

RESULTS OF THE INTERCULTURAL CITIES INDEX



Tenerife

August 2018



Intercultural cities
Building the future on diversity

www.coe.int/interculturalcities



RESULTS OF THE INTERCULTURAL CITIES INDEX



A comparison between 94 cities¹

Introduction

The Intercultural Cities is a Council of Europe flagship programme. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view. In the past, this review has taken the form of narrative reports and city profiles – a form which was rich in content and detail. However, narrative reports alone were relatively weak as tools to monitor and communicate progress. Thus, an “Intercultural City Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

As of today 94 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), Amadora (*Portugal*), Arezzo (*Italy*), Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Cascais (*Portugal*), Castellón (*Spain*), Castelvetro (*Italy*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamamatsu (*Japan*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Russian Federation*), Klaksvík (*Faroe Islands*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*),

¹ This report is based on data contained at the Intercultural Cities INDEX database at the time of writing. The INDEX graphs may include a greater number of cities, reflecting the growing interest in this instrument.

² The Spanish city of Donostia-San Sebastian is generally referred in the programme as San Sebastian.

Logroño (*Spain*), Lublin (*Poland*), Lutsk (*Ukraine*), Maribyrnong (*Australia*), Melitopol (*Ukraine*), Melton (*Australia*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Odessa (*Ukraine*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), the district of Osmangazi in the province of Bursa (*Turkey*), Paris (*France*), Parla (*Spain*), Patras (*Greece*), Pavlograd (*Ukraine*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Santa Maria da Feira (*Portugal*), Unione dei Comuni-Savignano sul Rubicone³ (*Italy*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Sumy (*Ukraine*), Swansea (*United Kingdom*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione Terre dei Castelli⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), Vinnitsa (*Ukraine*), Viseu (*Portugal*) and Zurich (*Switzerland*).

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

This document presents the results of the Intercultural City Index analysis for **Tenerife (Spain)** in 2018 and provides related intercultural policy conclusions and recommendations. It is the third time that Tenerife replies to the ICC Index since its membership to the ICC programme, back in 2012.

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.

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

⁴ Former Castelvetro di Modena.

METHODOLOGY



The Intercultural City Index analysis is based on a questionnaire involving 73 questions grouped in 11 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of these indicators - education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces are grouped in a composite indicator called "urban policies through the intercultural lens" or simply "intercultural lens".

The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended only as a tool for benchmarking, to motivate cities to learn from good practice.

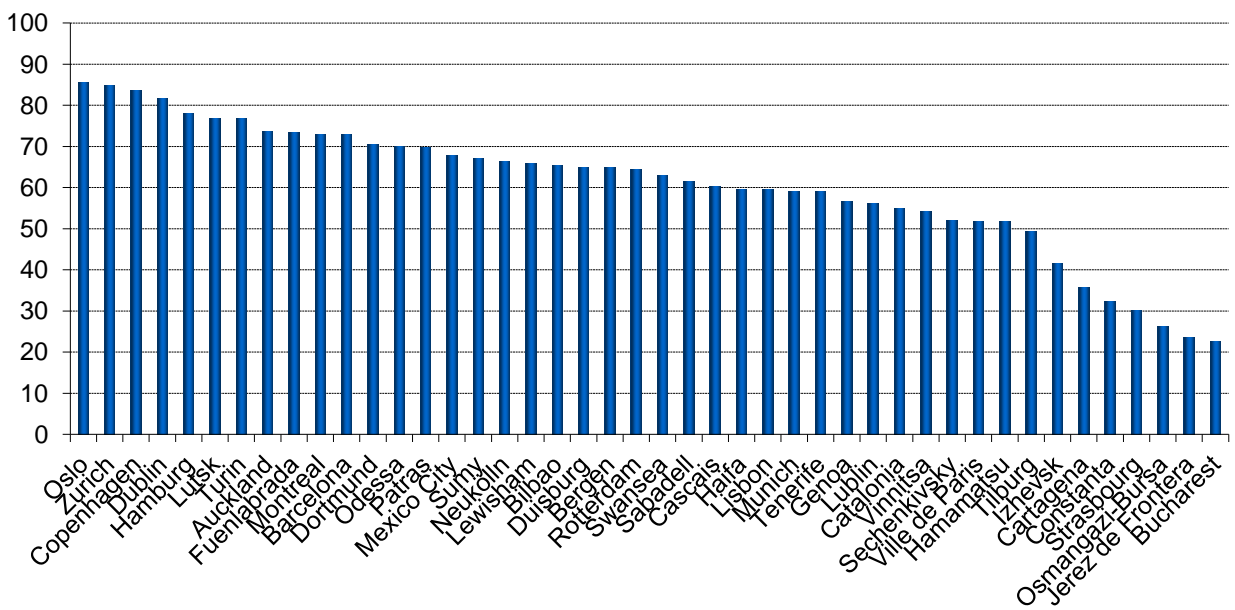
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (above or below 200,000 inhabitants) and the percentage of foreign-born residents (higher or lower than 15 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

According to the overall index results, Tenerife has an aggregate intercultural city index of **59%**.

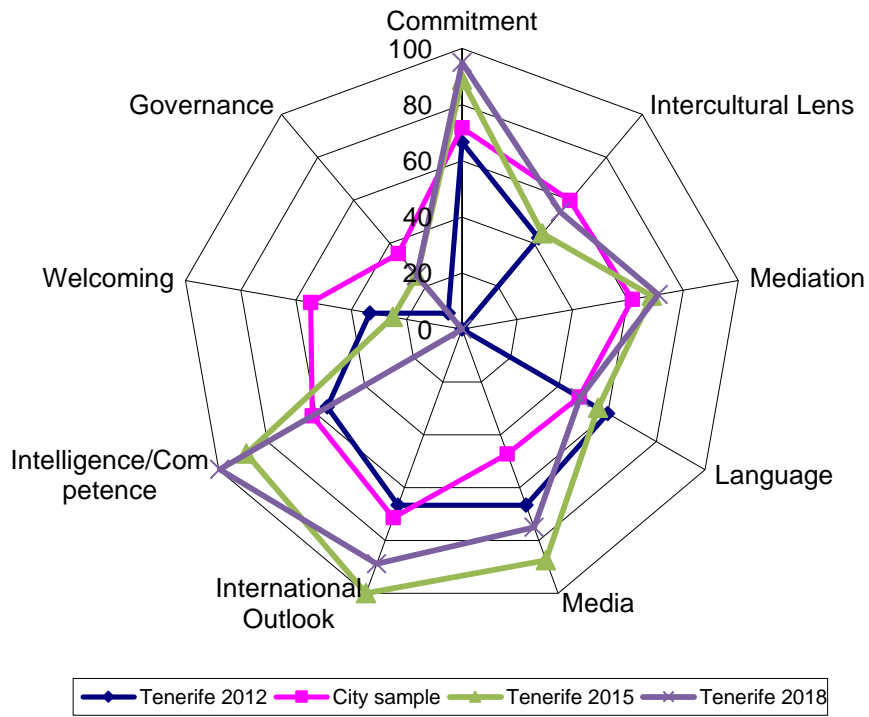
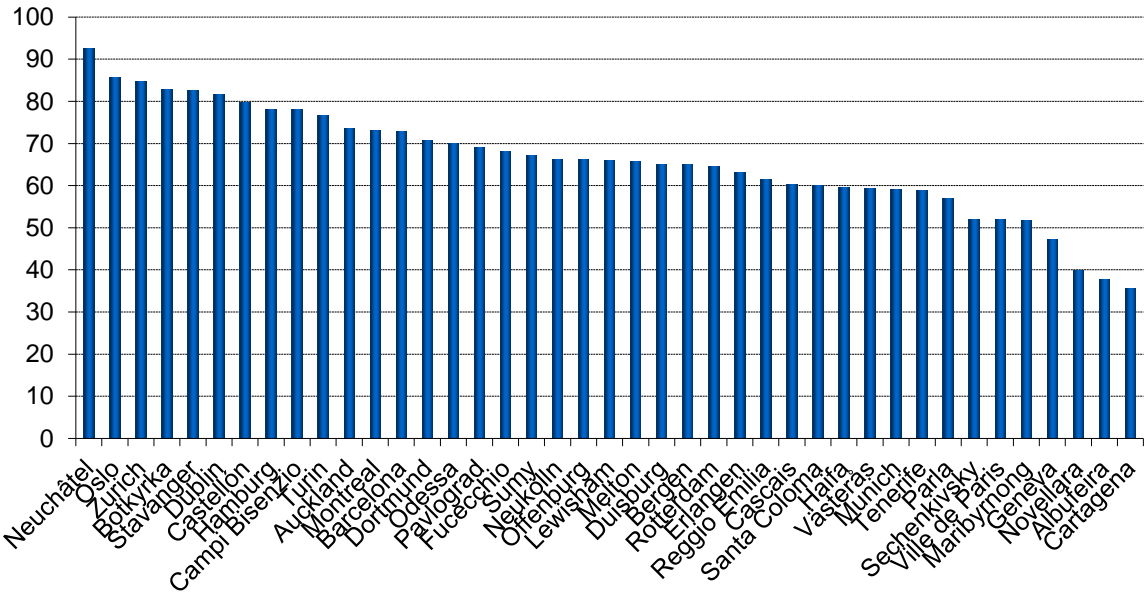
INTERCULTURAL LENS

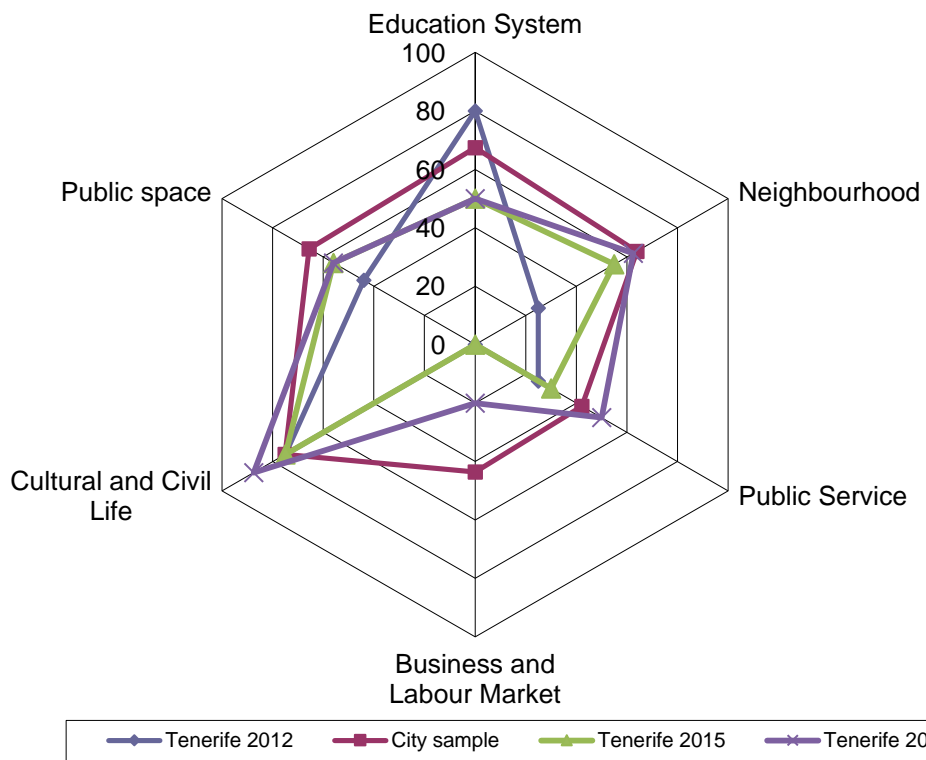


Intercultural City Index (ICC) - City sample (inhabitants > 200'000)



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





Tenerife – An overview

Tenerife is the largest of Spain's Canary Islands, off West Africa. It's dominated by Mt. Teide, a dormant volcano that is Spain's tallest peak. Tenerife may be best known for its Carnaval de Santa Cruz, a huge pre-Lent festival with parades, music, dancing and colourful costumes.

Tourism is the most prominent industry in the Canary islands, with more than 4,300,000 tourists in 2017. Around 39% of the tourists are from the United Kingdom. In second place comes Germany followed by Sweden, Norway, the Netherlands, France, Ireland, Belgium, Italy, Denmark, Finland, Switzerland, Poland, Russia and Austria.

Since tourism dominates Tenerife's economy, the primary sector has lost its traditional importance. Agriculture contributes less than 10% of the island's GDP, but its contribution is still vital, as it also generates indirect benefits by maintaining the rural appearance, and supporting Tenerife's cultural values. This report concerns the policies of the Cabildo de Tenerife (Island Council of Tenerife).

Demography

In 2017, the Island counted **894,636 inhabitants**⁵. According to the 2016 data of the *Padrón Municipal de Habitantes*, 80.38% of the population is born in Spain, whereas the percentage of foreign nationals accounts for 12.58% of the residents, and foreign-born residents account for 19.62%.

The percentage of people belonging to the second or third generations of immigrants is still not available in the 2016 Continuous Register. However, it is possible to affirm that 2nd and 3rd generation of Latin American and Asian origins (originating in India, for example) are strongly represented on the Island⁶.

It is not possible to obtain the GDP per capita of the island of Tenerife or of any other individual Canary island since data is only available at the regional level. The Canary Islands as a whole have a GDP of 19.867 euros (at current prices) in 2016⁷, which places it 17.12% below the national average, whose value is 23,970 euros.

Available insular figures refer to the year 2015 in which the Gross Added Value (GVA) per capita for Tenerife was 176,747 euros.

⁵ Source: <http://bit.ly/2BIMFnP>

⁶ Additional information can be found here;
<http://eldia.es/santacruz/2017-06-08/2-desalojo-judicial-acaba-medio-siglo-comercio-hindu.htm>
<http://www.laopinion.es/tenerife/2015/04/18/comunidad-india-tenerife-mayores-pais/601531.html> <http://www.laopinion.es/tenerife/2015/02/01/isla-refugio-venezolanos/588633.html> <http://diariodeavisos.lespanol.com/2017/10/viaje-vuelta-del-telemaco/>

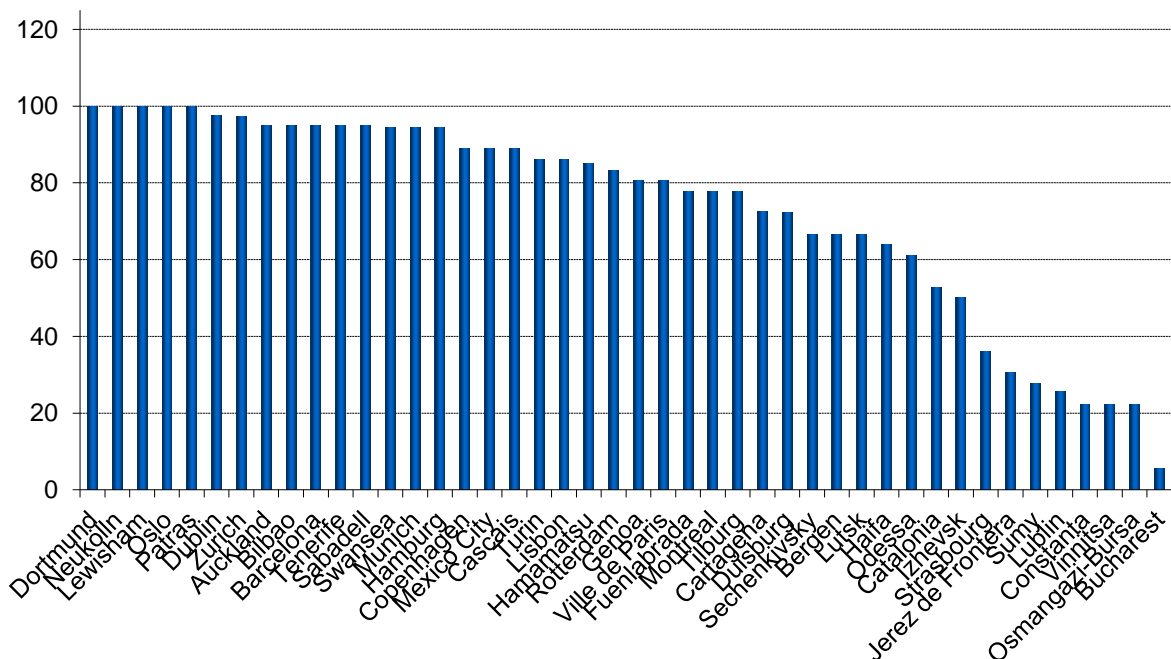
⁷ Source: information of the regional accounting of Spain published by INE

COMMITMENT



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

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



Tenerife's rate in the field of Commitment in 2017 corresponds to **95%**, six points higher compared to the result obtained in 2015 (89%). An excellent result compared to the city sample which is already high (71%).

Tenerife has formally adopted a **public statement** to celebrate its commitment to the Intercultural Cities Programme and the principles of interculturality.

It has also adopted an excellent **integration strategy with intercultural elements** and has established an intercultural action plan to implement it. This is outlined in the motion taken to the Insular Plenary on 25 November, 2016, in which D. Efraín Medina – Second Vicepresident of the Cabildo of Tenerife, appeared voluntarily to report on the strategy "*Juntos En la misma dirección*" ("**Together In the same direction**")⁸, having had unanimous support by the Insular Plenary for the management of the cultural diversity through a participatory intercultural model.

Tenerife has adopted a **budget** for the implementation of the intercultural strategy and the action plan. The budget increased from 60.000,00 euros in 2013 to 260.000,00 euros in 2018 with an overall budget devoted to the management of diversity accounting for around a million euros.⁹

There is an **evaluation and updating process** of the intercultural strategy/action plan involving all stakeholders that participate in the strategy "**Together In the same direction**". Results are reflected the Insular Tables for intercultural coexistence in Tenerife, of which twelve editions have been issued so far. The recommendations included in the ICC Index analysis report have been also used as a baseline for future plans.

The Department of Employment, Trade, Industry and Socioeconomic Development of the Cabildo de Tenerife **promotes initiatives that support an intercultural approach to the job market**. OBIT - Tenerife Immigration Observatory, as well as the strategy "Together in the same direction", depend on it financially. OBIT performs coordination functions, as an entity specialised in gathering knowledge of the human and cultural diversity of the Island and, in addition, it ensures the technical correspondence of the projects that are developed with the objective of promoting intercultural dialogue for social integration.

