



## Intercultural cities

Joint action of the Council of Europe and of the European Commission



## Lisbon: Results of the Intercultural Cities Index

Date: 12 August 2011

A comparison between 29 cities

### Introduction

The Intercultural Cities programme is a joint initiative between the Council of Europe and the European Commission. 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 is rich in content and detail. However, it is relatively weak as a tool to monitor and communicate progress. The new intercultural city index has been designed as a new benchmarking tool for the cities taking part in the pilot phase of the programme as well as future participants.

As of today 29 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Barcelona (*Spain*), Copenhagen (*Denmark*), Donostia-San Sebastian<sup>1</sup> (*Spain*), Dublin (*Ireland*), Duisburg (*Germany*), Geneva (*Switzerland*), Izhevsk (*Udmurt Republic, Russia*), Limassol (*Cyprus*), Lisbon (*Portugal*), the London borough of Lewisham (*United Kingdom*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neuköln (*Berlin, Germany*), Oslo (*Norway*), Patras (*Greece*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Rijeka (*Croatia*), Sechenivsky (*District of Kyiv, Ukraine*), Subotica (*Serbia*), Tilburg (*The Netherlands*), Turnhout (*Belgium*), Vasteras (*Sweden*) and Zurich (*Switzerland*).

This document presents the results of the Intercultural City Index analysis for the city of Lisbon and provides related intercultural policy conclusions and recommendations.

### Intercultural city definition

The intercultural city has people with different nationality, origin, language or religion/ belief. Political leaders and most citizens regard diversity positively, as a resource. The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population. The city has a strategy and tools to deal with diversity and cultural conflict. It encourages greater mixing and interaction between diverse groups in the public spaces.

### Methodology

The Intercultural City Index analysis is based on a questionnaire involving 66 questions grouped in 14 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).

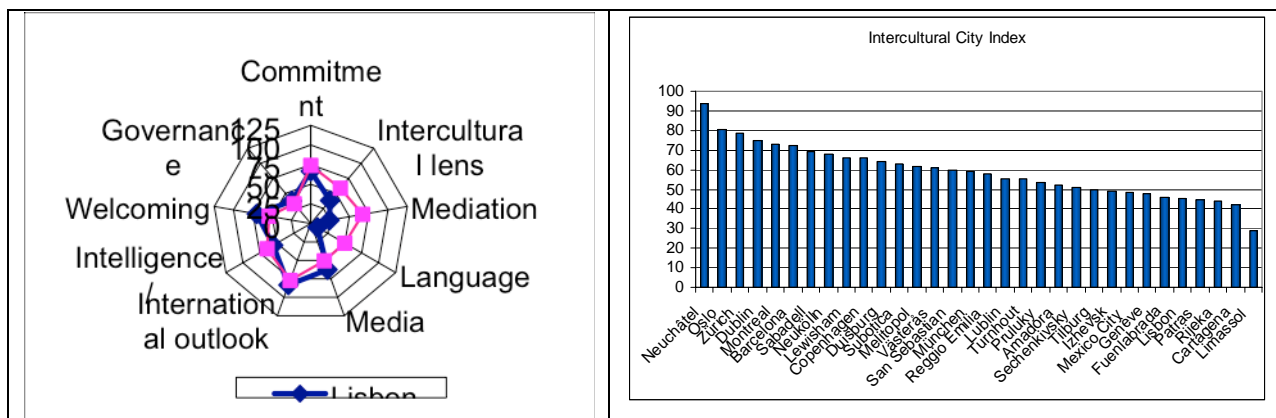
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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<sup>1</sup> The Spanish city of Donostia-San Sebastian hereinafter referred to as San Sebastian

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.



## Lisbon-An overview

Lisbon is the capital city of Portugal. It has a population of 479,889 inhabitants. Non-nationals make up 9.30% of Lisbon’s total inhabitants. The largest group- people from Portugal- make up 90.70% of the city’s population. The largest minority groups in descending order are: Brazilians (2.75%), people from Cape Verde (0.82%) and Chinese (0.57%). Second and third generation migrants make up 9.30% of the city’s population. The latest GDP/per capita figures are of €16,000.

