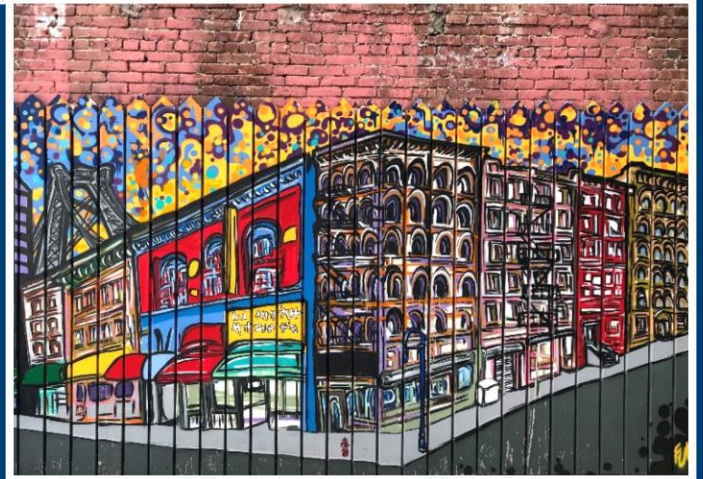




# TENERIFE

## Index results April 2021



Diversity, Equality, Interaction

**BUILDING BRIDGES,  
BREAKING WALLS**



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Tenerife  
INDEX ANALYSIS

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## INTRODUCTION

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.

While this report is being written (January – February 2021) 144 cities embraced the ICC programme and approach, and 117 (including Tenerife) have analysed their intercultural policies using the Intercultural City Index. The respective reports can be found here: <https://www.coe.int/en/web/interculturalcities/index-results-per-city>.

Among these cities, 28 cities (including Tenerife) have more than 500,000 inhabitants and 28 (including Tenerife) have more than 20% of foreign-born residents. This document presents the results of the Intercultural City Index analysis for Tenerife, Spain, in 2021, 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 and to enhance participation. It encourages greater mixing and interaction between diverse groups in the public spaces.

## METHODOLOGY

The Intercultural City Index analysis is based on a questionnaire involving 86 questions (73 of which are mandatory) grouped in 12 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 the following (including the two new indicators in bold):

1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming newcomers	
9. Leadership and citizenship	
10. Anti-discrimination	
<b>11. Participation</b>	
<b>12. Interaction</b>	

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/benchlearning**, to motivate cities to learn from good practice.

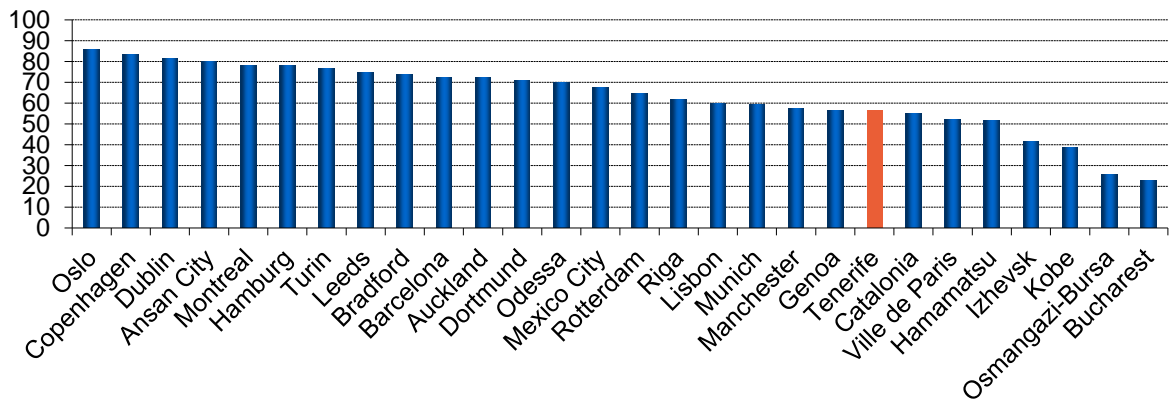
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (below 100,000 inhabitants,

between 100,000 and 200,000, between 200,000 and 500,000 and above 500,000 inhabitants) and the percentage of foreign-born residents (lower than 10 per cent, between 10 and 15 per cent, between 15 and 20 per cent and higher than 20 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

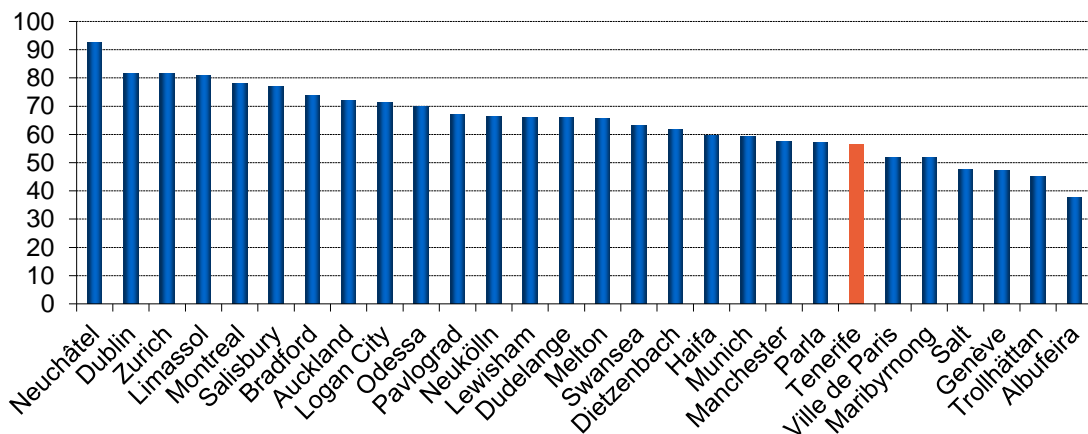
So far 31 cities have used the index containing the new indicators in their evaluations, including Tenerife. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

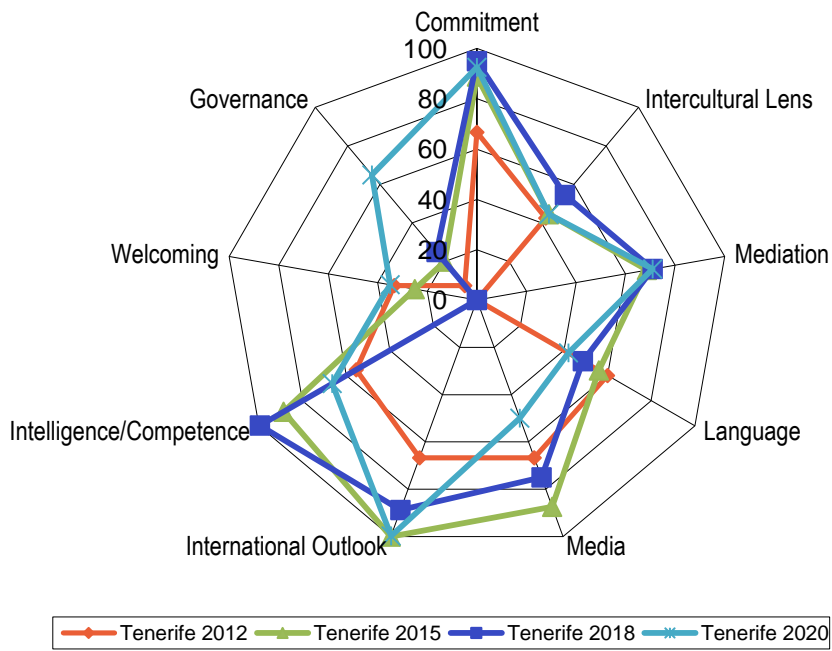
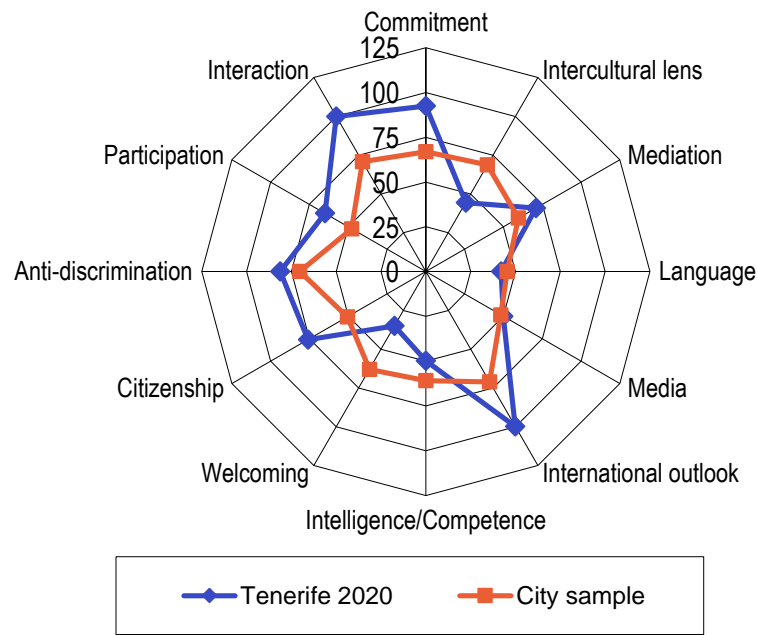
According to the overall index results, Tenerife has an aggregate intercultural city index of 56 (out of 100 possible points). The details of this result will be explained below.

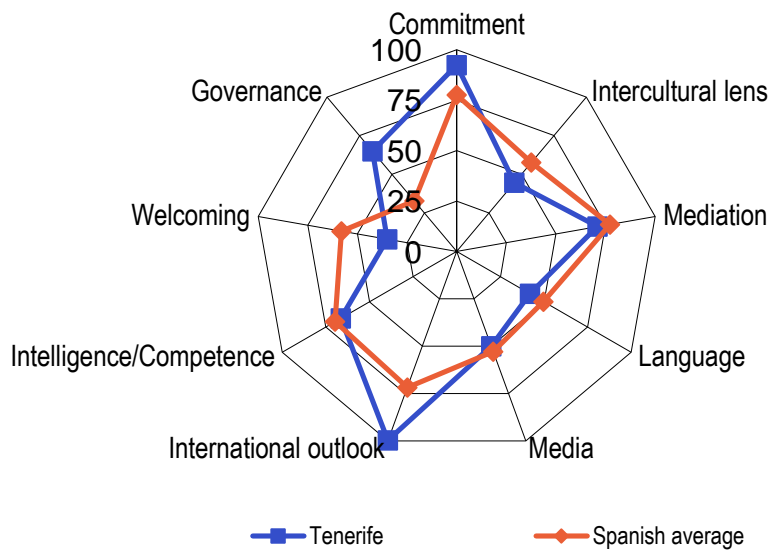
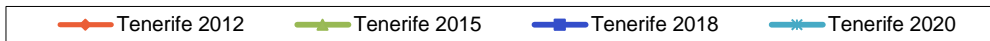
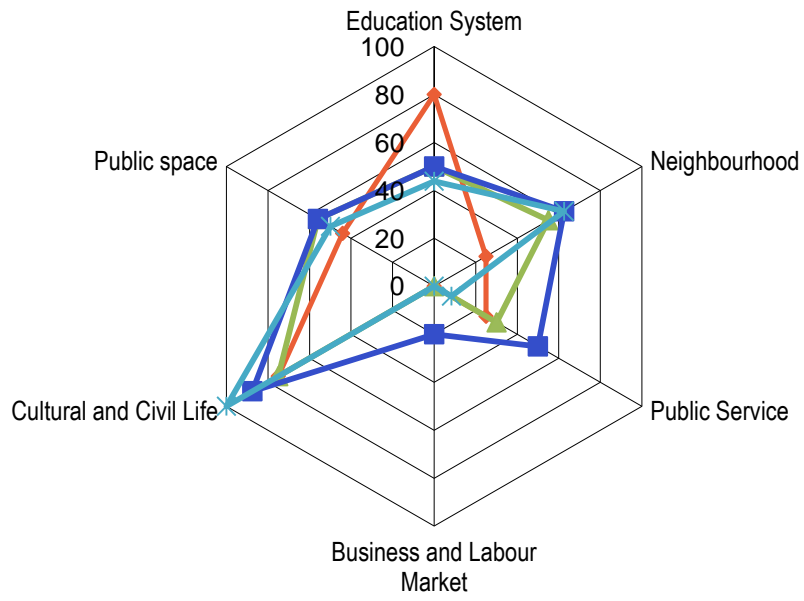
**Intercultural City Index (ICC)  
City sample (inhabitants > 500'000)**



**Intercultural City Index (ICC)  
City sample (non-nationals/foreign borns > 20%)**







## TENERIFE: AN OVERVIEW

Tenerife is the largest and most populous island of the Canary archipelago and the most populous island of Spain, with 928,604 inhabitants (2020). Santa Cruz de Tenerife is the island's capital with 209,194 inhabitants and, together with Las Palmas are the co-capitals of the Canary Islands' autonomous community. The island, itself part of a Spanish province named Santa Cruz de Tenerife, is divided administratively into 31 municipalities and eight counties (although they do not have official recognition).

The island has experienced an extraordinary intensification and diversification of its migration flows in the last two decades. Currently, around a fifth of the population is foreign-born (198,014 persons in 2019, 21,57%), and 13,69% are foreigners (125,717 residents). This is similar to the figure of foreigners within the Canary Islands (12,86% of the total population).

In Tenerife, more than half of foreigners come from the EU and EFTA. The two most numerous communities of foreign origin in recent times are those from Venezuela (48,236 inhabitants) and Italy (20,365), with a total of 68,601 inhabitants in 2019, representing around one third of the population with foreign origin settled in Tenerife. The next three countries of origin, according to the number of residents, are two European countries of traditional settlement which have recently lost weight in the total the United Kingdom (12,455) and Germany (9,567), and Cuba (19,395), whose presence has been maintained over time and whose numbers have increased in recent years.

The upturn in immigration in Tenerife in recent years has brought some new developments with respect to previous periods, such as the intensification of arrivals of Venezuelans, Cubans and Italians, as opposed to the reduction of traditional flows such as German and British. The greater impact of employment motivations, as opposed to residential ones, reinforces the settlement of new inhabitants in the southern fringe of the island, particularly in the south-western part of it. This also influences the diversification of the resident population and the formation of more localities with a greater multicultural component.

The refugee "crisis" also had an impact on Tenerife, with an exponential increase in applications for international protection. According to data from the Ministry of the Interior, which only collects applications for the province of Santa Cruz de Tenerife, in 2014, there were 15 applications, while in 2019 the figure rose to 1,749.

There is no data on irregularly residing migrants except for people in an irregular situation arriving via the coast (which in 2019 accounted for 10% of total arrivals). This means that there is no information regarding people in an irregular administrative situation residing in the territory and who arrived through other routes and remained in the territory after three months (i.e. airports), or those who continue their migratory process towards the mainland or other European countries.

During 2020 and currently in 2021, Spain is once again the EU's main gateway for irregular immigration. As was the case in 2018, arrivals to Spanish shores have exceeded those recorded in the rest of the Mediterranean countries, this time due to the reactivation of the route to the Canary Islands, the most lethal to reach Europe. The balance of 2020 represents an approximate 30% growth in irregular arrivals compared to 2019. More migrants arrived in the first two weeks of November 2020 (5,275) than in the last four years combined.

Several factors drive the flow of arrivals, notably restrictions on other routes to Europe via Morocco and Libya, the economic hit of coronavirus, conflict and improved sailing conditions.

The presence of migrants on the archipelago is at present causing issues with locals who are trying to recover from a tourism season devastated by coronavirus.

"Cabildo de Tenerife (Island Council of Tenerife) is the governing body of the island of Tenerife, which includes 31 municipalities. The Island Council has a series of well-defined competencies, which in certain cases do not coincide with those developed by the municipalities, the core of the ICC Index. In some cases, this specificity makes the comparison with municipalities difficult because the Cabildo does not always have direct competences on public services provisions. Nevertheless, the Cabildo impulses and coordinates the

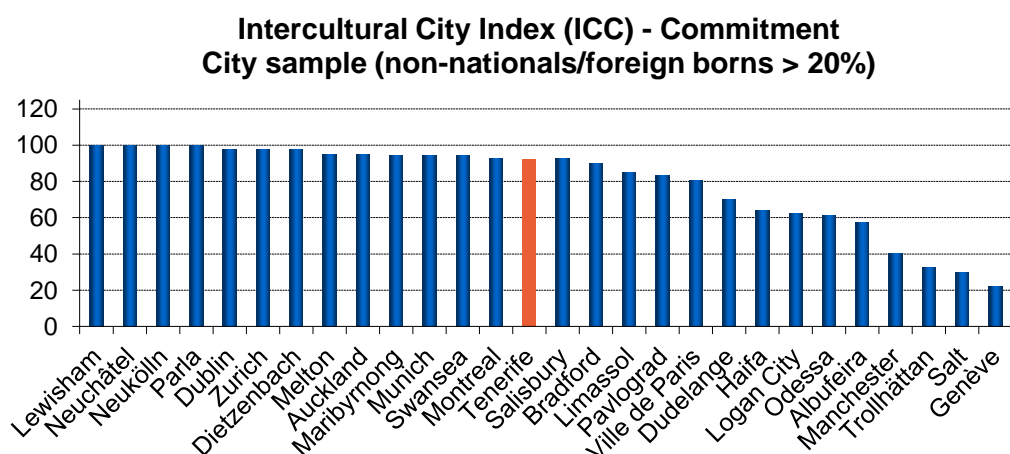
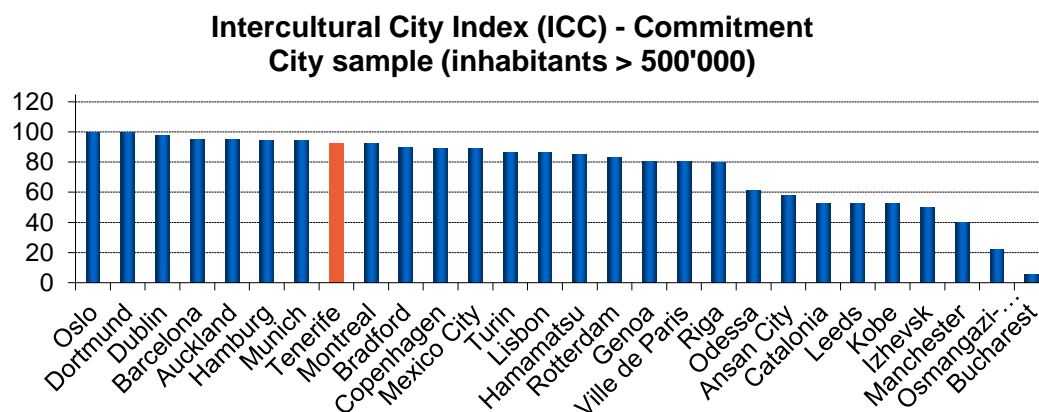


collaborative work with the municipalities via the political strategy "Tenerife vive Diversidad" (Tenerife lives Diversity)."

