RESULTS
OF THE INTERCULTURAL CITIES
INDEX

Cartagena

March 2018

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

COUNCIL OF EUROPE
CONSEIL DE L'EUROPE

A comparison between 93 cities[1]

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 93 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), 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)*, Cascais *(Portugal),* Castellón *(Spain)*, Castelvetro (Italy), Catalonia (*Spain*), Coimbra *(Portugal),* Comune di Ravenna *(Italy)*, Constanta *(Romania)*, Copenhagen (*Denmark*), Donostia-San Sebastian[2] (*Spain),* Dortmund *(Germany)*, Dublin (*Ireland*), Duisburg *(Germany)*, Erlangen *(Germany),* Forlì *(Italy)*, Fucecchio *(Italy),* Fuenlabrada *(Spain)*, Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain),* Haifa *(Israel),* Hamamatsu (Japan), Hamburg *(Germany)*, Ioannina (*Greece*), Izhevsk *(Russian Federation)*, Klaksvík (*Faroe Islands*), Jerez de la Frontera *(Spain)*, the London borough of Lewisham (*United Kingdom*),

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[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.

Limassol *(Cyprus),* Limerick *(Ireland)*, Lisbon *(Portugal),* Lodi (*Italy*), Logroño (*Spain*), Lublin *(Poland),* Lutsk *(Ukraine)*, Maribyrnong *(Australia),* Melitopol *(Ukraine)*, Melton *(Australia)*, Mexico City *(Mexico)*, Montreal *(Canada),* Munich *(Germany),* the canton of Neuchâtel *(Switzerland),* Neukölln *(Berlin, Germany)*, Novellara (*Italy*), Odessa *(Ukraine)*, Offenburg *(Germany),* Olbia *(Italy),* Oslo *(Norway)*, the district of Osmangazi in the province of Bursa (*Turkey*), Parla (*Spain*), Patras *(Greece)*, Pavlograd *(Ukraine)*, 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 Rubicone[3] (*Italy*), Sechenkivsky *(District of Kyiv, Ukraine)*, Senigallia (*Italy*), Stavanger *(Norway)*, Strasbourg *(France)*, Subotica (*Serbia*), Sumy *(Ukraine),* Swansea *(United Kingdom)*, Tenerife *(Spain)*, Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione Terre dei Castelli[4] (*Italy*), Valletta *(Malta),* Västerås *(Sweden),* Ville de Paris *(France),* Vinnitsa *(Ukraine),* Viseu *(Portugal)* and Zurich (*Switzerland*).

Among these cities, 43 (including Cartagena) have more than 200,000 inhabitants and 40 (including Cartagena) have more than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for **Cartagena (Spain)** in 2017 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.

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

[4] Former Castelvetro di Modena.

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).
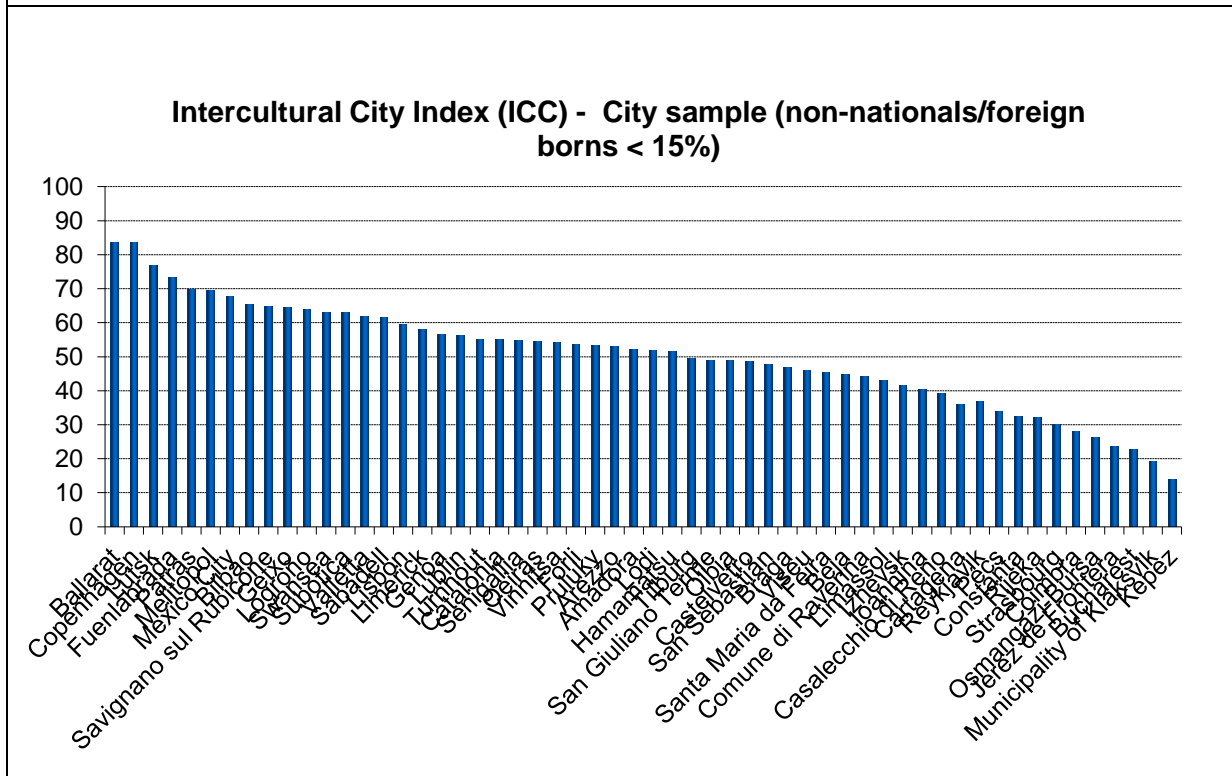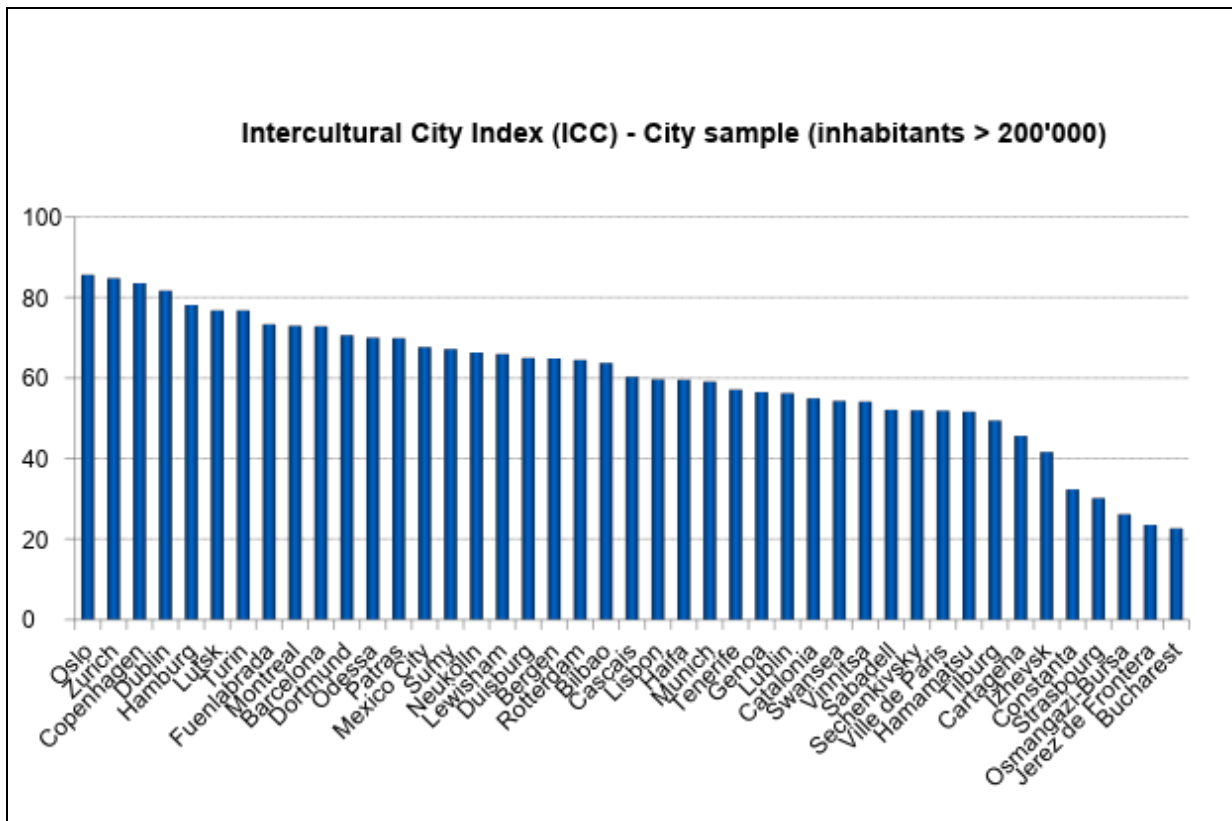
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of 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".
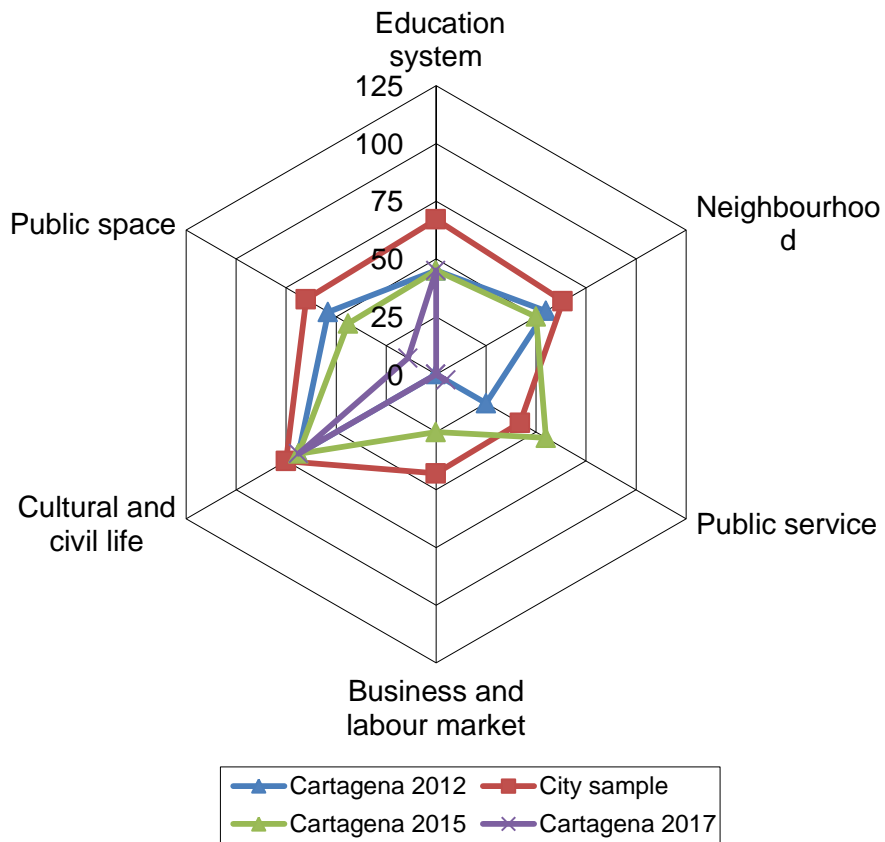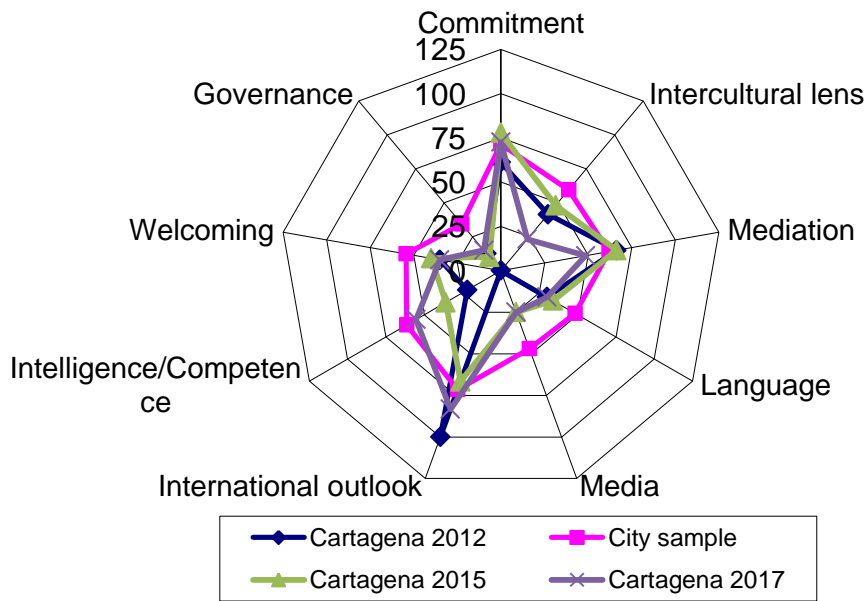
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach 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, Cartagena has been positioned **84th** among the 93 cities in the sample, with an aggregate intercultural city index of **36%**. The city scores between Reykjavik, Iceland (37%), and Pécs, Hungary (34%). Cartagena has been ranked **38th** among cities with more than 200,000

inhabitants and **40th** among cities with more 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%)

Commitment
125
100
75
50
25
0

Governance
Intercultural lens
Welcoming
Mediation
Intelligence/Competence
Language
International outlook
Media

- Cartagena 2012
- City sample
- Cartagena 2015
- Cartagena 2017

Education system
125
100
75
50
25
0

Public space
Neighbourhood
Cultural and civil life
Public service
Business and labour market

- Cartagena 2012
- City sample
- Cartagena 2015
- Cartagena 2017

Cartagena – An overview

The City of Cartagena is a major naval station located in the southeastern region of Spain in the Campo de Cartagena, Region of Murcia, by the Mediterranean coast, south-eastern Spain.

In 2017 its estimated population is 215,134 inhabitants. Of these, 107,814 are men and 107,320 are women. As of January 1, 2017, Cartagena has a foreign population of 23,912 inhabitants. The percentage of foreign-bon nationals resident in the city is 3.42% (7,360 people) and the percentage of people who are second or third generation migrants is 1.40% (3,033 people).

The city of Cartagena and its municipality has seen how the number of foreigners coming from different social and cultural backgrounds has increased in recent years. The data points out that in just a decade, specifically since 1998 until 2008, the percentage of the migrant population increased more than 13 points, from 1.1% to 14.3%.

