



Loures' Intercultural Profile

December 2020

This document is based upon the digital visit of the Council of Europe expert team, on the 12th and 14th October 2020, with Andrea Wickström, Sérgio Xavier and Carla Calado. It should be read in parallel with the Council of Europe's response to the ICC Index questionnaire of 2019¹ of Loures, containing many recommendations and examples of good practices.

Loures – General information

Loures is a municipality with an area of 168Km² located on the banks of the Tagus River, in the metropolitan area of Lisbon, adjacent to the Portuguese capital. As of the administrative reorganization of the parishes' territory in 2013², the Municipality comprises of ten parishes: Union of the Parishes of Camarate, Unhos e Apelação, Union of the Parishes of Moscavide and Portela, Union of the Parishes of Sacavém and Prior Velho, Union of the Parishes of Santa Iria de Azóia, São João da Talha and Bobadela, Union of the Parishes of Santo Antão and São Julião do Tojal, Union of the Parishes of Santo António dos Cavaleiros and Frielas, and also the parishes of Bucelas, Fanhões, Loures and Lousa.



The territorial consolidation of Loures has its origins in the agricultural exploits of the past, as well as in industrial activity, having given rise to two cities - Loures and Sacavém - and seven villages - Bobadela, Bucelas, Camarate, Moscavide, Santa Iria de Azóia, Santo António Cavaleiros and São João da Talha. Given its location, several important mobility axes converge in the municipality, such as the Humberto Delgado International Airport, the Lisbon Port and Gare do Oriente train, bus and metro station. In 2017, Loures was the 61st Portuguese municipality in terms of purchasing power per capita³.

Loures has a total of 205,054 inhabitants⁴, being the 5th Portuguese municipality with the largest number of foreign population with legal resident status⁵ (9.2%). The Portuguese population represents the largest national group in Loures, constituting 90.8% of the total inhabitants. There are no minority groups representing more than 2% of the global population. Of the 19,649 migrants with legal status residing in Loures, the largest group is from Brazil (representing 19% of the total foreign population), followed by

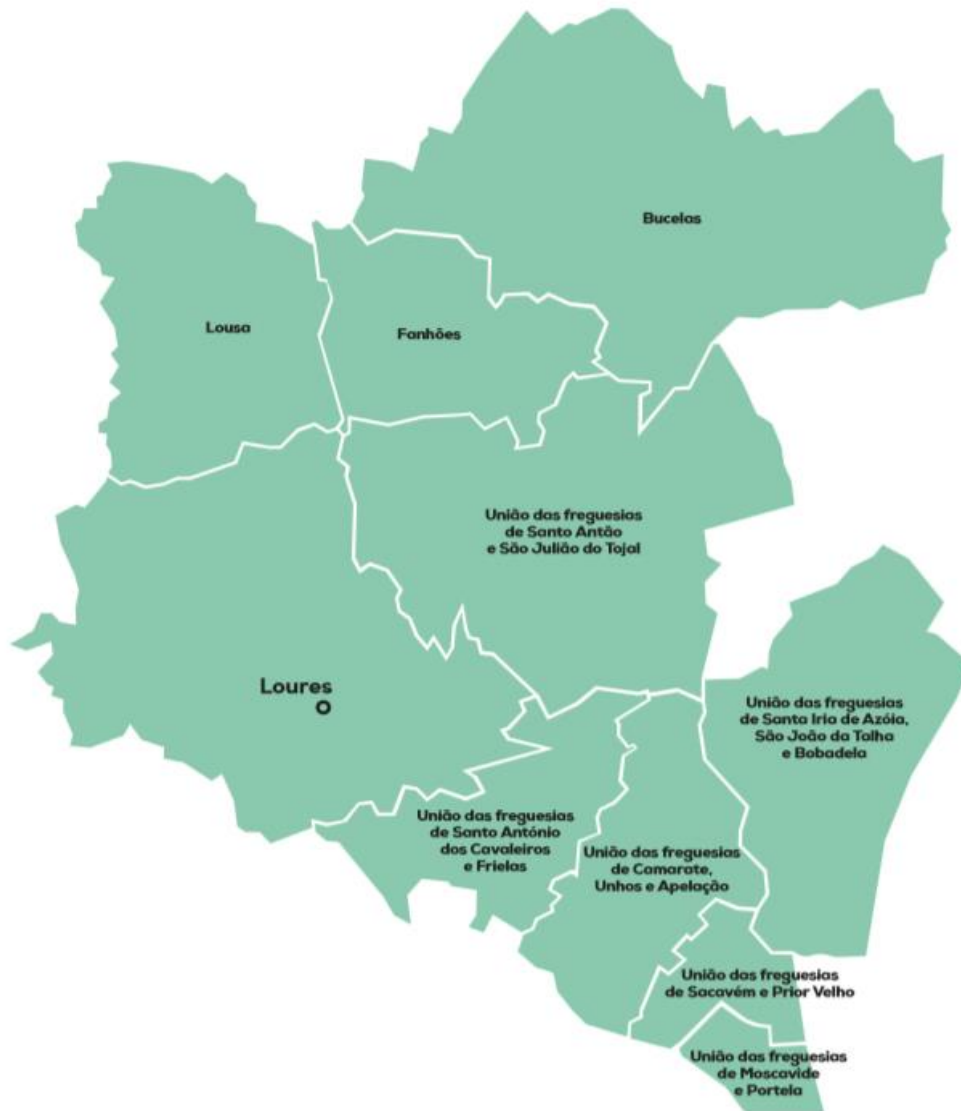
¹ <https://rm.coe.int/loures-portugal-results-of-the-intercultural-cities-index-august-2019-/168098cbf6>