### 1. 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.

The rate of achievement of Lisbon’s commitment policy goals is lower than the city sample’s<sup>2</sup>: 67% of these goals were achieved, while the city sample’s rate for commitment policy is 74%.

Lisbon has adopted a number of initiatives which demonstrate its commitment to the intercultural approach. The city council has formally adopted a public statement in favour of diversity, peace and co-existence. The local government has designed an intercultural strategy and has developed an action plan to put it in practice. It has allocated a budget for the implementation of its intercultural strategy and action plan. The city council also has an evaluation process for its intercultural strategy. Finally, the city’s speeches and communication make clear reference to its intercultural commitment.

Lisbon may wish to consider acknowledging local citizens who have done an exceptional thing to encourage interculturalism in the local community. The city of Bern provides an interesting example of this, as it launched an annual integration prize in 2003 to award the individual who achieves the most in cultural integration each year.

<sup>2</sup> The term “city sample” refers to the weighted average of the 29 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

Another similar practice has been introduced by the London borough of Lewisham. Its "Love Lewisham" award celebrates a person who has made a difference to improving green spaces, reducing waste and contributing to the care and upkeep of the local neighbourhood, resulting in notable environmental benefits.

Lisbon could consider setting up a dedicated cross-departmental co-ordination structure which will be responsible for its intercultural strategy and action plan. The Spanish city of Vic may be a source of inspiration and learning for Lisbon in the future. In Vic three councillors oversee the city's intercultural relation policies. Several services including the education, welcome office, police, mediation teams, the department for employment and social integration are involved in a coordinated system which allows for a personalised follow-up of newly arrived migrants with specific needs and mainstreams integration and intercultural relations across all of the city services and departments.

The French city of Lyon has put into practice a similar initiative. Here, a task force composed of political officials with different portfolios, institutional representatives and civil society members have revised as of 2010 city policies and propose changes in order to ensure that these policies promote equality of opportunity, non-discrimination and positive recognition of cultural diversity. The task force is supported by a secretariat, which requests studies and takes policy initiatives. It has an evaluation process and an observer monitors the impact on the ground.

Lisbon's city council might also consider ameliorating its commitment initiatives by launching an official webpage for diversity and interculturality. An interesting example of such an initiative has been introduced by the Swiss canton of Geneva. The canton's Office for the Integration of Foreigners' website serves as a resource centre for migrant communities. In the period 2008 to 2009 the number of people who have visited the website has increased by 100%. An interactive map displays 140 local addresses comprising, amongst others: local administrations, social services, associations which serve migrant and female inhabitants, health services and leisure providers. These addresses may be useful for newly arrived migrants, foreign citizens as well as for people who have lived in the community for a longer period of time

## **2. Education<sup>3</sup> policies through an 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.

The analysis shows that Lisbon's education policy achievement rate is lower (40%) than the city sample's rate (65%).

In all of the local primary schools almost all pupils do come from the same ethnic background. Lisbon might consider ameliorating its intercultural education approach by ensuring that the ethnic background of teachers mirrors the diverse population in a larger proportion of local schools. The Roma Education Centre in the city of Subotica (Serbia) may provide a source of learning and inspiration in this area. Here this Centre has pressed for the training of Roma teachers and non-teaching assistants and for their employment in local schools and kindergartens.

According to the answers provided in the survey, only very few schools in Lisbon involve parents from migrant/minority backgrounds in daily school life. The city could consider the following education initiatives of other cities. For example, the Swiss canton of Geneva has introduced a Sac d'histoires- "a bag of histories" programme. Here, children can bring a collection of books, CDs, DVDs and other media which they share with their parents, who are

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<sup>3</sup> 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](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))

then given a much greater stake and involvement in their child's progress at school and improve their own language skills.