Suggestions:

Tenerife reached an excellent rate of achievement of the Index goal in relation to Commitment; yet, there is always room for improvement and the Island may find it interesting to look into other intercultural cities' activities.

For instance, the **public recognition** of citizens who have made a significant contribution to valuing diversity is also an indicator of the degree of commitment towards making diversity a strength. Tenerife reported that OBITen implements, since 2006, a kind of recognition for the citizens who made a substantial contribution to intercultural dialogue. The Island may take further inspiration from the example of Botkyrka (Sweden), which has set up an yearly award consisting of a cultural grant and a *Creative Fund* to encourage innovation and new interactions between inhabitants. It is interesting to note that several of the

⁸ www.juntosenlamismadireccion.com

⁹ Source: <http://bit.ly/2nHyhpc>

ideas that have been developed through the support of the Creative Fund have since been sustained and developed into associations or companies, such as Changers Hub, Democracy gardening, etc.

The Canton of Neuchâtel (Switzerland) is also an interesting example as it has a similar administrative structure than the Cabildo de Tenerife. Among the many initiatives promoted to honour citizens with foreign background, the Canton has a monetary annual award to a group or an individual who, through a work, a performance, an act or even a word or an attitude, has made an outstanding contribution to raising awareness of the need for inter-ethnic and inter-religious dialogue, thus promoting respect for others and cultural diversity, or rejecting any exclusion based on ethnicity, religion or nationality.

Besides, the city of Erlangen (Germany) has redacted and adopted an **Integration Charter** that illustrates and explains the integration strategy plan to all citizens, expressly defining the citizens with an immigrant background as part of the citizenry, whose integration is a two-side process.

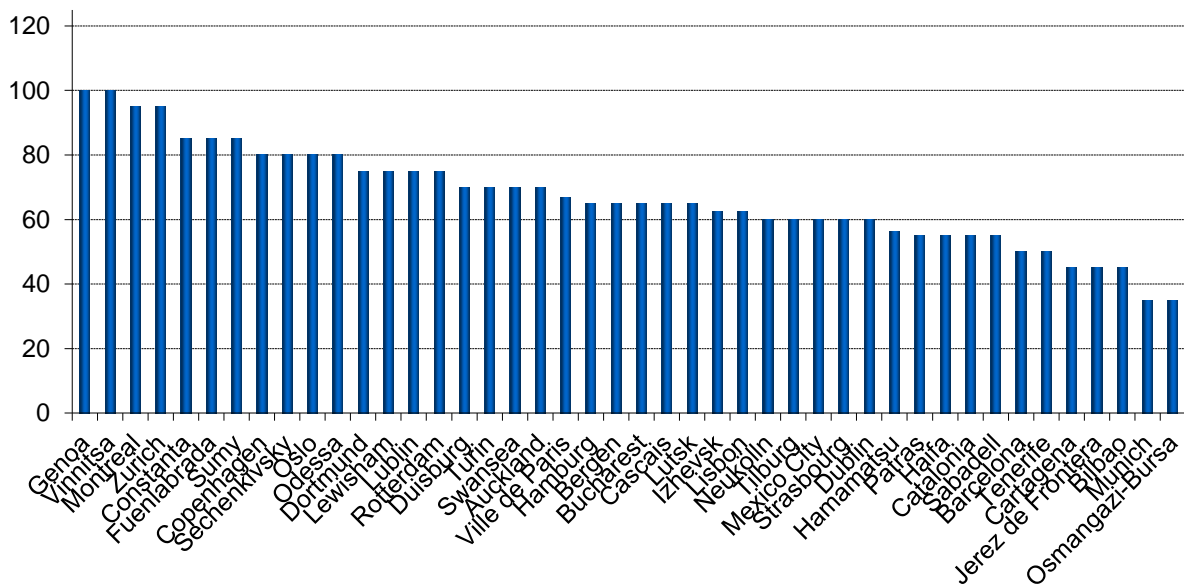
EDUCATION

through intercultural lens



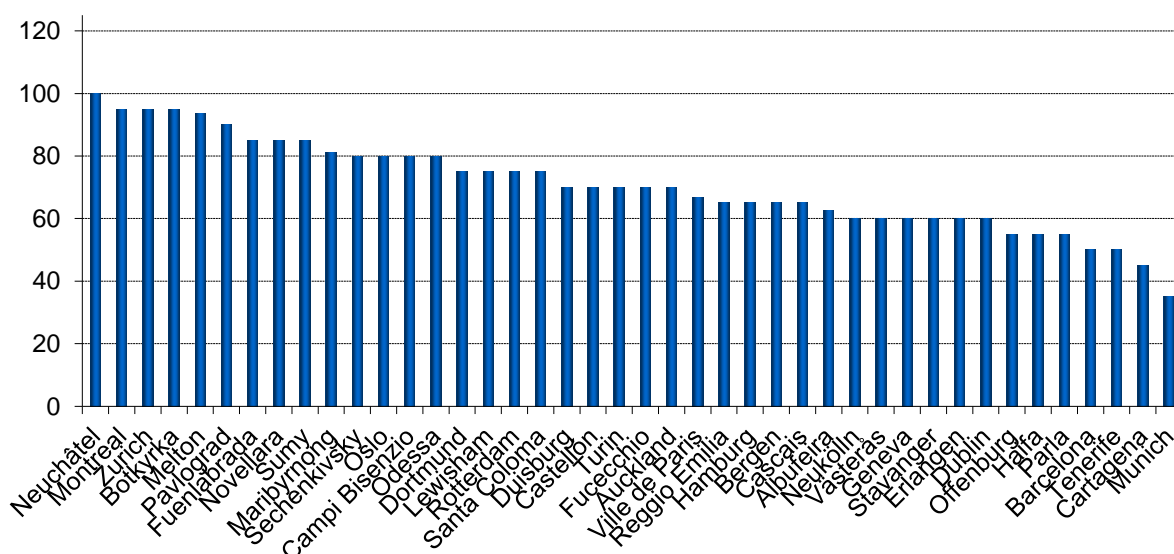
School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.¹⁰

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



¹⁰ The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html).

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



Tenerife's Index rating in the field of **education** in 2017 corresponds to **50%**, still lower than the city sample's rate of 67%. It has to be noticed that the island declined substantially since 2012, when it scored 80%, but the result is stable since 2015.

Almost **all** children in primary schools belong to the **same ethnic** background (i.e. the majority ethnic group) and **rarely** the ethnic background of teachers reflects the composition of the city's population. There is no policy to increase the ethnic/cultural mix at schools. Moreover, schools rarely carry out intercultural projects; however, there are a few examples of success, such as the **Children Participation Group "Amiguitos y Amiguitas"** which is a way of reinforcing the intercultural competence of children and involve them in the social life of the community.

Besides, only a few schools work intensively to involve parents from immigrant/ethnic minority backgrounds in the life of the school. One positive example is the Project **ICI** (Intervención Comunitaria Intercultural) **Taco**¹¹ that builds community relationships in two schools, CEIP¹² San Luis Gonzaga and IES¹³ San Matías and Cabo Blanco CEIP El Fraile.

A couple of other projects, such as **"Enraizados"** or the **"Family Budget Education"**, although not directly related to diversity management still provide a space for the participation and involvement of migrant families in schools with a certain degree of success.

¹¹ <http://www.yosoytaco.org/icitaco/>

¹² Colegio de Educación Infantil y Primaria

¹³ Instituto de Educación Secundaria, Bachillerato y Ciclos Formativos

Another good example is the cultural exchange programme between the IES El Chapatal and Ichasagua with several IES of Senegal, carried out thanks to the support of the **Area of External Action of the Cabildo de Tenerife**. This initiative, which was set-up in 2004 as part of the Forum Island project, is aimed at Secondary school students in order to develop a positive look on the African continent.

We understand from the replies to the Index questionnaire that the Island does not consider the education system as a priority area for policies promoting intercultural interaction, and that it rather privileges carrying out work in neighbourhoods. Yet, it seems to us that a few actions should still be implemented, requiring little efforts but presenting a big potential for benefits.

Recommendations:

The city of Pavlograd (Ukraine) has carried out several intercultural education projects, among which "**With Europe together!**". The latter consisted in virtual tours of European countries, and was connected to other initiatives such as the theater festival "**The World Meet New Year**" or the exhibition of dolls in national costumes of different European countries.

Other examples can be found in Bergen (Norway), which has opened funds to stimulate the collaboration between schools and parents from minority background. The city also supports with funding the work of local schools which carry out intercultural projects or which manage to involve parents in the life of the school. In general, most of the schools there engage in mutual collaboration, evaluating and sharing their experiences and projects.

Geneva in Switzerland has a very interesting approach that may be replicated at least partially. It has adopted a 'whole family' approach to schooling whereby teachers are required to build closer links with families to understand the external factors that might influence a child's ability to learn. In the case of foreigners this means attempting to welcome them in their mother tongue. There is a one year transitional class for new arrivals with little or no French language, to fast-track into the mainstream and prevent them becoming alienated. A good example of the approach is the *Sac d'histoires* (bag of stories) programme. Children are encouraged to bring a collection of bilingual books, CDs, DVDs and other media which they share with their parents, who are then given a much greater stake and involvement in their child's progress at school and improve their own language skills.

In Spain, Bilbao organises several activities in schools, among which:

- **The Welcome** programme for new families, thanks to which information about the education system are translated into seven languages and handed to migrant parents;
- The Annual Bilbao North-South award for Schools that promote the values of Solidarity, Interculturalism and Human Rights. Seven schools have presented their candidacy for this award in 2017.
- Workshops and **awareness-raising** activities to fight discrimination, prejudice and stereotypes in relation to diversity. In this respect, Bilbao

City Council has published a manual aimed at schools to set up anti-rumours and awareness-raising dynamics with young people.

Also, in order to increase ethnic/cultural mixing in schools, Tenerife might find Oslo's (Norway) "*Gamlebeyn Skole*" project quite inspiring. This promotes cultural diversity through arts, as a way to increase community cohesion and counteract the "*white flight*" phenomenon in kindergartens. In fact, while in Oslo kindergartens tend to be characterised by great ethnic mixing, there are alarming signs that primary and secondary schools are gradually becoming more ethnically-polarised. This has been countered by – on the one hand - limiting the right to choose a preferred school and – on the other hand - by investing in those schools that have been threatened by 'white flight'. The Gamlebyen Skole is a classic inner city primary school with a wide range of languages and a combination of complex social and cultural issues. To make it more attractive, the school's physical environment has been shaped to involve references to migrant children's culture of origin such as the climbing wall made up of letters of all world alphabets, the original carved wood pillar of a destroyed Mosque in Pakistan, kilims and other objects which create a warm, homely atmosphere. The curriculum in the school involves cultural and intercultural learning. There is a benchmarking tool allowing teachers to check whether they stand in diversity matters such as engaging parents from different origins. Moreover, the school has edited a book from a joint project with Ankara and is now running a film project with schools from Denmark and Turkey.

In Turin (Italy), some schools have installed vegetable gardens that students can cultivate with the help of their parents. These gardens serve as a meeting point for parents from different countries and cultural background, to get to know each other. Ideally, through this sense of community, parents will be encouraged to get more involved in school life.

Some schools could also explore the idea of assisting those parents that are juggling several jobs. Through assistance in certain parent tasks (for example, providing a free school bus for children, free homework assistance or breakfast/lunch preparations), parents could gain more time to involve in their childrens' school life. Albuferia (Portugal) is working on this model.

Finally, education can also help migrants integrate the job market, like it is the case in Santa Maria da Feira (Portugal). The city launched a project called IOS - Improving Our Skills to improve the level of fundamental skills and abilities of migrants while linking those to the labour market, thus increasing mobility opportunities in learning and strengthening cooperation between the world of education and training and the world of work.

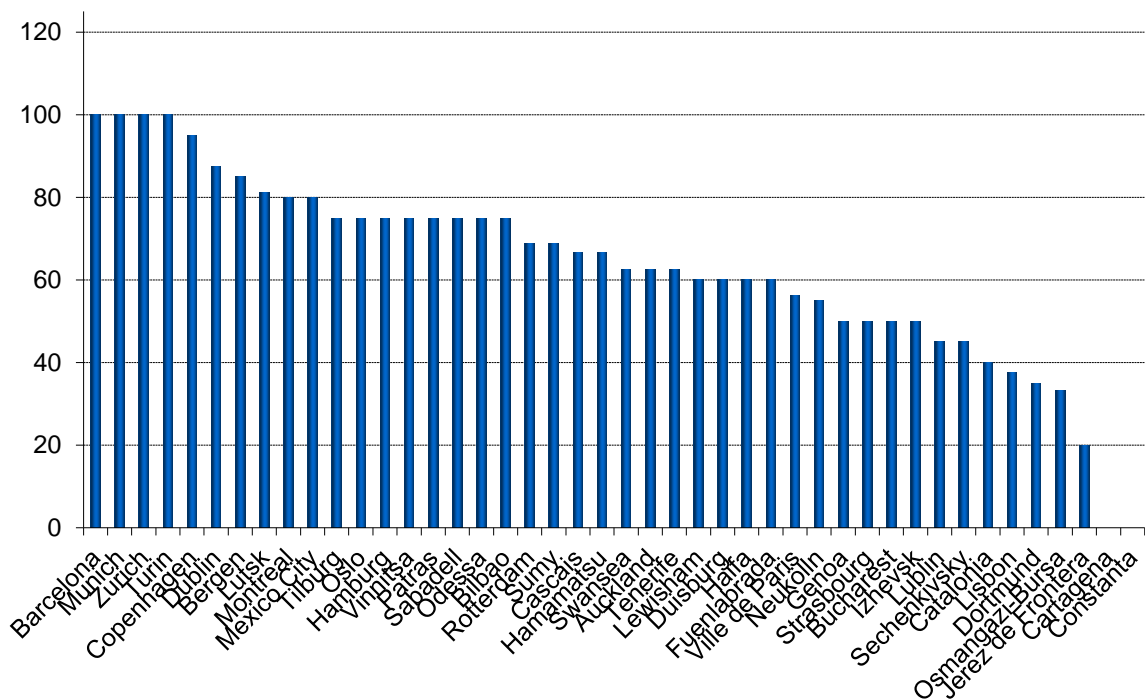
NEIGHBOURHOOD

through intercultural lens



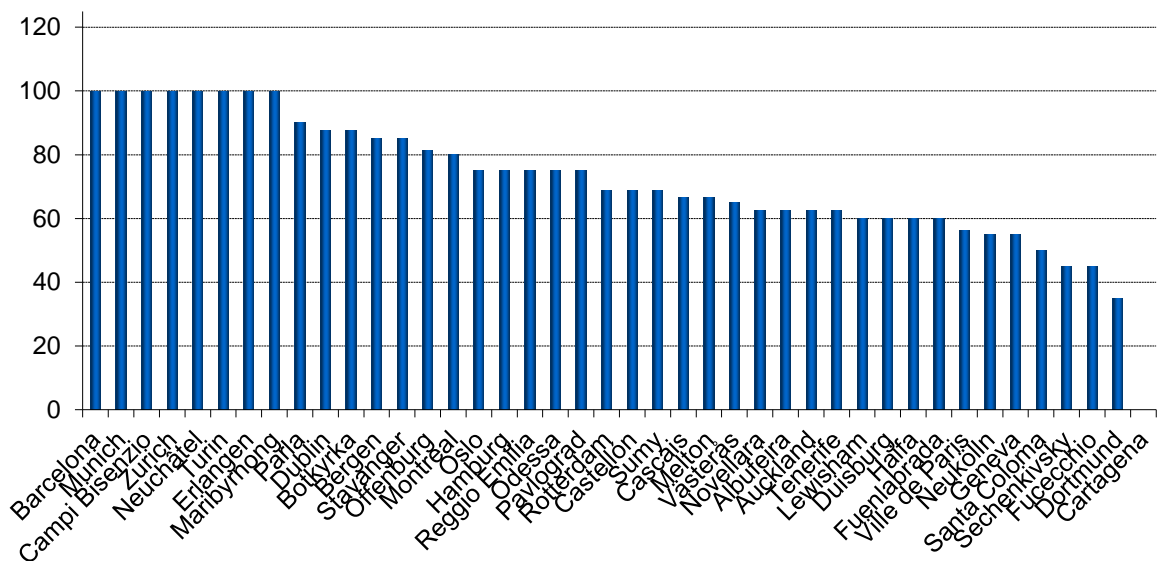
An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities. ¹⁴

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



¹⁴ By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of "neighbourhood" varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

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



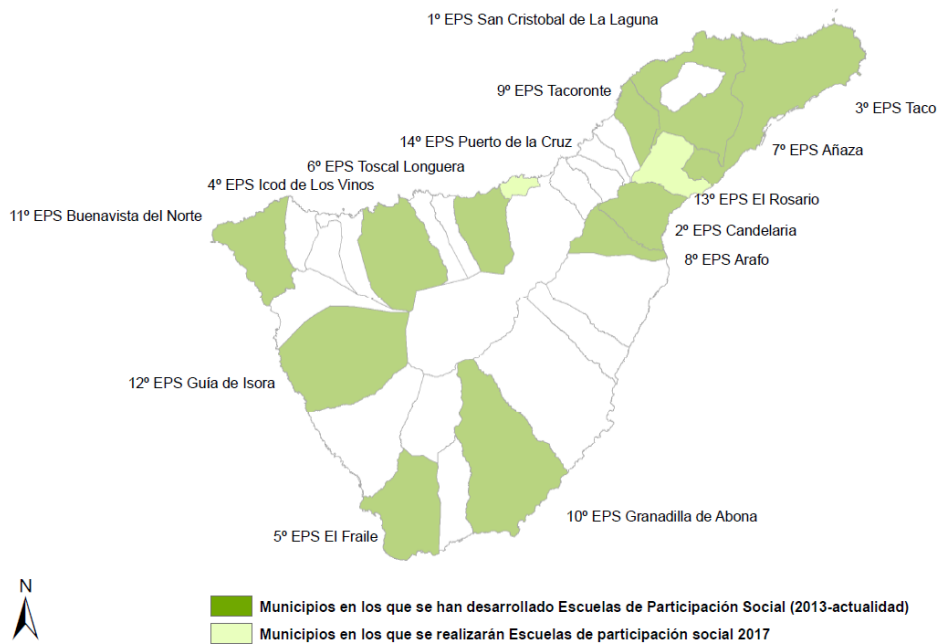
The analysis of the questionnaire shows that Tenerife’s neighbourhood policy achievement rate corresponds to **63%**, higher than the result achieved in 2015 (55%) and in line with the city sample of 63%. This means that the Island has made sensitive efforts in this area in the past two years, improving for two consecutive times its score. It deserves our congratulations and encouragements for future work!