² Law no. 11-A/2013

³ In Loures the per capita purchasing power is 92,3% (2017). Source: PORDATA – www.pordata.pt

⁴ Data from 2017 – www.pordata.pt

⁵ Data from 2019 – www.pordata.pt



Loures' parishes since 2013. Source: Loures Municipality.

Cabo Verde (11%), São Tomé and Príncipe (10%), Angola (9%), Guinea-Bissau (9%) and Romania (5%). The presence of PALOP⁶ communities forms 40% of the migrant community in the municipality and, together with the Brazilian community, the Roma community and the community referred to as *returnees*⁷, constitute the majority of the population living in the municipal initiative neighbourhoods. Currently, the Municipality does not have specific information on the ethnic-cultural characterization of the national population, such as statistical data on the Roma population which is still scarce.

⁶ PALOP, African countries with Portuguese as an official language, is a common term for a group of five African countries that were Portuguese colonies: Angola, Cabo Verde, Guinea-Bissau, Mozambique and São Tomé and Príncipe. Together with Brazil, East-Timor and Equatorial Guinea, they form CPLP – Community of Countries with Portuguese as their official language

⁷ Portuguese population or descendants of Portuguese that moved back to Portugal from the Portuguese Colonies when the de-colonization process began, after the revolution on the 25th of April 1974



The responsibility for intercultural integration lies with the Inclusion and Citizenship Unit, integrated in the Department of Social Cohesion and Housing⁸. The Bureau for the Support of Migrants (*Gabinete de Apoio ao Migrante* - GAM), created in 2017, has the main objective of responding to all the assumptions of the Local Support Centres for the Integration of Migrants⁹, in close collaboration with the High Commissioner for Migration¹⁰ (ACM) and with the entire CLAIM¹¹ National Network, making the bridge between the immigrant population and the institutions that imply their permanence and regularization in Portugal (Embassies/Consulates, Foreigners and Borders Service and Institute of Registries and Notaries). In addition, GAM, using the experience and knowledge acquired by its staff, also operates in different areas such as: Community Strengthening, Education, Health, Housing and Employment. In addition to a strong intervention in neighbourhoods by municipal initiative, the current intercultural agenda of the City Council of Loures is focused on the launch of its recent Municipal Plan for the Integration of Immigrants 2020-2022 (PMIM), prepared in conjunction with the ACM¹². In addition to the coordination of GAM and PMIM, the Inclusion and Citizenship Unit is the service responsible for inter-religious dialogue and the *Loures Arte Pública* project, working in conjunction with the rest of the CML (Loures Municipality) services - as in the case of community work, with the Housing Division - and partner entities.

The Portuguese Context

Just as other Mediterranean countries, Portugal didn't promote migration policies until the 1990s. The Portuguese colonial past generated the first significant flow of migrants, be it from the ex-colonies, be it as a consequence of the decolonization during the 1970s. This was also the transition period from dictatorship to the democracy¹³ in Portugal. The overlap of these two moments assured that models as the assimilationist¹⁴ or the guest-worker¹⁵ did not find room firmly in the Portuguese society, even though the French and German system influence, namely, the origins of the nationality legal framework.

