workforce by promoting traineeship opportunities and raising awareness of migrant associations and parents. Stakeholders are also involved in making sure the progress is closely monitored. Thus, as a result of the campaign, the percentage of trainees with a migrant background increased from 6% in 2006 to 14.5% in 2008.

- **Public Space:** We strongly encourage the city to involve more public spaces in the promotion of intercultural mixing; for instance, libraries, museums and playgrounds. An example comes from the Italian Intercultural City of Arezzo where libraries have a *multicultural shelf*, from which pupils can find books in other languages than Italian; and schools organize meetings where pupils can read *fairy tales coming from various countries*.
- **Mediation:** To improve the field of mediation, the municipality could look up at Parla's idea of celebrating the World Day for Cultural Diversity for Dialogue and Development (according to the UN, the 21st of May), when the Mayor visits these places of worship and hold joint meeting. This is a perfect occasion to get to know each other, to bridge faith with politics and to attract the interest of participants.
- **Media:** Braga communication department should be instructed to highlight diversity as an advantage and simultaneously to monitor the way in which media portrays minorities. In addition, to promote interculturality in the media, the city could adopt a communication plan, promoting engagement between citizens and local stakeholders and authorities. As we have previously seen, the city could use social networks such as Facebook and Twitter to transmit messages and to keep citizens constantly updated on the latest news.

Braga may wish to consider 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 database¹².

¹² <http://www.coe.int/en/web/interculturalcities/>