In five neighbourhoods, more than half of the population has foreign origins. From highest to lowest these are: Costa Adeje-Torviscas (Adeje, 73.01%), Costa del Silencia (Arona, 61.24%), Port of Santiago (Santiago del Teide, 57.21%), Los Cristianos (Arona, 54.45%) and El Fraile (Arona, 51.66%), all municipalities located in the South of the Island.

Tenerife has provided quite many spaces to encourage people from different ethnic backgrounds to meet and interact in their neighbourhoods; one example is the project called **“School of Social Participation”**¹⁵. This is a living, dynamic, active, critical, welcoming, and close learning space, where all participants learn through the exchange of experiences. The School is itinerant and adapted to each reality, “traveling” through different territories and municipalities of the Island with a work methodology that consists of sharing knowledge about participation. Each group participating in this School receives the visit of a reference community reference; there is also a training module on different aspects of citizens’ participation, focussed on the keys that motivate people to engage themselves in a common process.

¹⁵ <http://bit.ly/2C79wMW>

DESARROLLO DE LAS ESCUELAS DE PARTICIPACIÓN SOCIAL



Other occasions for public participation, mixing and encounters, are given by the Inter-Island Roundtables for Intercultural Coexistence or the meetings of the working groups of the strategy **"Together in the same direction"**, targeting especially neighbourhoods with a high degree of cultural diversity such as El Fraile (Arona), Taco (San Cristóbal de La Laguna) and Toscal-Longuera (Los Realejos).

Suggestions:

Even though there are no segregated neighbourhoods in Tenerife, each neighbourhood has its own dynamic and composition; hence the municipality could promote interaction between different neighbourhoods so that they learn from each other's strengths. This could involve activities such as music and food festival, artist competition to renew the urban design, flea markets, and sport activities such as a raising-awareness marathon or a parade.

Besides, the municipality of Amadora (Portugal) has launched an initiative to **encourage ethnic mixing and skills development** as part of a general rejuvenation of a city district with a large number of residents of with Cape Verdean ethnic background, many of whom are economically and socially excluded. The project involves the population of different neighbourhoods and combines interaction and training.

The city of Braga (Portugal) has recently launched a 3 year project called *Re-Writing our neighbourhood*. This is implemented in three neighbourhoods and, in addition to the physical improvement of the social housing, the project will integrate 8 specific measures to be implemented in the field, with and among the communities.

In another continent, the city of Auckland (New Zealand) has adopted the so called "Thriving Communities Action Plan" whose work programme emphasises social inclusion and connection of ethnically diverse communities, and facilitates resident and community-led development. Other relevant policies and plans which support community connectivity include:

- ❖ The Community Facilities Network Plan, which develops fit for purpose, integrated and connected community facilities and highlights the need for these facilities to be universally accessible, and flexible enough to accommodate changing community needs;
- ❖ The Community Grants Policy also provides funding for local community groups to support cross-cultural events and activities;
- ❖ Toi Whitiki - Auckland's Arts and Culture Strategy – that supports more opportunities for diverse communities to access and participate in arts and culture e.g. through 'pop-up' events in public spaces, creating opportunities for cultural exchange, and piloting arts brokers to facilitate local access and participation;
- ❖ The Auckland Sport and Recreation Strategic Action Plan which recognises the important role that sports can play in encouraging place making, strengthening communities and social cohesion. Recreation and sport connect people within communities and have the ability to help develop social networks across the city through shared events and volunteering opportunities;
- ❖ The Events Policy has a clear aim to 'bring people together to share memorable, inspiring and educational experiences, and to build social cohesion';
- ❖ The Parks and Open Spaces Strategic Action Plan sees 'connecting our communities' as one of its priorities for the next 10 years, to ensure that our network of parks and open spaces are inclusive and accessible, for all Aucklanders to enjoy.

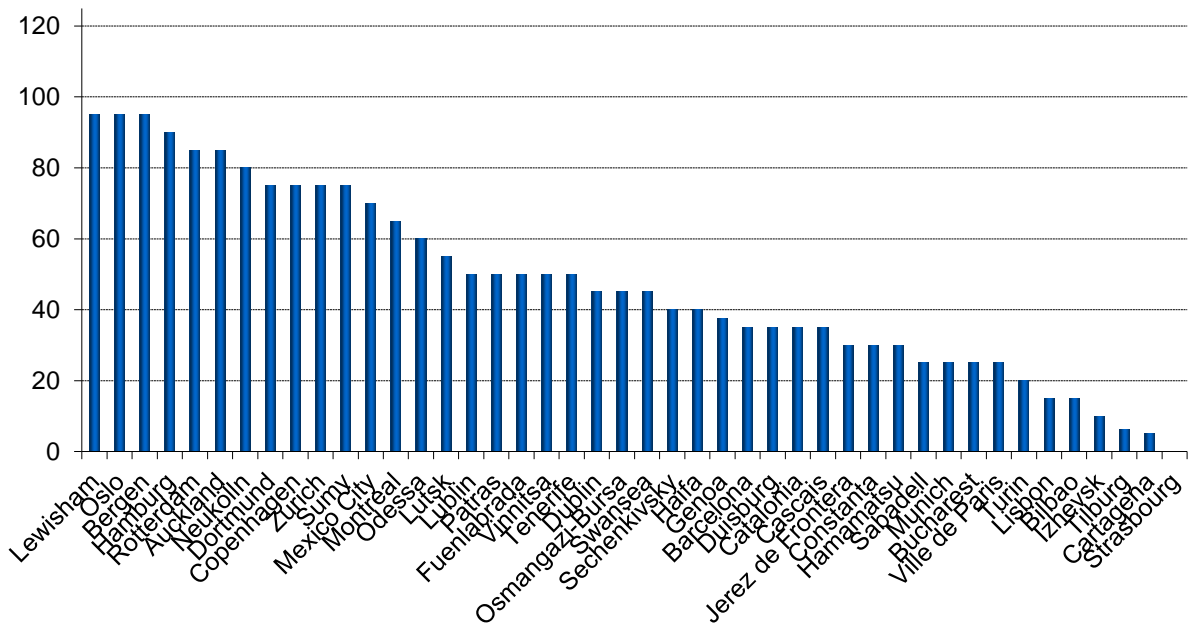
PUBLIC SERVICE

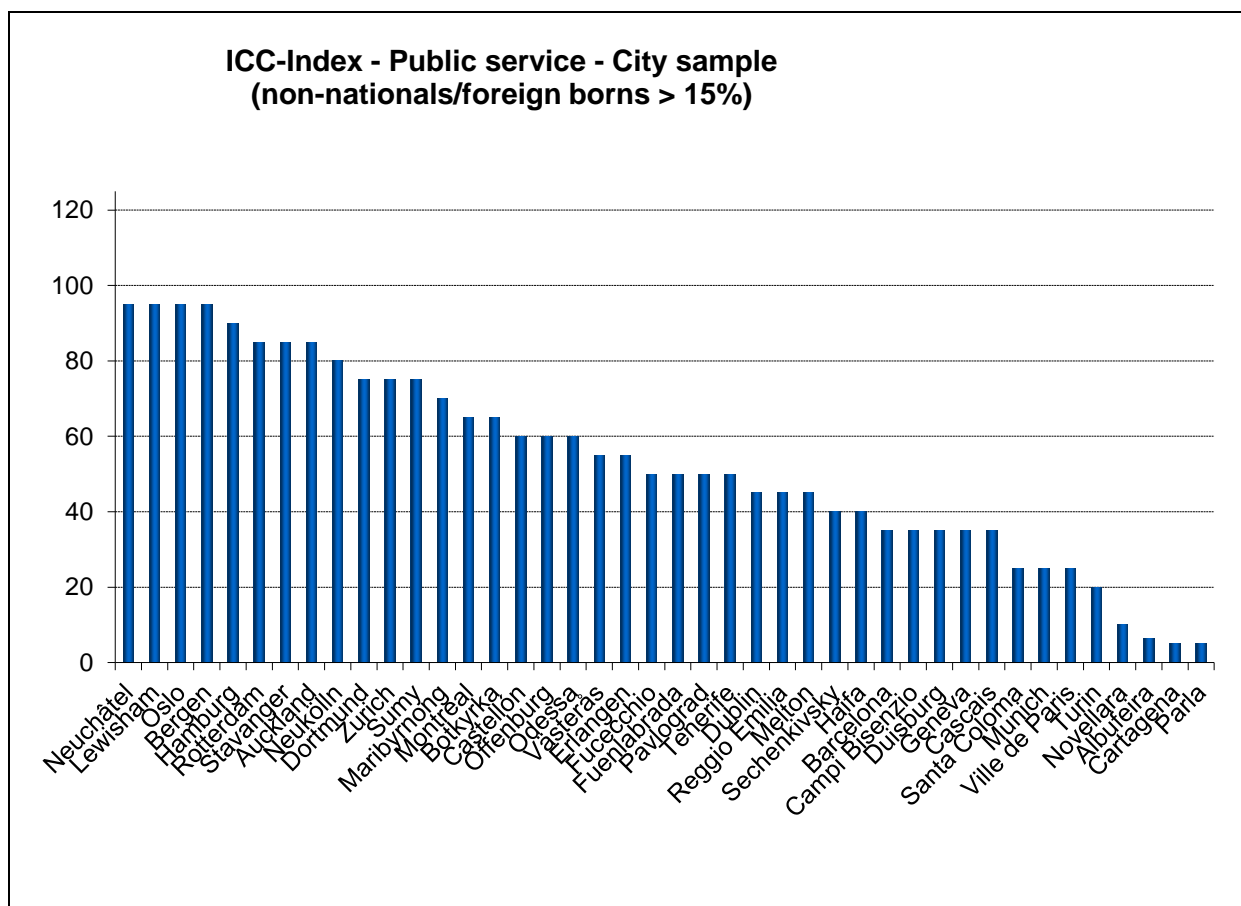
through intercultural lens



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

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





Tenerife’s public service rate in 2018 corresponds to **50%**, slightly higher than the city sample result of 42%. It is worth noticing that the achievement in this field dropped slightly since 2015, when Tenerife scored 55%.

An optimal intercultural city would reflect cultural diversity and origins in public employees, and at all hierarchical levels to ensure not only equal opportunities but also effectiveness in the provision of services and in the solution of problems. It would be open to the possibility that minority groups bring new ideas and innovation instead of imposing the same model for public measures and services. Moreover, as the population changes, the very nature of public services must also be reviewed and, possibly, adapted.

In Tenerife, even though, the ethnic origin of public employees does not reflect the composition of the city's population and there is still no recruitment plan to ensure this adequate diversity within its workforce, there are a few specific actions that have been promoted to improve the employability of minority groups. This is the case for the **Roma population**, targeted through the Council of Europe’s **ROMED** programme¹⁶ and the **“Barrios por el Empleo”** project. The latter is an experimental project that aims to expand to other minority groups in 2018, taking advantage of the learning and structure offered as a result of the work carried out with the Roma during the year 2017.

¹⁶ <http://coe-romed.org/>

Recommendations:

In order to provide more inclusive public services Tenerife should consider the future diversity management needs and work actively towards satisfying these.

Tenerife might find inspiration in the city of Bergen (Norway) that encourages intercultural mixing and competences in both public and private sectors. Already in 2013 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.

Besides, Bergen has tried to respond to requests for cultural recognition in the workplace, and now offers such services as culturally-specific funeral/burial services, women only sections and times in sports facilities and other services such as the municipal translation agency, which provides translators in more than 60 languages and special services to residents in care-homes.

Still in Norway, the City of Oslo has adopted the so-called "OXLO Business Charter". The Charter has developed a forum and a network for collaboration between the city and the business community, making migrants visible as a resource for business and economic growth.

In terms of tailor-made public services, Lisbon (Portugal) has gained important experience in the field of urban safety. Since 2007 the Lisbon Municipal Police (LMP) has been developing a community policing strategy, seeking the maintenance of public tranquillity, the improvement of the quality of life, and good intercultural relations in the city. LMP cooperates with community groups to build up concerted intervention strategies, engaging the community itself in the process of identifying their main security concerns and resolutions.

Whereas the city of Pavlograd organises the following actions to encourage a diverse workforce in the private sector:

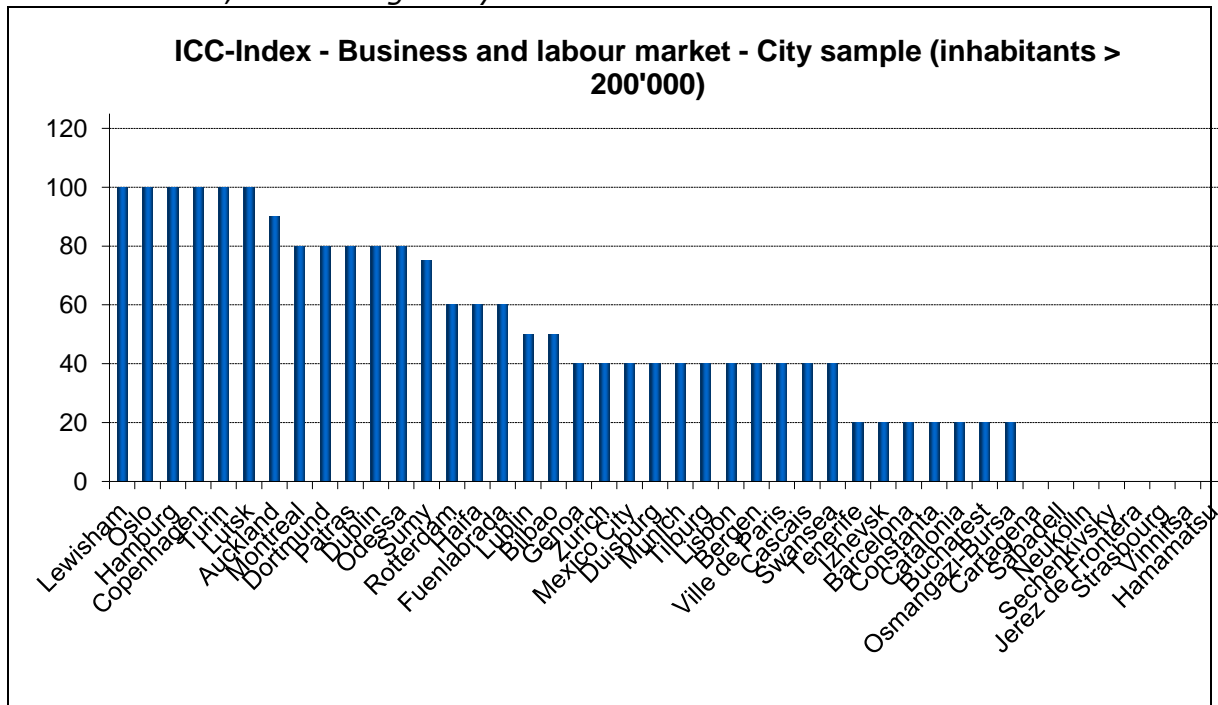
- Annual competition of mini-grants "Community with their own hands".
- Opening of the Center for Business and Cultural Relations of Ukraine and Greece "Anatolia".
- Conducting trainings in the "Business-club" (association of entrepreneurs, including different nationalities).
- The action of DTEK" Pavlogradvugillya" - "Tourist take-off "of workers of the miner's departments under the slogan of cultural-national diversity.

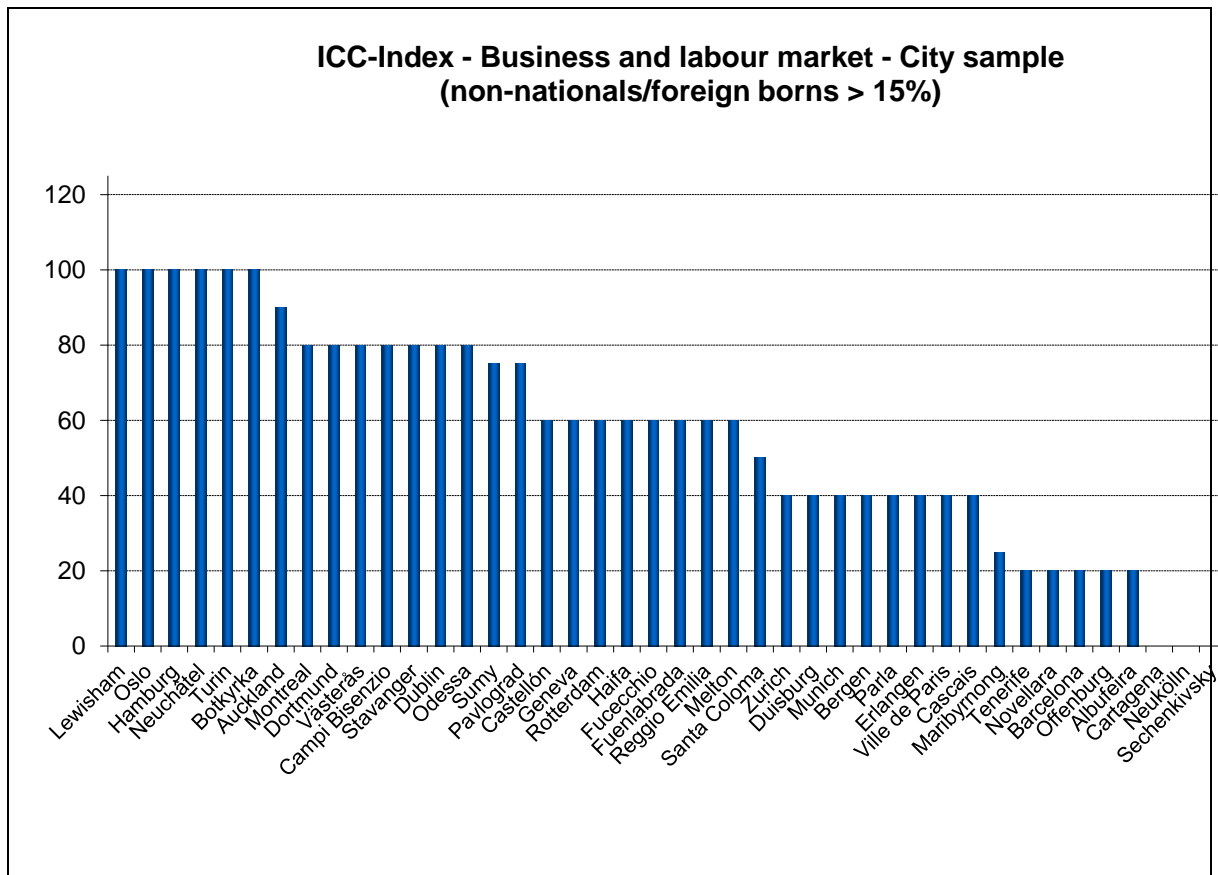
BUSINESS & LABOUR

through intercultural lens



Large parts of the economy and the labour market may be beyond the remit and control of the city authority, but they may still fall within its sphere of influence. Because of nationally-imposed restrictions on access to the public-sector labour market, the private sector may provide an easier route for minorities to engage in economic activity. In turn, such activity (e. g. shops, clubs, restaurants but also high-skill industry and research) may provide a valuable interface between different cultures of the city. While barriers for entry usually concern migrant/minority groups, in some cases it could be the other way around. Research has proved, however, that it is the cultural mix that fosters creativity and innovation, not homogeneity.