A significant number of PALOP migrants set up in Portugal since the 1970s. Even if some suggest that similarities between languages, religions and cultures between migrants and native Portuguese would have resulted in an easier and less conflicting integration than in other decolonization scenarios, the migrant population and their descent are disproportionately disadvantaged when it comes to education, employment, housing and income in Portugal.¹⁶

⁸ www.cm-loures.pt/media/pdf/PDF20200108170354594.pdf

⁹ See "The Portuguese Context".

¹⁰ As above

¹¹ www.acm.gov.pt/pt/-/rede-claii-centros-locais-de-apoio-a-integracao-de-imigrant-3

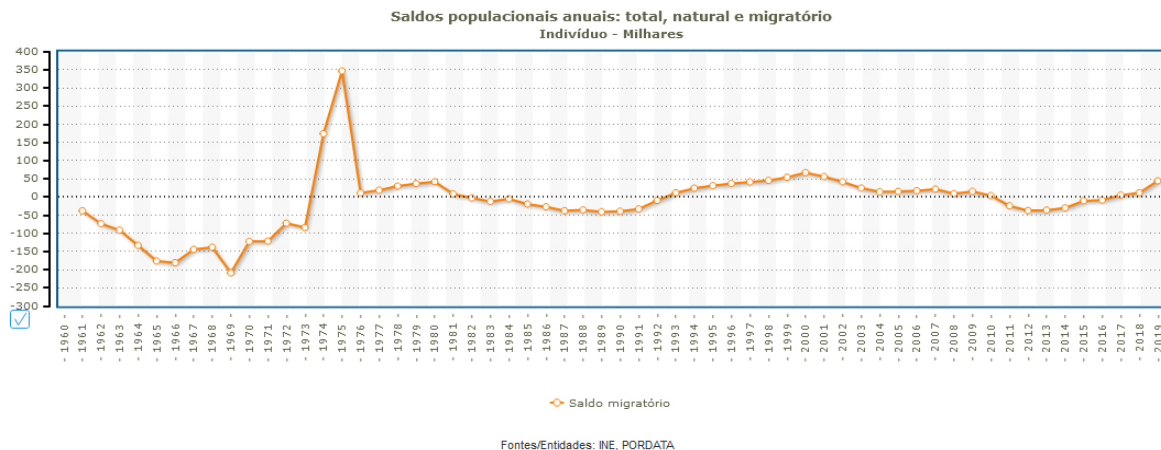
¹² <https://www.acm.gov.pt/pt/web/10181/planos-municipais>

¹³ On the 25th of April 1974, the "Carnation Revolution" led to the fall of the Portuguese dictatorship, marking the beginning of the so called global "Third Democratic wave".

¹⁴ Until the 1970s, Portugal, just as France, kept the "*assimilado*" figure – promoting the adoption of national culture and of *Christian traditions* by colonized migrants, in exchange for rights that were not granted to "indigenous people".

¹⁵ As an example, in the German case, namely *gastarbeiter* in the 1960s and the 1970s.

¹⁶ According to OECD (2015), Portugal, just as Greece and Spain, share the second highest level of wage inequality of Western Europe, surpassed only by the United Kingdom.



In 1996, the Portuguese State created ACIME - Alto Comissariado para a Imigração e Minorias Étnicas (High Commissariat for Immigration and Ethnic Minorities), establishing the first framework of migration policies. The governmental body has undergone several changes. In 2007, it became ACIDI – High Commissariat for Immigration and Intercultural Dialogue, under the Prime Minister’s authority and, in 2014, it adopted its current name ACM – Alto Comissariado para as Migrações (High Commissariat for Migrations)¹⁷. Portugal is one of the few European countries to have adopted a tool to help steer public policy on migrants’ integration, first as a Plan for Migrants’ Integration (2007-2009), then for 2010-2014 and, finally, a Strategic Plan for Migration¹⁸, in force since 2015. Portugal is also one of the few countries where a single body – ACM – takes on the responsibility for intercultural dialogue policies.