Spanish people represent the majority ethnic group in the city representing 88,9% of the total population. The Moroccan population is the most important minority group in Cartagena which is 5.65% (12,173 people) of the total population. However in Cartagena today coexist people from up to 111 different countries, the majority profile during these years, is reduced to a much smaller number, among which we find Morocco, the United Kingdom and Ecuador as more significant. [5]

Local authorities have recognised that in a situation like the current one, there is a need to design and implement actions oriented in a double objective, on the one hand, to facilitate the incorporation of people arrived from other countries to their society, helping to reduce the position of inequality and difficulty that people having the status of immigrant might encounter. On the other hand, to promote coexistence in the municipality from the normalization of relations between people from different sociocultural realities.[6]

The local authorities emphasise their intention to address the migratory phenomenon and its impact on the municipality, inspired by the approach derived from an intercultural model of diversity management.

From an economic point of view Cartagena is both a great commercial port - it exports some olive oil, dried fruits, and minerals, - and a naval base, Cartagena has an arsenal and extensive dockyards. Tourism represented an increasingly important sector in the local economy in the 21st century, as evidenced by the expansion of cultural institutions such as ARQUA (the National Museum of Underwater Archaeology) and the excavation and restoration of Roman ruins. The nearby Mar Menor (coastal lagoon) has swimming beaches and recreational areas. [7]

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[5] https://diversa.cartagena.es/gestion/documentos/1405.pdf
[6] Ibid.
[7] https://www.britannica.com/place/Cartagena-Spain

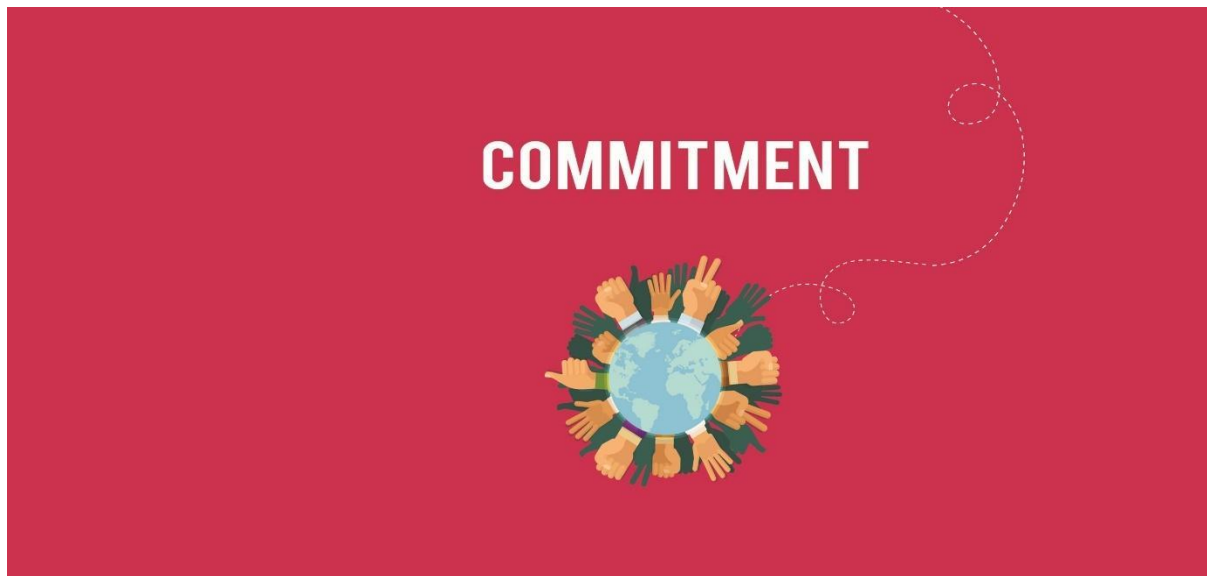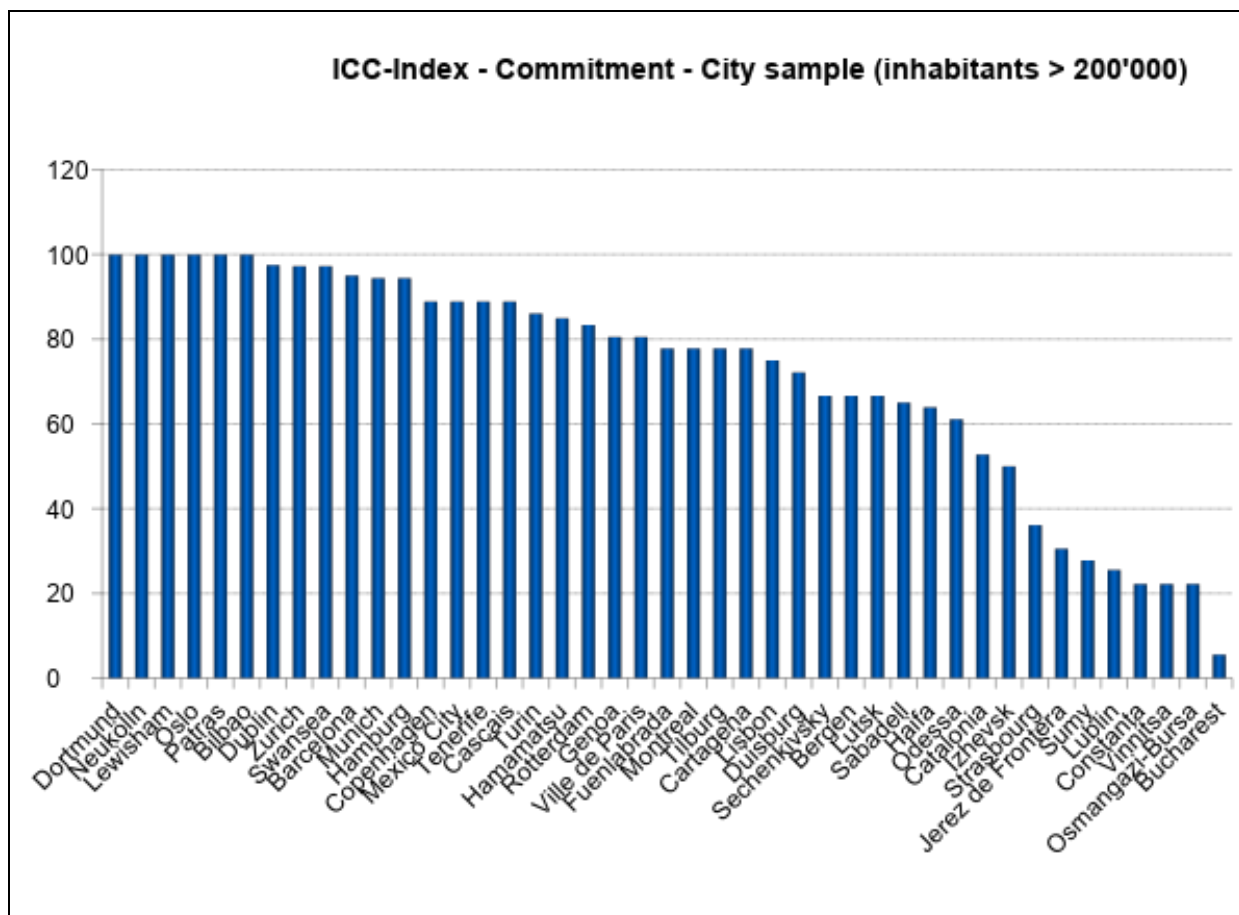Cartagena does not record a city GDP average however the GDP of the Region of Murcia is available and in in 2016 was € 19,411 per inhabitant.

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.

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

Cartagena's rate in the field of Commitment is **73%**, higher than the city sample result of 71% And in line with the scores achieved in 2012 and 2015.

Cartagena has formally stated its participation in the Intercultural Cities network and often official speeches and communication make clear reference to the city's intercultural commitment. Moreover, the city has set a **webpage** where it is possible to consult news on intercultural initiatives and activities.

The portal **"CARTAGENA DIVERSA"**, aims to highlight the role of the City of Cartagena as provider of services to all citizens and its responsibility to ensure "harmonious coexistence", providing the following:

- Informative tools aimed at the immigrant population,

- Support for professionals and entities working in the sector,

- Resources that favour mutual knowledge among the different cultures present in the city.

The local authorities are constantly acknowledging the progressive increase in the number of people from other countries registered in the municipality, fact requiring a more accessible system. They also acknowledge their obligation to rethink the management of available resources and apply authentic policies of integration and equality in the different municipal areas of education, social services, health, participation, employment. Since the nineties, a series of actions have been developed in favor of the achievement of a cohesive society free of conflicts[8]:

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[8] https://diversa.cartagena.es/ciudad_diversa.asp

- Since 1992, the Department of Social Services of the City of Cartagena has been carrying out actions aimed at the appreciation of a more pluralistic society, creating meeting spaces, in which to promote social participation, prevent situations of marginalization and exclusion, and approach the knowledge of the true municipal reality in matters of immigration.

- In 1993 the Coordinating Committee of Work and Solidarity with Immigrants was created in which different entities such as trade unions, public administrations, adult education groups, associations wor together. Different working groups were created to analyse the situation and prepare proposals for actions, and other informative sessions. Training courses and activities focused on intercultural awareness were carried out. This constituted the precedent of a coordinated municipal action as a way of giving a global and joint-up response in terms of integration.

- In 1998, the Permanent Observatory for Immigration was launched, which was also implemented in three other cities in the region: Lorca, Molina de Segura and Murcia. This program allowed through autonomous and central funding to have two professionals who work exclusively with the immigrant population, performing translation tasks, supporting the formalisation of procedures, studying their different profiles, etc.

- During 2008, work on participation and coexistence was carried out by associations formed by migrants and neighborhood groups. These activities were supported by the Federation of Neighborhood Associations and the CEPAIM Foundation. The main objectives was the creation of spaces for interaction between both groups to develop proposals for joint actions in the neighborhoods.

- With the aim of overcoming prejudices and stereotypes, the project "New Neighbors" was launched in 2008. Through this project neighborhood associations and groups formed by migrants, as representatives of the population and as agents of social change, act as elements of revitalization of society through the implementation of intercultural participatory practices at the local level.

- The Spanish Network of Intercultural Cities was created in 2011 as a joint action of the Interdisciplinary Research Group on Immigration (GRITIM) of the Pompeu Fabra University, Intercultural Cities (Council of Europe), and the Interculturality and Cohesion Program Social of the Obra Social "La Caixa. A direct agreement is signed between the Council of Europe and each of the cities part of RECI. Cartagena signed the agreement in April 2014.

The local authorities are highly committed to acknowledging the contribution of its local residents through a number of activities:

- On the occasion of the World Day of Migration to be held in December 2016, the City of Cartagena adopted a manifesto showing the Consistory's commitment to the social reality of migrations. The manifesto recalled the need to continue working in favor of integration, solidarity, equality and justice with migrants. [9]

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[9] https://www.cartagena.es/detalle_noticias.asp?id=40632&pagina=2&c=&t=INTERcultural&d=&h=

- Cartagena takes steps in the development of programs against social exclusion. The councilor of Social Services and the technicians of the Immigration and Mediation Unit have met with the different entities of Acción Social de Cartagena to specify the content of the programs of attention against social exclusion, which started during 2017. The meeting has served to review the different projects and initiatives to be developed in 2017, addressing issues such as the management of cultural diversity and human rights, the improvement of coexistence and the construction of social cohesion, through the intervention in neighborhoods to create inclusive and integrating dynamics. Likewise, lines of development of social intervention strategies were outlined, such as the 'anti-rumor' preventive model, intercultural coexistence, the analysis of religious diversity and the prevention of radicalism.[10]

- During 2016/2017 activities concerning migrant women were also undertaken: the Promotion Workshops for Migrant Women of the Intercultural Centres took place, under the coordination of the Immigration and Development Cooperation Unit of the Department of Social Services and Social Mediation of the City of Cartagena. The workshops were aimed at working on aspects such as comprehensive reading, expanding vocabulary and social skills, provides participants with information on issues such as education or health. All these activities were aimed to increase the level of autonomy and personal promotion of the students of the workshops.[11]

- In 2017 the City Council also initiated the process to launch the Culture Advisory Council, a new body that seeks to be a channel for citizens to participate and be taken into account in the decisions that the City Council takes in matters of Culture. The draft proposal envisages a structure open to participation, with up to nine permanent commissions (eight sectoral and one transversal) in which anyone who has an interest can participate. The highest body will be the Plenary, which will be constituted by the representatives of the different commissions plus those of the public universities (UPCT, UMU and UNED), the representatives of the municipal groups and up to three persons of recognized prestige designated by the Governing Board Local. The new body is expected to start operating in the first months of 2018. [12]

The City of Cartagena informed that it adopted an intercultural integration strategy, an intercultural action plan, a budget for the implementation of the intercultural strategy and action plan and an evaluation and updating process. The city also systematically engages in co—design involving people of diverse backgrounds in policy formulation. However, the links which the city has provided as to validate their answers to the questionnaire did not identify any document representing the intercultural strategy nor the action plan.

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[10] https://www.cartagena.es/detalle_noticias.asp?id=41135&pagina=2&c=&t=INTERcultural&d=&h=

[11] https://www.cartagena.es/detalle_noticias.asp?id=43805&pagina=1&c=&t=INTERcultural&d=&h

[12] https://www.cartagena.es/detalle_noticias.asp?id=46238&pagina=1&c=&t=INTERcultural&d=&h

Recommendations:

Cartagena might wish to draw inspiration from the "*Plan Barcelona Interculturalidad"*, written by the Barcelona City Council, aiming at adopting an intercultural point of view to address the challenges of diversity, bringing political strategies together to meet the challenges of coexistence. The intercultural lens is based on three principles:

- The **principle of equality** encourages respect of the fundamental values and democratic principles, while promoting equal rights. It discourages discriminations and inequalities based on cultural or ethnic differences.

- The **principle of recognition** highlights the need to recognize and appreciate diversity. Moreover, this principle goes beyond the mere passive tolerance as it emphasizes the enrichment that derives from sociocultural diversity in every field: economic, social and cultural.

- The **principle of positive interaction** encourages mutual understanding and dialogue to strengthen the sense of belonging - the foundation of cohesion.

This plan marks the guidelines and defines the purposes of the city and the methodologies to achieve these aims. The ultimate goal is to incorporate the principle of interculturality as a fundamental variable in present and future municipal policies. From this starting point, the construction of the plan has been developed through three major steps. The first step points out a definition of concepts and objectives of the plan, combined with an analysis of Barcelona current situation. The second step completes the participatory process within the Town Hall and the civil societies: an in-depth research has been led to investigate citizens' opinions about diversity. The last step collects and analyses the data and transforms the information gathered into actions and proposals. Since the intercultural strategies are an on-going process, it is positive that Barcelona is keeping evaluating and updating the plan.