Tenerife has achieved the **20%** in the field of Business and Labour market, significantly lower than the city sample's result of 42%. However, it has to be pointed out that Tenerife made significant improvements since its first and second Index reports, respectively in 2012 and 2015, when it achieved 0% in this area. The Island has to be encouraged to sustain its efforts in this field.

The Island has no business incubators for diverse business, or specific measures that would encourage it. Also, there is no umbrella business organization that, among its objectives, promotes diversity and non-discrimination in employment.

Yet, in the past two years the Island has worked on a strategy that fights against discrimination in the workplace, called "**Tenerife Violeta**". In addition, the "**Insular Employment Plan**" covers some aspects of non-discrimination and promotes equality and equal opportunities in accessing the job market.

Actions and measures aimed at encouraging self-employment and the creation of companies by vulnerable groups are addressed from the "**Cabildo's Entrepreneurship Plan**", and through the Employment, Trade, Industry and Socio-Economic Development Area specific work is being carried out to promote development and territorial and economic activity. All these projects tend to have an integrating nature, combining several of the areas defined above¹⁷.

¹⁷ www.tenerifevioleta.es

Recommendations:

Tenerife could take inspiration from the Botkyrka's project called *Qvinna i Botkyrka* that supports foreign-born women in finding employment. The project offers them training in Swedish, one day a week for one year and after the first year, a possibility of being employed at Botkyrkabyggen. Moreover, the *platform/Plattformen* is a municipal network for cooperation with idea-driven organisations towards innovation and equality.

In Santa Maria da Feira (Portugal) the municipality has regular business exchanges with Kenitra, in Morocco. The partnership, made possible thanks to the presence of Moroccan nationals in Santa Maria da Feira, started with a visit by a Kenitra delegation in 2012. Since then, a number of protocols between the two municipalities have been signed, in addition to the private sector business relations established.

In Neuchâtel (Switzerland) the Canton has launched a project to train migrants in areas where the market is looking for people to recruit. Through the project "Prosperimo", the Canton has assessed the skills and aspirations of participants, trying to match them with the needs of the labour market, providing specific training, and partnering with the employers in view of ensuring the recruitment.

In Portugal, the city of Braga provides the programmes "InvestBraga" and "Empreendedorismo imigrante" from the Serviço de Apoio ao Emigrante e Imigrante. These programmes help small and medium ethnic enterprises to grow, diversifying their products to eventually reach out to new markets, as well as helping with business planning, banking and mentoring.

Another member of the RPCI Network, the city of Cascais (Portugal) has launched "DNA Cascais: a creative approach to promote entrepreneurship". This is a business incubator to develop innovative potential of young people, promote entrepreneurship, and organise seminars and conferences for knowledge sharing.

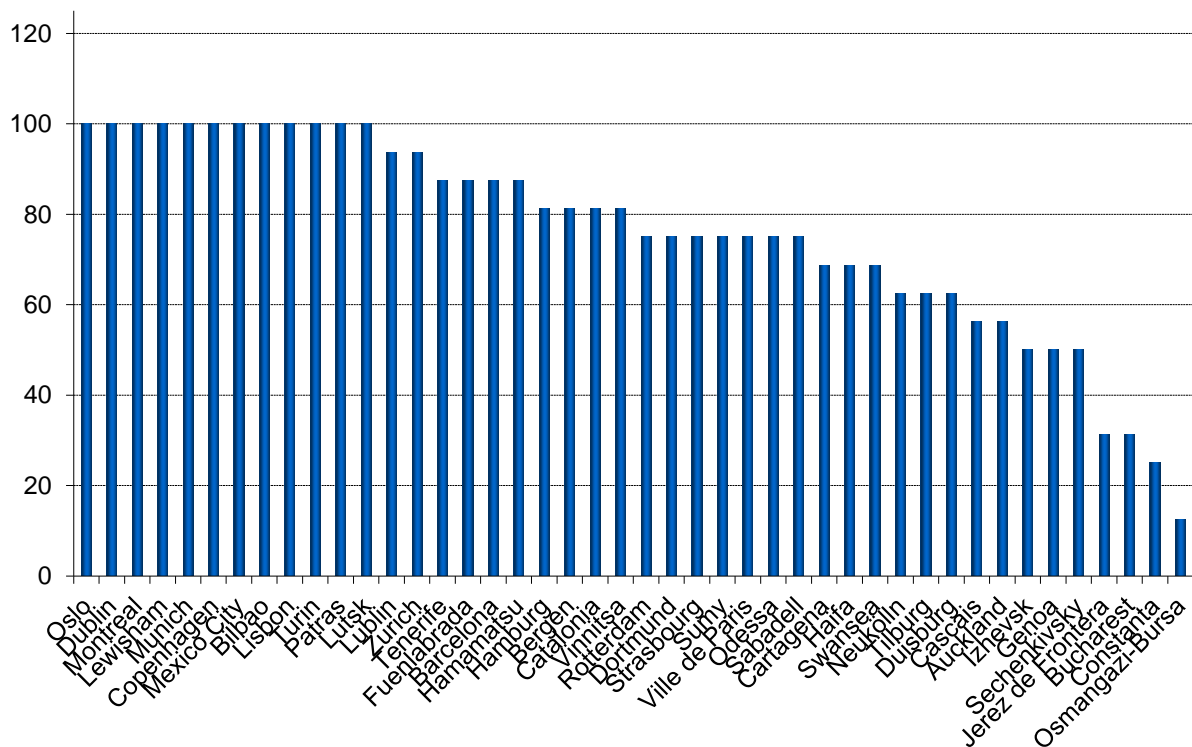
CULTURE & CIVIL LIFE

through intercultural lens

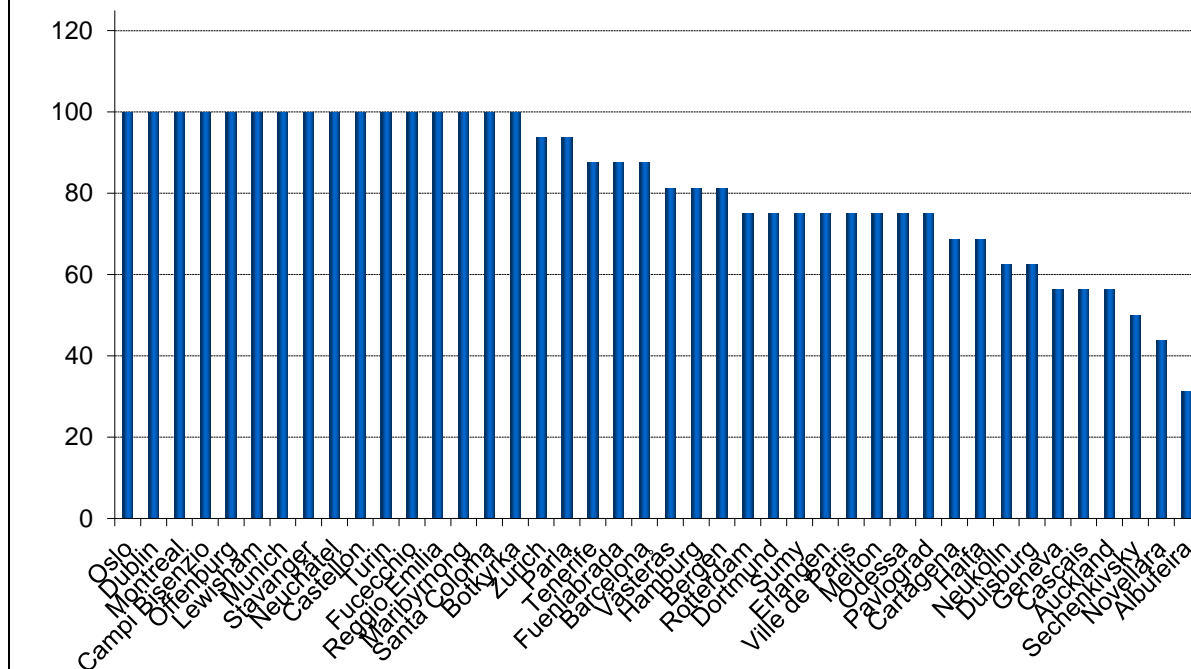


The time that people allocate to their leisure may often be the best opportunity for them to encounter and engage with inhabitants from a different culture. The city can influence this through its own activities and through the way it distributes resources to other organisations.

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



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



Tenerife scored **88%** in the field of cultural and civil life, higher compared to the city sample's rate of 74% and, positively, it has still increased since 2015 (from 75%).

In Tenerife the time that people dedicate to leisure can often be the best opportunity to meet and interact with people from another culture. For this reason, interculturality is now a criterion when allocating grants to associations, as previously recommended by the ICC programme.

In fact, 35% of the proposals that obtain funding have as a common denominator the development of cultural projects where the intercultural element is decisive.

Tenerife **regularly** organises quite many events and activities in the fields of arts, culture and sports in order to favour the mix between people of different ethnic groups¹⁸. A list of these can be found below as a way to inspire other cities:

¹⁸ Programa de formación: Travesías: <http://plataformac.com/travesias/>
 Programa de subvención para la Realización de Actividades de Mediación Cultural: <https://sede.tenerife.es/sede/es/tramites-y-servicios/item/1951-subvencion-destinada-a-la-realizacion-de-actividades-culturales-por-parte-de-los-ayuntamientos-de-tenerife-para-el-ejercicio-de-2017-1951>
 Programa de subvención para la Realización de Actividades de Mediación Cultural: <https://sede.tenerife.es/sede/es/tramites-y-servicios/item/1951-subvencion-destinada-a-la-realizacion-de-actividades-culturales-por-parte-de-los-ayuntamientos-de-tenerife-para-el-ejercicio-de-2017-1951>
 Mapas: <http://mapasmercadocultural.com/es/presentacion-mapas-2018/>

- ❖ Isla Forum y servicio de Acción Exterior <http://bit.ly/2BC6QTD>
- ❖ Mapas <http://mapasmercadocultural.com/es/portada/>
- ❖ Travesía <http://travesia.mcu.es/portaln/jspui/index.jsp>
- ❖ Feria Tricontinental de Artesanía <http://bit.ly/2BzpUSm>
- ❖ Juntos En la misma dirección <http://www.juntosenlamismadireccion.com/>
- ❖ Encuentro Tajaraste, que se viene desarrollando desde hace 6 años. Impulsado por la Asociación Cultural Tajaraste, con la colaboración de entidades como el Cabildo de Tenerife y el Ayuntamiento de Santa Cruz de Tenerife <http://bit.ly/2AqHafn>
- ❖ Orquesta Sinfónica de Tenerife <http://sinfonicadetenerife.es/>
- ❖ Programa Ciudades Piloto. Cultura 21 Acciones. <http://www.agenda21culture.net/es/nuestras-ciudades/ciudades-piloto>
- ❖ Proyecto Cultura 21 <http://www.agenda21culture.net/es/quienes-somos/miembros>
- ❖ Escuela de Viajeros de Tenerife <http://bit.ly/2imoOlg>
- ❖ Campus América de la Universidad de La Laguna: enlace específico al día cultural y gastronómico, en el que también se colaboró desde la corporación insular. <https://www.ull.es/portal/agenda/evento/campus-america/>
- ❖ Iniciativas municipales: exposiciones Ciudadanos del Mundo Arona <http://bit.ly/2kp5hoM>
- ❖ Campus internacional de fútbol con Cabo Verde: <http://bit.ly/2stoXeC>
- ❖ Festival Boreal 2016 y 2017: Exposición Máscaras del Mundo: <http://bit.ly/2nYTtIJ> y concierto de Noura Mint Seymal: <http://bit.ly/2jshHwe>
- ❖ Proyección documental Tchindas: <http://bit.ly/2o6pQoe>
- ❖ XIV y XV Escuela de Viajeros: <http://bit.ly/2imoOlg> y <http://bit.ly/2rAeM73>
- ❖ Celebración del Día de África: <http://bit.ly/2F1rjnI>
- ❖ Jornadas 'Cooperando con África': <http://bit.ly/2F1rLCq>
- ❖ Campus África 2016: <http://bit.ly/2BZvNN1>
- ❖ Exposición 'Mujeres del Congo': <http://bit.ly/2EFKvJP>
- ❖ Exposición 'Africaneando': <http://bit.ly/2F09Yvn>
- ❖ Exposición Artivismo 2017: <http://bit.ly/2BYKtft>
- ❖ Exposición 'Dos mujeres, dos miradas' 2017: <http://bit.ly/2svBFJW>
- ❖ Construyendo una nueva mirada fotográfica africana: <http://bit.ly/2EqZKXY>
- ❖ 'África un gran vecino: la cooperación un eje para la convivencia': <http://bit.ly/2qFDfTp>

Besides, Tenerife organises debates or public campaigns on diversity and coexistence through working groups and general activities promoted by the strategy **"Together in the same direction"**. This set of actions means that, **at least once a week**, citizens have the possibility to participate in one or the

other activity organized by the Cabildo. A total of such 102 participatory meetings and 46 activities were held in 2017.

In addition, Tenerife holds every year (and for 17 consecutive years now), the Technical Seminar on Foreign Immigration ("**Jornadas Técnicas sobre Inmigración Extranjera en Tenerife**"), as well as various seminars, debates and round tables that address the theme of social coexistence in diversity.

These efforts have to be sustained.

Perhaps Tenerife might find Oslo Intercultural Museum inspiring. The Museum contributes to acknowledge the reality of a diverse Norwegian society. Founded as a public foundation, it transformed an old police station into a museum and then 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.

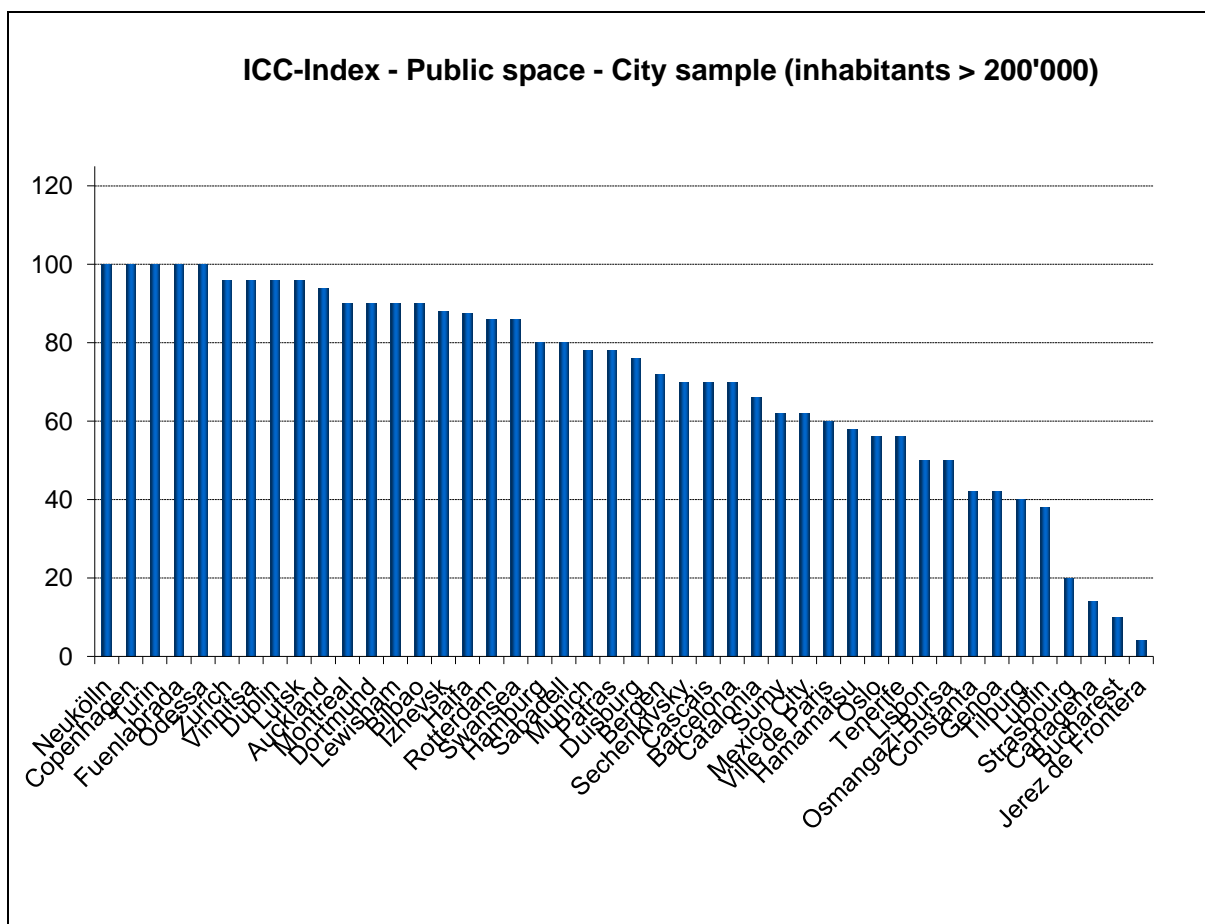
The Museum is also a space for dialogue drawing on universal and shared aspects of culture - such as rites of passage - to make connections across ethnic differences. It has staged more than 100 art exhibitions, performance and courses (painting, dancing, storytelling) for children and youth. It also arranges tours in the most diverse part of the city and tells stories about historic and contemporary immigrant communities and mutual influences between different population groups.