## COMMITMENT

For intercultural inclusion to occur, city authorities need to send out a clear and well-publicised message emphasising their commitment to intercultural principles, i.e. diversity, equality and interaction. Ideally, a majority of elected officials and senior policy officers will have a clear understanding of these core principles and their implications for policy-making. City authorities also need to initiate an institutional process to translate the principles of interculturality into concrete policies and actions. Most importantly, an intercultural city actively seeks to include residents of all nationalities, origins, languages, religions/beliefs, sexual orientations and age groups in the policy-making process. The authorities also highlight and nurture any intercultural practices that may already exist in the city.

Tenerife's score in the field of Commitment is 93, considerably higher than the city sample result of 67. The city shows a steady progression in this field, increasing from 67 in the 2012 Index.



Tenerife has participated in the Intercultural Cities programme and the Spanish Intercultural Cities Network since 2012, formalising its commitment in 2017.

In June 2014, the 'Institutional Commitment for Social Cohesion and Intercultural Coexistence in Tenerife' was approved in the Plenary Session of the Cabildo of Tenerife, with the unanimous support of all the political forces represented.

The interest in understanding the new socio-demographic reality of Tenerife and the influence of migratory flows on it crystallised in the Cabildo of Tenerife in 2001 with the promotion of the **Tenerife Immigration Observatory** (OBITen) in collaboration with the University of La Laguna, and subsequently extended to direct intervention in 2009, through the initiative **Juntos en la misma dirección** (Together in the same direction), which promoted its first Strategic Plan in 2015. This Plan has guided the work over the last three years, assessing, right from the start of its implementation, the need to create a much broader and more ambitious strategic framework.

Tenerife Lives Diversity, therefore, arises from this concern and also from the conviction that sufficient maturity has been acquired to formulate a proposal for a Strategic Framework for Intercultural Coexistence to the Plenary

of the Cabildo of Tenerife. As a result, in February 2019, **'Tenerife vive Diversidad'** ('Tenerife Lives Diversity') was unanimously approved, which clearly defines the aspirations and path to follow so that the 31 municipalities of the island can carry out local management of diversity, accompanied by the island institution.

The action plan is materialised through *Juntos en la misma dirección*, which annually renews, updates and adapts its objectives to the challenges. This programme has 9 working groups dedicated to different themes, target groups and territories, which are organised around their own action plan, with its objectives, activities, calendar and evaluation.

In regard to the evaluation of the Action Plans, there is a continuous and shared evaluation process followed up by the Steering Committee and verified in the different sessions of the **Roundtables for Intercultural Coexistence** in Tenerife, of which thirteen editions have been held since 2009. In turn, each of the working groups linked to the project includes in its action plan an evaluation phase of the specific strategy that each of them has defined and implemented.

Finally, it should be noted that this is the fourth time that the Cabildo of Tenerife has requested Council of Europe's evaluation of its policies through this Index.

As for the governance, the Department of Employment, Socio-economic Development and External Action and the Technical Service for Socio-economic Development and Trade coordinates and supervises the Tenerife Lives Diversity Strategic Framework's application Immigration Observatory and *Juntos en la misma dirección*. In addition, the Cabildo has created an **Interdepartmental Commission to address issues related to the island's cultural diversity management policies**.

The Strategy can be found in the Cabildo website, although not in a very easy way, and on the website of *Juntos en la misma dirección*. Communication through social media targeting the wider public is also very active.

### Suggestions

Despite the general consensus on the intercultural approach that has been demonstrated throughout the different unanimous approvals of declarations and strategies, government declarations reinforcing the commitment to be an Intercultural City are still scarce. In this sense, some steps should be taken to construct and consolidate an intercultural city narrative. For instance, by strengthening the joint work with the City Council's Communication area to incorporate the intercultural perspective (i.e. including the area in the Interdepartmental Commission) and the joint work with the Cabildo (Governance area).

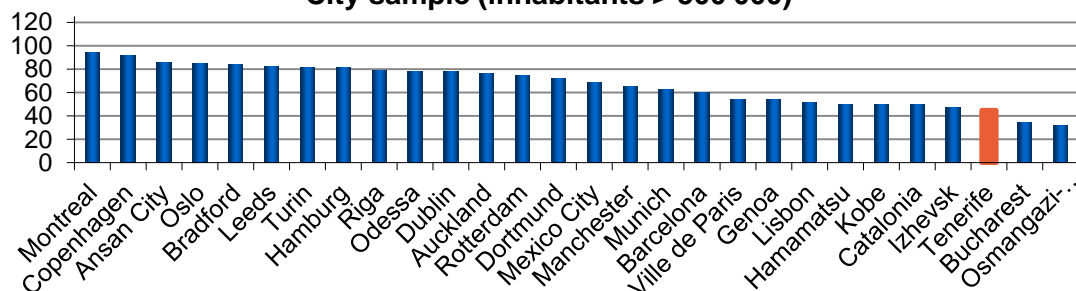
In regard to the monitoring and evaluation of the Strategy, it is stated that one of the initial tasks would be to define a monitoring strategy and to work on the formulation of indicators that will allow for the indicators to assess progress in a coherent manner. It will be recommended to produce at least one report (managed by the Strategic Framework Monitoring Group) every two or three years on the achievements of the Strategy.

### **THE CITY THROUGH AN INTERCULTURAL LENS**

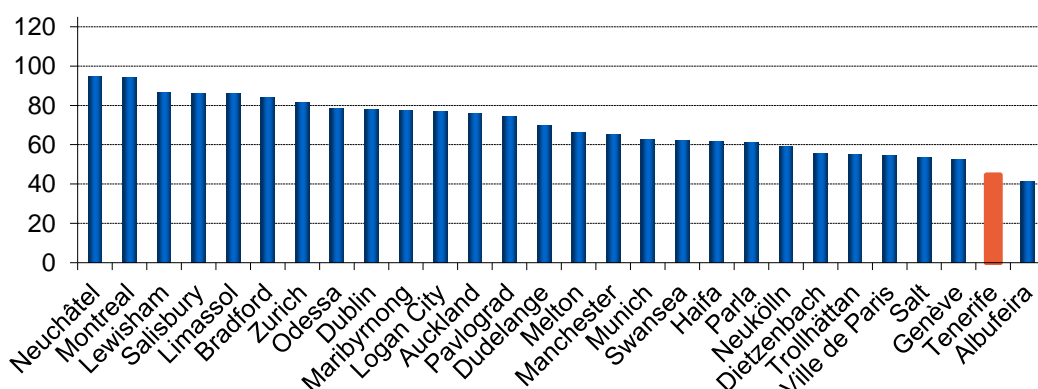
*Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore be re-conceived and re-configured in order to assure they provide adequate service to all residents regardless of their nationalities, origins, languages, religions/beliefs, sexual orientation and age group. This is most notably the case for policies concerning education, neighbourhoods, public services, business and the labour market, cultural and social life, and public space.*

The overall rate of achievement of the urban policies of Tenerife, assessed as a whole through an "intercultural lens", is lower to that of the average city: 45% against 69%. This figure shows almost no variation since the 2012 index (43%) with the exception of the 2018 score of 54%, something that may be related to the fact that the authorities concentrated their efforts into defining the strategic framework of intervention, as well as addressing areas that were previously scored as nulls.

**Intercultural City Index (ICC) - Intercultural lens**  
**City sample (inhabitants > 500'000)**



**Intercultural City Index (ICC) - Intercultural lens**  
**City sample (non-nationals/foreign borns > 20%)**

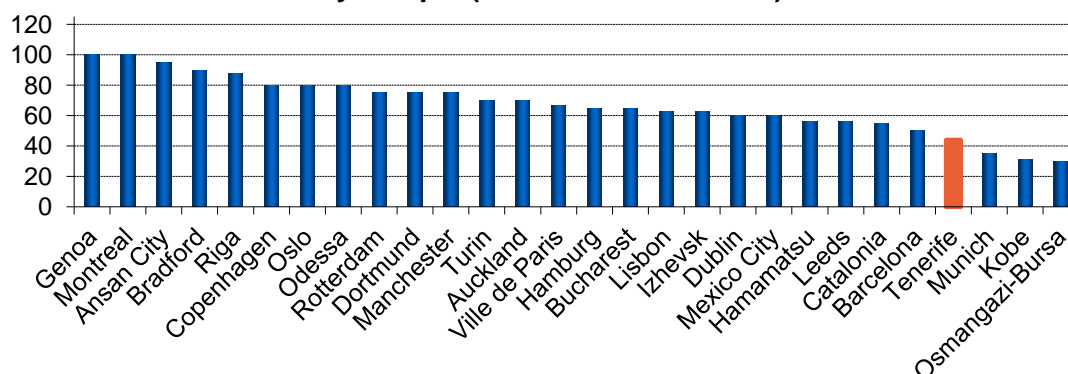


## EDUCATION

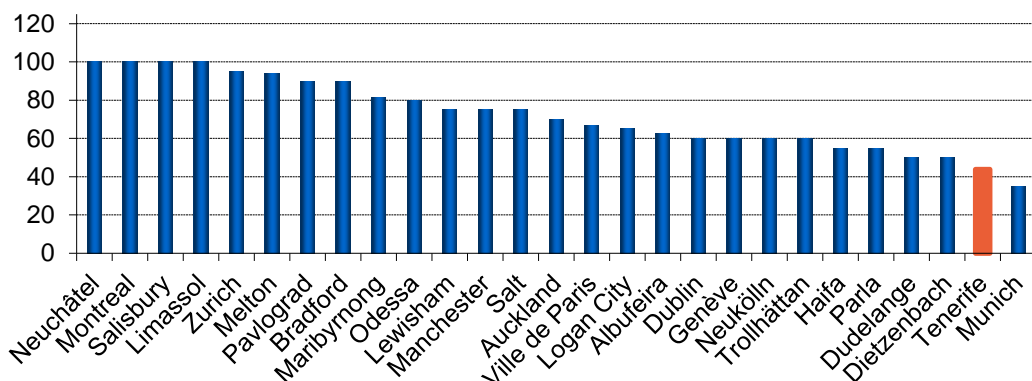
Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily at the national or regional level, local schools can look at alternative and innovative ways of providing opportunities for children of different cultures to build trust and mutual respect, and create thereby favourable learning conditions for all pupils, irrespective of their nationalities, origins, languages, sexual orientation or gender identity, religions/beliefs. From the intercultural perspective, cultural and other diversities, including multilingualism are treated as positive opportunities and are nurtured accordingly. Intercultural schools also consider parents of pupils with migrant/minority backgrounds on an equal basis as other parents. They take steps to ensure that all parents overcome any reluctance they may have in engaging with the school and give them in this way the possibility of playing the educational role usually expected from parents.

Tenerife's score in the field of education is 44, considerably lower than the city sample result of 75 and the lowest score since its first ICC Index conducted in 2012.

**Intercultural City Index (ICC) - Education system**  
**City sample (inhabitants > 500'000)**



### Intercultural City Index (ICC) - Education system City sample (non-nationals/foreign borns > 20%)



Schools carry out intercultural projects and activities, providing innovative ways for children of different cultures to interact with each other. However, most of these actions are organised during a brief period of time and cannot be considered 'projects'. Of course, there are exceptions, and some schools are more committed and develop intercultural projects with a medium – long-term perspective. They should serve as inspiration for a more global approach to that area.

In addition, schools have **Solidarity Committees**, which usually organise a **Cultural Week** during the academic year. Through different themes and perspectives, these cultural weeks address issues related to the enhancement of the cultural diversity that exists in the educational centres themselves. To highlight one, the **Echeyde educational centre** has celebrated the **V Intercultural Day** in the 2018-2019 academic year.

The Cabildo itself, through *Juntos en la misma dirección* carries out numerous intercultural awareness-raising workshops to combat prejudices and stereotypes in primary, secondary and vocational training educational centres. In addition, it has set up an agreement with Africa House (Casa África) through which the institution organises the event 'Teaching Africa' and in which different schools in Tenerife took part.

When it comes to the integration and participation of parents from diverse backgrounds in school life, only very few schools make efforts towards this purpose, although this issue is getting more and more importance. Some examples are:

- **Family World**, a day of family coexistence focus on cultural diversity (CEIP Chayofa, Arona)
- **'Yo soy Taco'**, an open summer school within the Intercultural Community Intervention project. It addresses the direct involvement of the families of the children who participate in it.
- **'Enraizados'** project offers workshops for early education on consumption and health, aimed at the families of pupils in public nursery schools. The aim is to provide parents with information, skills and tools to enable them to make informed and autonomous decisions in their daily lives about lifestyles, responsible consumption and healthy habits, with a direct impact on their children. It covers population segments such as residents of foreign origin.

Despite the lack of specific policies tackling school segregation at local or regional level – where the competence lays- the Cabildo of Tenerife has been engaged in a project that aims to combat school drop-out ['*Quédate*' (Stay)] by engaging mediators and families.

#### Recommendations

The municipality could lead more intercultural projects targeting educational centres. For example, by involving the families, so as **Donostia - San Sebastián** (Spain) does through its project **Ongi Etorri Eskolara** (Welcome to School). One of this project's objectives is to engage local families into the inclusion of families from other countries, starting from the school community, and raising awareness among all school agents about the advantages of cultural diversity. The programme consists of appointing (volunteering) mentor families to help newcomer families

be part of the local community. Usually, families have children in the same classrooms so that the two-year programme of support can include both scholar and extra-scholar/social activities. The programme impacts professors, classes, students and parents while raising awareness about the diversity advantage for the overall population.

The Cabildo, through *Juntos en la misma dirección* or the Antirumours Strategy could also set up a Network of Centres working on this field. An example that could serve as inspiration is the Network ‘**Apuja el Tó**’ lead by the **Valencia** City Council (Spain). The network is developed in collaboration with five NGOs and 33 educational centres of preschool, primary school, education and vocational training cycles. The aim is to commit the city's educational centres to actively participate in the fight against racist and xenophobic attitudes and in favour of intercultural coexistence. The Network offers support and guidance in situations of discrimination; activities and workshops on the prevention of racism and xenophobia and the promotion of intercultural coexistence, capacity building for the educational community, Parents’ Associations and the centre's mediation agents.

The tool developed by Antirumours Global ‘An Antirumours Guide to the Educational field’ could serve as an inspiration on how to approach educational centres in the field of promoting critical thinking, empathy and raising awareness on prejudices and stereotypes. It includes a vast number of good practices.

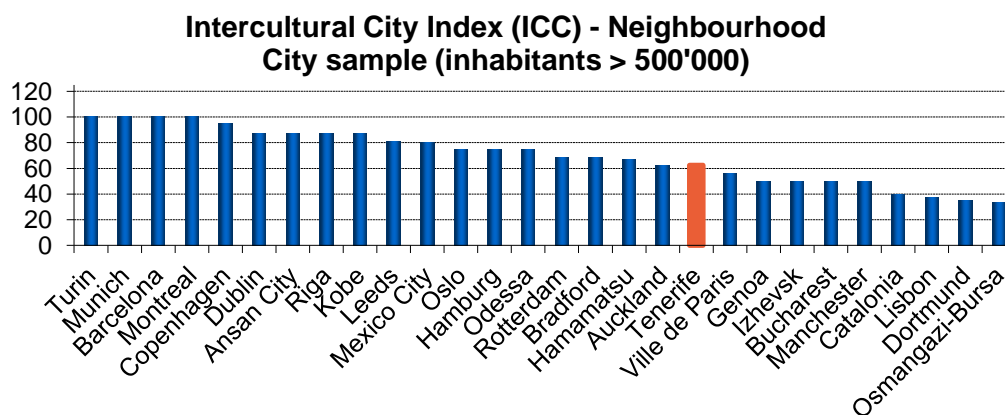
Last, a recommendation would go in the line of reinforcing the cooperation with the Education and youth department to organise joint and aligned interventions and design policies or programmes to combat school segregation. School segregation generates profoundly unequal teaching and learning contexts that translate into an equally unequal distribution of the risks of early school drop-out among schools in the same territory. In this sense, it is the responsibility of local governments - together with the support and complicity of regional administrations - to ensure a balanced distribution of students among all schools in the same territory and guarantee the 'protection' of those who concentrate most social complexity.

A good document in this respect has been produced by the *Consorci d'Educació de Barcelona* (Barcelona Education Consortium) ‘A shock plan against segregation, for equal opportunities and educational success’.

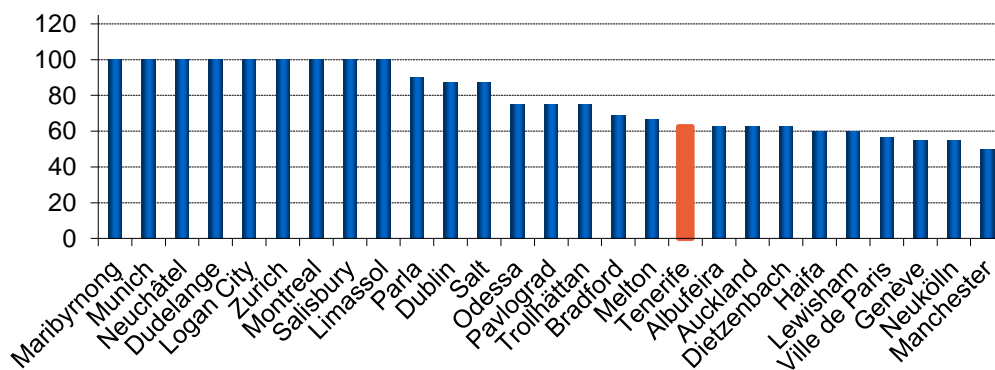
## NEIGHBOURHOODS

*Within a city, districts, neighbourhoods, or other territorial sub-units, can be more or less culturally/ethnically diverse. People are indeed free to move and settle in the neighbourhood of their choice. To be intercultural, a city does not require a ‘perfect’ statistical mix of people in all neighbourhoods. It will however make sure that ethnic concentration in a neighbourhood does not convert into socio-cultural segregation, and does not act as a barrier to the inward and outward flow of people, ideas and opportunities. In particular, the intercultural city ensures the same quality of public service delivery in all the neighbourhoods and plans public space, infrastructures, social, cultural and sport activities to encourage intercultural and socio-economic mixing and interaction.*

Tenerife’s score in the field of neighbourhoods is 63, slightly lower than the city sample result of 79. Improvement in this area is considerable, as the score in 2012 was of 25 points.