Interestingly, Cascais' integration strategy programme, included in the *Plano Municipal de Integração de Imigrantes,* aims to help migrants to integrate in the Portuguese society. Cascais, in fact, has a long tradition in welcoming foreign populations from all over the world and thanks to this positive attitude, its inhabitants are strongly committed in improving minorities' quality of life. Moreover, the municipality of Cascais has been innovating in relation to integration policies, trying to ensure conditions for all to feel integrated and welcomed. For instance, since 1998, the community promotes original projects encouraging immigrant entrepreneurship.

The city systematically involves people of diverse backgrounds in policy formulation and co-design.

Cartagena **does not honour** residents or organisations that have done exceptional things to encourage interculturalism. Such rewards have been positively carried out, for example, across Portugal. For instance the Intercultural City of Cascais has set a Municipal Merit Award, whereas Santa Maria da Feira promotes the **Awards Solidarity**, which aims to honour organisations or institutions which, by their actions, innovations and good practices contribute to the promotion of cohesion and social development of the municipality.

EDUCATION
through 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. [13]

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

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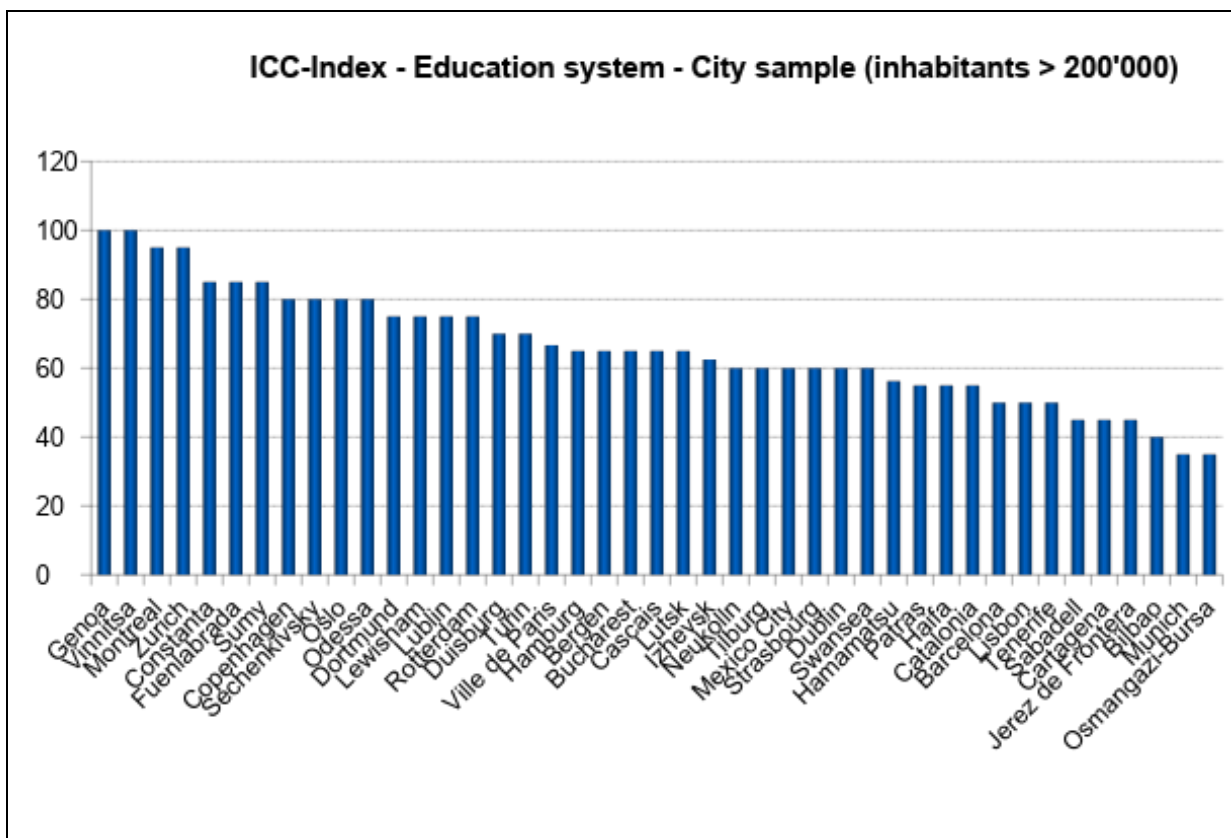
[13] The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html).

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

Cartagena's education policy indicator reaches **45%**, **lower** than the city's sample 67% but stable compared to 2012 and 2015's scores.

Cartagena acknowledged that in **some schools**, all children in primary schools are of the same ethnic background. The cultural background of teachers **never** reflects the composition of the city's population. Only **very few schools** make strong efforts to involve parents from cultural minority. A policy to increase the ethnic/cultural mixing in schools is **lacking**.

In Cartagena often schools carry out intercultural projects to facilitate social mixing among students and pupils. However, no example of projects was provided.

Although the city didn't include this information in its replies to the Index questionnaire, it however appears that it implements an Intercultural Education Programme entitled 'A school open to other cultures', a programme to promote intercultural coexistence and education. It aims at contributing to the development of an intercultural conscience within the education communities, promoting the knowledge of the different cultures, the respect to diversity and the enrichment through the intercultural dialogue. The Programme targets Primary and Secondary Schools, where teachers and students are the main target groups. 14 education centres, seven third sector organisations (Murcia Acoge, Accem, Fundación Cepaim, Columbares, Rascasa, Fundación Iniciativa Solidaria Angel Tomás, la Asociación Comunidad Bahái de Cartagena) and

Intercultural Centres from the Immigration Unit are part of the programme. In this line, the Cooperation Agreement between the City Council and the third sector organisations was renewed and signed in December 2017.

In addition, Cartagena is developing the project "Good students Network", which aims to recognise and provide support to immigrant girls studying the last courses of the Secondary Education; to create a space to listen and support each other; and to encourage work on dismantling prejudices against them. In 2017, 30 Moroccan girls have been involved in three High Schools.

Recommendations:

To improve in the field of education, Cartagena should consider adopting policies to increase the ethnic/cultural mixing in schools. In fact, schools' activities are important because they offer a meeting point for children and especially parents coming from different countries, with different cultural background, to get to know other members of the community.

As a suggestion, Cartagena might find Oslo's (Norway) initiative inspiring. The project called "*Gamlebeyn Skole*" promotes cultural diversity through arts. In fact, cultural and intercultural education will help to counteract the "*white flight*" phenomenon in kindergartens. In Oslo, kindergartens tend to be characterised by great ethnic mixing but there are signs that primary and secondary schools are gradually becoming more ethnically-polarised as more affluent parents opt out of some schools and into other. This has been countered by limiting the right to choose and also by investing in those schools that have been threatened by 'white flight'. For example, the Gamlebyen Skole is a classic inner city primary school with a wide range of languages and a combination of complex social and cultural issues. The school's physical environment is shaped to involve references of migrant children's culture of origin such as the climbing wall made up of letters of all world alphabets, the original carved wood pillar of a destroyed Mosque in Pakistan, kilims and other objects which create a warm, homely atmosphere. The curriculum in the school involves cultural and intercultural learning. There is a benchmarking tool allowing teachers to check whether they stand in diversity matters such as engaging parents from different origins. Moreover, the school has edited a book from a joint project from Ankara and is now running a film project with schools from Denmark and Turkey.

Cartagena's City Council might consider encourage schools to make an effort to involve parents from migrant/minority backgrounds in daily school life more often. In this regard, the Swiss city of Zurich may be a source of inspiration and learning. Here, schools with a percentage higher than 40% of pupils with a mother tongue other than German are part of the QUIMS programme-Quality in Multicultural Schools, which also has as a priority parents' participation. About half of the schools in the city of Zurich are part of the QUIMS programme.

The city should also try to make sure that teachers' ethnic backgrounds mirror pupils', which is not happening at the moment.

An example in this sense can be offered by the Johannes Learning Centre in Stavanger. Although originally all the staff were Norwegians, 40% are now of minority background. The school has developed from being only concerned with using and teaching Norwegian to bilingualism and multilingualism, with mixed

staff. To achieve this they introduced a policy of hiring former students and appointing people with bilingual skills, wherever there was a need. As a consequence, the school has achieved much better results.

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. **14**

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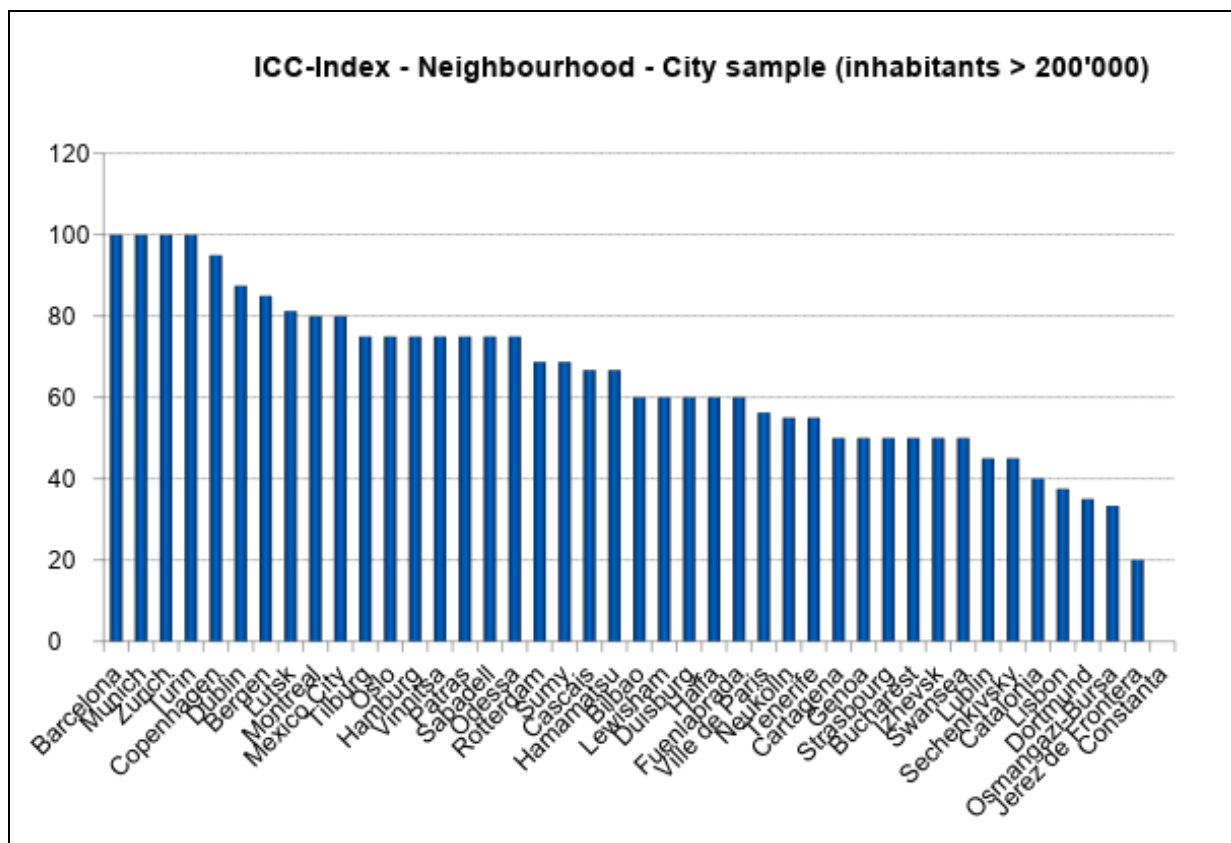
14 By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical 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.

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

Cartagena's neighbourhood policy indicator reaches **0%**, while the city sample's rate is 63% which means that none of the established policy goals have been achieved so far. This is particularly remarkable as the city scored 55% in 2012 and 50% in 2015.

As the questionnaire states, in all the neighborhoods more than 80% of the residents are of the same ethnic background and there are **no areas** where people from a minority constitute the majority of the residents. The city **does not take** specific actions to mix citizens from different areas. The city **does not have** any policy to increase the diversity of residents in the neighborhoods **nor** a policy to encourage people from different backgrounds to meet and interact in the neighborhood.

To be noted that in the past the city has encouraged and carried out actions where residents of one neighbourhood were able to meet and interact with those of another with different ethnic/cultural background.

Recommendations:

In view of the above, the city authorities might wish to consider adopting specific policy with a view to increasing diversity of residents in the neighborhoods and to avoiding ethnic concentration.

For example, Tilburg (the Netherlands) took action to break up the concentration of Antillean residents in one area, so as to avoid ghettoisation. With this aim, some areas designated as 'impulse neighborhoods' received large injections of

investment to upgrade the quality of housing and infrastructure. Furthermore, the city conducted a project called 'Behind the Front Door' to seek the views of residents, who might otherwise be invisible, on their needs and perceptions of life in the neighborhood.

Similar policies promoting diverse neighborhoods have been introduced in Erlangen (Germany) and Zurich (Switzerland). Thus, it is common for the Erlangen municipal housings agencies and house building companies to pay attention to a heterogeneous mix among communities and buildings. In Zurich, where a large proportion of inhabitants live in rented accommodation, 25% of the rented flats are provided by the city or through housing associations, which target their allocation policy to achieve a "good mix" between different social groups.

Moreover, we invite Cartagena to encourage interaction between and within neighbourhoods and to adopt specific policy to this end.