Lisbon might consider ameliorating its intercultural education approach by further promoting local schools which carry out intercultural projects. An interesting example of such an initiative has been put into practice by the Italian city of Reggio Emilia. Here, intercultural laboratories are held in secondary schools to stimulate a positive approach to diversities by young people and explain how stereotypes and prejudices that many lead to discriminatory behaviour are formed. There is also a project to make seven short films with secondary schools to reflect on themes such as intercultural dialogue/non dialogue. Finally, schools in Reggio Emilia have developed an intercultural calendar and each date is celebrated, with parents talking in front of children about their traditions.

Finally Lisbon might consider strengthening its intercultural education approach by increasing ethnic/cultural mixing in the city's schools. An interesting initiative in this area has been put into practice by the British city of Bradford. Here, the education authority found that in some neighbourhoods schools were increasingly polarised into becoming all white or all non-white. This was allowing little opportunity for children to learn more about each other. A process of linking between over 70 local schools has now lead to much closer cooperation and joint working between staff and pupils. Pupils have on average made 2.6 new cross cultural friendships since the project began.

### **3. Neighbourhood policies through an intercultural lens<sup>4</sup>**

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.

Lisbon's neighbourhood policy indicators are lower (55%) than the city sample's rate (62%).

In none of Lisbon's neighbourhoods a vast majority<sup>5</sup> of residents comes from the same ethnic background. In a few of the city's neighbourhoods a vast majority of inhabitants come from minority ethnic groups<sup>6</sup>. Lisbon encourages residents from one neighbourhood to meet and interact with residents from another from different ethnic/cultural backgrounds.

According to the answers provided in the survey, "a policy is being prepared" to promote interaction within Lisbon's neighbourhoods. The city could consider the following neighbourhood initiatives of other cities. For instance, Tilburg (The Netherlands) supports ideas for creating more meeting places and therefore lets neighbourhoods apply for making benches, or "social sofas". The inhabitants state where they want to place them and how they should be designed. In addition, through the "enrich your neighbourhood programme", Tilburg's residents can ask for some money to organize special activities in their own neighbourhoods.

Lisbon may also wish to consider a policy which avoids ethnic concentration. The city of Zurich may be a source of inspiration and learning for the future. In Zurich a large proportion of the city's inhabitants lives in rented accommodation. 25% of the rented flats are provided by the city or through housing associations which have implemented an allocation policy. The city's allocation scheme includes achieving a "good mix" between different social groups as one of the initiative's criteria.

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<sup>4</sup> 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.

<sup>5</sup> For the purpose of this report, a "vast majority" refers to a situation where more than 80% of residents come from the same ethnic background.

<sup>6</sup> By "minority group" we understand a subordinate group whose members have significantly less control or power over their own lives than the members of a dominant or majority group have over theirs. (ref. [http://higherred.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://higherred.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))



already make progress from 14% of staff with a migrant background in 2006 to 21.5% in 2008.

Copenhagen has also taken a number of actions to improve the representation of migrants in the city administration. Its local government offers paid internships specifically targeted at people with minority backgrounds, for instance by requiring they should be able to speak a certain language. It also offers training possibilities for its interns so they can acquire permanent positions. The city council advertises its vacancies through community media groups, as well as universities with a high proportion of students from minority backgrounds.

Lisbon may wish to consider further opening up its administration to non-nationals. For instance, the canton of Neuchâtel in Switzerland worked with police to convince them to open the police to non-nationals. After an initial phase of reluctance, motivated by the belief that only nationals can really defend national interests, the police finally opened up to foreigners and their integration has been successful.

Finally, Lisbon may wish to ameliorate its diversity and equality policies in the future by encouraging intercultural mixing in the private sector labour market. We invite Lisbon to consider the following initiative launched by the London borough of Lewisham in this area. Here, the council's procurement policies and contracts include an Equalities Statement that bidding companies need to show they meet as part of their application.