### Intercultural City Index (ICC) - Neighbourhood City sample (non-nationals/foreign borns > 20%)



Tenerife lives Diversity includes actions to promote connection, dialogue and interaction between the population of different neighbourhoods and municipalities: *“The promotion of a culture of intercultural coexistence in Tenerife cannot be achieved without the participation of the whole of society, weaving initiatives from which relationships, interactions, dialectic and fluid communication are possible and enriching”.*

**Intercultural intervention projects** are held in the different municipalities and neighbourhoods. The following should be highlighted:

- In Taco, there are community encounters (Participando ‘Taco para Todxs’) and an Intercultural Community Intervention project (ICI) ‘Yo soy Taco’. The annual *ConVive Taco* Citizen Action, which involves the 13 neighbourhoods of Taco (high cultural diversity among its residents), is part of their programme.
- *Juntos en la misma dirección* organises actions in public spaces of different areas and neighbourhoods of the island bringing the opportunity to participate and interact to the whole of Tenerife society. Some examples are the Open Space Intercultural, *Comida de Confraternización*, *Mesa Insular para la Convivencia Intercultural en Tenerife*. In addition, *Juntos en la misma dirección* is made of territorial groups such as Taco and El Fraile and many of the interventions are promoted by these groups. Only in 2019, 148 actions were held with the participation of more than 3,000 people.
- The local celebration of popular festivals originating from other cultures, such as the holi or festival of colours, in the municipality of Adeje.

Tenerife is a diverse island, as its neighbourhoods and municipalities are. If we do take into consideration the residents’ origin, which is only one of the variables defining diversity, we could see how some municipalities have a higher concentration. Specifically, three out of the eight municipalities have more than 50% of foreign residents (Adeje, Los Cristiano sans San Miguel de Abona). The island does not have a particular policy or plan to avoid concentration or segregation.

#### Suggestions

Many initiatives can be implemented to bring people together, it is important to ensure that all generations, cultures and genders are equally involved in the integration process. The **Mescla’t** (Mix It Up) initiative in **Sabadell** (Spain) could serve as inspiration. It is a one-day festivity to celebrate the city’s diversity, fostering social inclusion and human rights. The programme includes different activities in the public space: concerts, traditional music, various workshops, seminars, photo exhibitions, etc. Although it is led by the City Council, it is designed and developed with the organisations which are part of the different commissions of the Civil Rights and Gender Department. “Mescla’t” is a unique opportunity to gather organisations and people with a committed programme with the rights of all the citizens and the equality in the public space. It is, then, a space where the City Council and the third sector organisations work together and raise awareness for equality respecting all differences. The impact of the action undergoes an evaluation process by the organisation commission and the city council professionals.

One of the factors influencing segregation processes is gentrification or the access to affordable housing. In this regard, **the ICC study on gentrification** offers a range of strategies and examples of how to create inclusive public space, manage positively socio-cultural mixing, nurture sense of belonging and encourage diverse businesses to thrive. A summary of the study is also available in [Spanish](#). It includes case studies on diverse housing, stakeholder partnership, inclusive public space and policy and regulation. This is an area the Cabildo might want to explore in order to mainstream the intercultural approach with other areas such as urban development.

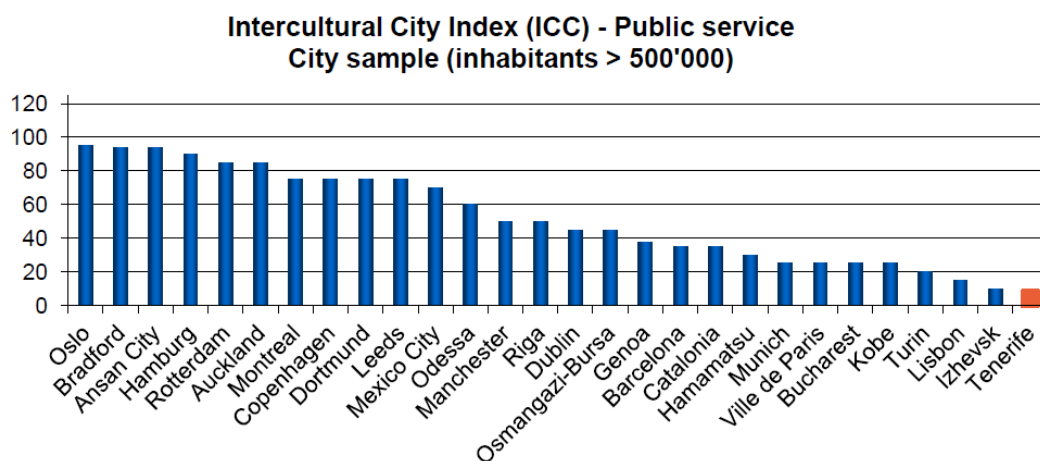
In **Zurich** (Switzerland), the city has a policy to increase the diversity of residents in the neighborhoods and avoid ethnic concentration. The City Council **housing programme** aims, among other things, at a good social mixing within the city. Most of the city population lives in rented apartments. Twenty-five percent of these apartments are owned by the city government of Zurich or by non-commercial housing associations. The city as well as the housing associations have adopted a rent policy, which considers the cultural mixing within the neighbourhood. Moreover, Zurich's policy on socially acceptable inner development looks at future building sites and seeks to create societal cohesion and cultural mixing. The city encourages actions where residents of one neighborhood meet and interact with residents with different migrant/minority backgrounds from other neighborhoods. Generally, the Integration Policy, the housing programme, and the social culture strategy (Soziokultur) include useful guidelines. More specifically, Zurich can also sometimes finance projects that promote an improved cohabitation of 'locals' and 'foreigners'.

**Montréal** (Canada) has a number of policies aimed at managing gentrification and promoting social interaction; **'Gentrification: Beyond Housing'**; the **'Mixed Metropolis: Promoting Access to Suitable Housing for All Bye-Law'**; and the social development action plan **"Rassembler Montréal"** with strategies for promoting inclusive development and tackling poverty. The **Special Planning Programme** (SPP) is a detailed plan of Lachine-East, a former Montreal industrial area, a vast territory to be developed to set future goals for the area and describes how they can be reached through new urban planning bye-laws, improved public amenities, and programs and policies. To prepare for the transformation of the entire area, major infrastructure work will be required. To prevent development that strictly meets the needs of real estate developers, the City of Montreal has placed the citizens and community of the Lachine borough at the heart of the development. The City of Montreal launched the Shared Project Office for the redevelopment of the Lachine-East sector.

## PUBLIC SERVICES

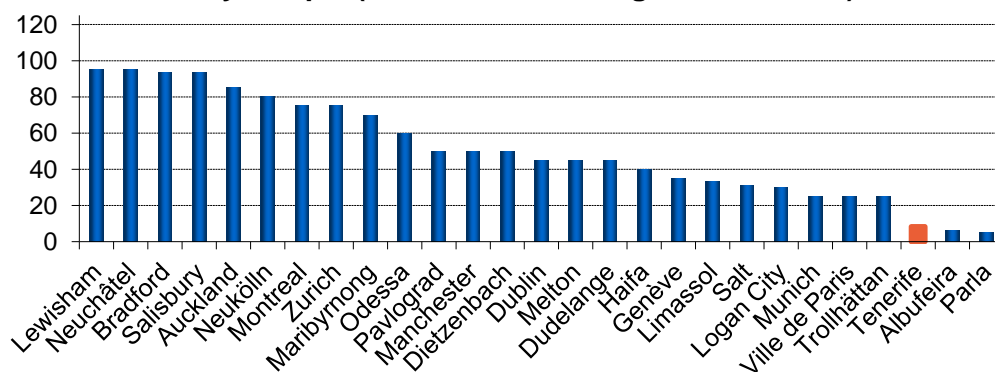
*As their very name implies, public services work for the benefit of the public as a whole. If the population is diverse, public services will be more efficient in delivering adequate benefits and information if city officers, at all levels of seniority, are as diverse as the population in general. This requires much more than simply ensuring equal opportunities to access public service employment. When taking action to encourage a diverse municipal workforce, an intercultural city acknowledges that a 'one size fits all' approach to public services and actions does not guarantee equal access to public benefits. The city also recognises that residents with migrant/minority backgrounds should never be treated as passive consumers of public benefits but can contribute actively by suggesting new ideas and innovative solutions to public problems.*

Tenerife's score in the field of public services is 8, considerably lower than the city sample result of 50, showing that this is an area with considerable room for improvement. The score has never been that low: in 2012 it was of 25, in 2015, 30 and in 2018, 50.





### Intercultural City Index (ICC) - Public service City sample (non-nationals/foreign borns > 20%)



There is no data regarding the origin or socio-cultural background of public officers and there is no public policy to improve or guarantee the diversity in the administration labour force nor in the private sector. The Cabildo considers that there is no need to design a plan to guarantee the diversity in the labour force as anti-discrimination laws will be sufficient.

The Cabildo takes into consideration the migrant backgrounds and the minority groups in order to provide its services. It does so by offering the possibility of celebrating Muslim and Indian burial ceremonies. Likewise, school menus have been adapted in various educational centres. Although these services are not under the competence of the Cabildo de Tenerife, it does support these initiatives by at least making them visible, as in the case of the CEIP San Luis Gonzaga de Taco, which has an intercultural menu.

#### Recommendations

Despite the lack of data, we could confirm that the public employees do not reflect the composition of its population. In addition, there is no plan to ensure it, mainly because the Spanish regulations difficult the hiring of non-national residents. However, there is room for improving the mirroring of the island diversity in both public and private sector.

First, one way of encouraging the incorporation of more diversity in Tenerife external contracting would be to include certain social clauses in the administrative technical specifications related to it. By drawing up technical specifications and criteria for assessing bids, it is possible to encourage contractors to incorporate diverse professionals.

As for the public sector, the city of **Ghent** (Belgium) has recently approved a **Strategic framework for a diverse and inclusive human resources policy 2021-2025**. It includes the preparation of action plans by departments, the elimination of entry barriers, actions stimulating the interest of potential candidates, the awareness raising and communication on discrimination and stereotypes in the workplace and the development of indicators and gathering data. The Cabildo might not be able to change the legislation, but several actions could be adopted to promote diversity, as raising awareness about vacancies in specific associations working with migrants or ethnic minorities or by launching internships for trainees with a minority or migrant background.

The city of **Bergen** (Germany) was concerned to learn the findings of a survey which revealed that the ethnic background of public employees only reflected the composition of the city's population at the lower echelons. The city council passed an action plan called **The Future Workplace** which aimed to tackle this issue, paying special attention to the role of the municipality of Bergen as employer for minorities. Non-nationals are now encouraged to seek employment in the local public administration, and the city encourages intercultural mixing and competences in private sector enterprises. Different initiatives are promoted in this field, such economic support to the project 'Global Future', led by the Confederation of Norwegian Enterprises, and co-partnership in the annual International Career Fair with the Bergen Chamber of Commerce and Industry.

Similarly, to ensure diversity in the public services offered, **Montreal** (Canada) has implemented a **diversity policy in recruitment**. Further policies have been made to ensure that all residents, irrespective of status, can access the municipal services and an event for inclusion in the workplace.

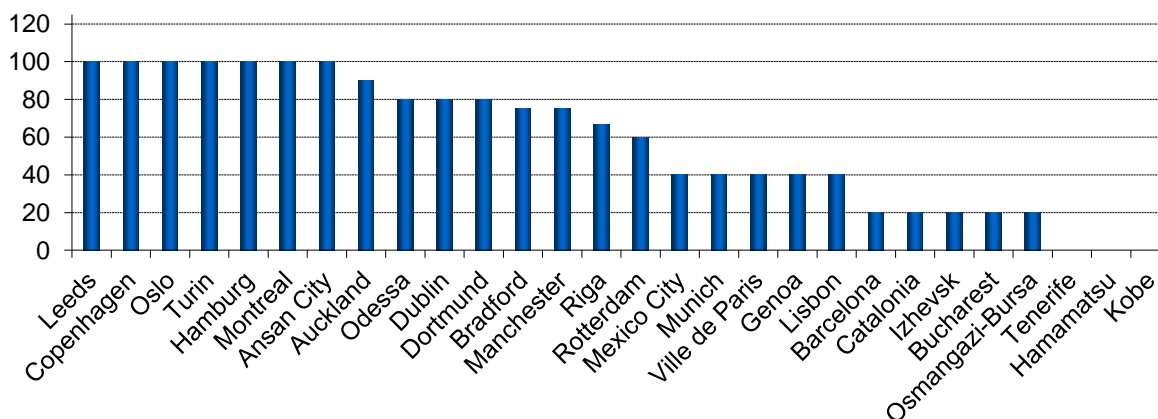
Last, and in relation to efficient public services, the Cabildo could explore the adaptation of local facilities such as Libraries. In **Barcelona** (Spain), for instance, Libraries have done a great deal to include the intercultural perspective in their daily activities. For example, they organise reading clubs and have specialised collections around themes related to diversity and have a collection of books in the main languages of origin of Barcelona residents. There is a welcome document in 20 languages in all Libraries, they are also committed to reinforcing joint actions with public schools and Library staff has also received training in intercultural and antirumours. In addition, Libraries participate in the project '**In summer Barcelona welcomes you**' aimed at children and young people who have arrived in Barcelona after family reunification. Due to the period of arrival in the city of the participants in this programme, they have not yet been enrolled in school and therefore have not had access to an organised social network that welcomes them and they do not know the city and its leisure and cultural spaces. *Bibliotecas de Barcelona* participates by offering the libraries as a venue for the daily meetings during the summer months, providing resources to help new users get to know the city, and in the design of some of the activities.

### **BUSINESS AND THE LABOUR MARKET**

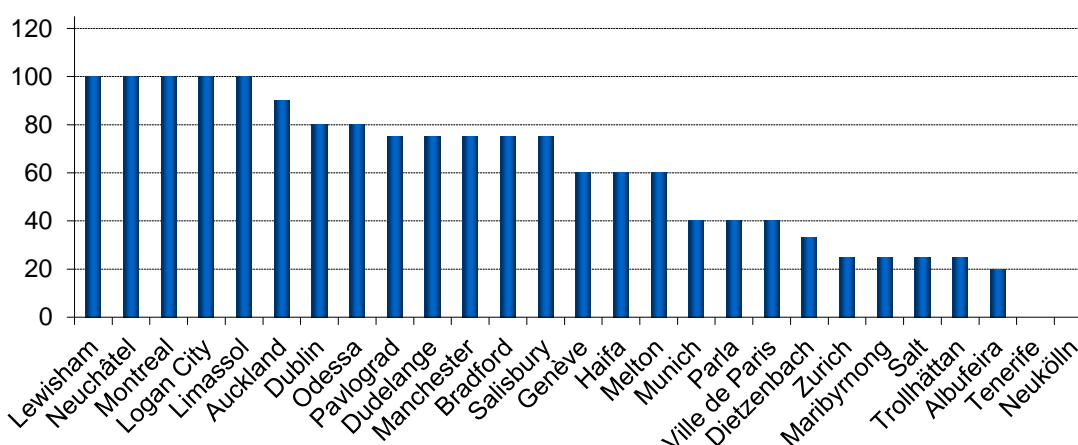
*Access to the public sector labour markets is often restricted by national or regional legislation. When this is the case, the private sector may provide an easier route for people with migrant or diverse backgrounds to engage in economic activity. As a result, private companies and activities tend to offer much more diverse working environments than the public sector. Research has also proved that it is cultural diversity in private companies, and not homogeneity, which fosters creativity and innovation. By constantly highlighting the diversity advantage in business, and partnering with their chambers of commerce and entrepreneurs, cities can influence how diversity is perceived in the private sector in such diverse sectors as shops, clubs, restaurants, industry, technical services and science.*

Tenerife's score in the field of business and the labour market is 0, reflecting not only the work that has to be done in this area, but the lack of improvement since 2012.

**Intercultural City Index (ICC) - Business and labour market**  
**City sample (inhabitants > 500'000)**



## Intercultural City Index (ICC) - Business and labour market City sample (non-nationals/foreign borns > 20%)



Tenerife needs a greater commitment in this area. First, the Cabildo does not count on a local or regional business organisation promoting diversity and non-discrimination in the labour market. In addition, the Cabildo does not support entrepreneurs with a migrant or ethnic background.

Second, Tenerife does not have a policy to boost socially responsible strategic public contracting in the Cabildo's contracting activity.

### Recommendations

Tenerife should take different steps towards the creation of a public business organisation. Alternatively, it could provide support to facilitate the integration in the labour market of some vulnerable profiles and cooperate with the Regional Government to this end. Inspiration could be taken, for instance, from **Bilbao Ekintza**, a public business organisation created by the **Bilbao** City Council (Spain) to develop municipal competencies on economic promotion, employment plans, training, occupation and integration of unemployed people in a direct and decentralised way. It supports different organisations that develop projects aimed at facilitating the integration in the labour market of neighbours with a migrant background or newcomers, through training, literacy, employment guidance and mediation with companies, etc. That is the case also of the **Ojala Programme** (Itaka-Escolapios Foundation), the **Otxarkoaga Professional School** and the **Peñascal Foundation programmes**. In addition, Bilbao cooperates with the Basque Government's employment service and training centres in the framework of "Singular Plans", a programme for the inclusion in the labour market of unemployed people or people with vulnerabilities.

In addition, understanding the gaps and challenges in the development of migrant entrepreneurship and labour integration should be the first step, and this matter could be explored by OBITEN. Also, cooperation with the Area of Employment, Socioeconomic Development and External Action must be strengthened. In **Barcelona** (Spain), for instance, the **Proxim Programme** (BCN Activa) is a socio-occupational insertion programme for people in an irregular administrative situation that can be regularised. This system offers legal support and to improve professional skills, and is open to all people, regardless of their administrative situation. The programme has promoted a model and a circuit of care articulated at the level of municipal services. In addition, cross-cutting and tailor-made employment plans have also been designed and promoted for targeted groups of unemployed people with specific needs (eg. youth, Roma people): the **Plan for the Promotion of Quality Youth Employment 2016-2020** or the **Local Strategy with the Roma Population**. The **Acceder programme**, which is implemented through an agreement with the Fundación Secretariado Gitano, is aimed at the social and labour integration of Roma people.

Also, publicly recognising the role of migrants as entrepreneurs and highlighting their contribution to the local economy is an important action that could take part on different awareness raising campaign or even through the Antirumours Strategy.