An interesting example in this respect is to be found in Lisbon (Portugal). In the Bairro Alto district where graffiti had been a problem the municipality decided to clean the walls and at the same time make a programme to approach the graffiti artists to cooperate in making an urban art gallery. Consequently the programme was enlarged to the city scale and the authorities started looking for partners to ensure its long-term continuation. The authorities invite graffiti artists from the neighborhoods to make use of designated walls – thereby giving them visibility, recognition, and ownership of the area. Consequently the artists feel more inclined to protect it in the future. The Lisbon authorities are now planning to encourage graffiti on the garbage containers and garbage collection vans, ensuring that it is always done by artists from the local neighborhood. The municipality hopes that once it has been able to build a relationship with young people on this issue, it will be easier to maintain the dialogue around other issues, too.
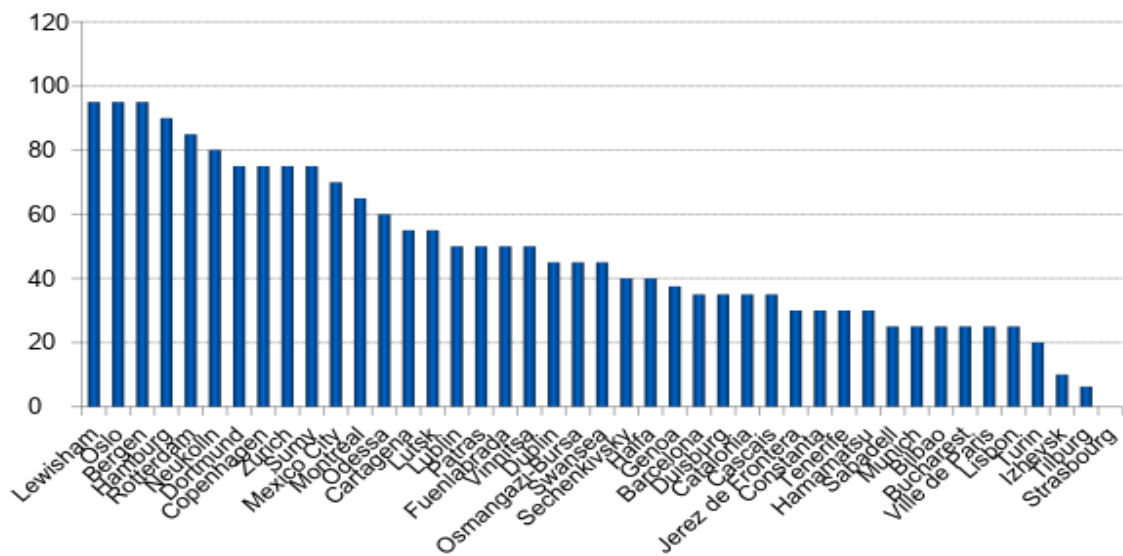
An optimal intercultural approach remains open to new ideas, dialogue and innovation brought by or required by minority groups, rather than imposing a "one size fits all" approach to public services and actions.

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

Cartagena's public service rate is **5%**, considerably lower than the city sample result of 42% and once again considerably lower than the rate of achievements scored in the past (55% in 2015).

The ethnic background of public employees **does not reflect** the composition of the city's population and the municipality **does not foresee** any recruitment plan to ensure adequate diversity within its workforce, **nor does it encourage** diverse workforce in private sector enterprises.

Remarkably in the past the city has encouraged mixing in the business sector, as well provided a number of services tailored on specific needs of the population (funeral/burial services and meals in the school canteen).

Recommendations:

Cartagena might find inspiration in the city of Bergen (Norway) that to encourage intercultural mixing and competences in both public and private sectors, has developed a project called "The Future Workplace and the Global Future": a specific recruitment strategy to ensure that the ethnic background of public employees mirrors the composition of the city's inhabitants.

The city of Stavanger has also designed a recruitment plan aiming specifically to increase the migrant/minority representation at the higher hierarchical levels: the external publishing on Inkludi.no (a Norwegian recruitment services with main focus on jobseekers from minorities) is mandatory for consultant and

managerial positions. Furthermore, if there are qualified applicants with a minority background, minimum one must be summoned to interview.
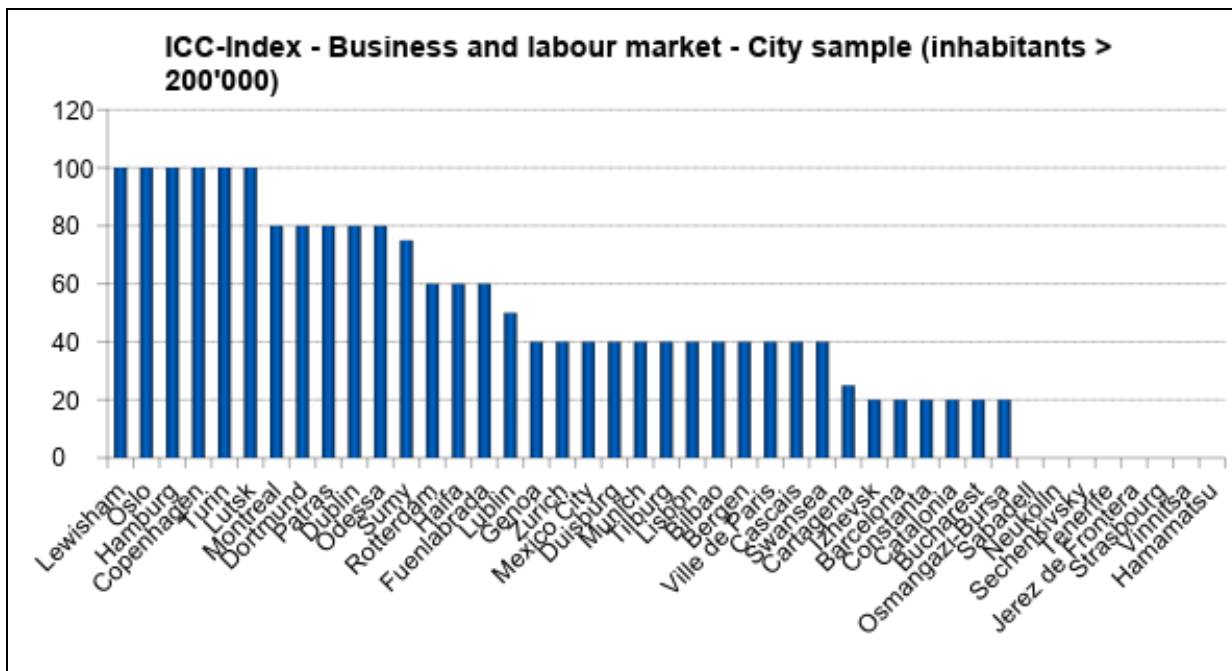
The City could enrich the range of provided services by offering funeral/burial services, as well as to provide sport facilities sections only for women or special time for practicing sports.

BUSINESS & LABOUR
through intercultural lens

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.

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

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

Cartagena has achieved the score of **0%**, compared to the city sample's result of **42%.** This result is similar to the one achieved in 2012, but lower than 2015's one of 25%, when the city was taking action to encourage businesses from ethnic/cultural minorities to move beyond localised/ethnic economies and enter the mainstream economy and higher value-added sectors.

According to the answers given to the Index questionnaire, the City **does not have** a business umbrella organisation having as an objective the promotion of diversity and anti-discrimination, **nor a charter or another binding document** against discrimination in its own administration and services.

Also, Cartagena **does not yet encourage** "business districts/incubators" to involve an adequate percentage of migrant/minority entrepreneurs, nor business from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy. Finally, the city **doesn't prioritize** in its own procurement of goods, companies with a diversity strategy, as the national regulations **do not foresee it**.

Recommendations:

Cartagena should consider establishing a business umbrella organization to promote diversity and non-discrimination in the employment as it has been the case in many other Intercultural Cities. For example, the city of Oslo has launched the OXLO Business Charter in 2013. The Charter creates a forum and a network for collaboration between the city and the business community, making migrants visible as a resource for business and economic growth.

Another example is provided by the city of Parla which encourages the integration of Chinese businesses into the local market through training and counseling. Positively, the city on April 29th, celebrates this connection with the Chinese market. Moreover, through campaigns and web pages – sometimes even in English – the city informs its citizens about which procedures must be observed to implement a business.

Alternatively, the city of Braga provides the programmes "InvestBraga" and "Empreendedorismo imigrante" from the Serviço de Apoio ao Emigrante e Imigrante. These programmes help 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.

The city of Stavanger launched INN Expats, a branch of the Stavanger Chamber of Commerce that is dealing with promoting diversity and non-discrimination in employment. It also organises 80 events per year for expatriates and their families, contributing to an easy transition and helping them making sense of the new environment. It finally pursues a focus on the spouses, believing that a happy family is a valuable and sustainable resource for the city. CV-registration course, three-part job training programme to help building confidence and prepare for the interview process, Norwegian conversation groups, driving instructor seminars are only some of the initiatives that are implemented by the organisation.

Last but not least, in the Portuguese Intercultural City of Cascais, the "Conselheira para a Igualdade" (Counsellor for Equality) recognises the importance of promoting Gender Equality as a fundamental factor for local development. In 1998, the Cascais City Council adhered to the challenge launched by the then Commission for Equality and Women's Rights (current CIG - Commission for Citizenship and Equality of Gender), establishing a protocol with this entity, within which a person of reference was appointed for gender issues: The Counselor for Equality. Interestingly, the Counsellor for Equality's role is to eliminate gender stereotypes and promote citizenship through the elaboration and development of municipal plans for equality, in line with the European Charter for Equality of Women and Men in Local Life. Some of the Counsellor's competences are: to monitor and streamline the implementation of local policy measures from a gender perspective and the implementation of measures envisaged in local strategies to promote equality and prevent domestic violence and other forms of discrimination; give advice and suggestions on the policies in the field of equality and non-discrimination, maternity and paternity protection, combating domestic violence and other forms of discrimination; submit concrete proposals for action; raise awareness on gender equality; and participate in the annual forum of counselors and local councilors for equality.

The time that 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.

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

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

Cartagena's achievement for cultural and civil life policy corresponds to **69% (stable since 2012)**, slightly lower than the city sample achievement of 75%.

Interculturalism is used as a criterion when allocating grants to associations. The city allocates 10% of all grants to associations and initiatives promoting interculturalism. Cartagena, furthermore, **encourages** cultural organizations to deal with diversity through the provision of subsidies for the promotion of intercultural activities organised by citizens' associations. For instance, in November 2017 the Local Government Board, under the presidency of the Cartagena's mayor, approved to grant aid, for an amount of 482,739 euros, to forty-nine non-profit institutions, collaborating in the provision of social services programs, aimed at groups at risk of social exclusion, people with disabilities and drug-dependent migrants.

Cartagena is also **sometimes proactive in organising events and activities** in the field of arts, culture and sports aimed at encouraging people from different ethnic background to mix. This is, for example, the case of La Mar de Barrios, with a program that aims to connect the La Mar de Músicas festival with the cultural diversity of the city. Thus, the fishing district of Santa Lucia and the coastal town of Mar de Cristal hosted workshops, games, dancing and musical performances. This initiative that was launched within the festival in 2016. In this way, La Mar de Músicas did not only remain in the center, but also involved neighborhoods and councils, for which a wide program of parallel activities has been developed. Thus, various free activities have been programmed, including parades with a batukada group, neighborhood activities and concerts by the

groups El Caribefunk (Colombia) in Santa Lucia and The Ben Gunn Mento Band (Spain) in Mar de Cristal, with whom the neighbors and visitors of these zones will be able to enjoy with the purpose of this edition of La Mar de Música reaching all the corners of Cartagena. The Department of Social Attention and a large group of associations and social collectives have collaborated in these activities.[15]

Finally, the city **occasionally organises public debates and campaigns** on the subject of cultural diversity and living together: an event promoting participation of citizens and integration took place in Cartagena in 2016, within the project of Intercultural Community Intervention (ICI) of Casco Antiguo and Sector Station, which is committed to social cohesion among neighborhoods. Throughout the afternoon there were people around the square and a festive atmosphere was created thanks to the activities that had been organized: a giant puzzle, henna tattoos, tea tasting, Arabic writing, graffiti, oil and gymkhana.[16]

Recommendations:

To increment the intercultural calendar with more activities and festivals, the City of Cartagena should consider following these good practices that have enormously benefitted other Intercultural Cities:

In Limassol, the city organises **ballets** and **music** events in the Garden Theatre: they witness a long and rich tradition and show that dance is an artistic expression strictly linked to the history of the city. The Embassy of the Russian Federation in Cyprus organizes events to celebrate **friendship between Russia and Cyprus**: hundreds of actors, dancers and singers from both countries perform during non-stop 8-hour programme.

Alternatively, Erlangen has published the brochure "*Von Integration zu Vielfalt – kommunale Diversitätspolitik in der Praxis* "(from integration to diversity – local diversity policy in practice"), this document shows the activities that will take place in the city and highlight the importance of multiculturalism. Other points of interest: the city organises intercultural workshops for trainees, experts, managers and gives support to increase the number of employees with an immigrant background; the municipality aims to encourage newly arrived citizens to take part in the decision making process and in the political life of the city.

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[15] https://www.cartagena.es/detalle_noticias.asp?id=44722&pagina=1&c=54,55,56&t=mar de barrios&d=01/01/2013&h=01/11/2017

[16] https://www.cartagena.es/detalle_noticias.asp?id=37295&pagina=1&c=54,55,56&t=interculturalidad&d=01/01/2013&h=01/11/2017

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.

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

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

The rate of achievement of Cartagena's public space policy reaches **14%**, considerably lower than the city sample's rate of **65%** and of the results in 2012 (54%) and 2015 (44%).

As the questionnaire points out, Cartagena's municipality **encourages intercultural mixing** by providing necessary assistance to libraries.

As the analysis reveals, Cartagena's City Council **sometimes takes the needs of its residents into account** in the design and management of the new public buildings. However, the Council **does not consult the community members** in the design and planning of any new public space.

Recommendations:

Perhaps the city of Cartagena will be inspired by Sumy (Ukraine) that does consider the ethnic/cultural backgrounds of all citizens when designing and renewing building or structures for the process called "decomunisation": streets, buildings and infrastructures from soviet time have been changing their names. These names are publicly discussed and opinions are collected.

Across the city, there is an area 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 revitalisation 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 neighborhood of Quinta do Mocho in a Public Art Gallery. It happened 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 neighborhood and the world), was to change the image of the "stigmatized" neighborhood 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 neighborhood.

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 culturally 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'.