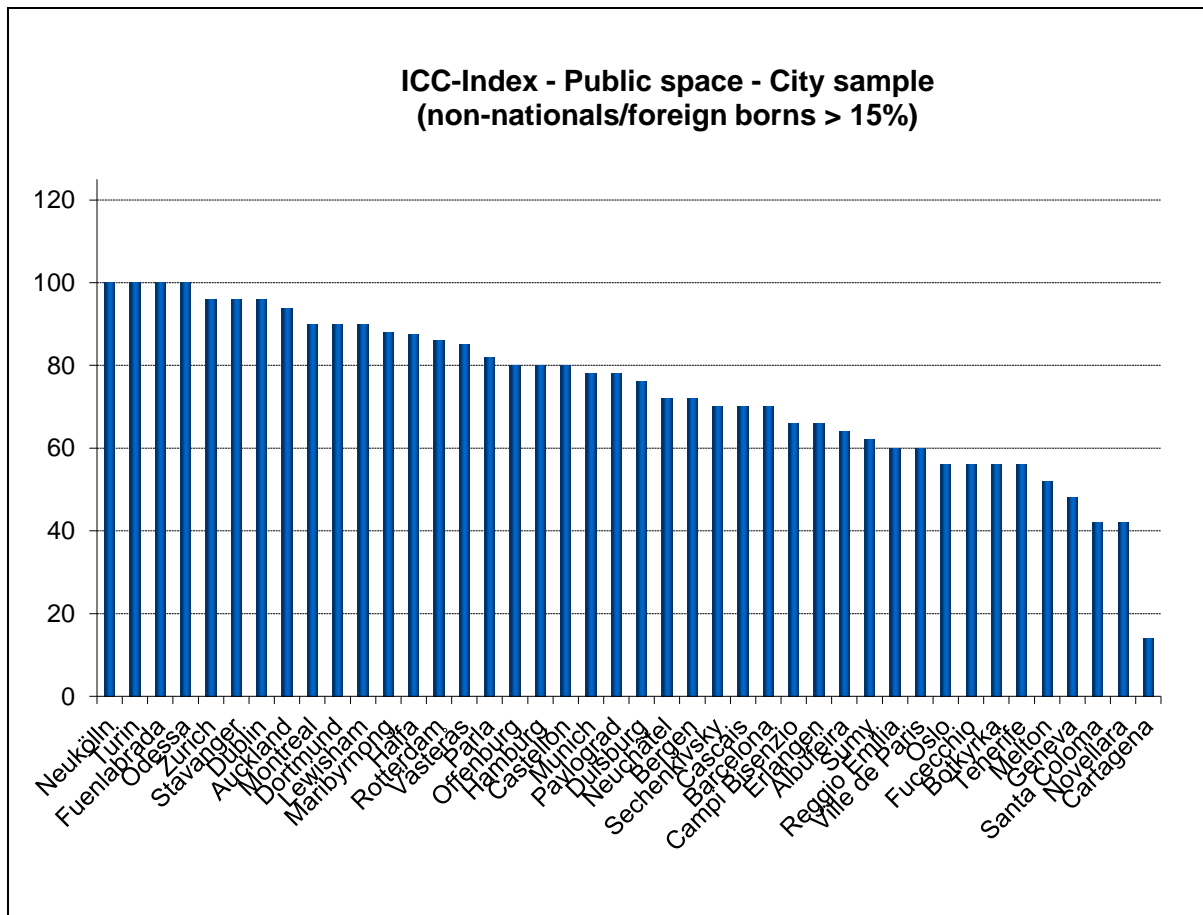
PUBLIC SPACE

through intercultural lens



Well managed and animated public spaces can become beacons of the city's intercultural intentions. However, badly managed spaces can become places of suspicion and fear of the stranger.





In the field of Public Space, Tenerife has achieved the **56%**, which is the same result obtained in 2015, still lower than the city sample's result of 65%.

Facilities and **public spaces are important** for intercultural mixing.

It is positive that there is no area of Tenerife which is considered "dangerous" and also no part which is dominated by a single ethnic group. Yet, it is astonishing that, despite the expertise gained with the promotion of participatory approaches under the strategy Together in the same direction, Tenerife has not yet involved the population in the decision-making related to public spaces, be this for renewal or construction purposes. Also, interculturality and the diversity of the population are not taken into account in the designing and managing of new public buildings and spaces, despite the huge potential given by the vibrant cultural and civil life.

These are definitely areas where improvement could be relatively easy.

On the bright side, Tenerife sometimes makes use of libraries, museums and public squares to encourage substantive intercultural interaction and integration in the public space, as it is the case in the frame of the project **"TEA Tenerife Espacio de las Artes"**¹⁹, or the "Rezo Interreligioso por la Paz, el Respeto y la

¹⁹ <http://www.teatenerife.es/>

Convivencia" (Interfaith prayer for Peace, Respect and Coexistence), already reported in 2015.

Recommendations:

The city of Oeiras (Portugal) takes into account diversity in the design and management of new public buildings and spaces. Its "Municipal Master Plan" ("*Plano Director Municipal*"), specifically includes future plans for the requalification of public spaces "as a means of inducing social transformation". Buildings will be renovated and restructured and new public spaces (gardens, urban parks and streets) will be created taking into account the social reality of the inhabitants through local partnerships, within the governance model, with local actors aiming to reinforce the neighborhoods' identity and the conscious rising of the urban values in the city's regeneration. The city also includes its diverse population in the planning- and decision process itself, through public consultation during a certain period of time, using for example city service, newspapers or communication channels, such as websites or Facebook.

Alternatively, to encourage a more inclusive use of the city public space, in Genova (Italy), the Maritime Museum "Galata" hosts a **permanent exhibition on migrations**. This exhibition shows how deeply Italian society has been shaped by the phenomenon of migration. One side of the gallery displays where Italians have gone when sailing out of the country, while the other side shows the migrants Italy have welcomed over the years.

In the intercultural district of Neukoelln (Berlin, Germany) the cinema "Neues off" is dedicated to interculturalism and multilingualism, showing only independent, international movies in their original language with subtitles. This cinema is part of larger organization of cinemas, named the "York Cinema Group" (<https://www.yorck.de/%C3%BCber-uns>) that also hosts events, such as the European Cinema Day on the 14th October.

To develop the level of interculturality, the city of Loures (Portugal) has taught of a very good method, transforming the neglected neighbourhood of Quinta do Mocho in a Public Art Gallery. It happened in in October 2014, when over 2000 artists and residents, 25 NGOs and 43 private companies painted breath-taking frescos on 33 buildings. The aim of this 3 days' intervention, known as "**O Bairro I o Mundo**" (the neighbourhood and the world), was to change the image of the "stigmatized" neighbourhood which used to be considered dangerous, destroy prejudices against the residents from diverse backgrounds, increasing their self-esteem and foster the sense of belonging to the neighbourhood.

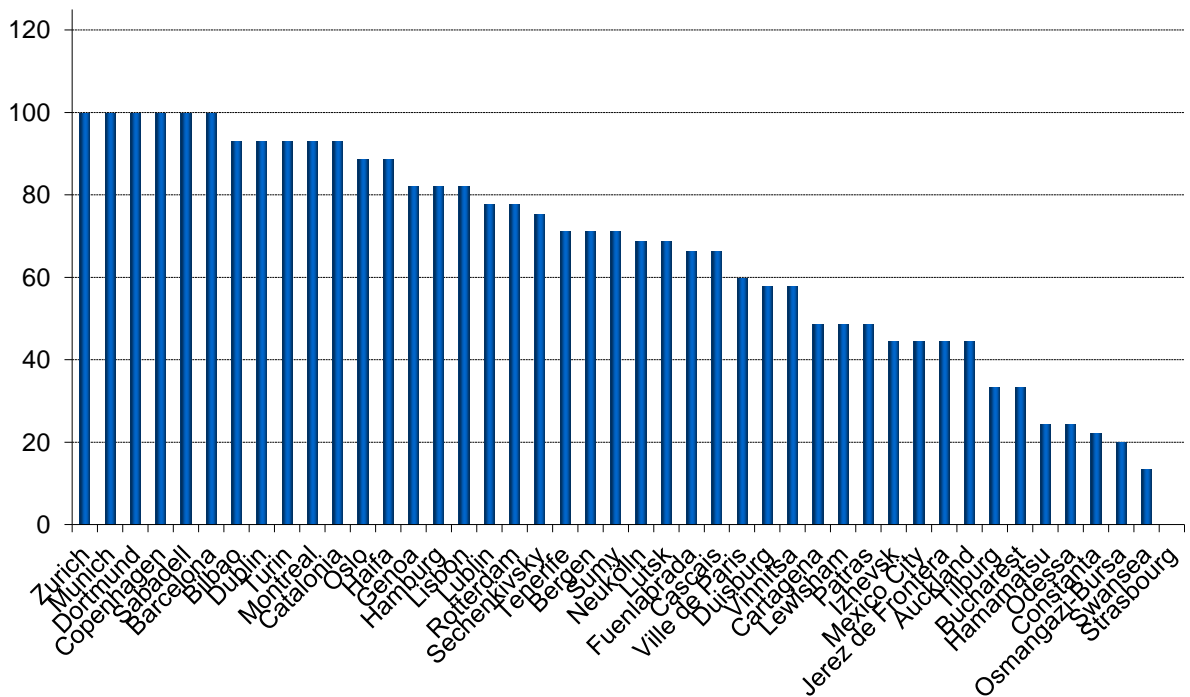
MEDIATION

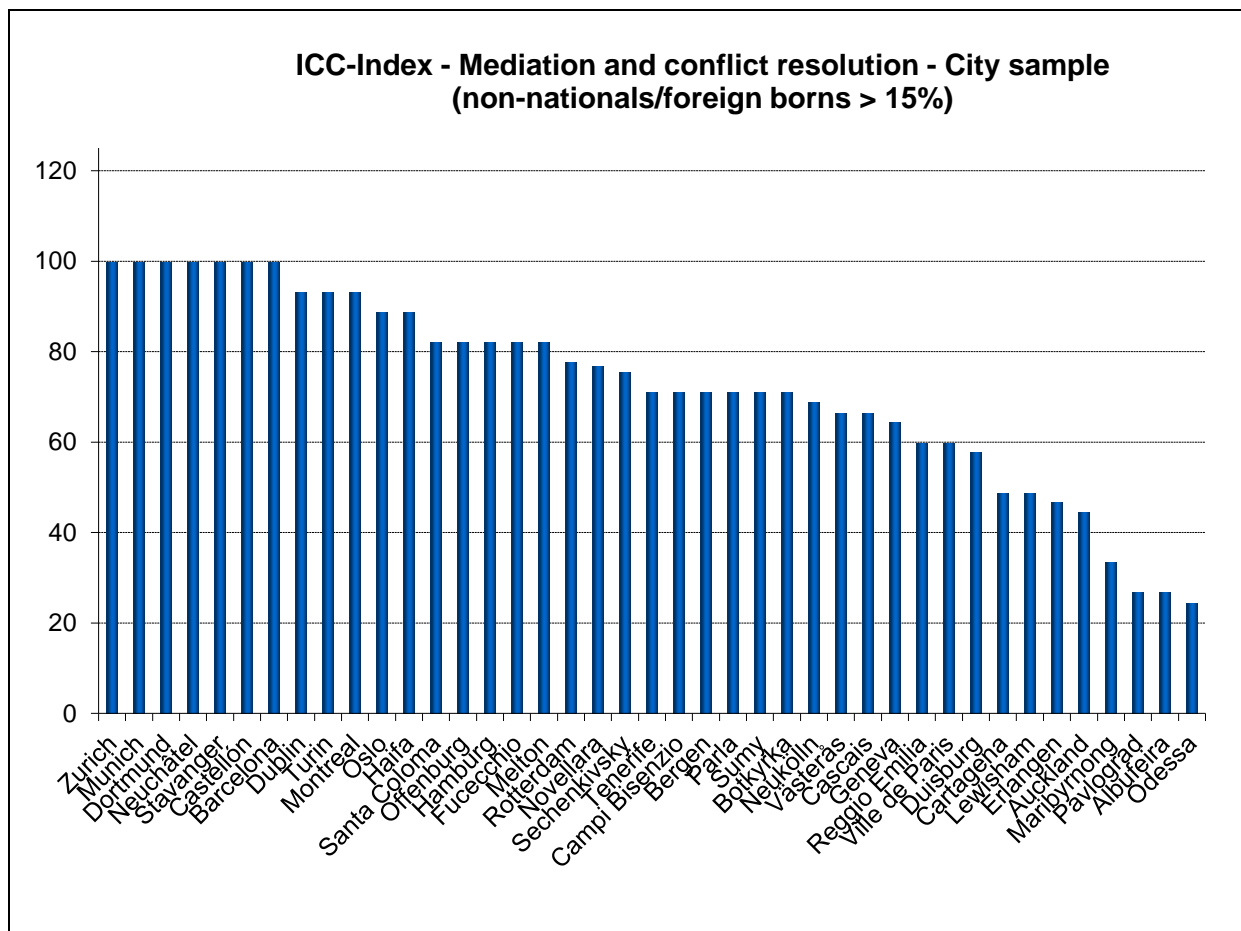
and conflict resolution



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

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





The analysis shows that Tenerife’s mediation and conflict resolution policy achievement is constantly (and considerably) improving since 2012; it went from 0% in 2012, to 69% in 2015, up to **71%** now, which is a higher result compared to the city sample’s rate of 62%.

Tenerife provides a dedicated municipal professional mediation service for intercultural communication and/or conflict resolution. Besides, it has a general municipal mediation service that also deals with cultural conflicts in Arona municipality, called “**Arona Media**”²⁰. It also has a state-led mediation service and intercultural mediation services led by the civil society.

Once more, of particular importance is the **ROMED** programme supported by the Council of Europe that trains Roma mediators.

Suggestions:

To continue to develop the field of mediation, Tenerife might wish to consider the Berlin-Neukölln initiative “**Good Daughters – Good Sons**” that get young people to understand conflicts while trying to find creative solutions to counteract violence and inter-ethnic conflicts.

Botkyrka offers mediation to young victims of crimes; it has established a **violence prevention initiative** in several schools, MVP (6-9) and Tåget/The

²⁰ <http://bit.ly/2B2q3RR>

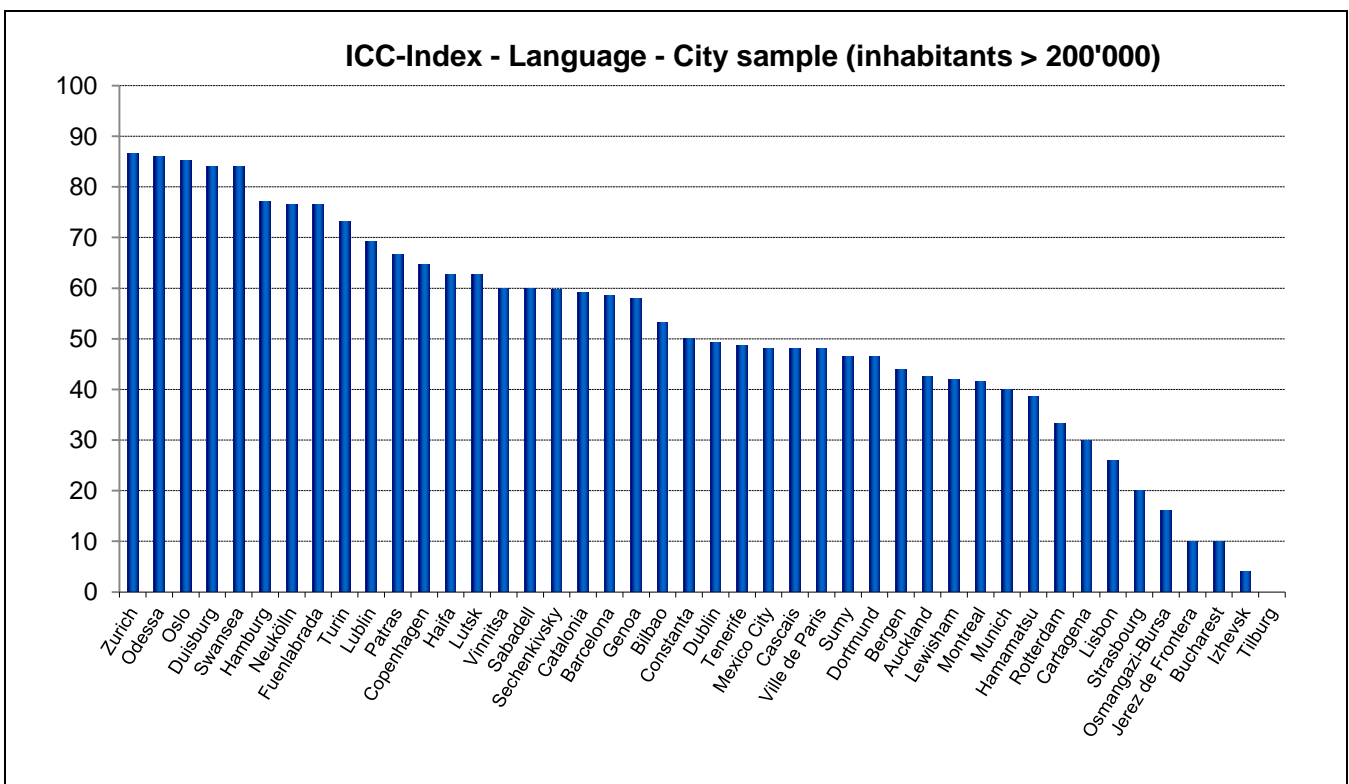
Train (preschool and lower primary school). There is also an organised cooperation between the police, housing companies and the municipal authority in the districts, called "*Effective Coordination for Security*" – EST.