Some international experiences can serve as inspiration: the **Amadora Emprede**, (Portugal) or the **OXLO Business Charter** (Norway), a forum and network for collaboration of the city and the business community, in which migrants are understood as a valuable resource for business opportunities and economic growth. Private actors are taught about intercultural recruitment, diversity management and an inclusive work environment.

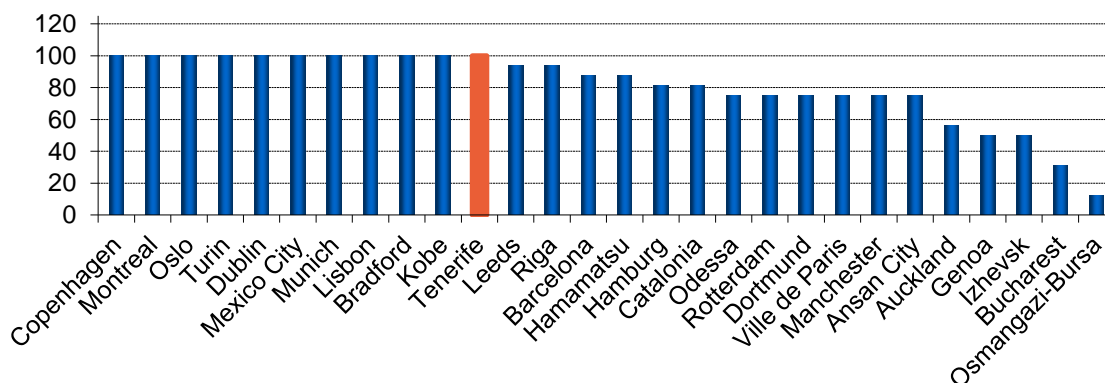
Despite legislation, many cities have local decisions related to the procurement of goods and services to favour companies with an intercultural strategy that include criteria for promoting social and labour insertion (hiring people with disabilities, subcontracting social insertion companies and/or special social initiative employment centres, improving the employability of people who have barriers to accessing the labour market). This is another step that the Tenerife authorities may wish to take.

## CULTURAL AND SOCIAL LIFE

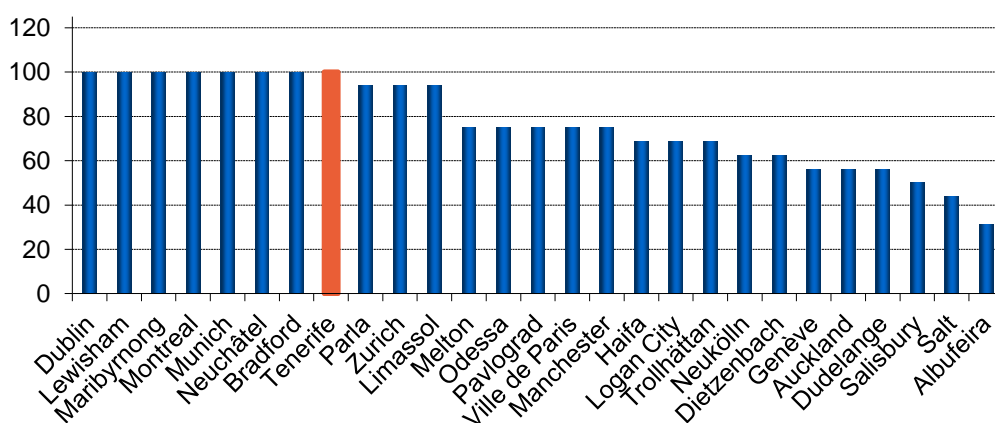
Whereas people living in a city may have different migrant/minority or other backgrounds, they very often share the same interests and satisfaction when engaging in leisure activities, especially in the fields of arts, culture and sports. Such activities are sometimes structured along ethnic lines. That is quite understandable when they aim to preserve folklore traditions or the language and history of countries of origin. What is problematic is when cross-cultural leisure activities are organised along ethnic lines, for example when a football team only accepts players from one ethnic group. The intercultural city can encourage cultural openness through its own activities and by introducing intercultural criteria when allocating resources to artistic, cultural and sports organisations.

Tenerife's score in the field of cultural and social life is 100, considerably higher than the city sample result of 76. This reflects how active Tenerife is in organising activities with an intercultural perspective. The island has shown its improvement in this area from the score of 75 in 2012 and 2015 and a score of 88 in 2018.

**Intercultural City Index (ICC) - Cultural and civil life**  
City sample (inhabitants > 500'000)



**Intercultural City Index (ICC) - Cultural and civil life**  
City sample (non-nationals/foreign borns > 20%)



The intercultural perspective is part of the assessment criteria in some Cabildo calls for proposals from different fields, scored based on whether the project takes the islands cultural diversity into account. For example, the project “Women rights, Roma women rights” has been granted support by the Cabildo of Tenerife.

In terms of symbolic recognition, every year, coinciding with the celebration of the **OBITen Technical Conference**, the Observatory presents the Alfonso Delgado 'Art of Coexistence' award, which publicly recognises the work of a person, collective, group or family in the interests of intercultural coexistence in Tenerife. Journalists, researchers, technicians, neighbours, the Ndiaye family and the Interreligious Dialogue Group have been awarded so far.

Numerous examples can be given to show that Tenerife is committed to cultural creation and promotion, with an intercultural perspective: [Isla Forum and External Action Service](#), [V Feria Tricontinental de artesanía](#), [Orquesta Sinfónica de Tenerife](#), [Project Cultura 21](#), [Festival Boreal](#), [Africa Day](#), [German Carnival](#), [Festival of Senegalese culture MusaSenegal](#).

The Department of Education, Youth, Museums, Culture and Sport encourages cultural organisations to manage diversity. An interesting initiative supported by the Cabildo is ‘**MAPAS**’, a professional performing arts market. A meeting space for scenic arts (music, theatre, dance, circus and street artists) from Southern Europe, Latin America and Africa and those in charge of programming, cultural spaces, festivals and other events worldwide.

The Strategy *Juntos en la misma dirección*, through its working groups, organises a wide variety of activities on an ongoing basis (at least once a week). Some examples are: [Fraternisation lunch](#), [An intercultural week to celebrate the 10th anniversary of Juntos En la misma dirección](#), [Open Space Intercultural](#)

### Suggestions

A step forward for Tenerife could be to set up, as part of its annual call for proposals, a specific grant line related to Intercultural interventions, in order to subsidise associations and programmes of an intercultural nature developed by social organisations. It is also key to mainstream this approach into other areas and departments so that they include the intercultural criteria in their calls or launch a specific call related to this topic.

Tenerife already runs a wide variety of cultural activities and events, but they could take inspiration from the experience of some other cities too. In **Oslo** (Norway), for instance ‘**The Intercultural Museum**’ was founded to reflect the intercultural reality of the city which other museums were failing to show. It was set up as a public foundation which undertook a prize-winning transformation of an old police station and in 2006 merged with two other museums including the old City Museum. Its ethos of respecting diversity and casting an equal gaze was embodied from its inception in its representation– with a majority of people of immigrant background on its management board. In **Barcelona**, the **Espai Avinyó-Language and Culture** is a space for dialogue and meeting, which promotes reflection on the implications of cultural diversity in all spheres of society and on the challenges posed by the exchange of knowledge and know-how from different parts of the world. It aims to promote the principles of interculturality through the visibility and recognition of the different cultural manifestations present in the city. It does this through a quarterly programme of cultural activities open to the public. The project develops different formats of activities: conferences, itineraries, film forums, exhibitions, etc., based on three main blocks of action: activities to promote the (re)knowledge of diversity through different cultural and artistic expressions; activities to promote the (re)knowledge of diversity through the social use of the Catalan language; exhibitions with an intercultural outlook to promote (re)knowledge of diversity.

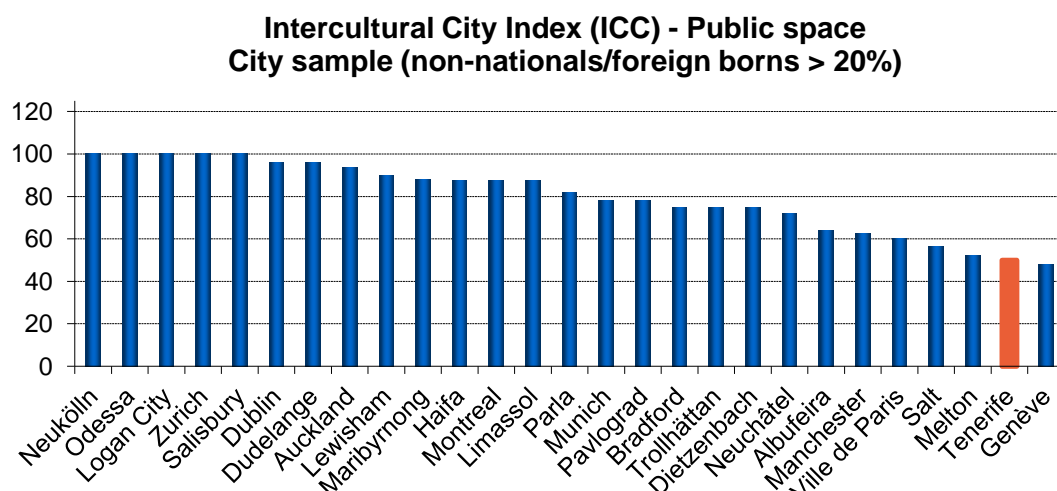
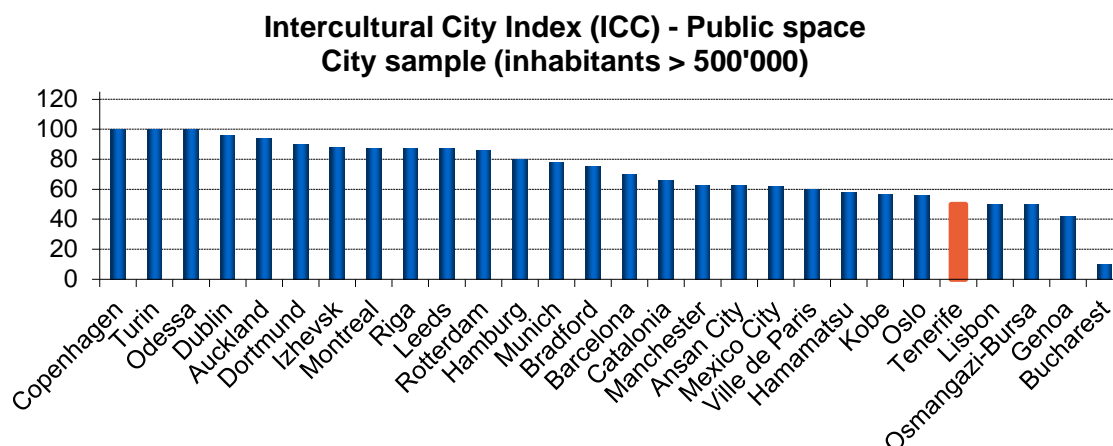
Last, it could be wise to explore the organisation of annual campaigns on different international days such as the 21<sup>st</sup> May (Day for Cultural Diversity), 20<sup>th</sup> June (World Refugee Day) and 18<sup>th</sup> December (International Migrants Day) in line with ICC campaigns.

### **PUBLIC SPACE**

*Public spaces (streets, squares, parks, etc.) and facilities (public buildings, day centres, schools, health centres, etc.) are places which most citizens are obliged to use. They offer the possibility of meeting people of different nationalities, origins, languages, religions/beliefs, sexual orientations and age groups. For encounters between diverse people to actually occur, such spaces and facilities should be designed and animated in a way that all residents feel comfortable when using them. Conversely badly-managed spaces can become places of suspicion and fear of the “other”. When this is the case, the intercultural city actively engages with all the people concerned,*

firstly to understand the local context from their perspective, and secondly to identify solutions largely support by them.

Tenerife achieved a rate of 50, which is lower than the city sample's achievement rate of 71.



The Cabildo of Tenerife takes action to encourage meaningful intercultural mixing and interaction in public spaces, such as public libraries, museums and squares, among others. This commitment translates into different kinds of initiatives such as the Tenerife Art Space (TEA), the Interreligious Prayer for Peace, Respect and Coexistence that takes place every year in the square of El Fraile (Arona) and the Global Citizens Action 'ConVive Taco'.

However, the Cabildo does not take into account the society diversity when designing, refurbishing or managing new public spaces or buildings.

### Recommendations

Tenerife should set up different methods and places for consultation to ensure the involvement of people with different migrant/minority backgrounds when designing or re-building a particular area. In **Bilbao**, for example, SURBISA is a public company with the aim to encourage the **urban rehabilitation** of the municipality's residential buildings, starting from the collection of socio-economic data including migrants and minorities. Based on understanding and analysis of such data, all actions are aimed at taking into account all the people targeted, giving priority to the most vulnerable resident families.

Another example comes from **Berlin Neukölln** (Germany): the "**Dialogue creates Neighbourhood**" action is conducted in partnership with the Berlin Centre for Integrative Mediation. The project aims at preventing conflicts between local inhabitants and refugee people benefitting from social housing. Qualified trainers for conflict mediation firstly address the inhabitants of the accommodation to find out about their concerns, interests, and

requests of information. NGOs and the local neighbourhood management team are involved. Afterwards, roundtable discussions are organized between refugees and residents. The action helps to identify possible conflicts, reduce prejudices, prevent escalation, and establish sustainable communication structures. Furthermore, it provides refugees and residents with qualifications, thereby opening-up new professional perspectives.

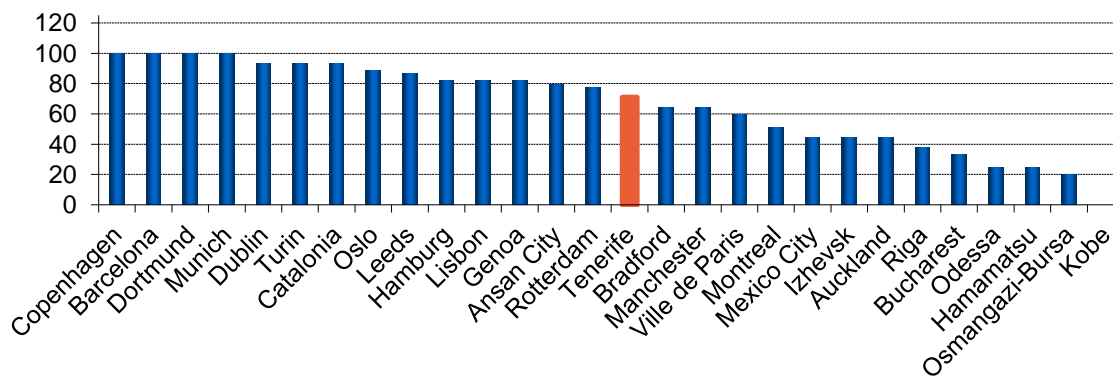
Another interesting practice around a co-operative model has taken place in Marvila, **Lisbon** (Portugal) with the project “**Refugi Arte Em Marvila**”. The [project](#) focuses on the socio-spatial inclusion of refugees and economic migrants. It has been led by a local architectural cooperative s ‘Working with the 99%’. Market-driven tendencies and local resistances/wills point to two potential competing social transformation scenarios for the area: on the one hand, the settling of wealthy young groups in gentrified areas close to the river and, on the other hand, the arrival of refugees and economic migrants in a state of extreme vulnerability. The purpose of Refugi.Arte programme is twofold: (a) to promote socio-spatial inclusion of the low-income residents of Marvila street and its surroundings areas, through participatory processes; and (b) to generate welcoming conditions for about 40 deprived refugees and economic migrants, in line with public policies recently advocated by the Lisbon Municipal Council. The initiative, and the project that preceded it, have been supported by the municipal authorities in terms of funding, and are driven forward by volunteer residents, migrants, refugees and students.

### MEDIATION AND CONFLICT RESOLUTION

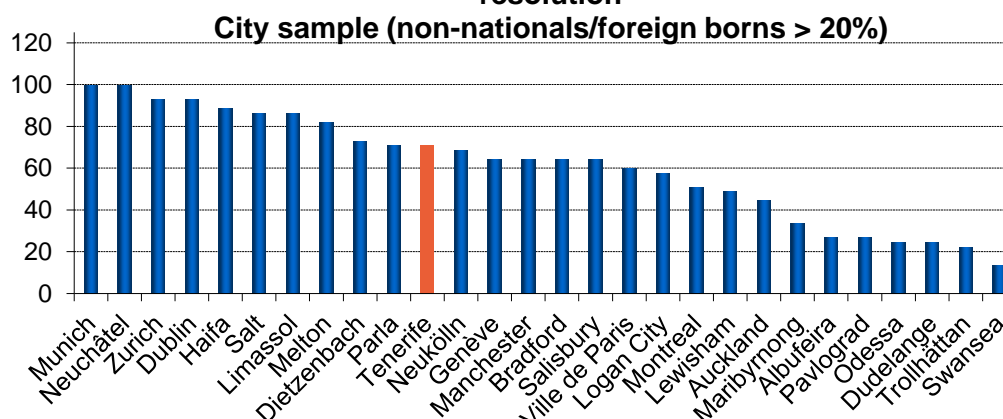
*In diverse societies there is always the potential for misunderstanding and conflict over values, behaviour or resources. In cities, where people with different cultural backgrounds and socio-economic statuses live together in close proximity, such tensions are natural and indeed part of everyday life. Instead of denying, ignoring, or repressing conflict, the intercultural city seeks to anticipate, identify, address and resolve issues to the satisfaction of all protagonists without compromising the principles of human rights, democracy and the rule of law. The intercultural city views conflict as a normal feature of free, dynamic and communicative communities and sees the very process of conflict mediation and resolution as an opportunity for innovation and sustainable social cohesion.*

Tenerife achieved a rate of 71, slightly higher than the city sample’s achievement rate of 60 reflecting the wide range of activities carried out in this field. It is worth to highlight the improvement in this area, as the score in 2012 was null.

**Intercultural City Index (ICC) - Mediation and conflict resolution**  
**City sample (inhabitants > 500'000)**



## Intercultural City Index (ICC) - Mediation and conflict resolution



**Arona Media** (Municipal Mediation and Coexistence Unit) provides a generalist support and management on community conflicts (including those in the public space). The Arona Media is a free service provided by Arona Town Council, which was created in collaboration with the University Study Centre for Mediation and Coexistence (CUMECO) of the University of La Laguna, with the aim of creating participatory and collaborative spaces that promote the peaceful management of different types of conflicts that arise daily in the community. Some working groups within *Juntos en la misma dirección* strategy do offer mediation services as well.