### **5. Business and labour market policies through an intercultural lens**

Lisbon's business and labour market policy indicators are lower than the city sample's: 40% of these goals were achieved, while the city sample's rate for business and labour market policy is 43%.

Lisbon has set up a business umbrella organization which promotes diversity and non discrimination in the workplace. The city encourages ethnic/cultural minorities businesses to move beyond localized economies to enter into the main stream and higher value added sectors. Finally, it also encourages "business districts/incubators" to facilitate inhabitants from different cultures to mix more easily.

Lisbon's business and labour market policies may benefit from signing a charter which outlaws discrimination in employment. The French city of Lyon has put into practice such an initiative. Here, various bodies are working to promote diversity. The city council has adopted a Diversity Charter to combat recruitment discrimination in its own departments and to encourage local businesses to do the same. A group on urban equality initiatives (Groupe d'initiatives pour l'égalité dans la ville, GIPEV) unites the council's own department on this priority. This approach consists in championing cultural diversity on the grounds of rights and equal opportunities in the national republican tradition.

Lisbon may also wish to build upon its business and labour market initiatives for instance by prioritising companies which implement a diversity strategy when procuring their goods and services. The city of Amsterdam (The Netherlands) may provide a source of learning and inspiration in this area<sup>10</sup>. Here, "Social Return on Investment", which is designed to include social obligations in public contracts, started as a pilot project in 2007 in Amsterdam's South East District. In particular, contractors are asked to use the money generated by the contract to offer employment opportunities to people who are excluded from the labour market, including migrants.

### **6. Cultural and civil life policies through an intercultural lens**

The time which 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.

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<sup>10</sup> Ibidem



Lisbon may wish to promote intercultural mixing also in the city's markets. An interesting example of such an initiative has been jointly put into practice by the Vienna Chamber of Commerce and the city council. Ottakring is a neighbourhood on the outskirts of Vienna, with more than 50 nationalities including Pakistanis, Turks, Maghrebians, and Egyptians, which make up 36% of the total population of 8,000. During the late 90s the once popular historic market of Brunnengasse faced a chronic decrease in visitors. Most of the bordering ground floor premises also became vacant and were used for storage or occupied by industries with no relation to the market, such as betting shops. In response, the Vienna Chamber of Commerce and city council decided to allocate all empty shops to artists rent free. Dozens of artists blended into the life of the neighbourhood and ran numerous projects in association with local shopkeepers and residents, ranging from providing services (sign painting etc) to innovative and unusual projects.

Lisbon may also wish to promote intercultural mixing in the city's playgrounds. The Swiss canton of Neuchâtel may provide a source of inspiration in this respect. The canton believes that for cohesion to be encouraged it is not enough just to bring people together in newly developed public spaces. Public spaces must be "brought alive" by organizations and appropriate projects.

We invite Lisbon to build upon its existing public space initiatives, for instance by taking into consideration the ethnic/cultural backgrounds of its citizens when designing and managing new public buildings or spaces. Interesting initiatives providing useful examples in this field have been implemented by the London borough of Lewisham. Here, young people were invited into the process of designing and making a new playground area in Pepys Park. At Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement of a park warden and a 'Rivers and People Officer'.

The city may also wish to propose different forms and places of consultation to reach out to its ethnically and culturally diverse inhabitants when reconstructing an area. An interesting practice is implemented by a public-private development agency in Turin (Italy). Here, the "Gate Project" is an agency born to create, develop and manage specific regeneration projects in the area of Porta Palazzo. The project "Balloon in the middle", started in 1998 to cope with conflicts between regular and irregular pitchmen and to give an answer to the citizens' complaints in an urban area characterized by lack of security. Such a project, through the creation of the "Vivibalon Association", succeeded in creating new participatory processes by involving informal leaders selected among pitchmen, residents and representatives of the Urban Regeneration Department of Turin.

## **8. Mediation and conflict resolution policies**

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

The analysis shows that Lisbon's mediation and conflict resolution policy achievement rate is much lower (24%) than the city sample's rate (67%).