Finally in Patras (Greece), the European project SONETOR is the first international systematic effort to design services that meet the professional needs of intercultural mediators. A seminar, called "Contribution of intercultural mediators in the social inclusion of migrants" was held in Patras with great success, both in terms of audience numbers and the level of presentations and debate. During the workshop, scientists, representatives of migrant associations and specialized services managers discussed the facts of education and employment of intercultural mediators, focusing on the experiences recorded in Patras and other Greek cities, from efforts to integrate immigrants into local communities. Moreover, the on-line Training Platform for Intercultural Mediators was presented alongside which combines social networking applications and training methodologies so that it helps intercultural mediators during their work through specialized educational content and services. Of particular interest, several workshops focused on the figure of cultural mediator, telling stories of incidents and problems they may face when communicating with migrants in the fields of education, health, housing and legal support.

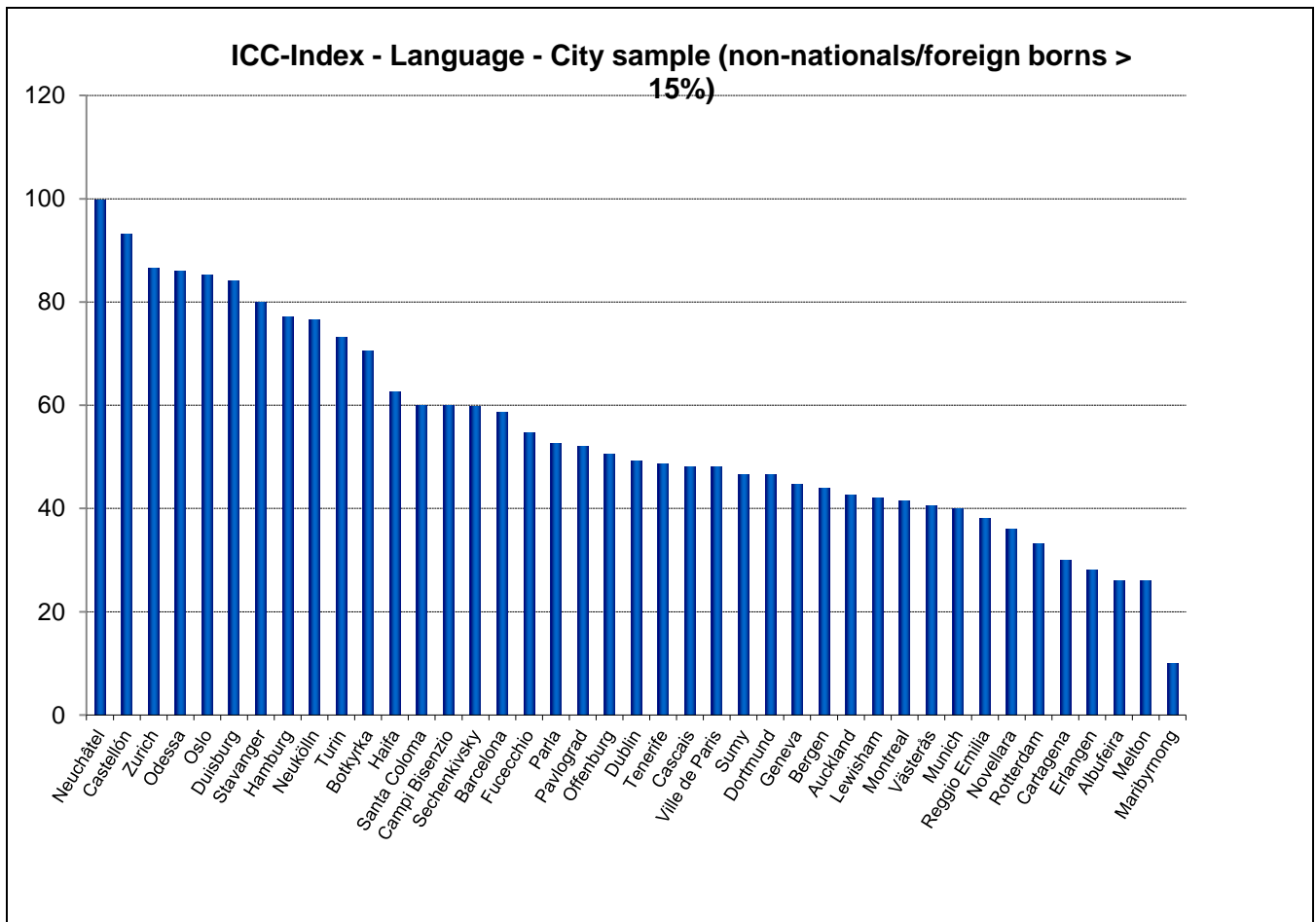
LANGUAGE



The learning of the language²¹ of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the city, there is significance in the extent to which the majority are prepared to adopt these languages.



²¹ By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- http://higherred.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)



Tenerife's language policy in 2017 corresponded to the **49%**, lower than in 2015 (56%), but almost the same than the cities' average result of 48%. The report submitted in 2017 does not present specific novelties compared to 2015, and this is the reason why the score has not improved, rather the contrary.

Still, Tenerife has multiple resources and opportunities for language learning, especially thanks to the development of initiatives of an institutional nature (Official School of Languages), and to those promoted by the University of La Laguna. Among these, the Service of Languages of the General Canary Foundation of the University of La Laguna that offers language learning in languages such as: **Chinese, Spanish for foreigners, Moroccan Arabic, English, German, Italian, French, Portuguese and Russian**. These courses come in addition to the language exchange workshops carried out by entities and non-governmental groups in different meeting spaces that are close to the citizenry, such as the 'Language café'.

The Tenerife 2030 programme also includes specific measures for language learning²² and the Cabildo develops multiple programmes with an additional local economic impact.

²² <http://bit.ly/2qT20AY>

Yet, only occasionally Tenerife supports projects that aim to give a positive image of the languages of minority/ immigrant groups, as it is the case of the "**Salón del Libro Africano - SILA**"²³.

Suggestions:

Tenerife could be inspired by the work of the Parisian Association Dualala (*from one language to another*), who accompanies bilingual families and professionals involved in multilingual environment taking under consideration the transmission of languages and cultures of origin. Dualala considers **bilingualism as an asset for any child, regardless the language spoken**. The association is composed of linguists and specialists in intercultural communication and it is supported by the Ministry of Culture and Communication and the Ashoka network. In addition, the association regularly organizes conferences in favor of multilingualism. Example: "Growing up with several languages: the challenges of the inclusion of the mother tongue" ("*Grandir avec plusieurs langues: les enjeux de la prise en compte de la langue maternelle*").

Cascais is again an example, as it is promoting two excellent activities: "Speak" is a language and cultural exchange programme designed to bring people together, promoting multilingualism, equality; it democratizes language learning and, more importantly, breaks down barriers minimizing stereotypes. The second activity is called "Portuguese for Everyone" and it aims to teach the Portuguese language to those who are not mastering it yet. The course is composed of 150 teaching hours and provides an A1 / A2 Portuguese language certificate that allows the request for nationality to be made viable.

In **Stavanger** (Norway), Johannes Learning Centre is a school that can be seen as a very inspiring example. Although originally all the staff were Norwegians, 40% are now of a minority background. The school has developed from being only concerned with using and teaching Norwegian to bilingualism and multilingualism. To achieve this it has introduced a policy for hiring and training former students, and appointing to posts people with bilingual or multilingual skills, wherever possible. As a result, the school has increased the success rate of its students, fought against white-flight, and developed an image of a place in which is nice to work.

Lastly, to promote a positive image of and awareness for migrant/minority languages, Tenerife could introduce specific celebrations to mark the International Mother Language Day (21st February).

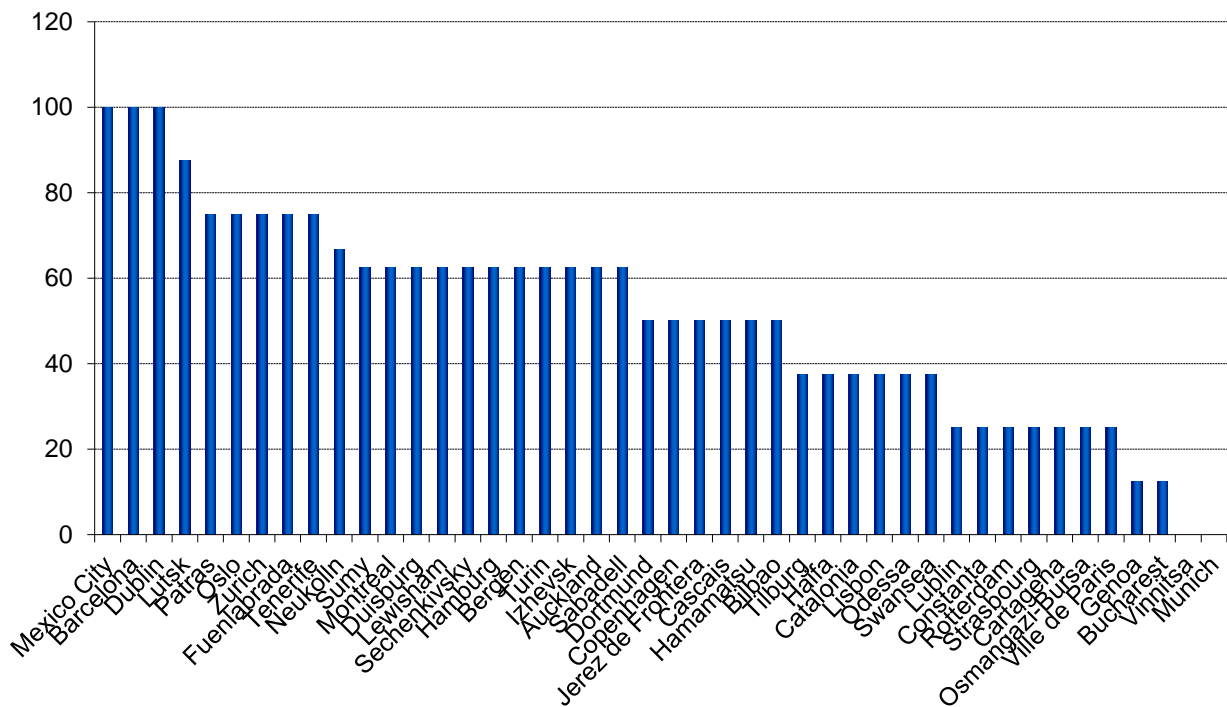
²³ <http://bit.ly/2mc8Pb8>

MEDIA policies

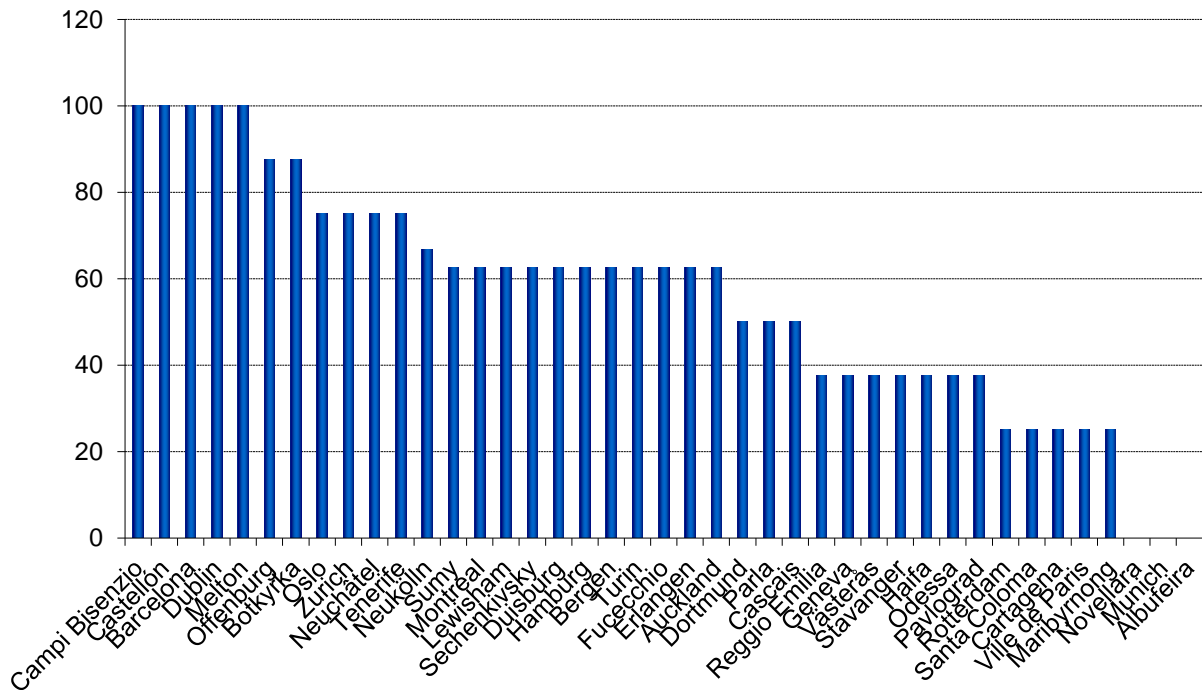


The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media organisations to achieve a climate of public opinion more conducive to intercultural relations.

ICC-Index - Relations with the local media - City sample (inhabitants > 200'000)



ICC-Index - Relations with the local media - City sample
(non-nationals/foreign borns > 15%)



In the field of Media, Tenerife’s result reached **75%**, considerably higher than the city average result of 47%.

Under the strategy **“Juntos En la misma dirección” (Together In the same direction)**, a Communication Working Group has been set up to carry out specific communication and awareness activities, including on social media.

Moreover, once per week, the press office of the Cabildo de Tenerife, in cooperation with the University of La Laguna, issues a press release about the actions, measures and initiatives undertaken to promote interculturality, coexistence and a positive approach to diversity management.

Moreover, the Island makes a wider use of social networks, such as Facebook, as they also play an important role on shaping perceptions²⁴.

Besides, Tenerife managed to consolidate its cooperation with the national radio station Cadena SER which, on a monthly basis, airs the programme **“Diversando”** from 12:00 to 12:30. In this airing time a wide range of diversity-related topics are addressed. The radio programme is coordinated by **“Jóvenes por la Diversidad”**, which also carries out other activities focusing on making visible the cultural diversity existing in Tenerife.

²⁴ <https://www.facebook.com/juntosenlamismadireccion/>

Moreover, within the strategy "**Juntos En la misma dirección**", a large database has been built with contacts of specialists and referents from minority backgrounds, to be used as (re)sources for media. In addition, at least once per year, a diversity management meeting is held between "Juntos En la misma dirección" and the Observatorio de la Inmigración of Tenerife. During the meeting, the most important actions regarding the communication strategies are discussed and highlighted.

Tenerife also monitors how media portrays minorities and the phenomenon of migration in the news. The department of Employment, Trade, Industry and Socioeconomic Development of the Cabildo de Tenerife²⁵ further developed a web portal that, through a link, allows readers to upload materials and news on selected topics.

Suggestions

Tenerife might find the following initiatives inspiring:

"*Tomar Claro*" is an **Intercultural Prize for Local Journalists** organised in Cascais whose objective is to promote news/articles on the following themes: interculturality and identity, sense of belonging to the community, migratory pathways, social integration and education for intercultural citizenship.

Another good practice comes from Oslo, which has an internet service, called "*Cultural diversity in the media*" informing on concerts, exhibitions and festivals organized by artists with minority backgrounds. This **pro-diversity coverage** of the cultural scene is reflected in the local media (newspapers, radio, local TV). Several of the stars in music and filmmaking, as well as sports, gaining national and international prominence in recent years, are of minority background. Among journalists and editors, and media researches, there is a growing awareness about the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. This has resulted in a stronger focus on the recruitment of journalists with ethnic minority background.