MEDIATION
and conflict resolution

The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

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

ICC-Index - Mediation and conflict resolution - City sample (non-nationals/foreign borns > 15%)
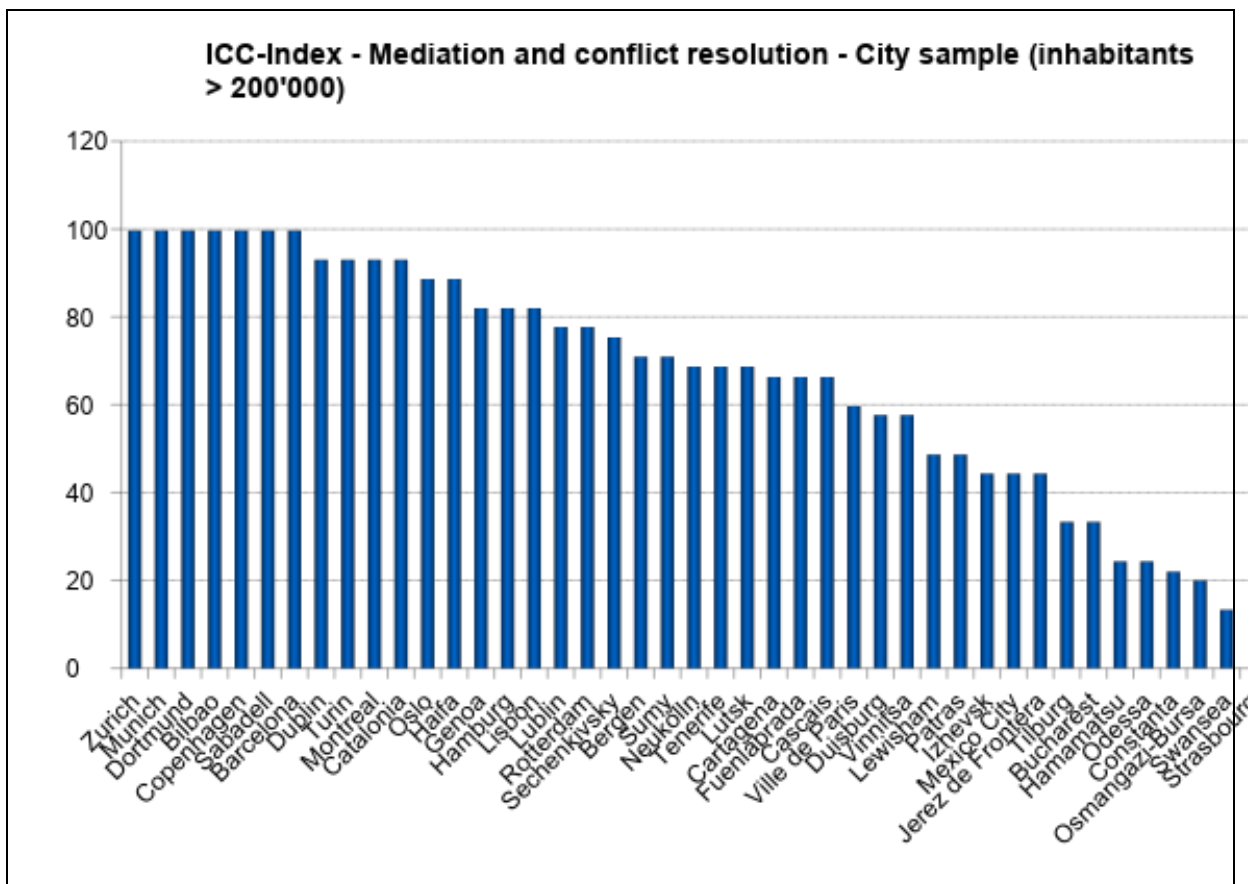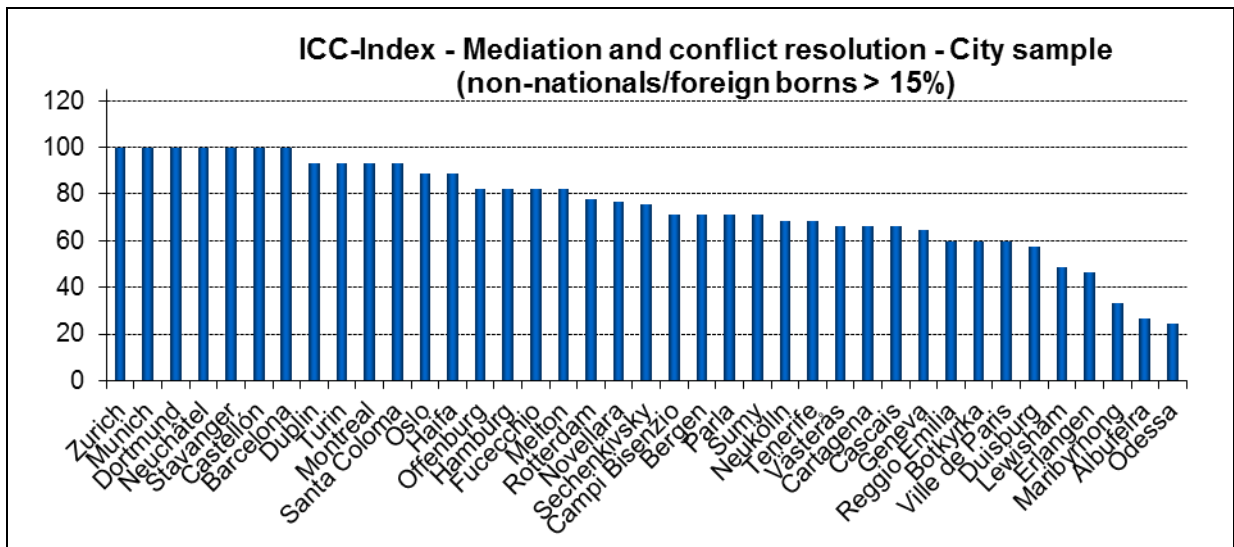
The rate of achievement of Cartagena mediation and conflict resolution policy is **49%**, lower than the city sample's rate of **62%**, and lower compared to the results achieved in 2012 and 2015 (66%).

As the analysis reveals, the city provides a generalist mediation which also deals with cultural conflicts.

Cultural and intercultural mediation is provided in public services, such as hospitals, police stations, youth centers etc. and in administrative offices.

The City did not establish an interreligious organisation capable to deal with religious conflicts.

Recommendations:

Cartagena might wish to consider following Reggio Emilia's example to mediate and to prevent/solve conflicts. The intercultural center "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 center 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.

Cascais is successfully carrying out the *Educa.gz* programme: through entertainment, mediators educate children helping them to improve their lives. This project minimizes negative behaviors, both through the animation of playgrounds, as well as signaling and monitoring of situations of greater complexity. In fact, during the school year, the project establishes a systematic connection with various schools and it enhances existing relationships, both institutionally and at community level, finding creative solutions to integrate children in the society.

Another interesting example comes from Copenhagen, where the Din Betjent (Your Police Officer) is also a service provided to the citizens: local police officers

engaged in dialogue in order to bridge understanding between police and citizens.

Finally, Ballarat's Mayor has been hosting interfaith dialogues with various faith leaders in the Grampians region and the Valletta Local Council takes care of keeping the dialogue open with Christians, Jews and Hindus, for example by organising events to involve the Jew community, such as Hanukah.

The learning of the language[17] 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 city, there is significance in the extent to which the majority are prepared to adopt these languages.

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

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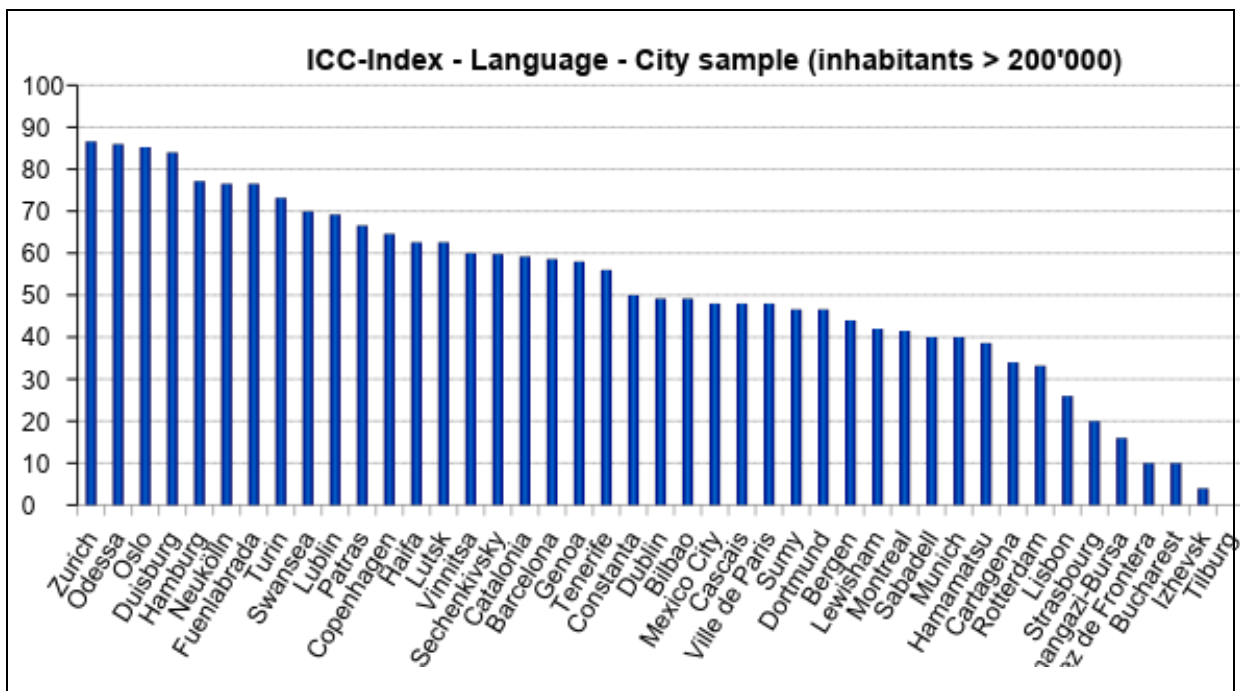
[17] By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

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

Bar chart showing ICC-Index language scores for cities, descending from left to right:

Neuchâtel 100, Castellón ~93, Zurich ~86, Odessa ~86, Oslo ~85, Duisburg ~84, Stavanger ~80, Hamburg ~77, Neukölln ~76, Turin ~73, Botkyrka ~70, Haifa ~62, Santa Coloma ~60, Campi Bisenzio ~60, Sechenkivsky ~60, Barcelona ~59, Fucecchio ~54, Parla ~52, Pavlograd ~52, Offenburg ~50, Dublin ~49, Cascais ~48, Ville de Paris ~48, Sumy ~46, Dortmund ~46, Tenerife ~44, Geneva ~44, Bergen ~43, Lewisham ~42, Montreal ~41, Västerås ~40, Munich ~40, Reggio Emilia ~38, Novellara ~36, Rotterdam ~33, Cartagena ~30, Erlangen ~28, Albufeira ~26, Melton ~26, Maribyrnong ~10

Cartagena's language policy rate is **30%** (in line with past results). This result is lower than the cities' average score of **48%.**

Cartagena **provides** specific language training in the official language for specific groups and **support** for private sector institutions providing language training in migrant/minority languages.

Occasionally, the city **supports projects** seeking to give positive image of migrant/minority languages. For instance, The First Meeting of Stories was organized by the Immigrant Women's Work Table from Cartagena. At the meeting stories written by women attending the workshops were read. These were means to share their migratory experiences, emotions, feelings or cultural elements that come close to the culture of origin of the readers.

"Divan of contemporary Arab poetesses" also took place within the "Deslinde" festival of poetry organized by the Department of Culture of the City of Cartagena, where the author of the anthology, Jaafar Al Alun and the poet José Antonio Martínez Muñoz were present. Poems in Arabic were read by the women attending the workshops.

Recommendations:

We invite Cartagena to build upon its existing language initiatives, for instance by providing financial support to minority newspapers/journals and radio programmes.

For instance, in Zurich (Switzerland), the Local Integration Credit has subsidised

a local non-for-profit radio station. It broadcasts in several languages and is mostly run by volunteers.

It would also be advisable to consider teaching migrant/minority languages as part of the regular curriculum in schools; providing mother tongue courses for migrant/minority kids and offering learning migrant/minority languages as a regular language option available to everyone. In the Swiss canton of Neuchâtel, for example, 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, but also all of the canton's citizens are eligible to receive training in these languages.

Melitopol (Ukraine) supports cultural associations of ethnic communities, which provide, inter alia, language courses open to everyone – including people from other ethnic and linguistic backgrounds – and many such people attend the courses.

Finally, the city of Sabadell also runs different projects targeting especially non-working women, like the workshop "*Touch and Participate*" and "*Arteratia technique*" involving women who had no knowledge of the language as well as some indigenous women. These workshops use theatre performances, as well as the creation of textile art pieces as tools to favour communication and socialisation. The work of these women is subsequently exposed to all neighbours to raise awareness and draw attention to those positive intercultural relations.

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.