ACM oversees the Migration Observatory¹⁹, the network of migrants’ integration support centres (CLAIM), including Loures’ CLAIM. Three national migrants’ integration support centres (CNAIM – Lisbon, North and Algarve)²⁰ are part of this network, articulating with several governmental agencies belonging to five different ministries (SEF – Serviço de Estrangeiros e Fronteiras/Foreigner and Border Service, ACT - Autoridade para as Condições de Trabalho/Working Conditions Authority, Social Security, Ministry of Health, Ministry of Education and the Central Registry Office), providing support in what concerns migrants’ needs, such as family reunification, employment and legal support. ACM has socio-cultural mediators working for the CNAIM, through protocols with migrants’ associations. The participation of civic society organizations as partners has shown to be a successful innovation²¹. Since 2013, there is also a National Strategy for the integration of Roma communities²². ACM’s model is widely acknowledged, for example, through the most recent edition of MIPEX²³ (“Migration Policy Index”), published in 2020. Portugal is one of the top ten, out of 52 countries, since 2014.

¹⁷ www.acm.gov.pt

¹⁸ www.acm.gov.pt/-/plano-estrategico-para-as-migracoes-pem-

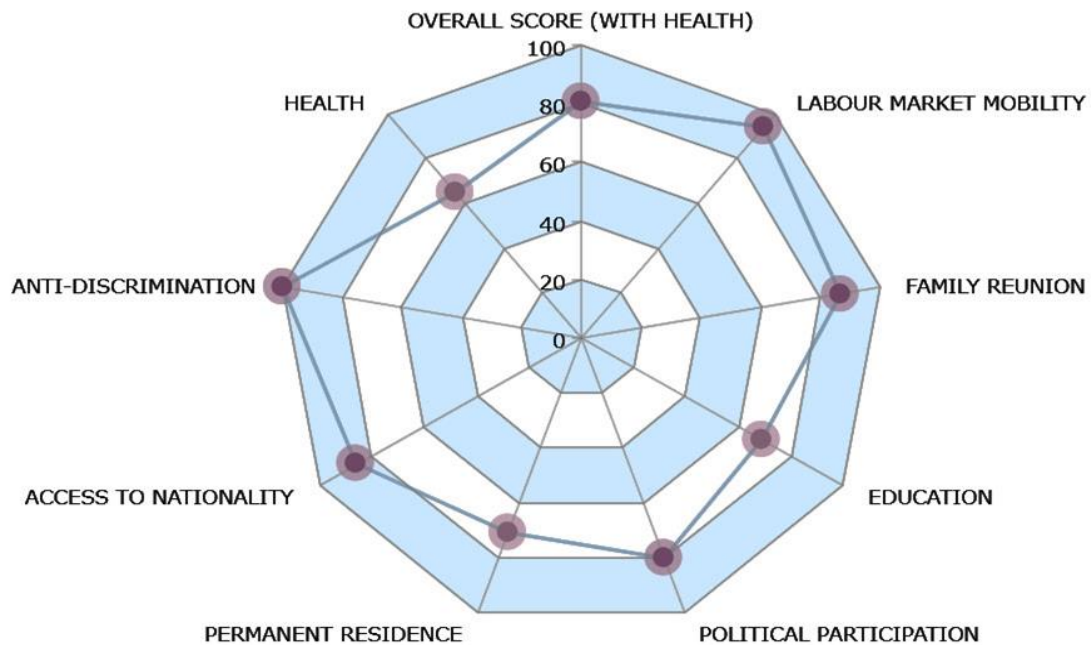
¹⁹ www.om.acm.gov.pt/

²⁰ www.acm.gov.pt/zh/-/cnai-centro-nacional-de-apoio-ao-imigrante

²¹ www.oss.inti.acidi.gov.pt/

²² www.acm.gov.pt/pt/-/estrategia-nacional-para-as-comunidades-ciganas-enicc-concig

²³ www.mipex.eu/



Portugal MIPEX Index (2019). Source: www.mipex.eu

The main Portuguese law on nationality is from 1981²⁴, and its most recent amendment from 2018, reducing the requirements needed to obtain Portuguese citizenship, and introducing new ways to request it. Some of the most frequent naturalization cases include foreigners living for at least six years in Portugal, or direct descendants from citizens residing in Portugal for at least two years. Most hindrances are related to the inability to prove minimum residence periods, as well as difficulties in accessing other formal documents.