In Tenerife, there are two '**Interreligious Dialogue Group** (South and Metropolitan area of the island)', formed as a result of the consolidation of the Interreligious Prayer for Peace, Respect and Coexistence. Both groups, in addition to deepening dialogue between different beliefs and convictions, carry out actions of a community nature, such as the Interfaith Prayer for Peace, Respect and Coexistence. Currently, the group has increased both the number of participants and the number of religious and spiritual communities, especially by increasing the involvement of several Imams from different mosques.

### Suggestions

The Cabildo could take the Arona Media experience and extend it to other municipalities or offer the service itself. An interesting example comes from **Sabadell** (Spain). The Council has a system of **intercultural mediation**, a bridging resource to facilitate understanding between professionals and users of different origins and cultures. Intercultural mediation and dynamisation are carried out by three professionals from the City Council: one profile working with the Maghrebi people, another with the sub-Saharan people and a last with the Roma people. The service is offered to professionals from the different municipal services (social services, education, economic promotion, housing, etc.) as well as to supra-municipal institutions (hospital, clinics, etc.) and to entities and associations that require it. In addition, the mediators provide accompaniment, whenever necessary, to the different external services (social security, taxation, courts, etc.). Moreover, the City Council has a community mediation service that deals with conflicts between neighbours, and a specific housing mediation that works with homeowners' associations (dealing also with evictions, squats, etc.).

Another type of mediation is developed in **Berlin-Neukölln** (Germany) through the organisation "**LebensWelt**" ("Living Environment") and its intercultural mediation project at the Rixdorfer Primary School, a facility attended by 19 different nationalities and by many children with families that do not speak German or English. The intercultural mediators work with parents and teachers to solve specific conflicts or problems, such as learning difficulties or other problems that teachers and pupils have with one another. Moreover, the mediators familiarise parents and children from minority/migrant background with the German school system and offer advice on upbringing and how to support their children's education. Parents are thereby encouraged to take part in their children's school life and to see that their children's education is the task of both school and parent.

Many Spanish cities develop Interreligious Programmes and project. In **Bilbao**, for instance, there is a **Religious Diversity Participation Committee**, a consultative forum between the City Council and the different religious



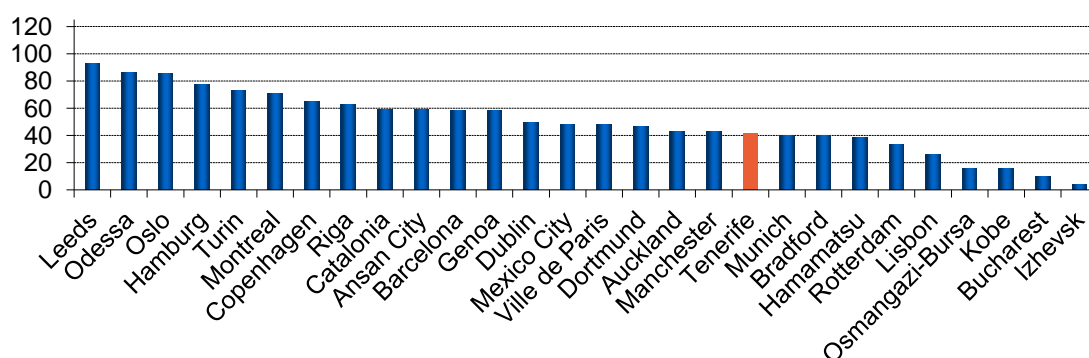
denominations in Bilbao, in which topics related to the public management of religious diversity can be discussed and contrasted. In **Sabadell** there is also a **Table of Religious Beliefs**, a space for debate, which reflects and seeks consensus in the areas of management of religious diversity in the city. This Table participates in the updating of the Map of Beliefs. It gathers all the communities, representatives of spiritual, religious or non-religious traditions, humanistic, present in the city, with information on their places of worship, when they meet, how to get in touch, with whom to talk, etc. Through this interactive map, a journey can be made through the cultural and religious diversity of the city. **Barcelona** has set up an **Office for Religious Affairs**. It gives support to religious organisations when holding their activities in the city, facilitates collaboration between religious organisations and the City Council, promotes the inclusion of religious organisations in the public networks in their area and works to normalise their presence in public spaces and disseminates the religious diversity in Barcelona.

## LANGUAGE

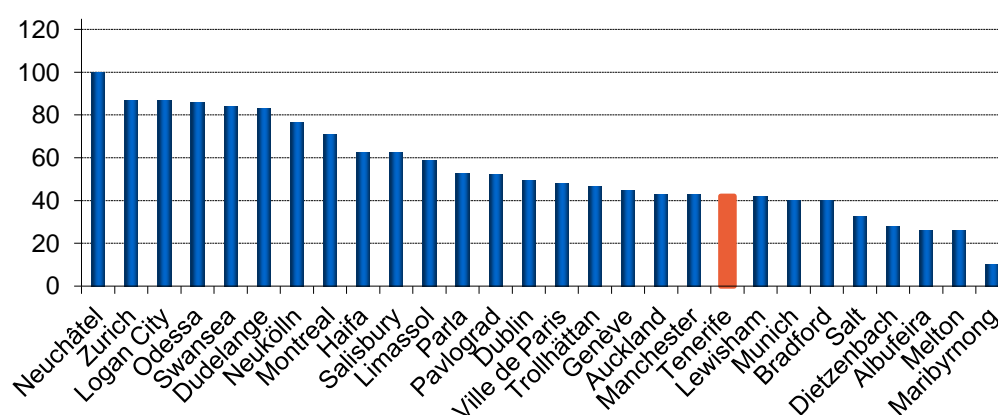
*The provision of courses and other facilities for people with migrant backgrounds to learn the receiving country's language(s) is important to ensure social and economic integration. It does however need to be supplemented with activities which highlight the value of other languages, and enable people with migrant origins not only to preserve and transmit their languages to their children and other members of the community, but also to take pride in them as a heritage enriching the local community. An intercultural city promotes multilingualism as a resource for education, business, tourism, cultural life, etc. It underlines the value of all languages present in the city, for instance by giving opportunities to diverse language speakers to express themselves in their mother tongue in public and at cultural events and by promoting all events that offer opportunities for linguistic exchanges and mixing.*

Tenerife's score in the field of language is 42, very similar to the city sample result of 45, and lower than previous ICC Index results for the city (60 in 2012, 56 in 2015 and 49 in 2018).

**Intercultural City Index (ICC) - Language  
City sample (inhabitants > 500'000)**



**Intercultural City Index (ICC) - Language  
City sample (non-nationals/foreign borns > 20%)**



Tenerife has multiple resources and opportunities for language learning, especially through the development of institutional initiatives (Official Language School) and those promoted by the University of La Laguna. Among these, the Language Service of the Fundación Canaria General de la Universidad de La Laguna offers language

learning in Spanish for foreigners, Moroccan Arabic, English, German, Italian, French, Portuguese and Russian. In addition, language exchange workshops are carried out by non-governmental organisations and groups, in different meeting places close to the citizens, such as the 'Language café'.

Occasionally, the Cabildo supports projects that aim to give a positive image of migrant/minority languages. One example is **Los Silos Storytelling Festival**, which deals with literature from various countries of the world, including some with a different mother tongue than the majority language.

### Recommendations

Tenerife could still increase its efforts in teaching migrant or minority languages. A cooperation with the Education Department or the regional government could be of value. Some inspirational practices come from other RECI cities: in relation to minority languages, within the framework of the general call for grants of **Barcelona** City Council, technical support has been given to projects aimed at the **recognition of language diversity** (i.e. 'Teaching Ukrainian language, culture and history', 'Conservation of Russian language and culture', 'Prolema, teaching mother tongue'; 'Teaching of Mother Tongues; Arabic and Urdu', 'Multilingual city' and many more). **Donostia-San Sebastián** provides support to projects that seek to raise awareness and give a positive image of minority languages, such as **Bozak**, a radio programme run by a feminist initiative to give voice to migrant women and Uhinak Kolorretan, realised by migrant communities, both in Antxeta radio.

At an international level, **Ansan City** (South Korea) runs Korean language education programmes while commissioning private organisations to complete the offer. With the view of helping intercultural children and youth retain their mother tongue, Ansan also offers **mother tongue classes** primarily centring on Russian. Besides, to help locals understand interculturality and acquire language proficiency, the city runs a range of other foreign language education courses (English, Chinese, Vietnamese, etc.). Ansan City publishes quarterly newsletters to inform residents of updates related to their daily lives. Published in eight languages (Korean, English, Chinese, Russian, Vietnamese, Indonesian, Nepalese, and Cambodian), the newsletter's circulation is around 40,000 copies a year.

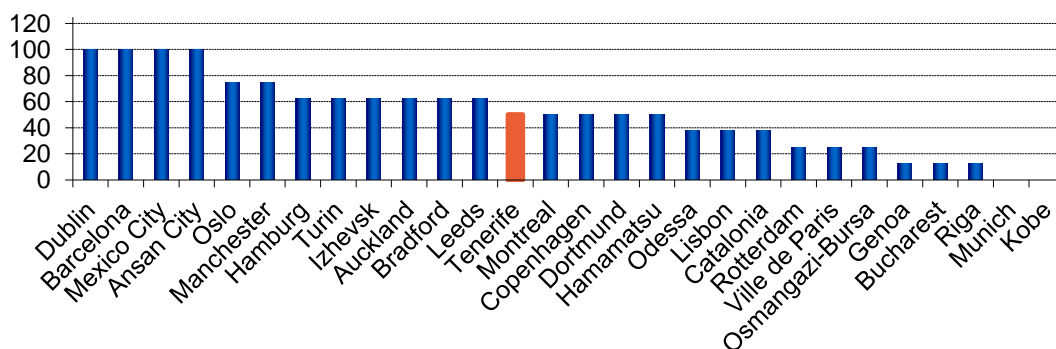
It is not clear how language training in the official language is provided by Tenerife for hard-to-reach groups (e.g. non-working mothers, unemployed, retired, etc.). In **Leeds** (UK), for instance, as part of '**Child Friendly Leeds**', the city recognises that starting school in a new location is daunting and has established a weekly session for children aged 9-16 called 'Fresh Start', to learn about the British school system in a fun and informal way also helping to improve their English, confidence and support their transition. Leeds has also started weekly parent drop in's for school policies, community issues and EU Settlement. The GRT Outreach & Inclusion Team also deliver English language sessions alongside migrant/minority languages including informal and fun activities for parents and children. An example of this includes a weekly session at Nowell Mount Community Centre using 'Story Sacks' as a tool to encourage the use of both home language and English when reading to children. Story Sack is a family learning scheme of work to introduce parents to the idea of story sacks as a way of making reading skills fun and interactive by designing 'bags' and artefacts to promote learning.

### **MEDIA AND COMMUNICATION**

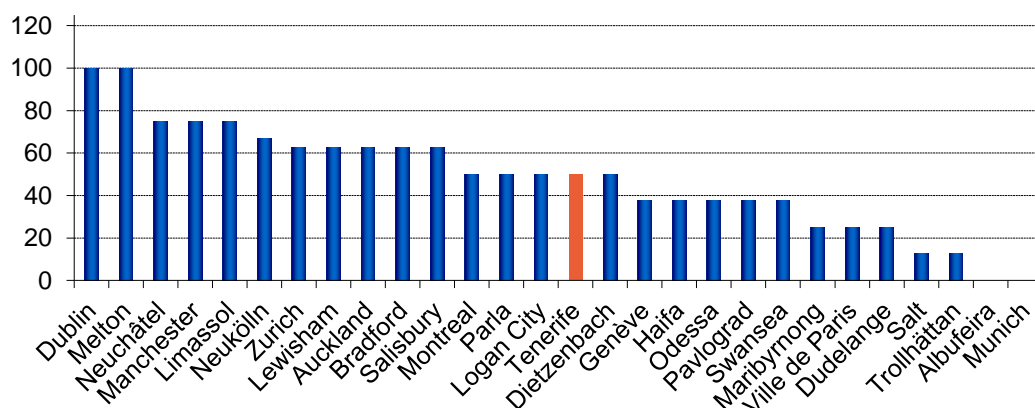
*Traditional and social media have a very powerful influence on attitudes towards cultural diversity and other diversities. Much of the information people access is generated by international newsgroups, national media, or by private persons in the case of social media. Nevertheless, there is still much the city authorities can do to achieve a climate of public opinion more conducive to positive intercultural relations. In its communication, an intercultural city constantly highlights the positive contribution of people with migrant/minority backgrounds to the social, cultural and economic development of the city. More importantly, the city partners with local media agencies so that they convey a similar message and cover events occurring in the city in an objective and unbiased way.*

Tenerife achieved a rate of 50, which is very similar to the city sample's achievement rate of 48 and shows a worrying decrease in score since 2012.

**Intercultural City Index (ICC) - Relations with the local media**  
**City sample (inhabitants > 500'000)**



**Intercultural City Index (ICC) - Relations with the local media**  
**City sample (non-nationals/foreign borns > 20%)**



The communication strategy in relation to diversity is managed by *Juntos en la misma dirección*. The strategy is a combination of internal communication (trainings, handbooks, intranet, reports, annual memories) and external communication (press notes, website, Social Networks, newsletter, radio programme 'Diversando', videos).

Tenerife monitors how the local and/or national traditional media represent people of migrant/minority origin from the Organic Unit of the Data Bank and Documentation Centre and the Functional Unit of Territorial Data of the Cabildo of Tenerife. From there, an analysis of the regional and national press is carried out when it covers explicitly something related to the Canary Islands. This analysis is translated into a migration dossier, which is sent digitally to interested persons and entities. The island corporation is also studying the feasibility of making this information more accessible to the whole of Tenerife society.

When it comes to Social Networks, OBITen has conducted a [research](#) on the treatment given to diversity, migration and ethnic minorities.

### Suggestions

Tenerife could improve by looking at what other cities are doing, especially in engaging with the local media or social media when portraying people with migrant/minority backgrounds. In **Donostia/San Sebastian**, the city works in partnership with civil society organisation SOS Racismo which has an observatory for media treatment on migration and diversity issues (financed by the municipality) with daily updates. Actions, research and publications can be consulted at [www.mugak.eu](http://www.mugak.eu).

In **Barcelona**, the **Antirumours Network** is made up of different working groups, including the **Communication Group**. It aims to promote and design actions for the use of an inclusive language and the correct treatment of cultural diversity in the media and social networks and reflect and propose alternative counter-narratives and narratives on cultural diversity. This is done through communication campaigns, materials, and other types of

resources. In addition, this group monitors how the media represents minorities or migrants and produces resources and materials such as a computer graphic that gives basic recommendations to critically analyse the news that reaches us and not to contribute to its dissemination. Mainstreaming intercultural communication has been done by supporting the Observatory of Discriminatory Discourse in the Media and the Observatory of the Hate Speech in the Media, projects of the Ramon Barnils Group of Journalists, with the support of the Directorate of Services for Citizenship and Diversity of Barcelona City Council.

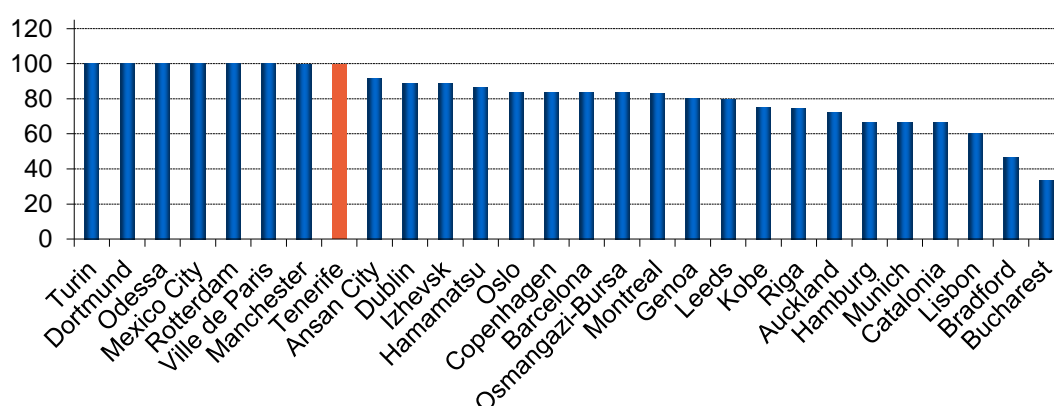
Tenerife should consider the need to mainstream the intercultural narrative in the communication of the Cabildo, something which requires a strong cooperation with the Communication Department. In addition, the island could support (by mentoring, building capacity or resources) Media projects launched by organisations or neighbours with a socio-cultural diverse background. For instance, **Bilbao** City Council (Spain) provides support to different Media projects, promoted by journalists with a migrant background through grants. That is the case of the TV channel from the **'Emigrados sin Fronteras'** association and **Candela Radio**.

### INTERNATIONAL OUTLOOK

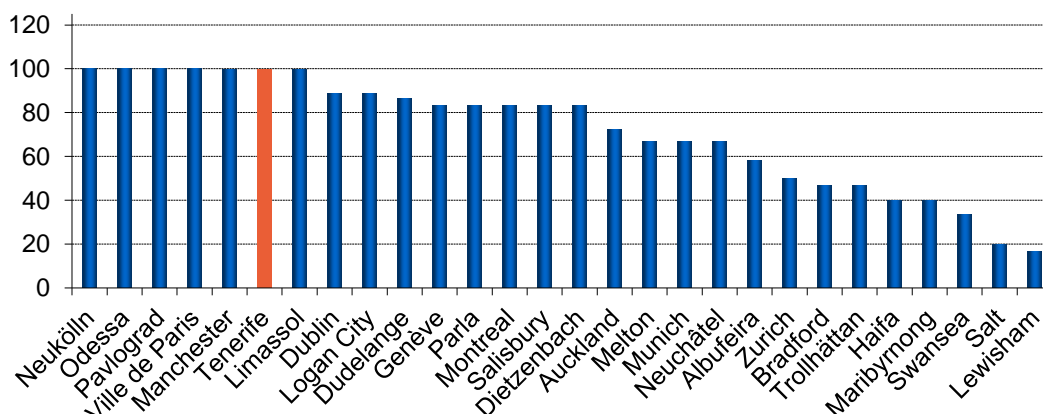
*Although cities have little or no competence in foreign policy, they can actively seek to make connections in other countries to develop business relations, exchange knowledge and know-how, encourage tourism, or simply acknowledge the ties the city may have elsewhere. An intercultural city actively encourages interactions with the outside world and in particular with the cities, regions or countries of origin of its inhabitants.*

Tenerife's score in the field of international outlook is 100, considerably higher than the city sample result of 71, which highlights the good job carried out in this field and the progression.