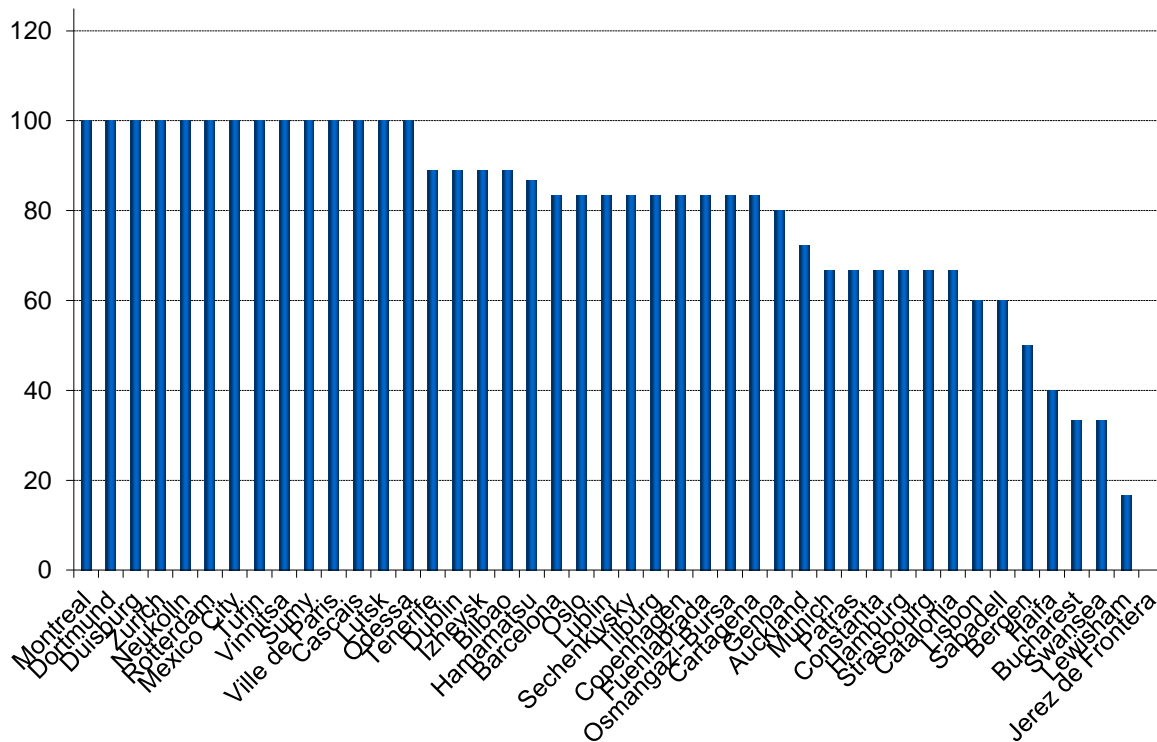
²⁵ <http://bit.ly/2rAGTnm>

INTERNATIONAL outlook policies

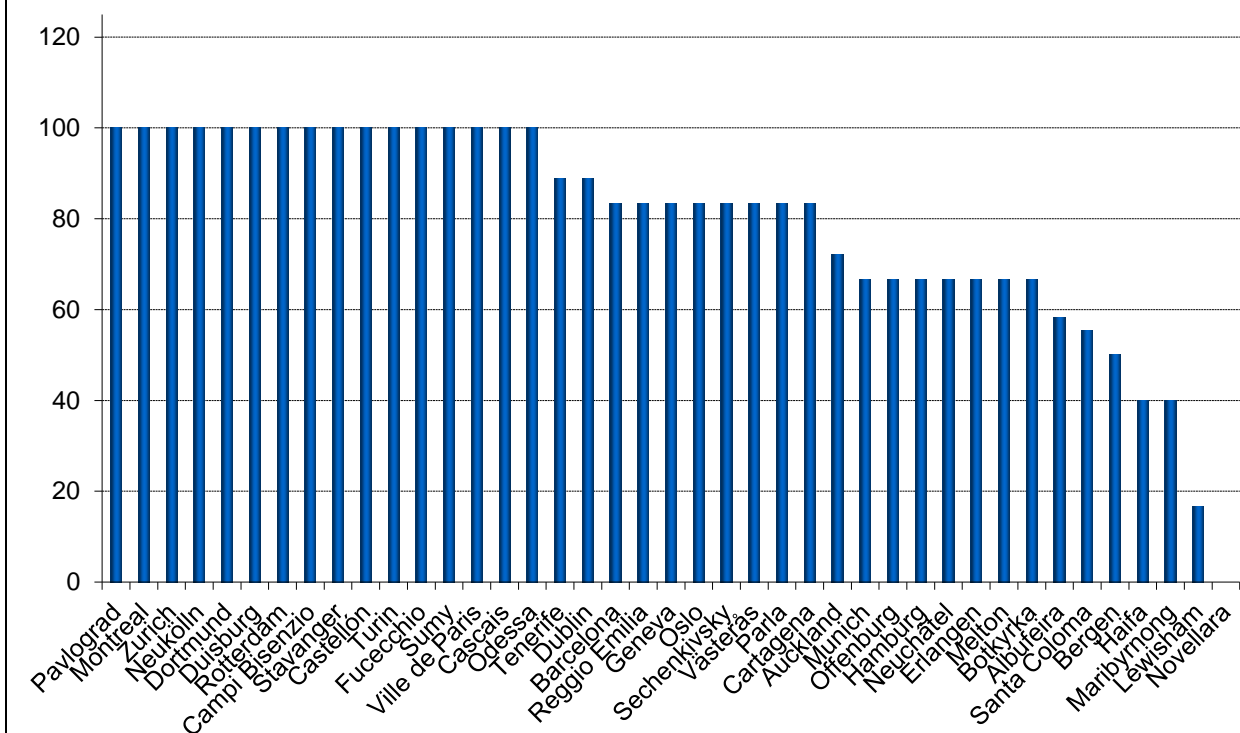


An optimal intercultural city would be a place which actively sought to make new connections with other places for trade, exchange of knowledge, as well as tourism.

**ICC-Index - An open and international outlook - City sample
(inhabitants > 200'000)**



**ICC-Index - An open and international outlook - City sample
(non-nationals/foreign borns > 15%)**



In 2015, Tenerife achieved 100% in the field of open and international outlook. Three years later, in 2018, the rate has dropped to **89%**. Even if the result is not as high as it was in 2015, it is still higher than the city sample's rate of 72%, and it may be the consequence of the Island placing higher efforts in areas where improvement was more needed. It is a wise way of planning.

Tenerife has a **specific policy** that promotes international cooperation, not only through twinning cities, but with a sound strategic approach.

Within the Tourism, Internationalization and External Action Area of the Cabildo, a dedicated advisory body on international policies has been set up²⁶. An example, is the memorandum of cooperation established with Senegal²⁷. Also, the University of La Laguna has a vice-chancellor specifically responsible for external actions. A programme awarding scholarships for local students to undertake traineeship in Africa has also been launched and sustained. All these policies are funded through a dedicated budget.

²⁶ <http://www.whytenerife.com/>
<http://tenerifelicita.com/>

²⁷ [Memorando de entendimiento con Senegal: http://bit.ly/2Btzyc0](http://bit.ly/2Btzyc0)

Furthermore, Tenerife supports universities to **attract foreign students**, and regularly organises events to reflect and develop international projects with a focus on sustainable development.²⁸.

More important, Tenerife **encourages foreign students to stay after graduation** and promotes trade relations with countries/cities of origin of its diaspora groups in order to benefit from the growth potential of emerging economies²⁹.

Suggestions

In Spain, Tenerife might find further inspiration looking at the city of Barcelona.

Barcelona creates instruments and meeting points that will facilitate contact and cooperation between the city's traditional economic framework and new economic poles linked to the **transnational networks** that the new residents have brought. Moreover, the programme "*Do It in Barcelona*" includes several initiatives whose goals are:

- 1) to strengthen the city's competitiveness;
- 2) Incorporate new methodologies into existing entrepreneurial support programmes that allow people with a business background in their home country to make the most of their experience;
- 3) Support the creation of intercultural teams to develop business efficiency and productivity;
- 4) Support initiatives aimed at finding multi-lingual solutions;
- 5) Support the creation of social networks that encourage the integration of new residents into the city and that also make it possible to establish economic bridges with their home countries.

A last good practice comes from Santa Maria da Feira (Portugal) where diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the launch of an **online platform** that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships.

²⁸ Campus África: <http://bit.ly/2kN1IsD>

Campus América: <https://www.ull.es/portal/agenda/evento/campus-america/>

ERASMUS: https://www.ull.es/view/institucional/ull/Introduccion_7/es

²⁹ <https://twitter.com/accionexterior?lang=es>

<http://controlenfermedadestropicales.es/1700-2/>

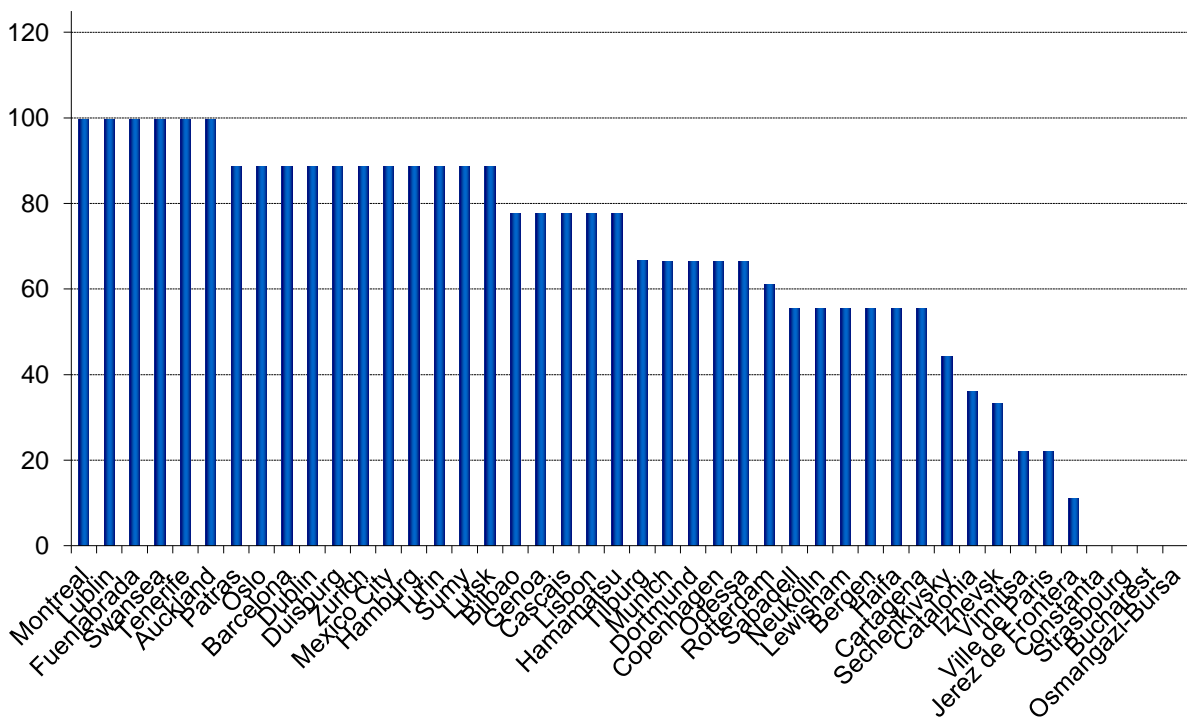
INTELLIGENCE

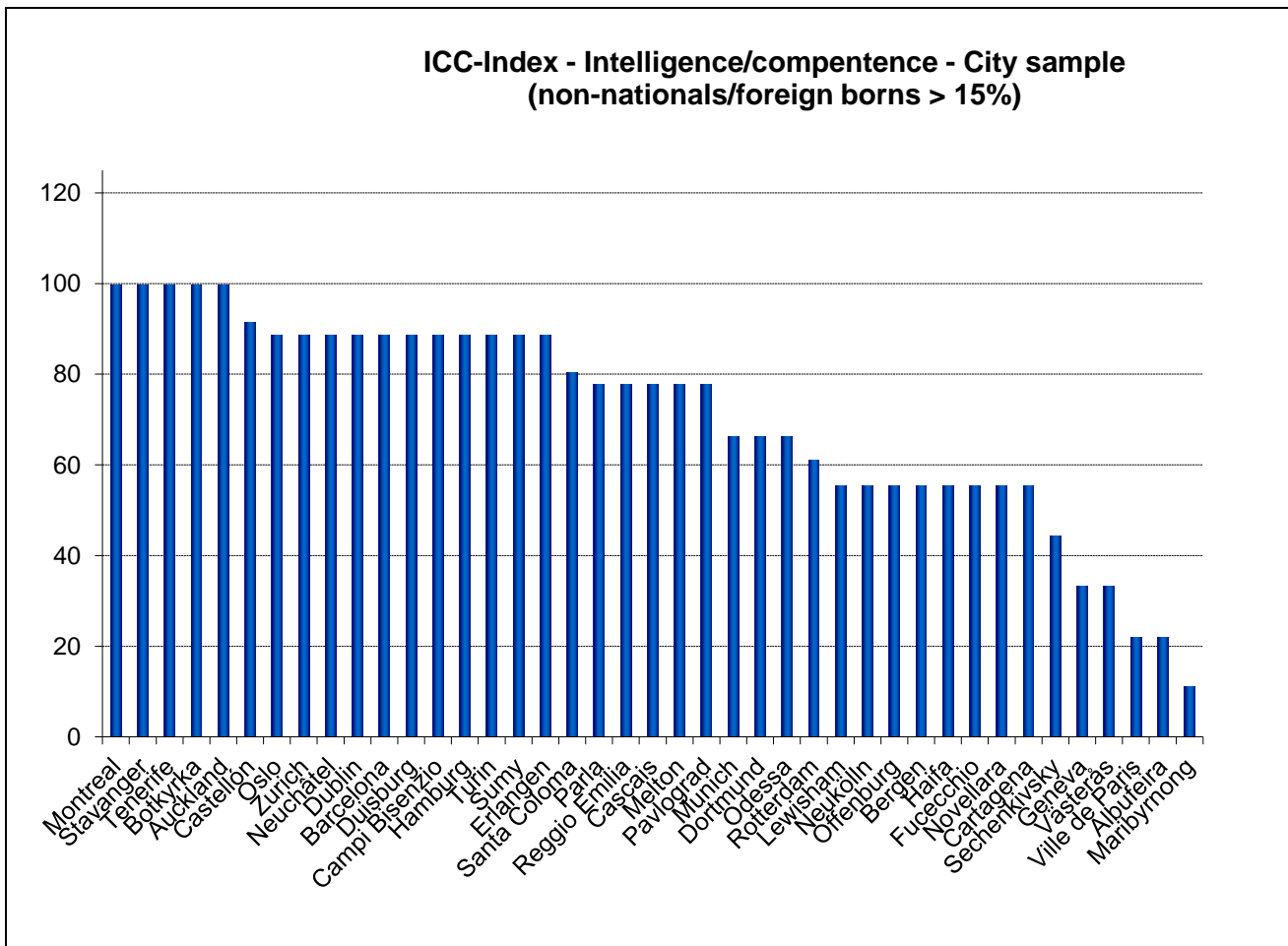
competence policies



A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one model of behaviour on all situations.

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





The attainment rate of Tenerife in the field of intercultural intelligence competence has a result of **100%**. An exceptional result compared to the city sample's rate of 61%.

Statistical and qualitative information on diversity and intercultural relations are integrated into the policy formulation process, as it is the case for the project to improve employability "**Barrios por el Empleo: Juntos más fuertes**" (implemented as part of the strategy "Together in the same direction") and for the Strategic Framework of Coexistence in Diversity of the island of Tenerife, both benefitting from yearly budgets. Tenerife's participation in the ROMED programme in 2016 and 2017, and the renewal of the agreement between the Cabildo de Tenerife and the Spanish Network of Intercultural Cities have also a positive impact on the increased intercultural intelligence of the Island.

Besides Tenerife regularly conducts surveys about the local public perceptions of immigrants / minorities, and promotes the intercultural competence of its personnel (both in the Administration and in public services), through Interdisciplinary seminars and networks, training courses, participation in meetings and actions of the Spanish Network of Intercultural Cities RECI, as well as other seminars offered by the Intercultural Cities programme.

Tenerife also offers English and French language courses within the Training Plan for employees of the Cabildo de Tenerife and specific training actions for the technical team and facilitators of the strategy "Together In the same direction":

Suggestions:

Tenerife could find further inspiration looking up to the following good practices:

The city of Oslo has recently designed an intercultural competence online course, hosted in the city's intranet, and mandatory for all public officers. The training has been designed building on real situations experienced by the personnel dealing with interculturality or providing public services to a diverse population.

Similarly, Nga Kete Akoranga (NKA) is a programme of learning and development activities available to all staff of Auckland city. The programme builds staff capability to respond effectively to Māori and meet the strategic goals, policy directives and commitments to the Treaty of Waitangi. It includes a number of workshops, events and e-learning material which aim to achieve the following objectives:

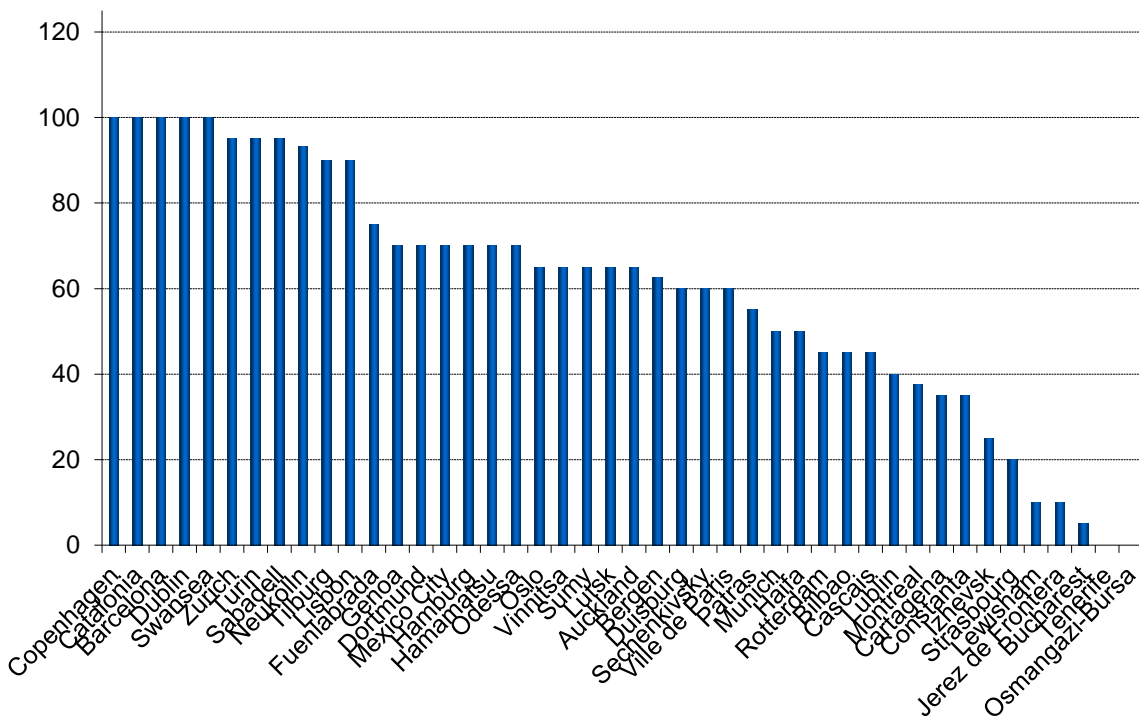
- Staff who have direct contact with or whose work impacts on mana whenua and the wider Māori community will have a basic cultural competency in understanding Māori values, beliefs, practices, and knowledge related to the Māori Responsiveness Framework;
- Staff are confident to integrate Māori perspectives and values related to their work;
- Staff understand the Māori priority outcome areas and are able give effect to these in their work;
- Staff are supported to give effect to Māori outcomes.