The possible steps forward, that are usually suggested for national migration policies, include the making the system more flexible in what concerns undocumented migrants. Concretely, the Portuguese State can ease migrants' access to social rights, non-precarious employment, efficient social security, health and education services. Nowadays, only Portuguese citizens can be hired to work for public administration; the existing exceptions result of international conventions or special laws, such as the Treaty of the European Union²⁵. In this case, any European Union's citizenship is entitled to work in public administration in any Member State. In the current context of the pandemic crisis due to the Coronavirus, the Portuguese Government has taken unprecedented steps by temporarily considering all foreign people as having a regular situation pending regularization processes in the country²⁶, provided that SEF is informed within a defined period. This measure was initially in force until the end of June 2020 - having recently been extended²⁷ until March 2021 - aiming to guarantee public services to this population, including health care, social support, employment contracts, among others.

²⁴ www.dre.pt/application/conteudo/564050

²⁵ www.europa.eu/european-union/law/treaties_en

²⁶ Dispatch no. 3863-B/2020. (<https://dre.pt/home/-/dre/130835082/details/maximized>)

²⁷ <https://dre.pt/web/guest/home/-/dre/147933307/details/maximized>



Political commitment, Communication and Reception

During the presentation session of the Index of Intercultural Cities of Loures, the Office of the Councillor responsible for the Department of Social Cohesion and Housing expressed all political support “in the exercise of enhancing the value of the diversity of the existing communities in Loures” and demonstrated a commitment to improve the “sectors that do not yet allow intercultural integration”. The Executive's presence at meetings on intercultural issues is referred to as frequent. The recent Municipal Plan for the Integration of Immigrants 2020-2022 (PMIM) is one of the major political commitments in the field of interculturality, comprising a set of expectations regarding the inclusion of the migrant population in the municipality.

A possible next step for Loures could be to highlight this political message and commitment regarding interculturality, for example, through the creation of an area dedicated to the theme on its official page, aggregating all the information, documents, activities and services considered relevant.



Inauguration of the Centre for Reception of Refugees at Quinta do Papa Leite, 2018. Source: Loures Municipality.

The existence of two important Refugee Reception Centers (Bobadela and Quinta do Papa Leite) and the support of an organization with experience in this field (Portuguese Council for Refugees) is already a strong political message regarding reception. In parallel with the political formalization of the will to welcome - refugees or immigrants – there can be correspondent means and initiatives that manifest that will on a daily basis. The existence of public acts, welcome networks, welcome packs, messages in the public space, clear positions on acts of racism or xenophobia²⁸ may be some of these means. Bergen crosses several aspects in its welcome policies²⁹, for example, with the creation of a specific agency for this purpose, articulated with services for refugees, employment and business opportunities, family reunion services or information about education services and training.

²⁸ For example, in response to events such as recent racist and xenophobic inscription on wall of public buildings in the Loures Council

²⁹ <https://www.coe.int/en/web/interculturalcities/good-practice>



Neighbourhoods, Community Intervention, Participation and Mediation

The municipal initiative districts of Loures (*Quinta da Fonte, Quinta do Mocho, Sapateiras, Torre* and *Moscavide*) are territories rich in diversity and with a high intercultural potential. Neighbourhoods like *Quinta da Fonte* or *Quinta do Mocho* have a stigmatizing past, with a negative representation in the media, stuck in narratives like “problematic” or “dangerous” neighbourhoods.

The image of these neighbourhoods has undergone a profound transformation since 2013, when a community event of inclusion through art at *Quinta da Fonte* - the community festival *O Bairro i o Mundo*³⁰ - produced 23 works³¹ of art created by local artists. The model was consolidated in 2014 with the repetition of the event at *Quinta do Mocho*, where 19 large-scale pieces were painted by local artists, on gables of the housing buildings. These works had a great impact on the image and perception of the neighbourhood, inside and outside it. *Quinta do Mocho* quickly became a tourist reference and the largest urban art gallery in the country, with regular guided tours. The success of the initiative has several aspects. It contributed fundamentally to the deconstruction of the existing stigmas outside the neighbourhood - for example neighbours, public transport and taxis started entering the neighbourhood - as well as inside the neighbourhood, taking inhabitants outside. The community of local artists, previously considered *marginality*, benefited from the deconstruction of this prejudice and from the increased visibility of their work. A testimony from an inhabitant of the neighbourhood states that the “ghettoization and isolation” felt previously was diminished. The coexistence of “people with different origins” was pacified and “violence and unemployment” were mitigated - “the project brought a circulation of ideas and people”.