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%)
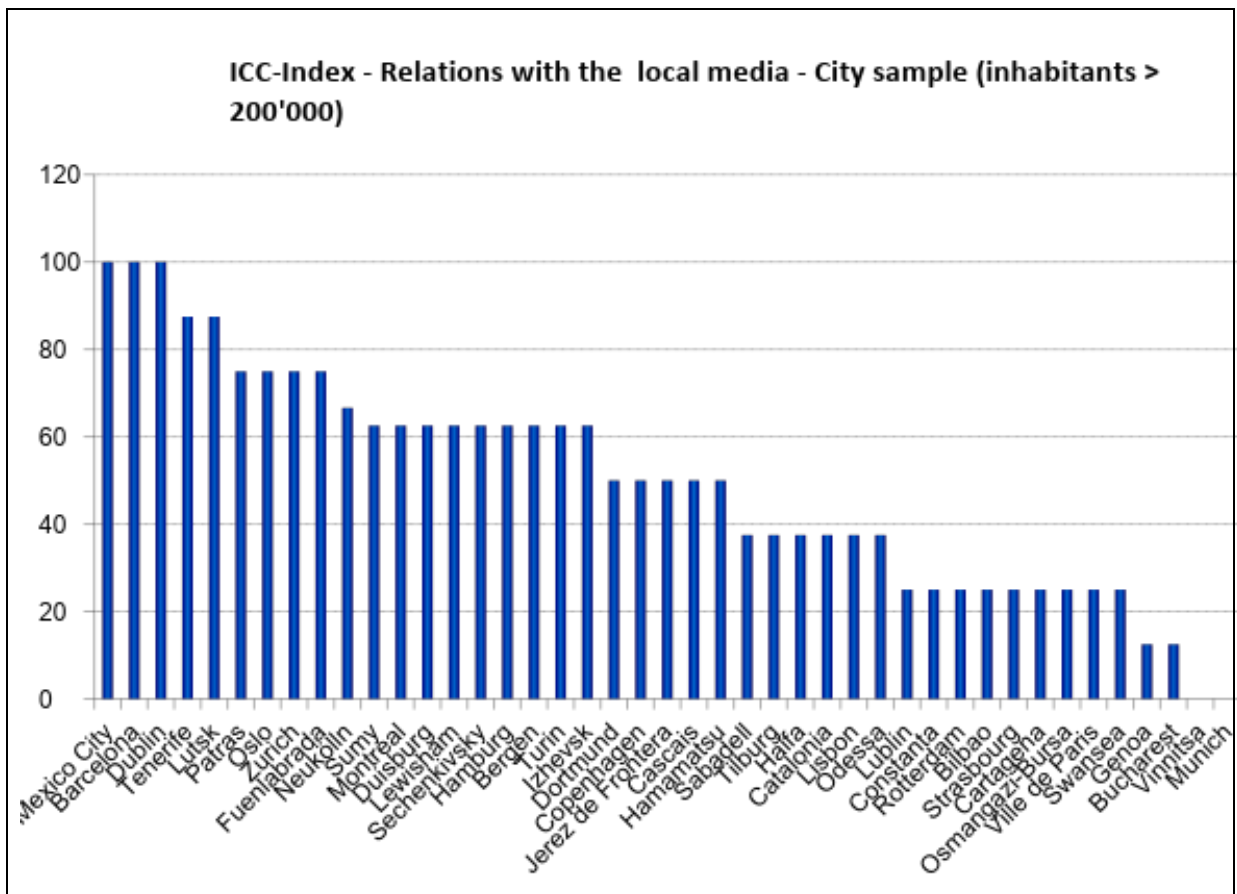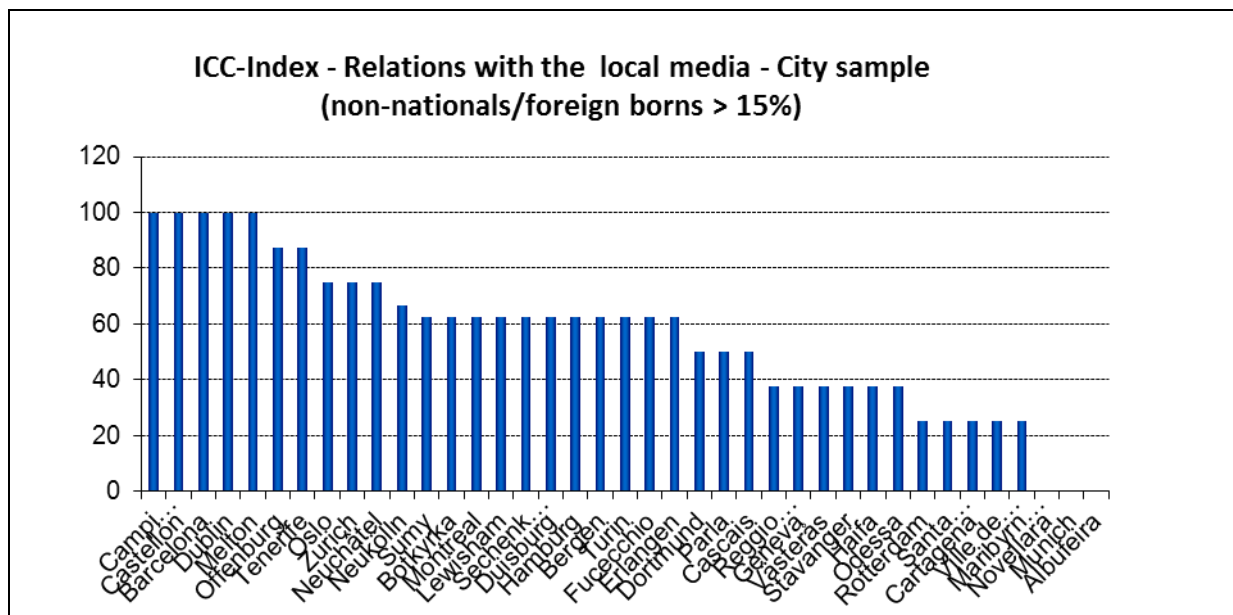
Cartagena achieved the score of **25%** in the field of media policy. Considerably **lower** than the city average result of **46%.** To be noted, the results has remarkably increased since 2012, when the city joined the programme.

The city mentioned that **it has a media strategy** to improve the visibility of migrants/minorities in the media. However, the city does **not provide support for advocacy** and/or media **training** to mentor journalists with minority background. Equally, the city **does not monitor** how media describe minorities.

Recommendations:

The city of Cartagena could look up to Genova. There, in fact, on a weekly basis the main local newspaper (Il Secolo XIX), publish a page in Spanish dedicated to the South American community. Plus, the radio channel Radio 19, has a specific daily programme in Spanish for the Latino community. Following this first step the city might wish to take one more step expanding the languages, trying to include a wider range or public, bringing together more than one ethnic group.

In order for the media to pass a positive image of migrants and minorities, the city might want to organise an *anti-rumour campaign*, to raise awareness and to foster dialogue and mutual understanding. A newspaper column in a minority language, a radio podcast, or another media campaign would be a good way to stress the importance of harmony among citizens and highlight the importance of cultural diversity. The message that should pass across is to perceive diversity as an enriching element, a key factor of wealth and economic development.

The city could also follow Bergen's example. The Norwegian city monitors the way in which minorities are portrayed in the local media. In addition, four or five times a year, the city publishes a newspaper with information about activities in the city that is distributed to all households in the city.

Another good example comes from Oslo, where an internet service, called "Cultural diversity in the media" has been established. The service's goal is to inform 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).

The municipality also 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.

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.

ICC-Index - An open and international outlook - City sample (non-nationals/foreign borns > 15%)
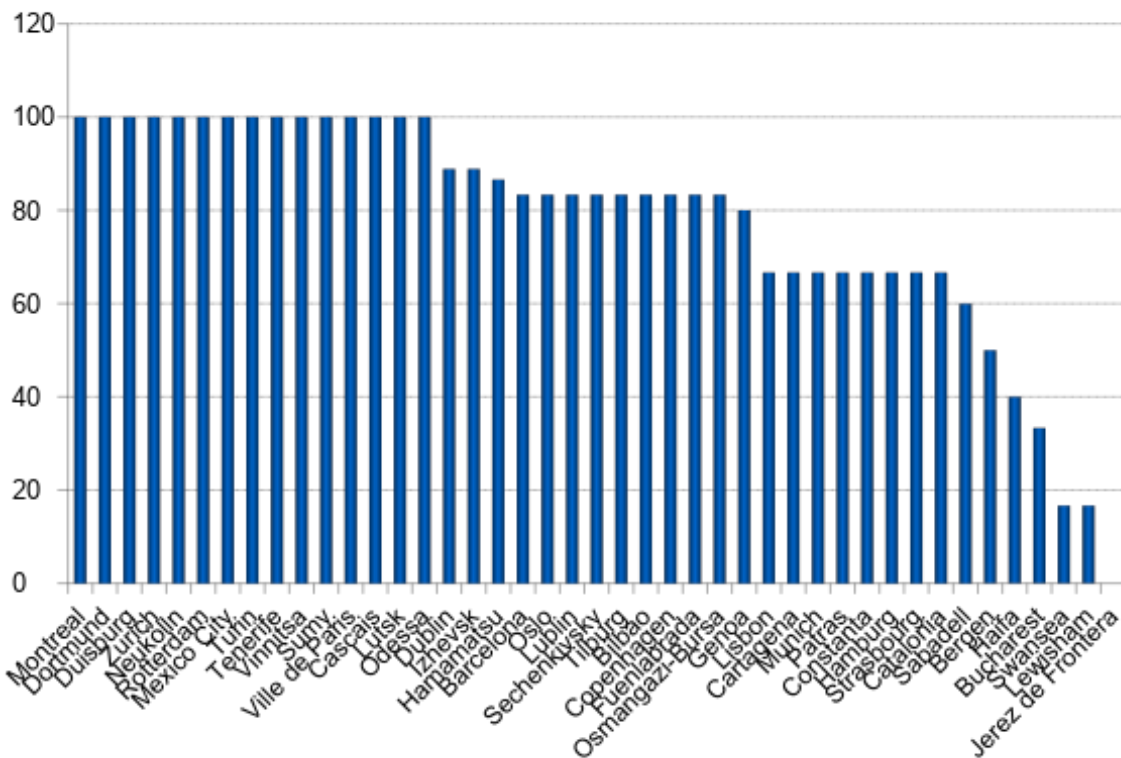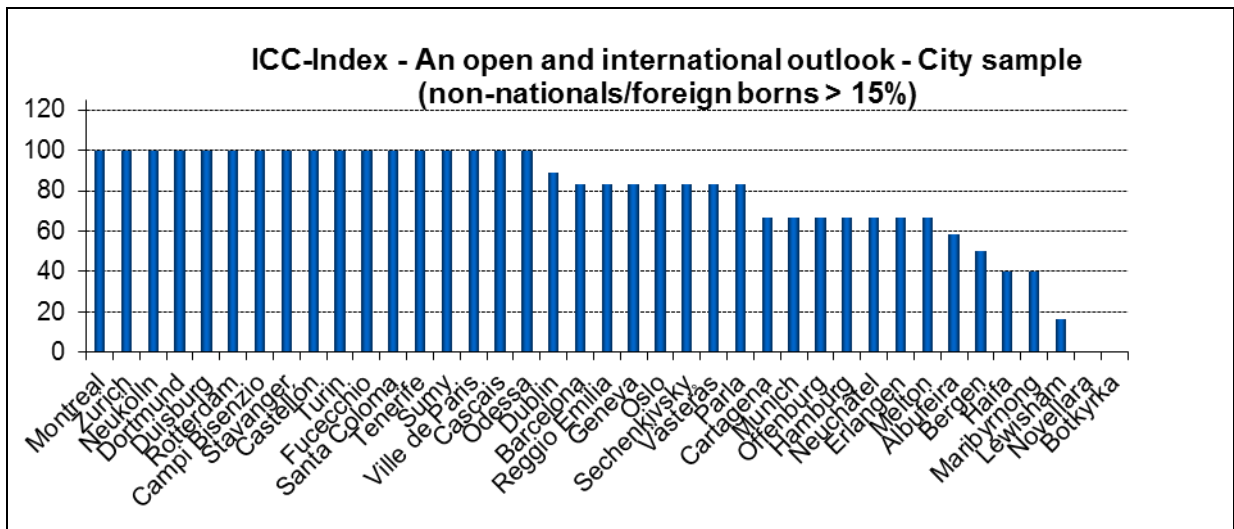
Cartagena achieved the **83%** (stable since 2012) in the field of an open and international outlook, **higher** than the city sample's rate of 71%.

The city **has adopted a specific policy** to foster international cooperation towards an economic sustainability and a specific **financial** provisions for implementing this policy. It also has an established **agency** responsible to **supervise** and encourage the city to start international businesses, emphasizing how important it is for the city to be open to international connections.

The City supports **universities** to attract foreign students and encourages them to take part in the city life and to stay after the end of the study. It also has an established **agency** responsible to **supervise** and encourage the city to start international businesses, emphasizing how important it is for the city to be open to international connections.

The city **does not enhance economic relations** with countries of origin of its migrant groups through partnerships and business agreements.

Recommendations:

Cartagena could take into consideration encouraging co-development projects with migrant groups' countries of origin, following Tenerife's activities which involved countries in the occidental coast of Africa; such as Morocco, Cape Verde and   Senegal.

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.

ICC-Index - Intelligence/compentence - City sample (non-nationals/foreign borns > 15%)
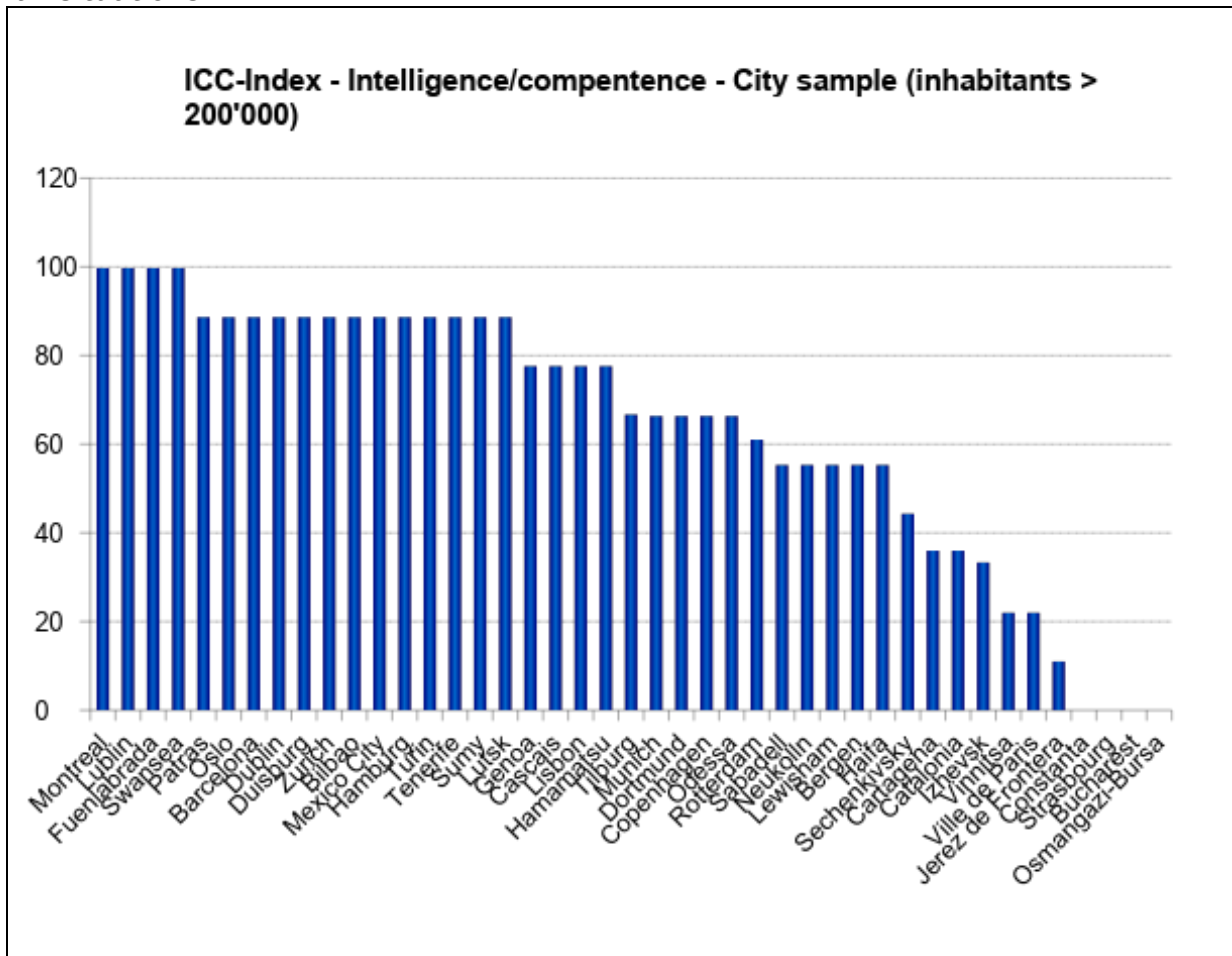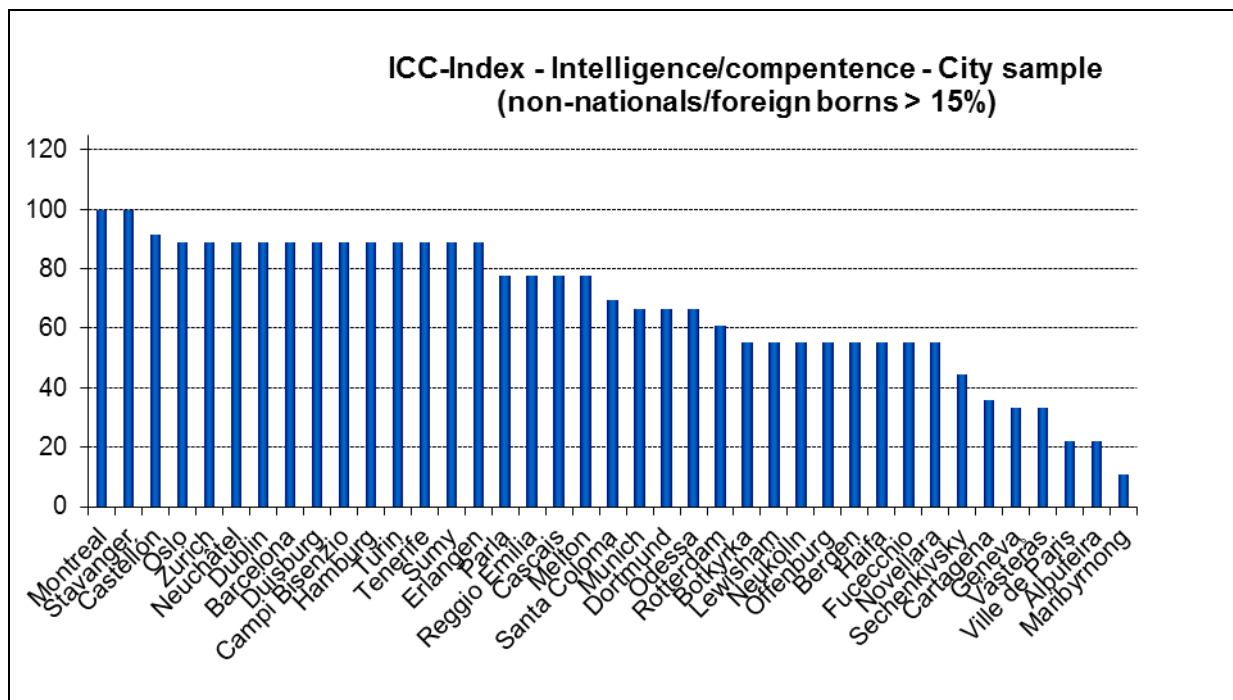
The attainment rate of Cartagena in the field of intercultural intelligence competence policy is **55%**, **lower** than the city sample's rate of **61%**, but remarkably higher than in the past (22% in 2012 and 36% in 2015).