**Intercultural City Index (ICC) - An open and international outlook**  
City sample (inhabitants > 500'000)



**Intercultural City Index (ICC) - An open and international outlook**  
City sample (non-nationals/foreign borns > 20%)



The Department of External Action, attached to the Area of Employment, Socio-economic Development and External Action of the Cabildo of Tenerife is in charge of the international cooperation. This Delegate Council also

has an Administrative Service for External Action, through which a wide variety of specific actions and programmes for the promotion of international cooperation are organised. These mainly include projects with Western African countries such as Cabo Verde (Biotransfer 2 on biotechnology, Sosturman on sustainability in tourism, transport and heritage, Volriskmac on volcano activities), Senegal (Record on the valorisation of urban World Heritage sites), and Mauritania (Diomedea on sustainable tourism).

Among the actions, some memoranda have been signed with Senegal, acknowledging the ties between the two:

- The Memorandum of Understanding with Senegal has been recently renewed, allowing the establishment of a multiannual framework (2017-2021) of cooperation in order to develop and implement joint activities that promote the sustainable socio-economic development of both territories, and contribute to regional integration by reducing the barriers that limit the possibilities of exchange between the two geographical areas.
- A Declaration of Intent to collaborate with St. Louis City Council has been signed in 2017 to the present.
- A Declaration of Intent to collaborate with the Chamber of Commerce of Dakar in craftworks has been signed in 2016 to the present

The Cabildo, through the Island Foundation for Training, Employment and Business Development, launches call for applications for young graduates to carry out professional internships in African companies, public administrations or social entities.

Tenerife actively seeks to make connections to develop business relations through different initiatives such as Tenerife Licita, an initiative of the Cabildo de Tenerife and the Chamber of Commerce of Santa Cruz de Tenerife to promote the internationalisation process of companies on the island of Tenerife through their participation in international tenders. Tenerife Licita offers personalised support and accompaniment at all stages of the process, accelerating and strengthening each of its members' international business development process. Another programme is Why Tenerife, an informative platform for potential investors on the island with guidelines, information on taxes, government, living on the island, case studies, etc.

In addition, the University of La Laguna, through the Vice-Rectorate of Projection, Internationalisation and Cooperation, and in some cases with the support of the Cabildo, carries out a series of actions in the area of cooperation for development, among which we can distinguish training and awareness-raising actions, support for research and direct cooperation actions by members of the university community with other countries. That is the case of Campus África, a forum for reflection, scientific ferment and proactive action related to the African continent, and Campus América, a meeting place to strengthen the Canary Islands' international relations to promote the transfer of knowledge between the Canary Islands and America.

Lastly, the University carries out specific actions to improve foreign students' stay and interaction, especially at the university level through the Erasmus+ programme.

### Suggestions

Tenerife can draw inspiration from initiatives in other cities. Most cities commonly use city twinning, artistic exchanges and development co-operation, but few have an intercultural international policy agenda where both parties contribute as equals to supporting integration, social cohesion and respect for diversity. **Reggio Emilia** (Italy) has made a significant step in this respect. Through the Intercultural centre Mondinsieme, it has signed an **agreement with the Moroccan Ministry** in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and seeks to "promote socio-cultural mixing and openness towards the "other".

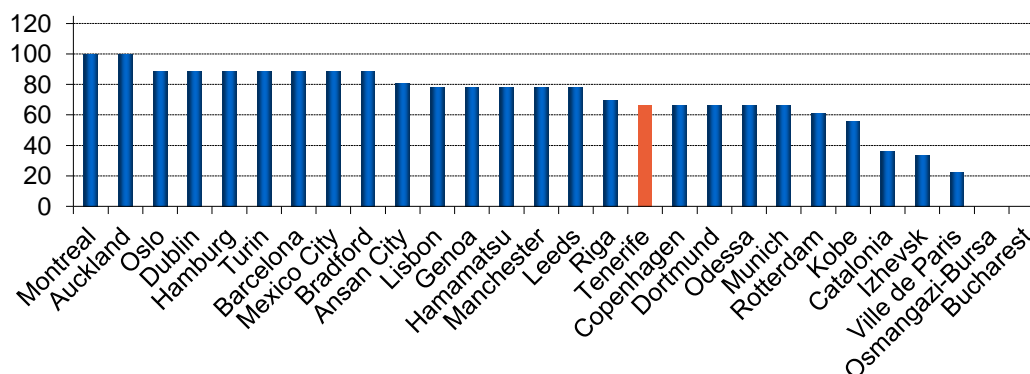
### **INTERCULTURAL INTELLIGENCE AND COMPETENCE**

*Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural "mind-set" which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence require a specific know-how when dealing with unfamiliar situations and not an in-depth and often elusive knowledge of all cultures. Such sensitivity and self-confidence is not commonly-seen. It is a technical skill which can be acquired through training and practice. In an intercultural city, the authorities view such skills as equally important and essential to the good*

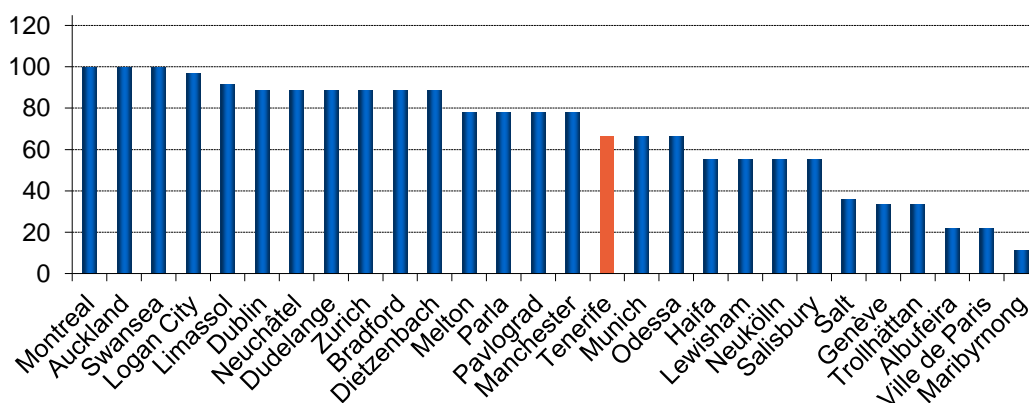
functioning of the city as the other professional and technical skills usually expected from public employees.

Tenerife achieved a rate of 66<sup>1</sup>, which is slightly higher than the city sample's achievement rate of 61. However, the intercultural mind-set has not improved since the first ICC Index conducted in 2012, with a score of 55.

**Intercultural City Index (ICC) - Intelligence/competence  
City sample (inhabitants > 500'000)**



**Intercultural City Index (ICC) - Intelligence/competence  
City sample (non-nationals/foreign borns > 20%)**



Statistical and qualitative information on diversity is incorporated to inform the municipal council policy formulation process. For instance, the Cabildo of Tenerife offers an 'Intercultural Toolkit' to the 31 town councils of the island, intending to manage cultural diversity at the local level. Besides, the **Tenerife Observatory of Immigration (OBITen)** has created [factsheets](#) that offer accessible statistical and qualitative information on diversity, migration and interculturality.

This type of information is used in different programmes and strategies such as *'Barrios por el Empleo: Juntos más fuertes'* (Neighbourhoods for Employment: Stronger Together), in the development of the strategy *Juntos En la misma dirección* and in the elaboration of the I Strategic Framework for intercultural coexistence *'Tenerife vive Diversidad'*.

Regarding the measurement of perceptions, Tenerife itself does not conduct surveys specifically on perceptions of security feelings regarding people with a migrant/minority background. However, OBITen carries out research, such as the recently published ['Coexistence and \(inter\) group perceptions in Tenerife'](#). This research aims to study the social perception of the resident population in Tenerife in relation to the phenomenon of immigration and coexistence processes.

When looking at the Cabildo staff's intercultural competencies, a variety of actions are deployed to improve them: training courses, seminars, etc. Some examples:

<sup>1</sup> Intelligence /competences score in the extended index is 50.

The island offers many actions to improve training in intercultural competencies. The following are examples of the most significant ones, which show the diversity of content and target groups at which they are aimed.

- Tenerife Island Council Staff Training Plan 2020: languages such as English and French, mediation and conflict management skills, positive emotional management at work, gender equality awareness, basic introduction to interpersonal conflict management. In 2021, it is planned to include in this plan a more specific training offer in intercultural competencies.
- The development of an annual technical conference since 2001 on immigration and its implications in Tenerife, which can be attended by staff of the Cabildo of Tenerife who wish to attend.
- Training action open to society as a whole 'Empathic communication and intercultural dialogue'.
- Specific training action for the technical and facilitation team of the *Juntos en la Misma Dirección* strategy: 'Facilitation and management of culturally diverse groups. Methods, techniques and tools'.
- Training action for new local police 'Skills for communication, care and mediation with the immigrant population', a training module that since 2018 has been included in the contents taught by the Canary Islands Police Academy, and which in the 2019 edition was carried out from the *Juntos En la misma dirección* strategy.
- Facilitate the training of the 'Expert in Social intervention and management of diversity in the local area', to the teams of the projects ICI Taco and *Juntos En la misma dirección* and financed by Obra Social de la Caixa and given by IMEDES and the Autonomous University of Madrid.
- Involvement in the project 'Intercultural competencies applied to the development of projects in public administration', funded by the Council of Europe and carried out jointly with Bilbao, Castelló de la Plana and Donostia (RECI). And participation in the Working Group on Intercultural Competences in RECI.

### Suggestions

To strengthen its position in this area, Tenerife could further develop tools to reach more profiles within the Cabildo and cross-cut the intercultural approach. It could also be interesting to explore the capacity building of elected politicians, as the city of Barcelona does.

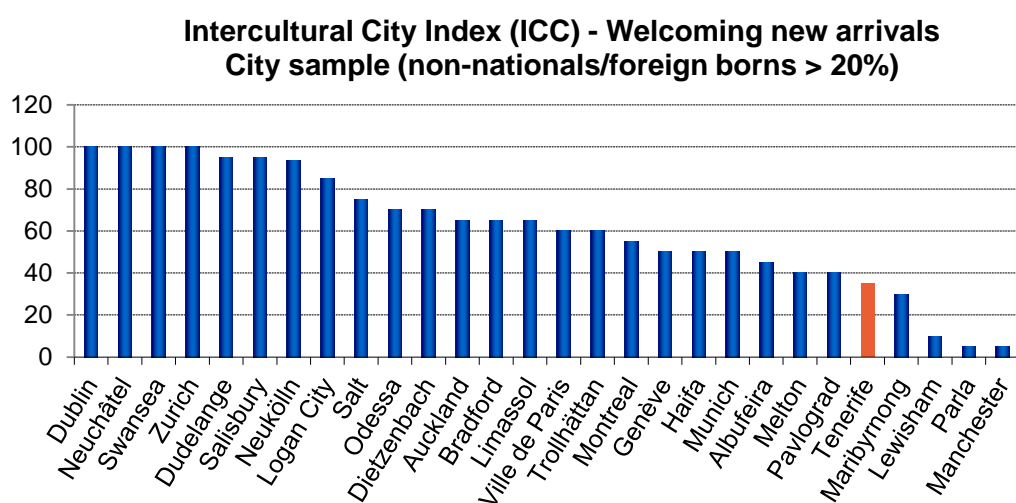
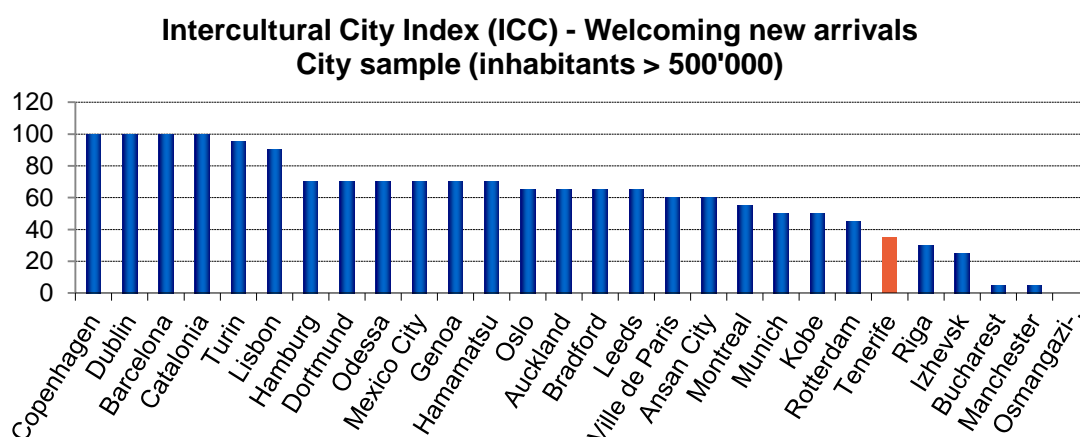
Inspiration could be taken from the **Bilbao Immigration Observatory**, which publishes an annual study on Bilbao's foreign population and studies on immigration and social cohesion in different neighbourhoods. Besides, it has a barometer on immigration (launched every three years) that analyses Bilbao's population's perceptions, values, and attitudes towards immigration.

In Austria, the City of **Vienna's** (Austria) integration and diversity monitoring produces two separate monitoring tools: The **Integration Monitor** looks into the labour market situation of migrants in Vienna and their own, and their children's choices in education and training. It also deals with legal equality issues and the political participation of migrants. The **Diversity Monitor** shows how the Vienna City Administration deals with the increasing diversity of the population (answering questions such as Has the city government adapted its services to the diverse needs of residents? Has diversity management been implemented in all departments? How diverse is the staff of the city Administration?).

### **WELCOMING NEWCOMERS**

*People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel comfortable and confident enough to start building a new social and professional network. The way in which the city coordinates and effectively delivers various support measures strongly conditions their capacity to integrate or, conversely, their tendency to remain confined to a cultural "ghetto". This also depends to a great degree on whether the rest of the city's population is open to the idea of welcoming newcomers in their capacity as residents and citizens or, on the contrary, is accustomed to viewing newcomers as outsiders who pose a potential threat. Again, it is the message the authorities convey on diversity, in communication or through concrete actions, that determines to a certain degree attitudes towards newcomers.*

Tenerife's score in the field of welcoming newcomers is 35, considerably lower than the city sample result of 63. However, the score has improved from previous ICC Index versions, 33 in 2012, 25 in 2015 and 0 in 2018.



The Cabildo of Tenerife does not have competence in the area of reception and consequently it does not count with an agency or specific unit within the Administration delivering welcoming and reception services. However, through *Juntos En la misma dirección* and the children's participation group 'Amiguitos y Amiguitas', a Reception Guide has been produced (¡HOLA!). The latter is so far, is available in the three main languages spoken on the island: Spanish, English and German and it will be updated and translated into French, Italian and Arabic. Likewise, a Reception model for Tenerife is being developed in a participatory manner, following the programme and model of 'Welcoming International'.

In the specific case of unaccompanied minors, the Autonomous Community, through the Directorate General for the Protection of Minors and Children, is responsible for their guardianship. Once the minor has been declared unaccompanied, their guardianship and custody are granted to the centre's management, where the minors are being cared for. In this phase of foster care and under these specific circumstances, the Directorate General for Minors delegates residential foster care responsibility to the Cabildo.

### Recommendations

Tenerife is currently designing a Welcome Model. Some ideas could be drawn from the RECI working Group on Reception, where Tenerife takes part. A Guide on Intercultural Reception has been produced, and it gathers the experience of different RECI cities. In addition, successful initiatives held in other cities could serve as inspiration. The first reception service in **Sabadell** is offered in coordination with grass-root organisations. The service includes a comprehensive package of information on how to enrol in the municipal register, monthly sessions about the different services offered by the council, language training, workshops about how to access the labour market and



insights to understand the host society better. The welcome sessions are held in five different city spaces to cover the whole territory and have a translation service. A distinctive programme is the ‘**Tenderol programme**’, coordinated by the Catalan Commission for Refugees (CCAR) with the Sabadell City Council's support. It arises from the necessity to respond to the needs of people who have been denied their application for international protection or who have remained outside the State programme and those who, having completed the State programme, have not achieved full autonomy yet. In these situations, where there is a risk of social exclusion, interdisciplinary intervention teams are required. The municipalities are the closest administration managing the needs of the people who live there.

The city of **Braga** (Portugal) has introduced the use of IT tools. This is the case of the “**BragalIncoming Programme**” an app developed as part of the Braga welcoming and social integration policy. The app provides all new Braga residents and visitors with social and administrative information that will help them adapt to their new host city. Besides, the application is also a means of contact between the municipal entities and the communities already settled in the city. The app contains all kinds of useful information (about schools, parishes, health centres, consulates) which is regularly updated and easy to get. In order to offer a full portrait of the city and promote interaction, the application has a strong focus on cultural aspects, ranging from information on the show spaces to the available local media. The app was developed thanks to a partnership with the political parties represented in the city Council and the associations of women and migrant women, with the Intercultural Cities programme's financial support.

Regarding unaccompanied minors, the RECI working group on Reception did explore this topic, offering insights and experiences from different cities. A good practice was implemented in **Barcelona**, the ‘**Mercabarna project**’. An agreement was signed between the city council and Mercabarna, specifically between the social services area and Mercabarna's training department. The aim of the project was to initiate a training plan with young foreigners who had been placed in social services flats or hostels, aged between 18 and 21 and who only had a residence permit but no authorisation to work. The training included non-labour practices for those who wanted to participate in the project. The city council provided the young people with metro cards and mobility facilities as an incentive. If the internships went well, the commitment was to provide the young people with a one-year employment contract and initiate the young people's immigration procedure. Awareness-raising and legal information work were carried out with the participating companies, holding meetings with "potential employers" explaining the immigration regulations and the process that could involve changing the young people's situation from residence to residence and work.