Work of Art made in the context of Festival “O Bairro i o Mundo”, in Quinta do Mocho, 2013. Author: Atrapalharte, Source: Loures Municipality.

³⁰ <https://www.coe.int/en/web/interculturalcities/-/o-bairro-e-o-mundo>

³¹ <https://www.cm-loures.pt/Media/Microsite/Artepublicaloures/apelacao.html>



The *O Bairro i o Mundo* festival is one of the best practices promoted by the Intercultural Cities Program of the Council of Europe³² and gave rise to the *Loures Arte Pública* (LAP) municipal project, which includes the *Galeria de Arte Pública* (GAP). LAP promotes the concept of an open-air gallery, comprising around 600 urban works of art scattered throughout the municipality, with themes as varied as human rights and the capital of Arinto (Bucelas, where this grape grows). It also promotes a regular public event that brings together dozens of artists to paint simultaneously for a short period of time. GAP currently consists of 112 works of art in Quinta do Mocho and promotes a monthly guided tour, in close articulation with local inhabitants. In addition to gains in tourism, the initiatives have also brought other economic benefits and new businesses. Despite the unequivocal success of Urban Art in Loures, there are still several challenges in the field of interculturality. One of the local mediators, reports a “duality in second generation young persons”, who on the one hand are proud of their “Quinta do Mocho identity”, but, on the other hand, are afraid of the stigmatization that this identity may cause, for example, in accessing jobs. Other perceived challenges include abusive consumption (namely alcohol), health (including mental), unemployment, waste treatment and recycling, civic apathy and difficult coexistence with other communities.



Galeria de Arte Urbana. Source; Loures Municipality

The Loures City Council directly promotes a diverse range of responses to the challenges of the neighbourhoods, namely through community intervention. Intercultural, interreligious and intergenerational dialogue are stimulated in the population through activities that bring together the evangelical, Catholic and Islamic communities. Local partners such as the Parishes of the council, the

³² <https://www.coe.int/en/web/interculturalcities/good-practice>



HAJRAT HAMZA R.A. Mosque (Sacavém), the Shiva Temple Social Solidarity Association, the Pastoral Care of the Gypsies and the newly formed Techari - National and International Gypsy Association, are understood as strategic in these activities. Some examples include projects like “Orquestra Geração”³³, a multicultural children's theatre group, shared meals and soup competitions, which bring together people of different origins - namely from PALOP countries - different ethnicities – like the Roma population - in an intergenerational logic.

Other activities include specific interventions in the field of health, education and family support. In addition to the initiatives promoted directly by the CML Services, the organizations “Ajuda de Mãe” and “Médicos do Mundo” are some of the partners who visit the neighbourhoods periodically.

The MISP - Intercultural Mediation Project in Public Services³⁴ was aimed at the immigrant and local population, in three areas: health, education and community strengthening. Despite its success, the project was interrupted due to lack of funding. It consisted of interdisciplinary meetings between citizens and entities, to mediate problems, involving schools and other partners. The Program benefited from external evaluation and provided important training to CML staff, even after its interruption. Intercultural mediation currently promoted by GAM is reported as important, but necessarily more limited compared to the possibilities provided by MISP.



Shared meal on the Municipal Day of Intercultural Dialogue, 2019. Source: Loures Municipality.

³³ <https://orquestra.geracao.aml.pt/>

³⁴ Milagre, C., & Rodrigues, C. (novembro de 2017). Boas Práticas de Mediação Intercultural e Intervenção Social. Em *Conceções e Práticas de Mediação Intercultural e Intervenção Social* (pp. 75-86). Afrontamento.



A renovation of buildings, public spaces and surrounding area of *Quinta do Mocho* will soon begin. The existing works of art will be part of a specific gallery and the intention is to replicate them in the new buildings. The *Quinta da Fonte* neighbourhood is also undergoing a re-qualification process. It will make sense to invest in the dimension of participation within the scope of these re-qualifications. The involvement of local populations in these processes can be stimulated in several ways for a healthy and sustainable appropriation of the spaces that are being restored. Conducting participatory diagnoses when scheduling changes or improvements in the neighbourhoods led to very positive results, for example in *Bairro dos Navegadores* in Oeiras³⁵. In the Padre Cruz neighbourhood in Carnide³⁶, Lisbon, a system of sponsoring lots by local partner organizations ensures the ownership and continuous monitoring of parts of the neighbourhoods, stimulating a strong interaction between the community and the inhabited space, with resources from within the Council.