In the Bairro of Casal dos Machados and Quinta des Laranjeiras there is a library where the police have facilities to meet with 'difficult' families on neutral ground.

Lisbon may wish to further explore possible mediation and conflict resolution practices, for instance by providing mediation services in places such as hospitals, in the city's administration, as well as in neighbourhoods and on the streets. The Spanish city of Vic may be a source of learning in this respect in the future. In this city of 40,000 inhabitants, a team of 10 "street mediators" deal with minor neighbourhood conflicts and seek to meet and talk with people on the streets and in public spaces about their concerns related to the arrival of foreigners, the changes in host community and the role of the host community in the integration process.

A similar initiative has been put into practice by the Italian city of Reggio Emilia. Here, the "Centro Mondinsieme"- The Centre for the World Together- supplies staff for schools and hospitals. The city has established an intercultural centre with trained mediators from a variety of ethnic and language backgrounds who intervene when they feel a problem might arise, for instance if kids in some schools tend to cluster too much on an ethnic basis.

In the Dutch city of Tilburg there are volunteer neighbourhood mediators. Here, the project started in "impulse neighbourhoods", but now these mediators are active in every one of the city's neighbourhoods. Eighty percent of the mediation volunteers are of migrant origin which prevent and solve problems in the Tilburg's neighbourhoods.

Finally, we invite Lisbon to build upon its existing mediation and conflict resolution initiatives by setting up an organization which deals specifically with inter-religious relations.

## **9. Language<sup>11</sup>**

Lisbon's language policy achievement rate is much lower (10%) than the city sample's rate (50%).

Lisbon could consider further encouraging projects which give a positive image to minority/migrant languages. Lisbon may wish to take note of an interesting initiative developed by Barcelona (Spain). Here, the city has done so by offering financial support to La Diaspora, Festival Asia, and Festival de Cine Peruana.

Lisbon may wish to provide specific language training in the official languages for hard-to-reach groups<sup>12</sup>. Zurich may provide a source of learning for Lisbon's future language initiatives. Zurich city council encourages projects which develop a positive image of minority/migrant languages. For example, the city's representatives recommend to parents to raise their children, prior to them attending schooling, either in their mother tongue or as bilingual (their mother tongue and German).

Lisbon may wish to ameliorate its language policies in the future, for instance by ensuring that all the city's citizens are eligible to receive training in immigrant/minority languages. In this area, Lisbon may wish to consider an initiative put into practice by Reggio Emilia (Italy). In order to help families preserve the competence of migrant children in their mother tongue language, in two schools in Reggio Emilia there are classes in the native languages of children and, in parallel, their parents learn Italian.

The Swiss canton of Neuchâtel has put into practice a similar initiative. Volunteers in the Neuchâtel intercultural library are convinced that the provision of books in a range of languages-both to individual users and through schools-helps migrant children learn French. Parents read to their children in their native language and this affirms their role and authority as educators (which is threatened by an insufficient command of the host language). This in turn reinforces the children's interest in reading and learning altogether and encourages the acquisition of the native language.

Another useful example comes from the London borough of Lewisham. Here supplementary schools supported by the borough provide mother tongue language and cultural schooling. There are also national events such as Black history month and Refugee Week that also include language promotion.

Lisbon may wish to support private/civil sector institutions which offer language training in migrant/minority languages. Zurich may provide a source of learning and inspiration in this respect. For example, additional curriculum courses, called HSK Courses, are offered by

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<sup>11</sup> By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- [http://highered.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))

<sup>12</sup> The term makes specific reference to non-working mothers, the unemployed, as well as retired people

embassies, consulates as well as private organisations. These courses cover a range of topics including languages, history, geography, as well as minority cultures.