## **LEADERSHIP AND CITIZENSHIP**

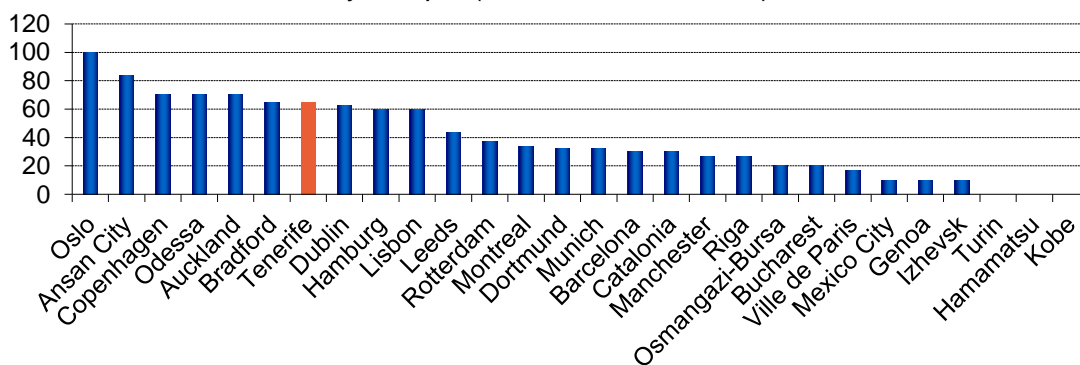
*The most powerful and far-reaching action a city can take to be more intercultural is to open up democratic representation and decision-making to all residents of the city irrespective of their origin, nationality or residence status. Formal political rights at the local level are determined nationally or at the regional level in some federal states. Nonetheless, there is much that a city council can do to influence the way in which diverse groups interact and co-operate around the allocation of power and resources. An intercultural city strives to include all residents in the policy-making process and ensures thereby that public services are provided according to their diverse needs and not according to their cultural or political proximity to public decision-makers.*

Tenerife achieved a rate of 65<sup>2</sup>, which is slightly higher than the city sample's achievement rate of 51. The Cabildo has shown an important improvement in this area, from a score of 8 in 2012.

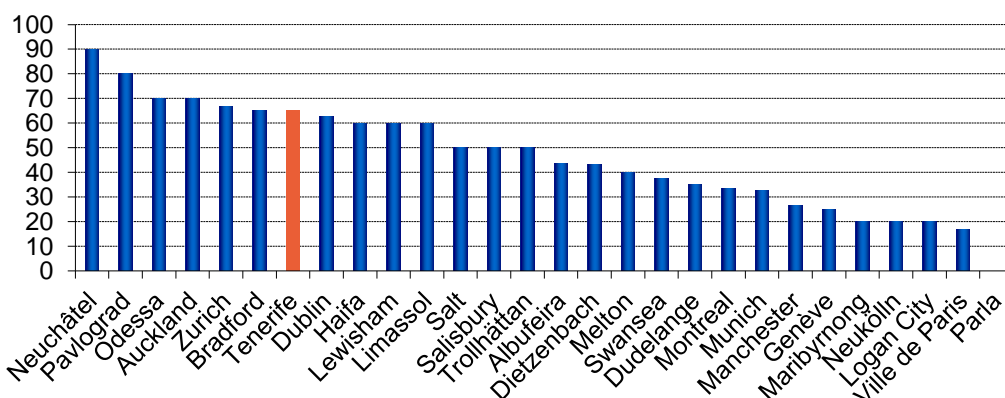
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<sup>2</sup> Leadership/citizenship score in the extended index is 76.

Intercultural City Index (ICC) - Governance  
City sample (inhabitants > 500'000)



Intercultural City Index (ICC) - Governance  
City sample (non-nationals/foreign borns > 20%)



Although the Spanish legislation doesn't recognise the right to vote of foreign nationals in local elections (with the exemption of EU and EFTA nationals and nationals from countries with a reciprocity agreement), in the Cabildo, there are few staff members with a migrant or minority background. Additionally, the city has a consultative body where migrants and associations representing migrants discuss integration and inclusion issues: through *Juntos en la misma dirección*, different people and entities are organised into working groups classified into three types:

- thematic (Antirumours Strategy, CodesarrollarTE, Against Gender violence, Interreligious Dialogue and Social Participation),
- by age (*Amiguitos y Amiguitas* and *Jóvenes por la Diversidad*) and
- territorial (citizens participation in 'El Fraile' and 'Taco para todxs').

As a consultative and proactive body, it also has a Permanent Commission, made up of a representation of the *Juntos en la Misma Dirección* Network and the recently created 'Migrant Network'.

Likewise, the participation of migrants is promoted in various processes of citizens' participation that the city leads in the design of public initiatives. Through creativity, the combination of methodologies, rigour, the configuration of an interdisciplinary team of professionals and the constant contribution of scientific research, *Juntos En la misma dirección* and the work that has been generated have contributed, over the last ten years, to improving coexistence and social cohesion on the island of Tenerife. This approach has been valued for its contribution to coexistence in diversity with a participatory intercultural approach and generator of broad-based community processes.

### Suggestions

Tenerife could further develop initiatives to encourage people with migrant/minority backgrounds to engage in political life. Initiatives to improve the knowledge of local politicians and municipal staff jobs among people from diverse cultural origins, could encourage them to engage in politics. Regarding the right to vote in local elections, the municipality may wish to raise awareness among people who are entitled to vote, to register in the electoral

census. This could be done through personal letters or /and communication campaigns. **Barcelona** and **Salt** (Spain) organised the campaign '**La meva Ciutat, el meu vot**' ('My city, my vote') to inform people on their rights to vote in local elections and how to register in the census. The campaign included videos with people from different nationalities, information sessions and infographics (see [here](#)). The result was an increase of 53% of people registered for the 2019 municipal elections.

Similarly, the Cabildo could explore basic intercultural standards in the representation of migrant minorities in different s bodies and councils. Furthermore, the Council could link this representation to the access of public funding.

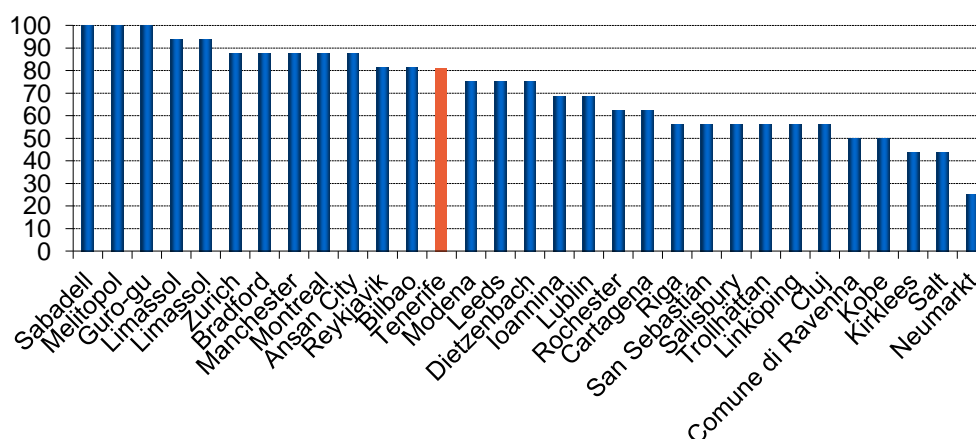
Most cities count on a Local Immigration Board or Council. Those bodies have an advisory and informative nature and guarantee democratic participation amongst immigrant associations and other agents involved in developing and promoting policies for integration. The **Immigrants' Council** (IC) is an advisory body that was set up in **Stavanger** (Norway) already in 1986, under the aegis of the Mayor. Its main objective was to ensure a more active involvement of the immigrant population in local public life, on an equal footing, and to engage migrants in addressing problems affecting the community as a whole. Ultimately, the IC was meant to improve the daily lives of foreign nationals in Stavanger. Since its setting up, the IC has actively and constructively worked at addressing a whole range of issues, in particular employment, housing, urban planning, health, education, recognition of skills and qualifications, teaching and learning of both mother tongue and Norwegian. It has built bridges between the immigrant communities and the locals and has encouraged mutual understanding and interfaith dialogue. In terms of procedure, the City Council appoints half of the IC members, while representatives of the migrant communities elect the other half. The Chair has a 4-year mandate and is also responsible of a budget allocated by the City Council. The IC meets ten times a year and submits an annual report at a City Council meeting.

#### ANTI-DISCRIMINATION

*Racism, xenophobia, homophobia, intolerance against certain religious groups, gender discrimination, prejudice and ethnocentrism, are all conducive to discriminatory attitudes and practices. They often subsist in people's minds despite laws proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation. An intercultural city assures every effort is made to ensure non-discrimination in all of its policies, programmes and activities. The city works in partnership with civil society organisations and other institutions that combat discrimination and offer support and reparation to victims. It also communicates widely on the risks discrimination presents for social cohesion, quality of life and the local economy.*

Indicators on ant-discrimination have been included in the ICC Index in January 2019. The data so far collected are now relevant for statistical purposes. Thirty cities have so far (February 2021) replied to this new index chapter. Tenerife's score in the field of anti-discrimination is 81, higher than the city sample result of 70, through the use of different mechanisms to identify cases of racism, xenophobia, homophobia or intolerance against citizens.

**Intercultural City Index (ICC) - Anti-discrimination**



Although the Cabildo does not have a dedicated service to support victims of discrimination, it does support civil society organisations. Besides, through the *Instituto Insular de Atención Social y Sociosanitaria* IASS and units within the Cabildo, such as the Childhood and Family Unit or the Unit against Gender Violence, there are various services aimed at advising, accompanying and supporting people who are victims of discrimination. These services are carried out both directly and through civil society organisations.

Social organisations carry out research and studies related to situations of discrimination that occur in the island supported partially by the Cabildo. Likewise, Tenerife has several intervention projects focused on preventing discrimination. These include the Antirumours strategy, through which campaigns are carried out, as well as intercultural awareness-raising actions: Intercultural speed chat *¡Qué el palique te acompañe!* (quick dialogues between people to learn about aspects related to their culture, dismantle prejudices, facilitate positive interactions and avoid discriminatory situations), intercultural and anti-racist awareness workshops, actions with people with disabilities; and joint work with educational centres to tackle fake news and cyber-racism, especially focused on teenagers. The Tenerife Antirumours Strategy has done nothing but grow and consolidate, with economic and human resources destined to develop the strategy on the island. In addition, different government team and technical staff members have participated in training and discussion meetings where the principles of the strategy are worked on. It should also be noted that the EAR is included as an example and as a tool in the Strategic Framework for intercultural coexistence, 'Tenerife lives diversity', allowing it to be transferred and brought closer to other island and municipal contexts and spheres.

Since 2012 Tenerife has been a member of the Spanish Network of Intercultural Cities (RECI) and the Antirumours Network. Both are aimed at promoting intercultural coexistence and, therefore, have a clear position and approach to discrimination. Likewise, at the regional level, Tenerife participates with organisations such as CEAR Canarias and the Tenerife Migrant Network in actions aimed at fighting discrimination and promoting intercultural coexistence, with special emphasis on social justice as a framework.

### Suggestions

In Tenerife, mainly third sector organisations offer support to victims of discrimination. Other inspirational models include multilevel governance and cooperation at the regional level: an example is the **Eraberean Network** promoted by the **Basque Government** to fight against discrimination on the basis of racial, ethnic or national origin, sexual orientation/identity or gender identity. The Network is made up also of various social organisations that work in the field of immigration, with the Roma population and with LGTBI groups. Eraberean offers a specialised support service, which consists of assistance and advice to potential victims of discrimination on the basis of racial, ethnic or national origin, sexual orientation/identity or gender identity, and those who are aware of such discriminatory situations. The antennas complement this awareness and training work by bringing these initiatives closer to their associates and other key agents who are close to them.

Tenerife is considering reviewing the municipal regulations to identify the mechanisms that discriminate particular vulnerable groups. Inspiration could be found in other cities, such as **Bradford** (UK), which is required by the **Equality Act 2010** to assess the compliance of every commissioned contract. This partly ensures that the Council reviews all municipal rules and regulations to identify mechanism that may discriminate against residents with migrants or minority background. The Equality and Community Relations Group also investigates the equality of opportunity and access to public services for all citizens. A group is also set up within the Council to address equality and diversity issues within the organisation.

In addition, the Council of Europe is currently working on preventing systemic discrimination in public administrations. A research study and a policy brief are available in this field. Good practices will also be shared among ICC cities. It is recommended to Tenerife to take part in this initiative to learn from other cities experiences.

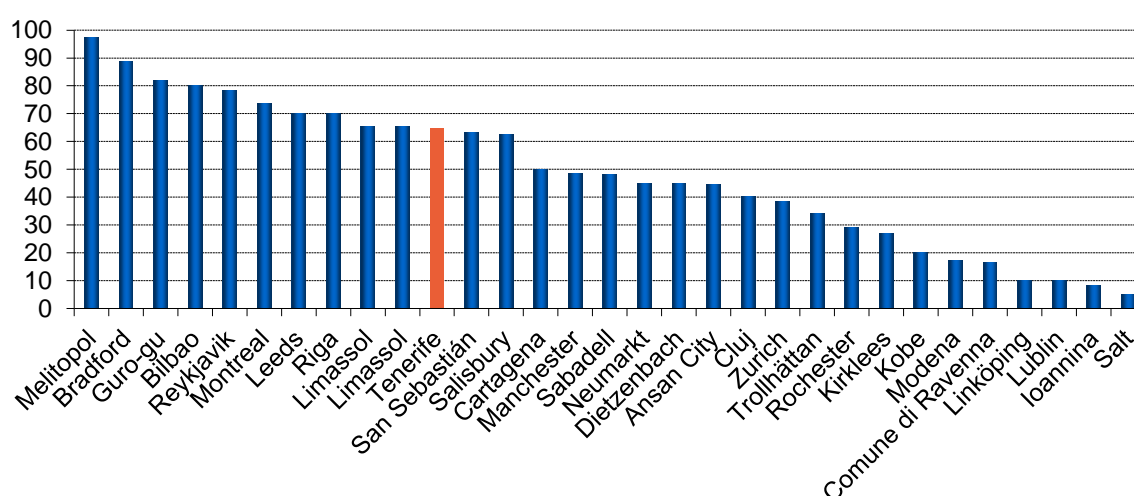
Last, **Barcelona** City Council (Spain), based on the work carried out by **the Observatory of Discrimination in Barcelona**, detected that one of the sources of discrimination in the city is related to access to the housing rental market. In view of this evidence, the Directorate of Services for Citizenship Rights of Barcelona City Council has promoted a study in recent months to look more deeply into this issue and objectively assess the extent of this discrimination. In addition, the Council is currently conducting a study on intuitional and structural racism.

## PARTICIPATION

*Inclusion, power-sharing and participation are the golden keys of intercultural policy-making. A range of studies have demonstrated that inclusive integration policies produce better outcomes in terms of social cohesion, trust in the administration, safety, quality of services, welfare, good governance and economic growth. People with different backgrounds and experiences can bring innovative solutions to common challenges, as well as anticipate problems that might arise. Conversely, when people encounter barriers to participation, or otherwise choose intentionally not to participate, they may, passively, withdraw from social and public life or choose, actively, to live outside prevailing social customs and law. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. By doing so, it increases support, and thereby the sustainability of local policies, while at the same significantly reducing the economic costs of social exclusion and instability.*

Indicators on participation have been included in the ICC Index in January 2019. The data so far collected are now relevant for statistical purposes. Thirty cities have so far (February 2021) replied to this new index chapter. Tenerife's score in the field of participation is 65, higher than the city sample's achievement rate of 48.

### Intercultural City Index (ICC) - Participation



Participation was key when designing Tenerife Lives Diversity, the intercultural strategy of the Cabildo. This participation was channelled through Juntos en la Misma Dirección. The network embarked at the end of 2016 on the mission of providing the island of Tenerife with a document, a tool, that would serve as a guide and orientation for all groups, administrations and people who wish to join the process of improving coexistence by taking advantage of the benefits of cultural diversity. 'Tenerife lives Diversity' was a broad participatory process lasting several years in which more than 50 groups and entities from different social and economic areas have been involved, gathering the contributions and perceptions of more than 300 people to form a strategic framework. Tenerife lives Diversity offers a diagnosis of the state of coexistence in diversity on the island and provides numerous recommendations, proposals, and inspiring examples to promote intercultural coexistence. Through it, the work of managing cultural diversity positively extends to the entire island of Tenerife.

In February 2019, this tool was unanimously approved in the Plenary Session of the Cabildo, which is being transferred to the territories through the local administrations and in various phases and levels:

- Mapping phase: of the actions carried out on the island that contribute to the generation of intercultural social coexistence.
- Information phase: Through an intercultural kit, information and tools will be offered.
- Training phase: Specific training actions to increase intercultural competence.
- Active phase: Accompaniment to carry out strategic planning for the benefit of intercultural coexistence.

In addition, other initiatives have become processes led by numerous people and groups that form part of this network, such as, for example, the Welcome Guide ¡HOLA!

Tenerife counts on participation mechanisms to enable all city residents, regardless of migrant/minority background, to participate equally in the decision-making process through *Juntos en la misma Dirección*. Not only is this the intercultural strategy of the city, but it is also the structure that offers a key platform for public participation. The participation takes place mainly through its working groups. The people and entities involved decide which objectives they wish to work on and how to make them possible by implementing actions. This set of actions, which amount to more than a hundred a year, allows for real participation with an impact on decision-making. These working groups design actions such as the Intercultural Open Space and especially the Confraternisation Lunch and the Island Round Table for Intercultural Coexistence in Tenerife, spaces for dialogue and interaction.

### Suggestions

The city should take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations. In addition, monitoring the participation of city residents with migrant/minority backgrounds in the decision-making processes is key to design better strategies to overcome barriers to participation. While acknowledging the difficulties in doing so, an approach could be to start by conducting minor research in particular areas. **Valencia** City Council (Spain) did so by carrying out a **diagnosis on the participation of migrants** in the city's associations (neighbourhood, social, cultural, youth, families, sports, etc.), from which an intervention strategy with specific actions was drawn up. The diagnosis was conducted in two specific neighbourhoods in view to extrapolate the results to the whole city. The study included: a map of the civil society association in the neighbourhoods, including both public resources and the citizens' organisations present in the areas and identifying the main social groups or movements linked to them; a participated diagnosis on the intensity and quality of social and citizen participation of the population of migrant origin; a guide of proposals for action to facilitate and promote their participation.

**Barcelona** City Council (Spain) did the same, coordinated by the **Participation Department**. Different diagnosis derived in the 'Government measure to promote the participation of people of various origins and cultural contexts in the channels of participation'.