According to the answers provided in the survey, Cartagena **does not mainstream information** about diversity to inform process of policy formulation of the city government/councils. However, the city carries out **surveys** including questions about the perception of migrants/minorities. It also promotes intercultural competence of its officials and staff (both in administration, and public services), for example through **interdisciplinary seminars** and **information networks** and training courses.

Recommendations:

The City may wish to ameliorate its competences by following the example of the city of Melton, where information about diversity and intercultural relations are mainstreamed to inform the city government and the council's process of policy formulation.
The Council Community Engagement Guidelines stipulates on how to engage with community. Different groups will likely have different needs and preferences in how you conduct the engagement. For example, young learners of school age may prefer face to face engagement, but will likely not be independently available during schools hours; working parents may prefer online engagement to fit around their schedules; and Culturally and Linguistically Diverse groups may require less written and more verbal engagement – and in some cases interpreters.

To this aim, specialist staff have developed guide sheets for those undertaking these engagements, with the following groups:

- Young people;
- Seniors (65+);
- Culturally and Linguistically Diverse communities;
- Aboriginal and Torres Strait Islander communities;
- People with a Disability.

Likewise, the Council conducts **Annual Household Survey**. A research organisation was commissioned by Melton City Council to undertake its third Community Satisfaction Survey.The survey has been designed to measure community satisfaction with a range of Council services and facilities as well as to measure community sentiment across a range of additional issues of concern in the municipality.

The Community Satisfaction Survey program comprises the following core components which are included each year: Satisfaction with Council's overall performance and change in performance:

- Satisfaction with aspects of governance and leadership;
- Importance of and satisfaction with a range of Council services and facilities;
- Issues of importance for Council to address in the coming year;
- Community perception of safety in public areas of Melton Housing related financial stress;
- Food security;
- Satisfaction with Council customer service;
- Respondent profile.

In addition to these core components that are to be included every year, the Melton City Council – 2017 Community Satisfaction Survey includes questions exploring current issues of importance that reflect Council's current requirements. The 2017 survey includes questions related to the following issues:

- Preferred methods of receiving / seeking information from Council;
- Traffic and parking;
- Sense of community;
- The Learning Directory

The Council ensures responsiveness to the growing needs of its diverse community by building on existing policies and programs and developing the cultural competency of the organisation by equipping its staff with knowledge and skills to effectively communicate and work with people and communities from diverse backgrounds.

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.

ICC-Index - Welcoming new arrivals - City sample (non-nationals/foreign borns > 15%)
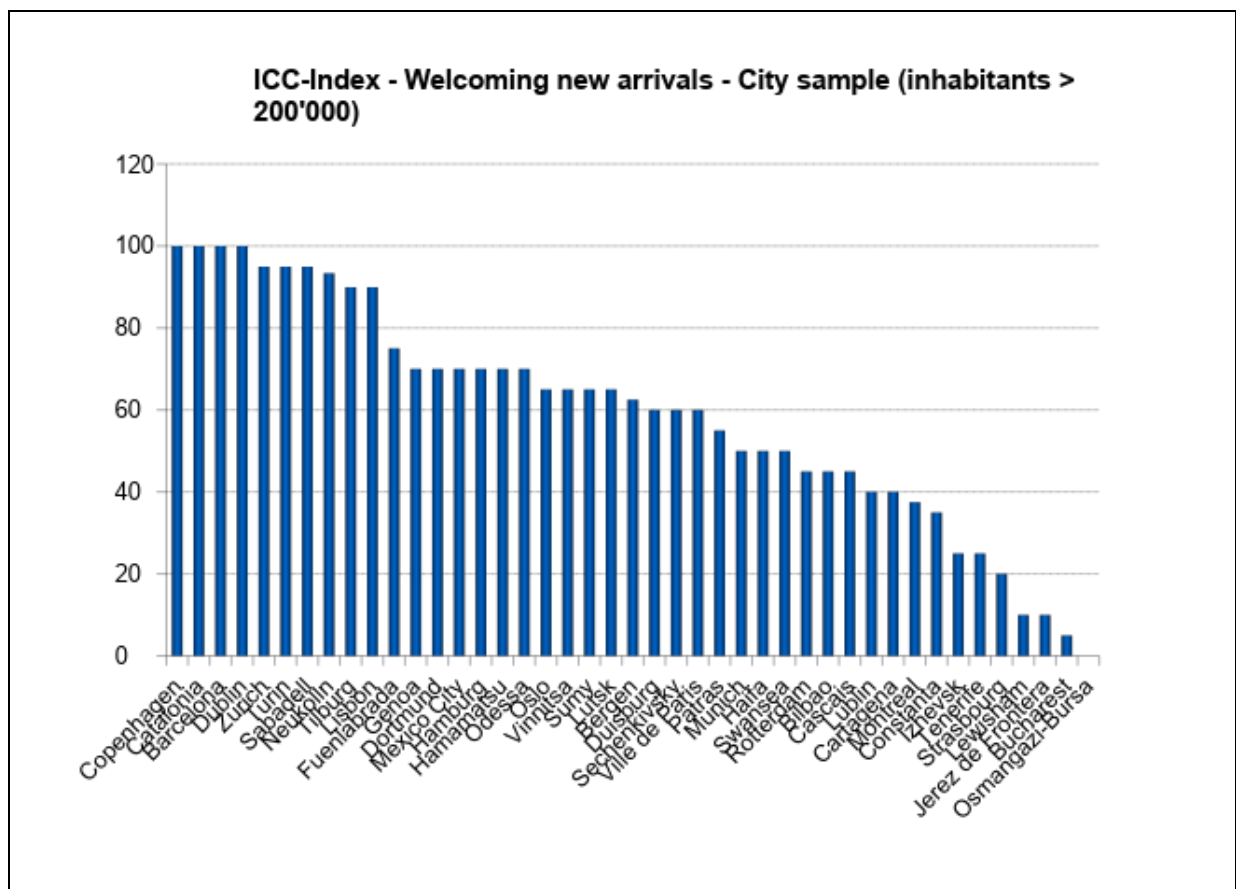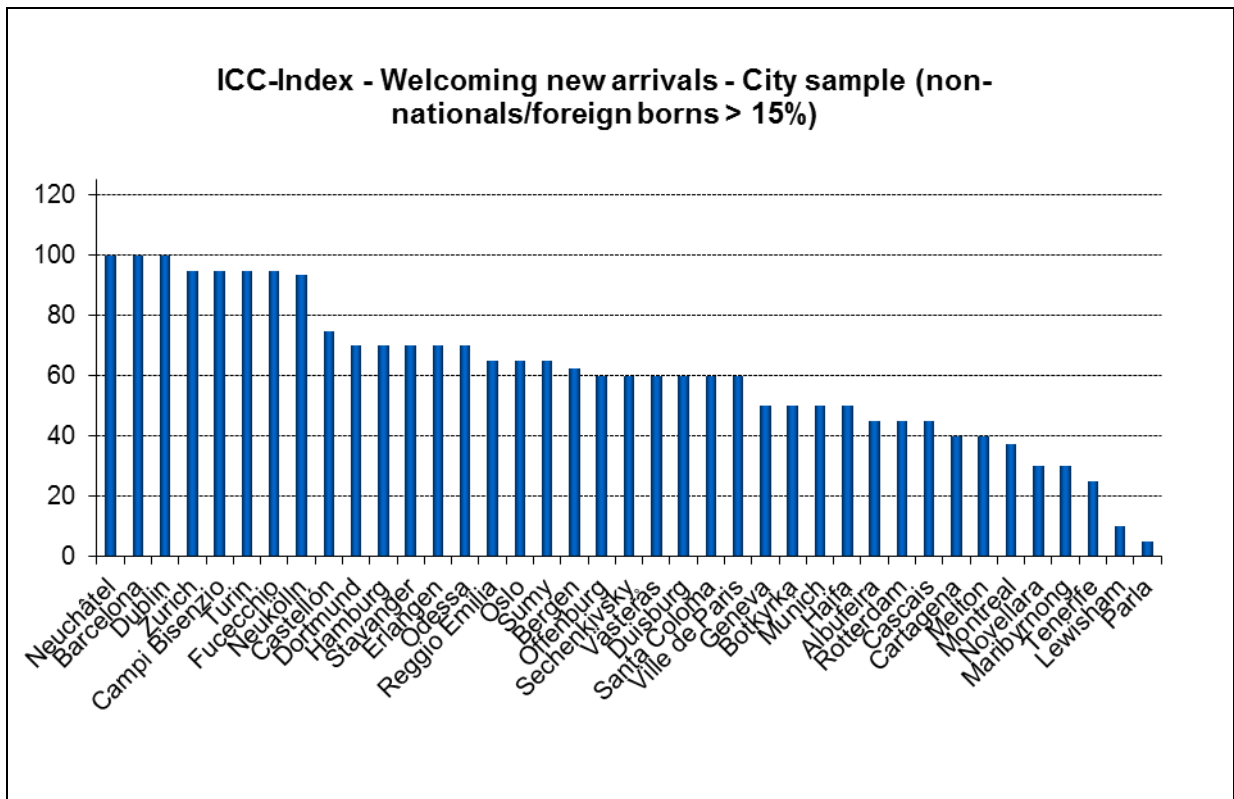
The attainment rate of Cartagena welcoming policy is **35%**, a **lower** result compared to the 54% of the City's sample. The result is stable if compared with the past.

Cartagena **does not have** a designated agency or office to welcome newcomers but it **does have a comprehensive city-specific package of information** and support the newly-arrived residents from abroad, particularly to students and refugees. However, there **is no special public ceremony** to greet newcomers in the presence of officials.

Recommendations:

Setting up a designated agency to welcome newcomers would be recommended to Cartagena. A good example of this is Taalplein (language square), a welcoming service in Rotterdam (the Netherlands), where newly-arrived persons get enrolled in mandatory language training.

Furthermore, in Patras (Greece) an Intercultural Office has been established with support by the European Commission. It now runs, among others, a one-stop-shop for newcomers.

The city might wish to extend its welcome support to newly-arrived family members. With regard to family members, an interesting practice was set in place in Izhevsk, the capital city of the Udmurt Republic (Russia). The project "A New City", which is a club for young parents, aims at conveying skills and

information in a way which contributes to building lasting relationships and social bonds.

Cartagena may wish to ameliorate its welcoming policies by having a special public ceremony to greet newcomers in the presence of city's officials. We invite Cartagena to consider the following welcoming initiative as implemented by Tilburg city council (the Netherlands). Here, each new migrant resident has to follow the integration programme, which is a combination of getting work and courses about Dutch language, history, culture etc. Each month there is a special ceremony in the town hall for the people who passed the exams of the integration programme. Each month the alderman can congratulate about 30 people. Once a year, a great party is organized by the municipality for all new residents.