WELCOMING

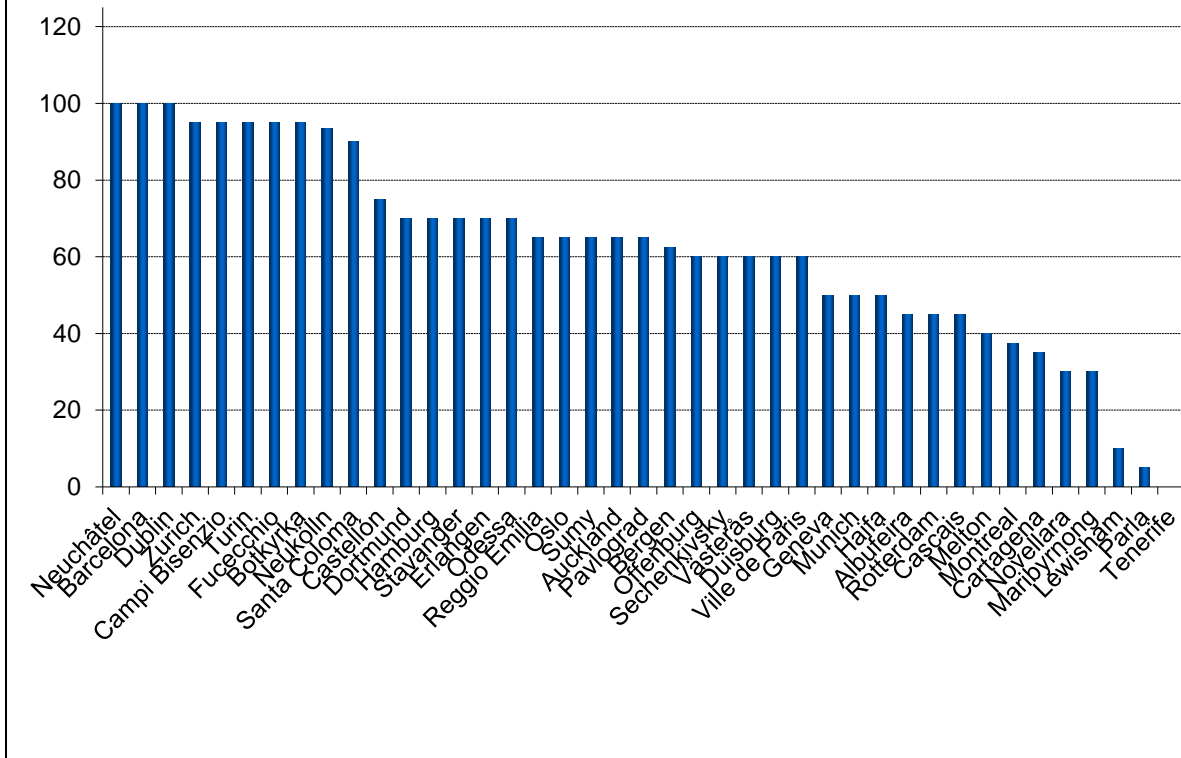


People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-ordinated and delivered effectively will have a significant impact on how the person settles and integrates.

ICC-Index - Welcoming new arrivals - City sample (inhabitants > 200'000)



ICC-Index - Welcoming new arrivals - City sample (non-nationals/foreign borns > 15%)



The attainment rate of Tenerife welcoming policy in 2018 is **0%**, which calls for a deep look at the approach of Tenerife on this issue. The city sample's rate is 53%.

Tenerife is currently developing a **Welcome Guide** for newcomers in a participatory manner, together with the Children's Participation Group **"Amiguitos y Amiguitas"**. Moreover, the writing of the Welcome Guide published in July 2018, has involved a network of people and associations involved in the implementation of the Strategy Juntos En la misma dirección.

Yet, Tenerife has no comprehensive city-package with useful information and assistance in support to newly arrived residents, nor offers any other kind of dedicated support. There is no special ceremony for welcoming new citizens, and no municipal dedicated window or office. At the same time, the Cabildo has no direct competence for welcoming policies and that is why it has invested energy in mobilising the citizenry so that it can become an active actor, through a participatory process, in welcoming new neighbours.

Recommendations:

Tenerife should consider introducing a special public ceremony to greet newcomers in the presence of officials. An official welcoming letter informing the new residents about their rights and duties can also be contemplated, even though the Cabildo has no direct competence on this matter. Alternatively, the

Cabildo can initiate a dialogue with the different municipalities that have competence in this field, so to stimulate further action at their level.

The cities of Paris (France) and Reggio Emilia (Italy) organise once per year a public ceremony to welcome the new citizens that acquired the local nationality. These ceremonies take place in very emblematic places, respectively the Pantheon (where the most important French citizens are buried) and the *Sala della Bandiera* (where the Italian flag was adopted), as a way to show the new citizens that they are important for the community.

Ballarat (Australia) has launched the *Migrant Morning Tea*: every day these morning teas have helped establish friendships across cultures, provided settlement information to new migrants regarding assistance that may be available.

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

In Neuchatel (Switzerland), a Council meeting is held every 6 months to greet all newcomers. This is not only an occasion to welcome new residents but also to give them information about the administration, life and population of the city.

Botkyrka greets newcomers through publications on the **magazine** "*Nyinflyttad*" (New in the city). The content is usually produced by the municipality's information departments, and helps newly moved to get information quickly and comfortably, and familiarize themselves with their new home municipality, activities and events.

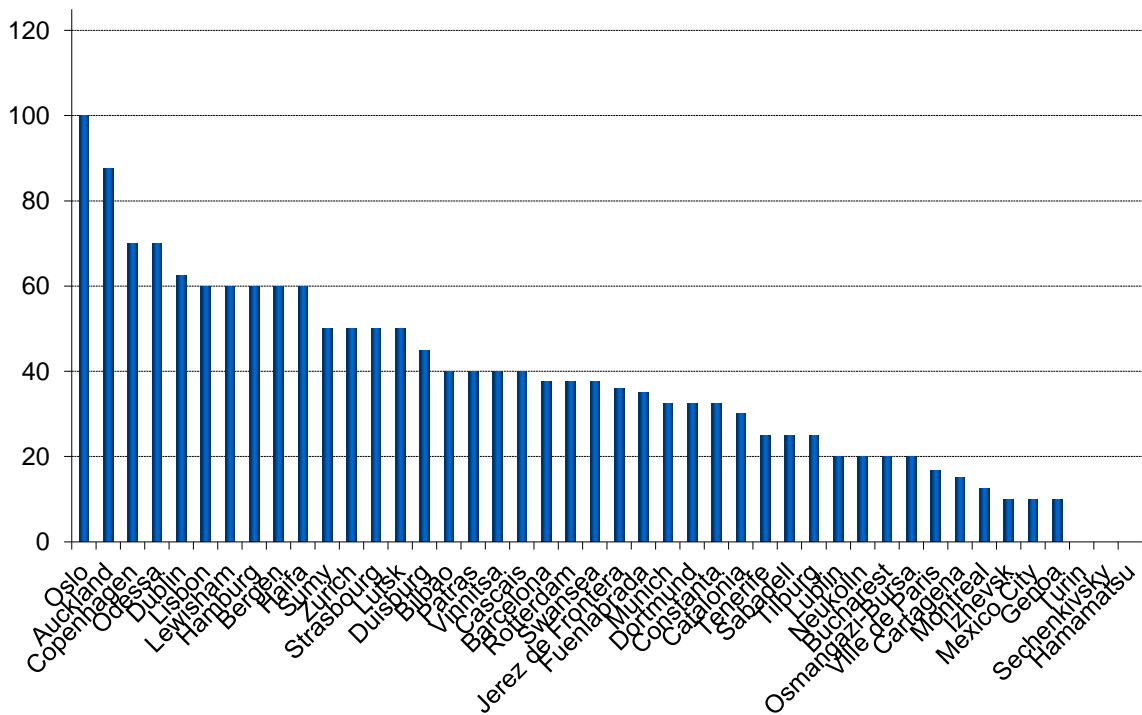
In Stavanger (Norway) there are creative initiatives to welcome and include immigrants into a 'We' culture. The region's Welcome Center is called INN (International Network of Norway) and it helps migrants in their practical transition into Norwegian life, with a focus on the needs of the employee and their families. For instance INN publishes a monthly newsletter in English and organises about 80-100 events annually for its members. The events relate to information needed as a newcomer to Norway, including about taxes and pensions, driving and driving license, practicalities of having children in Norway, the health system, work etc. as well as social events such as Portuguese wine evenings, Visit the USA, Italian evenings.

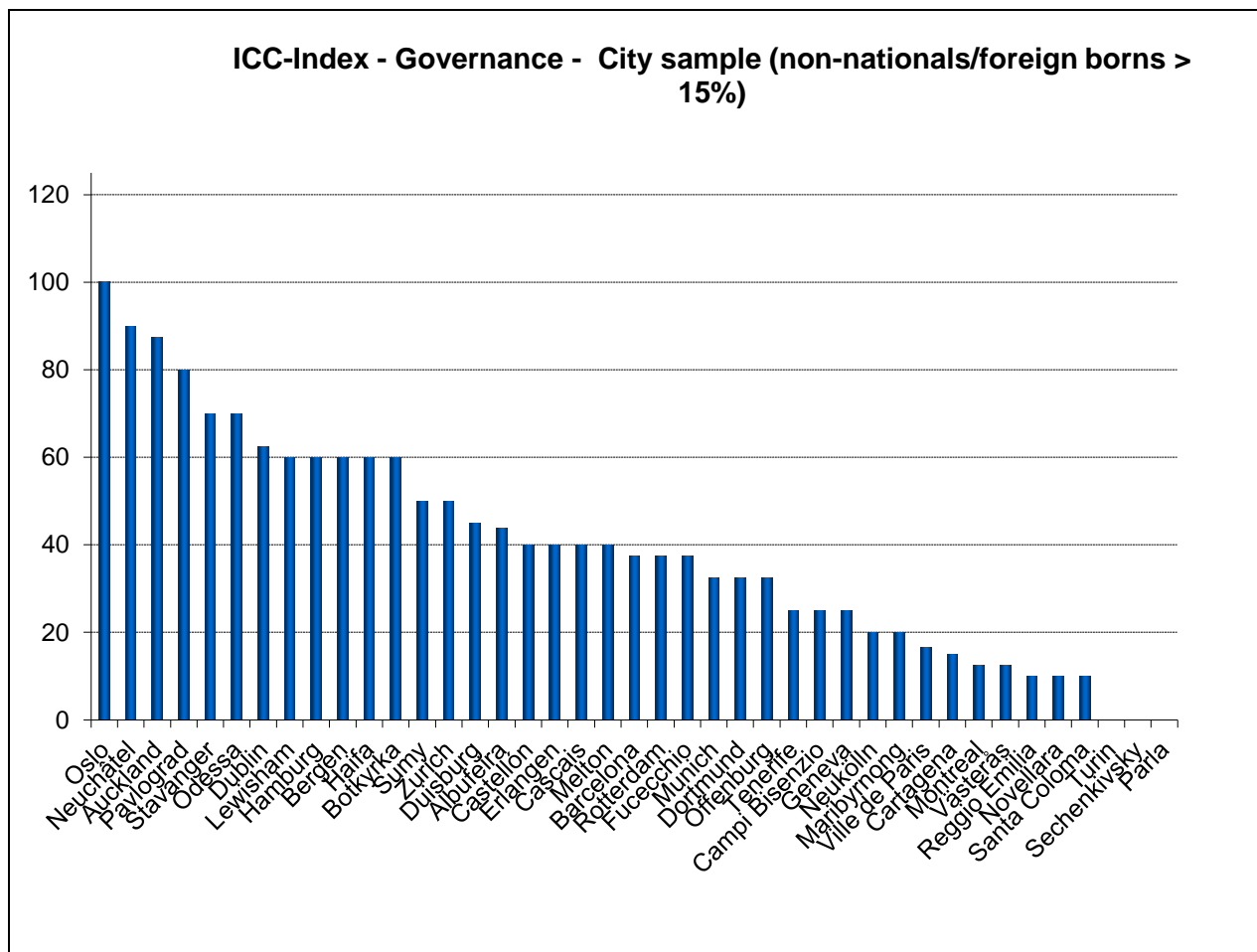
GOVERNANCE



Perhaps the most powerful and far-reaching actions which a city can take in making it more intercultural are the processes of democratic representation and citizen participation in decision-making.

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





The analysis of the questionnaire shows that Tenerife's Governance, leadership and citizenship policy achievement rate corresponds to **25%**, slightly lower than the city sample's rate of 34%, and same as the result in 2015. Still this rate has considerably improved since 2012 when it was 8%.

In Tenerife the ethnic origin of the elected politicians does not reflect the composition of the city's population and there is no political body (council or similar) that represents all ethnic minorities (nationals and migrants).

Furthermore, the standards for the representation of immigrants/minorities in compulsory meetings that supervise schools and public services do not really fall under the competence of the Island as these issues are regulated at the regional / state level.

On a positive note, Tenerife has a few initiatives to encourage citizens of minority/ immigrant groups to participate in political life, especially within its strategy Together in the Same direction³⁰³¹.

³⁰ <http://www.heytenerife.es/es/index.html>

³¹ <http://www.tenerife.es/portalcabtfes/es/el-cabildo/codigo-de-buen-gobierno>

Recommendations:

There are quite a few good policy practices in the Intercultural Cities Network that Tenerife can take as inspirational.

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

In Paris 123 “conseils de quartier” or “neighbourhoods’ councils” are open to all residents, regardless of their nationality, and allow people to express their opinions and proposals on issues that affect the neighborhoods, such as development projects, neighborhood life, and all the strategies that could potentially improve the quality of life. The Councils are a bridge between the citizens, the elected officials and the Mayor.

Another outstanding practice is the Young Mayor Scheme of the London borough of Lewisham (United Kingdom): this is a robust attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget to initiate a programme of work, as well as to scrutinise the work of Lewisham Mayor and of the city Council.

Finally, Ballarat (Australia) has set-up a programme called Intercultural Ambassadors (IAP). It aims to provide leadership within the migrant community, therefore encouraging minorities to participate in the political life of the City. When Ambassadors are elected, they are appointed for a 2-year term and will undertake civic engagement and political participation activities. As part of their duties, Ambassadors will represent the multicultural community to schools, community groups, service clubs, industry groups and employers, and conduct a radio programme in their language on a weekly basis.

ANTI DISCRIMINATION



As the questionnaire points out, Tenerife does not monitor have a dedicated body that monitors discrimination in the city. However, it has implemented an anti-rumours strategy - "**Estrategia antirrumores de Tenerife**" – based on the Council of Europe methodology, and uses anti-rumours agents³² to raise awareness on rumours and stereotypes against discrimination.

Good Practices:

Pavlograd's Cinema Club "Beyond the Rental" is an active cultural point and a partner of the International Film Festival DocudaysUA. At the events of the cinema club, which take place at the Youth Communication Center "Positive Pavlograd", in schools and project groups, issues of discrimination based on racial, ethnic, religious or other grounds are addressed and analysed.

Paris has established the "*Réseau parisien de repérage des discriminations (REPAIRE)*" (Parisian discrimination tracking network): **a device that tries to identify and report cases of discrimination**, localizing and preventing them. The REPAIRE thus helps revealing the extent and the nature of discrimination in the city, and gives a strong response to that.

Quite interesting also the Think Project in Swansea (United Kingdom), an educational programme aimed at individuals with a higher risk of far-right extremism. In a 3 day course, participants discuss and reflect on diversity issues and their own attitudes and views, engaging in open dialogue as well as experiential learning. The Think Project employs a non-criminalising approach, listening to their concerns and exploring the experience and information underlying their negative attitudes. After the course, participants are encouraged to engage in intercultural interaction. The project has proven to be able to transform young peoples' worldviews and thinking about diversity and societal change.

³² <http://bit.ly/2F8I3JU>

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

Some other cities have established equality bodies on the example of national institutions. One of these is Cascais which has a "Conselheira para a Igualdade" (Counsellor for Equality). This is a person of reference appointed by the Cascais City Council to defend equality among women and men, and eliminate gender stereotypes while promoting citizenship through the elaboration and development of municipal plans for equality, in line with the European Charter for Equality of Women and Men in Local Life.

CONCLUSIONS



It is commendable that Tenerife takes the ICC Index questionnaire seriously, that it regularly repeats the exercise and takes into account the relevant recommendations. This is showed by the steady increase in many policy areas, and by the implementation of actions that are clearly in line with the Intercultural Cities model.

Tenerife scored **higher** rate than the city sample in the following fields: commitment, neighbourhood, public service, cultural and civil life, mediation, media, international outlook.

On the other hand, the **weakest field** where Tenerife's municipality should strengthen its policies are public space, education, business and labour, governance and – most important - welcoming. Anti-discrimination is another area that could be improved.

It is worth noting that progress has been registered over time in almost all weakest fields, showing a strong commitment towards intercultural policies and a fine strategic approach.

When it comes to the intercultural efforts, with reference to the survey, Tenerife could enhance the sectors below by having in mind the recommendations already formulated in this report:

- **Education:** The educational system in general and schools, in particular, should be the focus of dedicated measures, particularly to increase the participation of parents in the school life, and to become an additional instrument for intercultural exchanges.
- **Business and Labour:** The steps recently undertaken to adopt an intercultural approach to the Business and Labour policy sector are paying, as shown by the rate of achievement. Yet, Tenerife has a huge potential in this field and may wish to explore the opportunities offered by the tourism business sector to launch initiatives that would increase the

access of migrants to business and labour market. One could be to work on the setting-up of business incubators for diverse business. This could foster and motivate start-up companies and lead to self-employment as well as business ventures not yet sought. The Intercultural Cities programme has a whole set of tools in this field³³.

- **Public Space:** Improvements in this field could be achieved relatively easily, by taking inspiration from practices that are already in place in other intercultural cities. Tenerife could build on its extended expertise in the field of citizens' participation to engage its citizenry in the management and use of public space.
- **Welcoming:** Tenerife is a welcoming land by tradition. Building on this strength, the Island should seriously consider developing information and multilingual tools for newcomers, and making use of existing cultural activities to ensure that the information reaches out to all groups. Also, Tenerife could put in place a few symbolic actions that will also show newcomers that they are welcome. We look forward to read about this in the next index questionnaire.
- **Governance:** Once more, the participatory approaches implemented under the strategy "Together in the same direction" could be a resource for increasing power-sharing with citizens of foreign background. A number of very good policies are available under the Intercultural Cities programme, some of which Tenerife could certainly implement.

The Index analysis has also shown that Tenerife has many good practices that are likely to inspire other cities, something that should be certainly praised. More important, the strategic approach adopted by the Island shows the commitment to manage diversity in a holistic and comprehensive manner, involving an important number of stakeholders, a key element to ensure accountability, ownership, and implementation. Congratulations!

In the areas where there is still room for improvement, we are confident that if Tenerife follows our suggestions and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

³³ See also <https://www.coe.int/en/web/interculturalcities/business-and-diversity>