The Municipality recognizes the importance of continuing to work in the neighbourhoods and closely monitors the communities, either through direct contact with its political decision-makers, or through field interventions carried out by technicians from the Municipality, who say that “today they walk through Mocho and Fonte neighbourhoods at ease” in a way they didn’t in the past. The continuous and dedicated presence there, seems to be not only a necessity but also a desire for at least part of the population. The intention is to continue the integration through art with the *Public Art Gallery*, combining efforts of more partners and other municipalities. Possible paths in the near future may involve strengthening ongoing work and relationships in the neighbourhoods, with the creation of community spaces and specific community development strategies for each area. In addition to the wider community involvement in organising visits, this involvement can be intensified in the decision-making processes on the specific places for working on new pieces and on what works of art should be created. The best guarantee of identification of local populations with the pieces is to ensure that it is the population itself that finds the support and conditions to plan, conceptualize and carry out these projects. One of the starting points for the deepening of this involvement can be using the methodology of community groups - already promoted by CML - in which the meeting of councillors and the local population is provided.

In addition to the next planned steps, a possibility to consider is the widening throughout the Municipality the celebration of the cultural diversity of the neighbourhoods. Disseminating the reality, culture and history of neighbourhoods in the public space can be decisive in deconstructing stereotypes in the general population. Practices such as anti-rumour campaigns³⁷ or Human Libraries³⁸ illustrate how this deconstruction can take place and be appreciated by the general population.

Bearing in mind the past success with MISP, the CML may also consider strengthening its current intervention in the field of intercultural mediation, possibly with a strategic articulation with its new PMIM.

³⁵ <https://www.cm-oeiras.pt/pt/melhorespacopubliconobairrodosnavegadores#search=Tags%3Anavegadores>

³⁶ <https://www.if-carnide.pt/para-a-populacao/gestao-participada/projectos/>

³⁷ <https://www.coe.int/en/web/interculturalcities/anti-rumours>

³⁸ <https://www.coe.int/en/web/youth/living-library>



Support for Integration, Coronavirus and Language

The Municipality's main focus on integrating the immigrant population is the work of GAM. The dominant support has to do with procedures for regularization and production of documents, such as *curricula vitae* for access to the job market. The ongoing pandemic crisis that began in February 2020 in Portugal, had a considerable impact on the work to support integration, namely the reduction in the number of calls received by GAM (Sacavém) currently in virtual format, with a maximum of twelve appointments per day. All Parish Councils were visited in order to understand where there was a need to schedule appointments within the scope of GAM. The main challenge reported in supporting integration in 2020 is related to the difficulties of communication and articulation with institutions, in particular with the Foreigners and Borders Service³⁹ which “since the beginning of the pandemic, has failed to provide the desirable answers”. In addition to consultation with the Parish Councils, further research on where to locate support spaces for immigrants should be considered. In particular, this consultation may be extended in direct contact with the immigrant communities directly targeted. The coronavirus led to the creation of mixed multidisciplinary teams - technical staff from the Municipality, Health Centres and Social Security Services - with the objective of visiting communities at particular risk, conducting awareness campaigns, distributing protective equipment and referring them to social support structures. The CML took specific steps to improve the transport network in the neighbourhoods, and schedules were adjusted for the convenience of the population. CML recently saw support approved under the *Fund for Asylum, Migration and Integration*⁴⁰ (FAMI), of the High Commissioner for Migration, for the "Portuguese Language Actions" project of learning Portuguese for foreigners, in complementarity with PMIM and existing responses, as in the framework of the *Portuguese for All Program*⁴¹. In addition to this already foreseen project, the range of languages and dialects to be learned, such as Creoles, Bantus, Forro, Angolar, Tonga, Mancó or Arabic, should be considered. Practices like the *Speak*⁴² project can be inspiring for CML in the process of expanding linguistic knowledge and its intercultural dimension. Another possible measure is to ensure the presence of several languages and dialects in the public information channels of the Municipality, sending a positive message on linguistic diversity.