Similarly to *Tenerife Vive Diversidad*, the adoption of the **Intercultural Strategic Plan 2017-2027 of the City of Salisbury** (Australia) was heavily informed by extensive and meaningful community engagement, focussing on culturally and linguistically diverse communities. Five workshops were held, and a survey was completed by 600 people, with heavy participation of culturally and linguistically diverse residents. Additionally, the voices of the community were also heard through informal engagement. With the help of 850 people from 8 different culturally and linguistically diverse communities who accessed programs at the Community and Seniors Centres, the City staff was able to consider information that was anecdotally passed onto cultural group coordinators. Then, they were able to extract meaningful conclusions through their relationships with the culturally and linguistically diverse communities and their depth of understanding of the cultural issues. In addition to these practices, the organisations "Salisbury Intercultural Community Alliance" and "Salisbury Intercultural Strategic Alliance" elevate the residents' level of participation. They act as platforms for members to advocate on behalf of their cultural communities and the assistance of the implementation of the Intercultural Strategic Plan. "Salisbury Intercultural Community Alliance" and "Salisbury Intercultural Strategic Alliance" are public participation networks that enable all residents to participate in the decision-making processes.

A highly recommended lecture is the Guide 'The development of intercultural processes at local level'. The Guide includes best practices and a self-assessment to determine whether a participatory process is intercultural enough. This includes elements such as leadership and commitment, understanding the target groups, the objectives, the channels and communication methods, the participation tools, and the evaluation and lessons learnt).

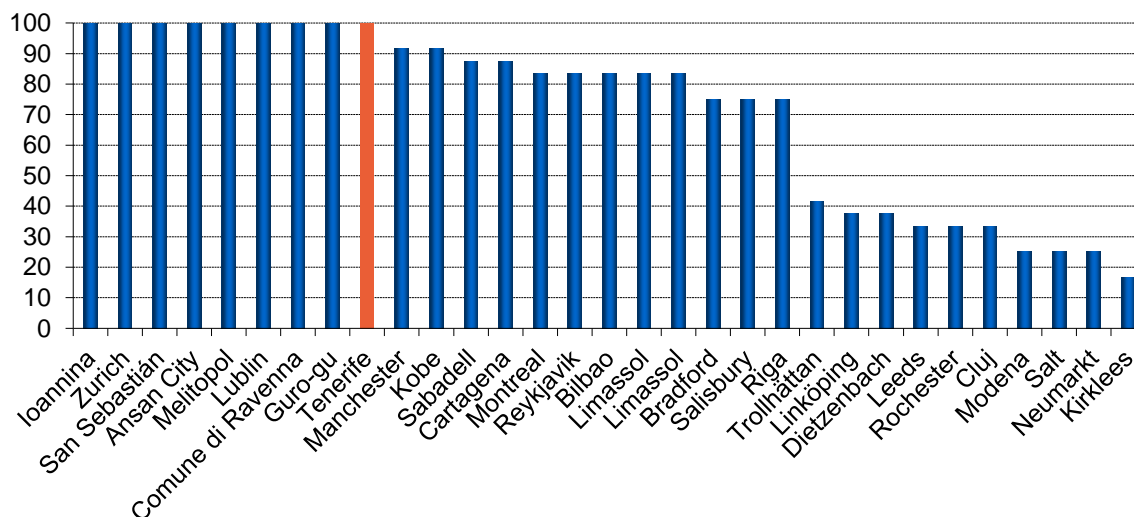
### **INTERACTION**

*Interaction between people of all kinds is what gives the intercultural city its distinctive value. Identity is not 'given' in a passive sense, but something which is 'enacted' and defined through interaction. In spite of protective laws, prejudice and discrimination can thrive where there is segregation or a lack of contact and dialogue between people. There is ample evidence to prove that, under certain conditions, the more contact people with different backgrounds and lifestyles have with each other, the less likely they are to think and behave in prejudicial ways.*

Therefore, an intercultural city develops, in partnership with other organisations, a range of policies and actions to encourage more mixing and interaction between diverse groups.

Indicators on interaction have been included in the ICC Index in January 2019. The data so far collected are now relevant for statistical purposes. Thirty cities have so far (February 2021) replied to this new index chapter. Tenerife's score in the field of participation is 100, considerably higher than the city sample's achievement rate of 71.

### Intercultural City Index (ICC) - Interaction



Tenerife has an Island Guide of intercultural resources that is updated annually. The guide lists the entities, organisations and groups (formally organised or not) that offer some kind of service or activity that may favour intercultural inclusion. In addition to this specific resource, the Cabildo of Tenerife has an interactive map on which all the existing socio-cultural resources on the island are geolocated. Both resources are freely accessible and are updated with the data and information authorised by the Cabildo.

Tenerife collaborates regularly with social organisations and civil society to promote initiatives that encourage intercultural inclusion. It is channelled through *Juntos En la misma dirección* and its Permanent Commission and specifically in the *Mesa Insular para la convivencia intercultural*.

Networking is carried out and strengthened, including information and collaboration and joint work with organisations such as the Spanish Commission for Refugees CEAR Canarias, *Barrios por el Empleo: Juntos más fuertes* or *Intervención Comunitaria Intercultural ICI Taco*.

#### Suggestions

The municipality should also ensure that the different spaces of interaction, mainly those developed by the Antirumours Strategy and the Intercultural Community Intervention Programme, do not duplicate tasks and do have shared objectives, understanding and impact. An example of interaction initiatives is the so-called **mentoring programmes**, which are being developed in several European cities.

Lastly, and despite teachers' training being a competence of the Autonomous Government, additional intercultural skills training could be offered to teachers. For some years now, the **Santa Coloma de Gramenet** City Council (Spain) and the city's secondary schools have been working together on issues related to coexistence, prejudices, positive conflict management, diversity (of all kinds) and how to combat harassment. With the implementation of the **Coexistence Projects** that follows the Department of Education of the Generalitat's directives, the City Council proposes that different resources and instruments are made available to schools both at the municipal and city levels. The aim is to adapt schools' needs, reality, and relationship with the community, to this new regulatory framework. The objective is to introduce new mechanisms for conflict resolution in the classroom to work on existing conflicts from a perspective of dialogue and co-responsibility and make an attempt to approach the

different strategies for the positive resolution of conflict. The project aims to create a network of public secondary schools to incorporate new tools, acquire knowledge, promote and energise positive coexistence models, and share best practices and methodologies. This is embodied in the elaboration of a coexistence project in each high school of the city.

To this end, initiatives are implemented to raise awareness, train and involve both students and teachers in the prevention and positive management of the conflict. With different resources, games, dynamics and spaces for reflection, the City Council provides tools to understand better how rumours, prejudices and stereotypes work through the responsible use of social networks, in their own families or in public spaces.



## OVERALL CONCLUSIONS

Tenerife's aggregate intercultural index is 56. In the table below are listing the strengths (what the city does) and the weaknesses (what the city does not yet do).

<p><b>COMMITMENT</b></p>	<p>✓</p>	<p>Tenerife has participated in the Intercultural Cities programme since 2012. A Strategic Framework for Intercultural Coexistence '<b>Tenerife Lives Diversity</b>' was unanimously approved, in the Plenary of the Cabildo of Tenerife in February 2019. The Action Pla is materialized through <i>Juntos en la Misma Dirección</i>. The Cabildo has created an <b>Interdepartmental Commission to address issues related to the island's cultural diversity management policies</b>.</p>
	<p>✗</p>	<p>Government declarations reinforcing the commitment to be an Intercultural City are scarce. The Cabildo website in which the intercultural strategy is presented is not easily accessible.</p>
<p><b>EDUCATION</b></p>	<p>✓</p>	<p>Schools/organisations carry out intercultural projects and activities. <u>Schools have Solidarity Committees</u>. The Cabildo itself, through <i>Juntos en la misma dirección</i> carries out numerous intercultural awareness-raising workshops to combat prejudices and stereotypes in primary, secondary and vocational training educational centres</p>
	<p>✗</p>	<p>Tenerife does not have a policy to increase cultural mixing and there are no municipal plans to avoid segregation at schools. Very few schools implement projects to foster the integration and participation of parents from diverse backgrounds in school life</p>
<p><b>NEIGHBORHOOD</b></p>	<p>✓</p>	<p>Tenerife runs a wide range of projects to ensure connection, dialogue and interaction between residents of different neighbourhoods and municipalities.</p>
	<p>✗</p>	<p>The island has not designed any particular plan to increase diversity in some neighbourhoods or to avoid concentration.</p>
<p><b>PUBLIC SERVICE</b></p>	<p>✓</p>	<p>Tenerife takes into consideration the migrant backgrounds and the minority groups in order to provide better services.</p>
	<p>✗</p>	<p>Public employees do not reflect the composition of its population. The Cabildo does not count with a recruitment plan to ensure adequate rate of diversity within the administration workforce, nor the private sector.</p>
<p><b>BUSINESS AND LABOUR</b></p>	<p>✗</p>	<p>Tenerife should improve actions to promote diversity and non-discrimination in the labour market. In addition, the Cabildo does not support entrepreneurs with a migrant or ethnic background.</p>
<p><b>CULTURE AND SOCIAL LIFE</b></p>	<p>✓</p>	<p>Tenerife offers a set of interesting actions to encourage cultural organisations to deal with diversity and intercultural relations in their productions and organises public debates or campaigns on the subject of cultural diversity and living together. The intercultural perspective is used as a criterion for allocating resources.</p>
	<p>✗</p>	<p>The Cabildo of Tenerife takes action to encourage meaningful intercultural mixing and interaction in public spaces.</p>
	<p>✗</p>	<p>Measures to encourage and monitor diversity in decision making on public space should be developed.</p>
<p><b>MEDIATION</b></p>	<p>✓</p>	<p>The municipality of Arona has a generalist municipal mediation service which also deals with community conflicts. Some working groups within <i>Juntos en la misma dirección</i> strategy do offer mediation services as well. In Tenerife, there are two 'Interreligious Dialogue Group.</p>
	<p>✗</p>	<p>The Cabildo should explore the possibility of creating a municipal mediation service devoted to intercultural issues.</p>

LANGUAGE	<p>✓</p> <p>✗</p>	<p>Third-sector organisations organise language exchange workshops. Language courses are offered by the University / Official Language School.</p> <p>Programmes seeking to give a positive image of minority languages are scarce. Financial and logistical support is not given to local minority initiatives, such as written press or radio.</p>
MEDIA AND COMMUNICATION	<p>✓</p> <p>✗</p>	<p><i>Juntos en la misma Dirección</i> develops the communication strategy in relation to diversity. Tenerife monitors the way in which the local and/or national traditional media represent people of migrant/minority origin.</p> <p>The Cabildo, through <i>Juntos en la misma Dirección</i>, should engage local media when they portray people with migrant/minority backgrounds through negative stereotypes.</p>
INTERNATIONAL OUTLOOK	<p>✓</p>	<p>Tenerife has a strong local policy to encourage international cooperation, mainly channelled through the Department of External Action.</p>
INTELLIGENCE AND COMPETENCE	<p>✓</p> <p>✗</p>	<p>Tenerife efforts in this area, mainly developed by OBITen, reflects its overall positive 'mind-set' in this area.</p> <p>Information on perceptions could be further developed. Intercultural Competences training under development.</p>
WELCOMING	<p>✓</p> <p>✗</p>	<p>A Reception Guide has been produced (¡HOLA!).</p> <p>A Reception model for Tenerife is being developed in a participatory manner The city does not recognise newcomers in a public ceremony.</p>
LEADERSHIP AND CITIZENSHIP	<p>✓</p> <p>✗</p>	<p>In Tenerife, some initiatives to encourage people with migrant/minority backgrounds to engage in political life are deployed, such is the Permanent Commission of <i>Juntos en la misma dirección</i>, the <i>Juntos Network</i>, or the <i>Migrant Network</i>. Likewise, the participation of migrants is promoted in various processes of citizen participation that the city leads in the design of public initiatives.</p> <p>The city does not implement actions to guarantee a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services.</p>
ANTI-DISCRIMINATION	<p>✓</p> <p>✗</p>	<p>Tenerife uses different mechanisms to identify cases of racism, xenophobia, homophobia or intolerance against citizens. The Cabildo supports third-sector organisations supporting victims of discrimination. The city runs an Antirumours Strategy.</p> <p>The Cabildo does not have a dedicated service to support victims of discrimination. Tenerife will systematically review all municipal rules and regulations to identify mechanisms that may discriminate residents with /migrant/minority backgrounds.</p>
PARTICIPATION	<p>✓</p> <p>✗</p>	<p>Participation is key when designing Tenerife Lives Diversity. Tenerife counts on participation mechanisms to enable all city residents, regardless of migrant/minority background, to participate equally in the decision-making process through <i>Juntos en la misma Dirección</i>.</p> <p>Tenerife does not monitor the participation of citizens with a minority/migrant background in defining and designing public strategies and actions. The Cabildo should take further actions to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations.</p>
INTERACTION	<p>✓</p> <p>✗</p>	<p>Tenerife regularly collaborates with social organisations and civil society to promote initiatives that encourage intercultural inclusion. The city has taken innovative actions in order to promote intercultural interaction. The Cabildo has a database of civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion.</p> <p>Intercultural competences for teachers should be explored.</p>

In view of the above, we wish to congratulate TENERIFE for the efforts taken 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, TENERIFE could enhance the sectors below by introducing different initiatives:

The areas that got a low score and therefore need more efforts and resources are:

- **Business and labour market:** steps could be taken to increase the cooperation with the Economic development department to promote actions and project with an intercultural perspective. This includes building capacity of staff members working in the Cabildo in related areas or better understanding the challenges and the phenomena with OBITen. In addition, the Cabildo should guarantee the support to facilitate the integration in the labour market for some vulnerable profiles (directly or through third-sector organisations), for instance: Roma youngsters, residents in irregular administration situation, trafficked women, etc. Recognising the role of migrants as entrepreneurs /workers and highlighting their contribution to the local economy is an important action that could take part on awareness raising campaigns /communications or through the Antirumours Strategy. In relation to procurement of goods and services, actions should be explored to favour companies with an intercultural strategy that include criteria for promoting social and labour inclusion.
- **Public services:** the lack of diversification of municipal staff is a key challenge that needs to be tackled. In terms of local facilities, the Cabildo could improve their adaptation and the inclusion of the intercultural perspective in their programming, communication and intervention.
- **Welcoming:** a Reception model for Tenerife is being developed in a participatory manner. It would be key in the upcoming months to achieve a concrete and agreed model, bringing down to Earth the actions to be implemented and the calendar. Key ideas could be extracted from the Guide on Intercultural Reception produced by RECI.

In addition, other areas scored below the sample city and thus, Tenerife needs as well to dedicate some efforts to them:

- **Education:** Tenerife could lead more intercultural projects in educational centres, targeting families or language courses (i.e. teaching migrant or minority languages). A tool that could be used is the Antirumours Strategy applied to Educational Centres. Intelligence could be improved on topics such as schools' segregation, failure or early living in cooperation with the Autonomous Government, the Education department and OBITen.
- **Public space:** the Cabildo should take into account the diversity when designing, refurbishing or managing new public spaces or buildings by setting up different methods and places for consultation to ensure the involvement of people with different migrant/minority backgrounds when designing or re-building a particular area.
- **Neighbourhoods:** Tenerife should explore the design of measures /policies to increase diversity in some neighbourhoods or to avoid concentration. A first step is to cooperate with other departments, such as Urban planning.

Finally, and despite the good scores in the following areas, Tenerife should consider different initiatives to improve its action:

- **Participation:** Tenerife should take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations. In addition, monitoring the participation of city residents with migrant/minority backgrounds in the decision-making processes is key to design better

strategies to overcome barriers to participation. An approach could be to start by conducting a small research on particular areas.

- **Interaction:** intercultural skills training could be offered to teachers – maybe through the Antiruroums Strategy.
- **Antidiscrimination:** multilevel governance and cooperation should be explored in fighting discrimination and offering services to victims. Improving the knowledge around discrimination (profile of victims, perpetrators, places where discrimination takes place, etc.) is valuable when designing proper policies. Tenerife should carry out a review of the municipal regulations in order to identify the mechanisms that discriminate against particular vulnerable groups.
- **Leadership and Citizenship:** Tenerife could further develop initiatives to encourage people with migrant/minority backgrounds to engage in political life. Initiatives to improve the knowledge of local politicians and municipal staff jobs among people from diverse cultural origins could encourage them to engage in politics. Regarding the right to vote in local elections, the municipality may wish to raise awareness among people who is entitled to vote, to register in the electoral census. This could be done through personal letters or /and communication campaigns. Similarly, the Cabildo could explore basic intercultural standards in the representation of migrant minorities in different s bodies and councils and link this representation to public funding access.
- **International outlook:** Tenerife can draw inspiration from initiatives such as city twinning, artistic exchanges and development co-operation, guaranteeing an intercultural international policy agenda where both parties contribute as equals to supporting integration, social cohesion and respect for diversity.
- **Intelligence & competence:** Tenerife could further develop tools to reach more profiles within the Cabildo and cross-cutting the intercultural approach. It could be also interesting to explore building capacity to elected politicians. Through OBITen, Tenerife could explore analysing perceptions related to migration, security, discrimination of Tenerife's population with a Barometer.
- **Media and communication:** the engagement with the local media or social media when portraying people with migrant/minority backgrounds has to be reinforced. Tenerife should consider mainstreaming the intercultural narrative in the Cabildo communication, which requires a strong cooperation with the Communication Department. In addition, the island could support (by mentoring, building capacity or resources) Media projects launched by organisations or neighbours with a socio-cultural diverse background.
- **Mediation:** the Cabildo could take the Arona Media experience and extend it to other municipalities, or offer the service itself. Different services and approaches could be explored (intercultural mediation, community – neighbours mediation, community Police)
- **Commitment:** some steps should be taken to construct and consolidate an intercultural city narrative so the government declarations reinforcing the commitment to be an Intercultural City increase. As for the recently approved Tenerife Vive diversidad, it is key to define a monitoring strategy and to work on the formulation of indicators to assess progress.
- **Cultural and social life:** as part of Tenerife annual calsl for proposals, the Cabildo could explore to have a specific grant line related to Intercultural interventions, from which it subsidises associations and programmes of an intercultural nature developed by social organisations. It would be key to mainstream this approach into other areas and departments so they include the intercultural criteria in their calls or launch a specific call related to this topic.

It could be wise to explore the organisation of annual campaigns on different international days such in line with ICC campaigns.

TENERIFE 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 above for each sector as well as in the Intercultural cities [database](#)

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

The Council of Europe and its partner cities have developed and validated an intercultural approach to integration and inclusion which enables cities to reap the benefits and minimise the risks related to human mobility and cultural diversity. A decade after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing and economic development.

The Intercultural Cities Programme (ICC) invites cities in Europe and beyond to explore and apply policies that harness diversity for personal and societal development.

The Council of Europe is the continent's leading human rights organisation.

It comprises 47 member states, 27 of which are members of the European Union.

All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law.

The European Court of Human Rights oversees the implementation of the Convention in the member states.

COUNCIL OF EUROPE



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