Finally, the Welcome App, developed by the German city of Erlangen, helps a considerable number of refugees coming to Germany who are overwhelmed by the foreign culture, unable to cope with the resident administrative systems and paralysed because of the language barrier. Still, a lot of these people are in possession of a smartphone. This is why the city of Erlangen decided to develop an app for android, iOS and Windows devices in 2016. This application offers information about common tradition and the way of life in Erlangen and Germany, as well as facts regarding asylum law and where to get advice of any kind. Telephone numbers and addresses are also listed, such as emergency numbers and contacts of the municipal office. The app has been promoted by flyer and is available in six languages: German, English, French, Farsi, Arab and Russian. In case of no internet access, the application works additionally offline. The app was downloaded almost 2 400 times by the end of March 2017[18]
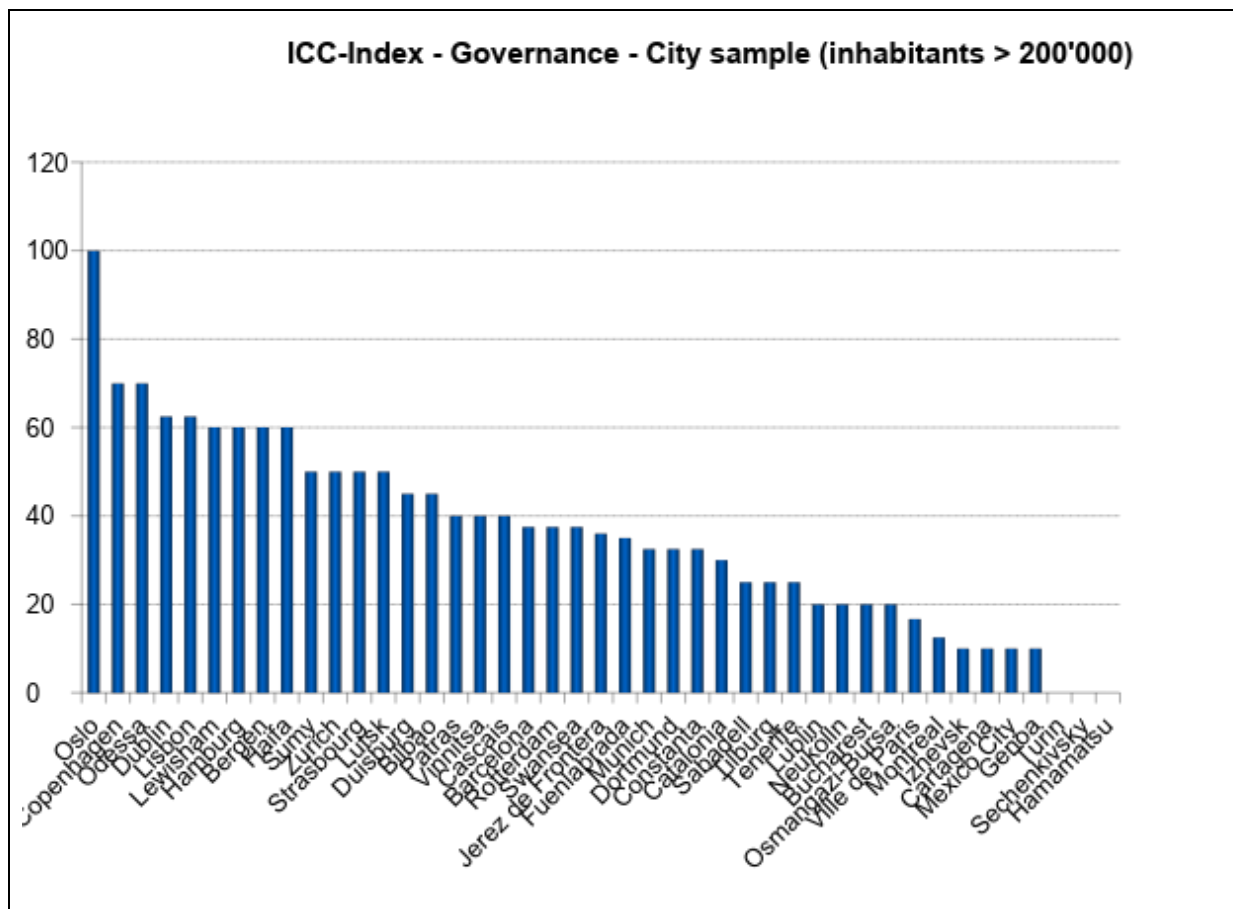

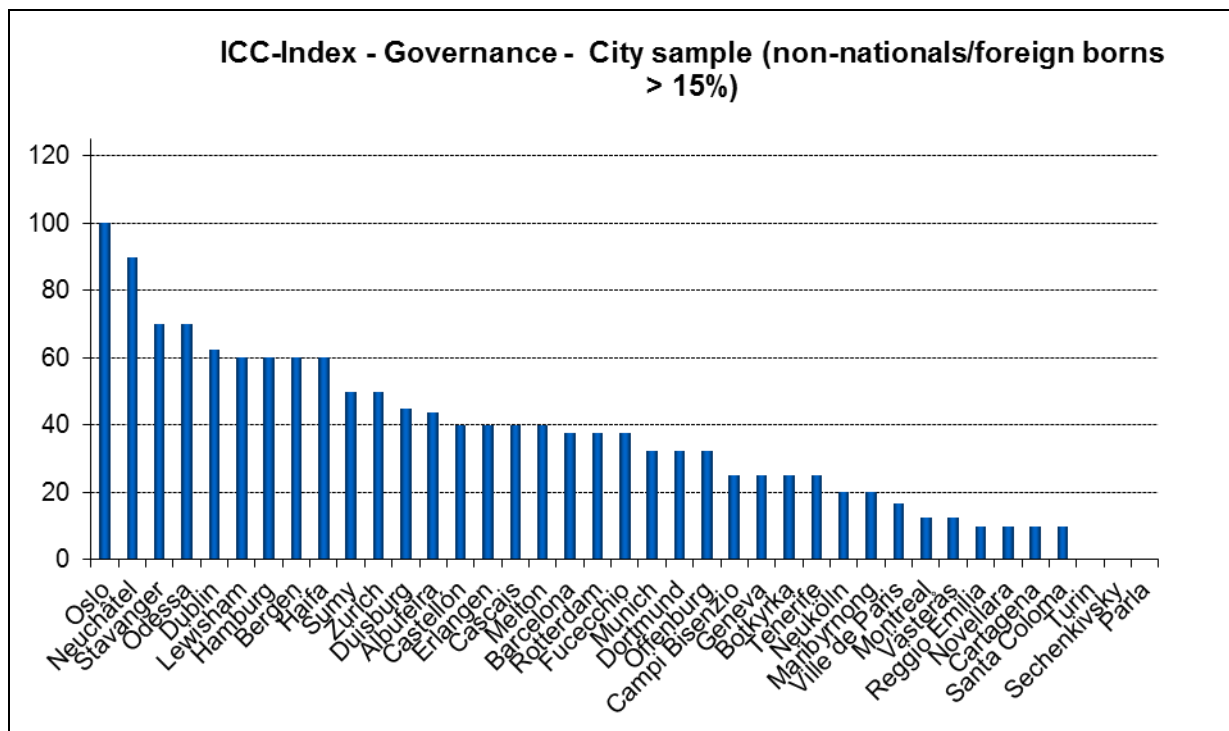[18] https://www.erlangen.de/desktopdefault.aspx/tabid-1783/4026_read-33409/

GOVERNANCE

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.

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

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

The analysis of the questionnaire shows that Cartagena's governance policy achievement rate achieved **15%**, lower than the city sample's result of 34%. This result is stable if compared to the past.

As the analysis also reveals, the Spanish Government national law states that individuals with **five years of residence or more** can also vote in the local elections.

The cultural background of the Council's elected representatives **does not reflect** the diversity of the city's population.

Cartagena **has not established a specific political body** to represent ethnic minorities/migrants and/or to deal with diversity and integration matters yet. The City of Cartagena **does not have a standard** for the representation of migrants/minorities in mandatory boards supervising schools and/or public services **nor an initiative to encourage migrants/minorities** to engage in political life.

Recommendations:

We would recommend the city of Cartagena to improve the representation of minority in mandatory boards supervising schools and/or public services, and also to reinforce the existing initiatives that aim to encourage migrants and minorities to take part in the political life.

To ameliorate its governance policies, Cartagena might also find inspiring the initiative of Ballarat, called Multicultural Ambassadors' Programme (MAP). This programme was developed in order to provide leadership within the migrant community, therefore encouraging minorities to participate in the political life of the City. Ever since 2009, this programme aims to enhance community

awareness while fostering social cohesion and mutual acceptance. The objectives are:

- Enhance community awareness and foster inclusion of existing and new CALD[19] communities in Ballarat;
- Support leadership within the CALD community and to recognise the commitment and contribution made by migrants and Indigenous people to the Ballarat community;
- Advocate for and promote the benefits of cultural diversity through learning, exchange and celebration;
- Collaborate with the City of Ballarat in implementing its Cultural Diversity Strategy.

Multicultural Ambassadors are champions for their existing communities and will engage citizens' participation in workplaces, social, religious and recreation groups, as well as in schools and community groups.

We also recommend Cartagena to introduce a standard for the representation of minority in mandatory boards supervising schools and/or public services, but also to reinforce the existing initiatives that aim to encourage migrants and minorities to take part in the political life.

Perhaps the city might also wish to follow the example set by the city of Paris where 123 "*conseils de quartier*" or "neighborhoods' 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.

Also in the city of Stavanger, before each local election brochures are distributed in 10 different languages to all public service centers, all mosques in the city, the Catholic Church and other meeting spaces for immigrants. In Stavanger Cultural Centre, furthermore, all the political parties are invited to dialogue with the migrants and a tool for voting in advance was arranged.

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[19] CALD: Culturally And Linguistically Diverse communities

The City of Cartagena does not monitor or research regularly the extent and the character of discrimination in the city.

On the other hand, commendably, Cartagena does have a specific service that advises and supports victims of discrimination. It also runs anti-discrimination campaigns and raise awareness in other ways.

Recommendations:

Cartagena could wish to follow Patras' project entitled "Combating Discrimination in the Field of Entrepreneurship: Women and young Roma and Muslim immigrants" which is financed by "PROGRESS-Support to national activities aiming at combating discrimination and promoting equality" (JUST/2012/PROG/AG/AD) EU programme. Raising awareness, disseminating information and promoting the debate about the key challenges and policy issues in relation to anti-discrimination for Roma and Muslim immigrants as far as entrepreneurship is concerned, are the main objectives of the project. Mainstreaming of policies through the involvement of social partners, NGOs and relative stakeholders is also a challenge. The project is coordinated by the "National Centre for Social Research (EKKE)" and the area of Patras has been identified as a core-place at a national level, equal to the area of Athens. "Patras Municipal Enterprise for Planning & Development - ADEP SA" is the local partner organization.

Alternatively, Amadora's schools are breaking down stereotypes and negative perceptions. In fact, the city of Amadora (Portugal) has been implementing a communication campaign focused on education and schools in the framework of the Communication for Integration (C4i). The campaign aims to address the rumour identified through research at the city level that pupils with a migrant background lower the education level in schools. In Amadora, 60 per cent of the foreign residents, who represented 10 per cent of the city's population in 2011, originate from Portuguese-speaking African countries. As part of the campaign, 60 pupils of Seomara da Costa Primo secondary school were trained as anti-rumour agents. They identified the following rumours in the classroom: new students are never welcome, Spanish and Portuguese do not like each other, white people are believed to steel babies in Cape Verde, mathematics and

Portuguese teachers earn more than other teachers, etc. The pupils also participated in a debate "*how do I see the others*" where they were to mosaic their school mate using foodstuffs. Finally, they presented an anti-rumour song at the C4i 3rd Coordination meeting in Amadora on 12 December 2014 and expressed interest in joining more anti-rumour activities. According to scientific research conducted in Amadora as part of C4i, a secondary school with a majority of students of different nationalities was positioned among the eight best schools in the city in 2013. Similarly, about a quarter of the students awarded for merit and excellence were immigrants. Amadora strongly believes that excellence in education can only be achieved in an integrated and inclusive education system.

Another useful example could be the <u>Vienna</u> Diversity Monitor, a tri-annual report on the city's integration processes and diversity policies. It includes 8 areas, 60 indicators, 11 benchmarks which reveal the structural and systemic reasons which lead to inequality related to migration status and/or ethnic origin. Monitoring results are then used to inform policy decisions. For example the obstacles to integration revealed by the report can be related to the legal framework (eg restricted work permits, access to public housing, voting rights etc.).

CONCLUSIONS

Cartagena showed an aggregate intercultural city index of **36%**, being positioned **84th** among the 93 cities in the sample. Moreover, Cartagena has been ranked **38th** among the cities with more than 200,000 inhabitants and **40th** among cities with more than 15% of foreign-born residents.

It is commendable that the city scored a rate **higher** than the city sample in the following fields: commitment and international outlook.

On the other hand, the **weakest fields** where the municipality must strengthen its policies are: education, public services, neighborhood policies, business and labor market, mediation, media, cultural and civil life, public space, language, intelligence/competence, welcoming and governance.

In view of the above, we wish to congratulate with the Spanish city for the efforts taken. The Index has shown that there is room for further improvements, and we are confident that if the city follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

RECOMMENDATIONS

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

Education: Cartagena might consider ameliorating its intercultural education approach by adopting policies to increase the ethnic/cultural mixing in schools. It should also encourage schools to make an effort to involve parents from migrant/minority backgrounds in daily school life more often. The city should also try to make sure that teachers' ethnic backgrounds mirror pupils', which is not happening at the moment.

Neighbourhood: We recommend to Cartagena to consider the establishment of a policy to increase the diversity of residents in the neighborhoods, and actions to encourage people from different ethnic background to meet and interact in the neighborhoods.

Public services: Cartagena may wish to consider, in its effort to ensure matching between the composition of the population and of the public employees, should foresee a recruitment plan and encourage diverse workforce in private sector enterprises . The City could enrich the range of provided services by offering funeral/burial services, as well as to provide sport facilities sections only for women or special time for practicing sports.

Business and labour market: Cartagena may wish to ameliorate its policies in this field by creating an umbrella organisation which has among its objectives to promote diversity and non-discrimination; encouraging
Business from ethnic minorities to move beyond ethnic economies and enter mainstream economy; encouraging 'business districts/incubators'. It may be also interesting to give priority to companies with a diversity strategy in the procurement of goods and services.

Public space: Cartagena may wish to reach out to all the citizens when the authorities decide to reconstruct an area. Across the city, there is one 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.

Mediation: Cartagena might wish to initiate an organization dealing specifically with inter-religious relations.

Language: Cartagena may wish to ameliorate its language policies by providing financial assistance to minority press, radio and TV programmes. It would also be advisable to consider teaching migrant/minority languages as part of the regular curriculum in schools; providing mother tongue courses for migrant/minority kids and offering learning migrant/minority languages as a regular language option available to everyone.

Media: Cartagena may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds and by introducing monitoring mechanisms to examine how media portray minorities.

Intelligence and competence: Cartagena may wish to mainstream the findings and information about interculturalism and diversity to inform the process of policy formulation.

Welcoming: Cartagena may wish to ameliorate its welcoming policies by designating an agency to act as a first contact and welcoming point with the newcomers. The municipality may also wish to have a special public ceremony to greet newly arrived persons in the presence of the local government's officials.

Governance: Cartagena may wish to improve the representation of minority in mandatory boards supervising schools and/or public services. We also recommend Cartagena to introduce a standard for the representation of minority in mandatory boards supervising schools and/or public services, but also to reinforce the existing initiatives that aim to encourage migrants and minorities to take part in the political life.

Anti-discrimination: Cartagena might wish to start a monitoring programme to evaluate the extent and character of discrimination in the city.

Cartagena 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 database[20].

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[20] http://www.coe.int/en/web/interculturalcities/