Intelligence, Competence and Strategic Planning

In its 2019 Intercultural Cities Index, the *Intelligence and Competence* indicator places Loures in a positive light. The high score is due, on the one hand, to CML's efforts to keep information up to date with regard to intercultural issues, whether through projects or direct fieldwork. On the other hand, the Municipality invests in the training of its staff and partners (for example, hospital teams, and technical staff of associations of a social nature) in the context of intercultural projects. The *Social Diagnosis of the Municipality of Loures 2019*⁴³, presents data that allows for a better understanding of the socioeconomic reality of the different Parishes, including the nationalities of the resident population. Training courses for technical staff from partner institutions, including schools, are planned on issues addressed by GAM, such as Social Integration Benefits and other Social Security support. The PMIM, which will articulate with

³⁹ Entity which is responsible for regulating immigration processes in Portugal: <https://www.sef.pt/en/pages/conteudo-detalle.aspx?nID=1>

⁴⁰ <https://www.acm.gov.pt/-/fundo-para-o-asilo-a-migracao-e-a-integracao-fami->

⁴¹ <https://www.acm.gov.pt/pt/-/programa-ppt-portugues-para-todos>

⁴² <https://www.ipleiria.pt/blog/projeto-speak-intercambio-de-linguas-e-culturas/>

⁴³ <https://cm-loures.pt/media/pdf/PDF20190703171611624.pdf>



at least 17 partners⁴⁴ in the council, is the main medium-term political strategy for Loures. The technical team in charge is aware of the challenges of preparing and implementing this Plan, and since October 2020 has been developing a sense of shared responsibility over it, aiming at an effective and participative design and implementation. A minimum of 20 concrete and confluent measures is intended, to be implemented until the end of 2022. The PMIM can also be an important tool in ascertaining and consolidating statistical information, deepening and updating the work of the Social Diagnosis of 2019, for example with regard to data on the Roma community as well as the undocumented population in the Council. The *Observatory of Roma Communities*⁴⁵, integrated in the ACM, may also be an important partner to consider in the PMIM. After some difficulties felt in the internal articulation regarding the intercultural dimension of the different initiatives, a working group for inclusion was created, which articulates all the organic units of the Municipality of Loures related to interculturality. Loures is positioned to maintain a very positive appreciation of its Intelligence and Competence indicator. Therefore, in addition to the programmed training activities, it is important to continuously deepen the conceptual understanding of issues such as "inclusion", "diversity", "intersectionality" or "interculturality", inside and outside the organisation.

Concluding remarks

During the virtual visit of experts from the Council of Europe, the Municipality of Loures' continued commitment to the development of its intercultural policies was demonstrated, in what is the 5th largest Portuguese municipality with the largest number of foreign population with legal resident status, as well as one of the main municipalities that receives refugees in Portugal. The technical commitment of the *Inclusion and Citizenship Unit* is evident in its different aspects, as in the recent Municipal Plan for the Integration of Immigrants 2020-2022 or in the direct support provided by the Office of Support to Migrants (GAM). Loures understands the intercultural potential of its socio-urban context, and demonstrates well how the cultural diversity of its neighbourhoods can be valued, through model initiatives such as community intervention and inclusion through the arts, ensured by initiatives such as the Public Art Gallery and *Loures Arte Pública*. Loures' interest in the continuous development of its policies, combined with a continued desire to learn, presages an auspicious intercultural future for the municipality. Loures is not without its challenges, such as the competition of priorities that arose from the pandemic crisis, the investment in public visibility of its political message, the strengthening of its welcome policies, the strengthening of its community intervention, the recovery of successes of the recent past, the extension of the celebration of diversity in the council, linguistic diversification, increasing knowledge on demographics, or the expansion of its international cooperation, where Reggio Emilia⁴⁶ can be an important source of inspiration. In addition to the suggestions developed throughout the document, it is suggested that, as a follow-up, the results of the visit should be made available, analysed and interpreted, as an immediate memory exercise. The establishment of a time goal for a new response to the questionnaire on the Index of Intercultural Cities may prove an important goal for Loures to re-analyse its developments in the field of intercultural policies.

⁴⁴ Including Parish Councils, the IPTRANS professional school, religious associations, the Sacavém Parish, the Portuguese Refugee Council, cultural associations, local associations, the Loures Centro de Saúde, the Loures Conservatório de Arte and the Loures Job Centre.

⁴⁵ www.obcig.acm.gov.pt

⁴⁶ <https://www.coe.int/en/web/interculturalcities/-/a-city-international-policy>