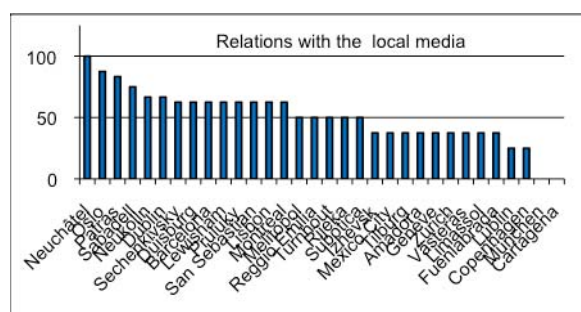
A similar initiative has been launched by the Ukrainian city of Melitopol. This city supports cultural associations of ethnic communities which provide, inter alia, language courses open to everyone- including people of other ethnic and linguistic backgrounds- and many such people attend the courses.

Lisbon may wish to ameliorate its language policies in the future, for instance by offering financial support to minority newspapers/journals and minority radio programmes, as well as supporting TV programmes that are broadcasted in other languages than the majority ethnic language. Lisbon may wish to consider an initiative put into practice by Zurich (Switzerland). Even though national laws do not allow the city to support media structures, the city can support concrete projects. In recent years, Zurich's Local Integration Credit has helped a local non-for-profit radio station. This broadcasts in several languages and the work is mostly done by volunteers.

We invite Lisbon to consider the following language initiative as implemented by the Swiss canton of Neuchâtel. In 2009, 32 language courses allowed 360 foreign residents to learn French. Since 2007 foreign citizens who take beginner and intermediary French language training can sit a recognized exam. These courses are designed to facilitate foreign citizens' integration into the local community and promote social cohesion.

The Swiss canton of Geneva has also introduced a similar initiative. Here, French language courses are open to all, without discrimination and are tailored to meet the needs of specific members of the local community, for instance migrant women. They are offered by various public and private organizations which operate in the canton. For instance, in 2009 the canton's Office for the Integration of Foreigners provided financial support to 32 French language projects. They were operated by 19 local associations. The global objective is to ensure that newly arrived foreign citizens are able to reach the level of language fluency that is required in daily situations. This includes, for instance, to be able to ask for directions, engage in conversations, as well as seek employment and work in French. Language training constitutes one of the most important tools in order to integrate newly arrived migrant communities in Geneva's daily life.

## 10. 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 agencies to achieve a climate of public opinion more conducive to intercultural relations.

63% of Lisbon's media policy goals were achieved while the city sample's attainment rate for these goals is 51%.

Making reference to the answers provided, the city instructs its information services to promote harmonious intercultural relations. An external organization monitors the way in which minorities are portrayed in the local media. Furthermore, one specific policy is adhered to only 'occasionally'. This consists of promoting a positive image of migrants and minorities in the media through targeted press meetings and dedicated newspaper columns. To ameliorate its performance in this area, Lisbon could consider an interesting example of this type of initiatives as developed in the Italian city of Reggio Emilia. This city has run several pro-diversity workshops involving special editions of local newspapers and TV Sports. They have created a directory of reference persons for media to enlarge the view-points expressed in the media.

Lisbon may wish to take note of another initiative launched by the Danish capital Copenhagen. This city has carried out a 3-year campaign (We Copenhageners) among others with the aim of acknowledging and celebrating diversity. A part of this campaign has been directed towards the media and there has been substantial press coverage.

The Swiss canton of Neuchâtel may also be a source of inspiration in this respect. "Vivre ici en venant d'ailleurs" is an initiative which promotes migrant groups participation in their communities. It seeks to promote a more positive image of migrant communities than achieved through normal media channels. A double media strategy is implemented through written press and a radio station. Articles as well as broadcasted shows are produced on the life of a local migrant, his/her migratory journey or the political and historical situation of the foreigner's country of origin.

A club in the French city of Lyon has put into practice a similar initiative. Here, the Diversity Club in Lyon, set up by professionals of migrant background, organised in 2009 the diversity awards event with the largest regional newspaper, "Le Progres", in order to highlight pro diversity initiatives and actions. The event was attended by 2000 people and was followed by a special supplement in "Le Progres". It has now become an annual award.

In addition the London borough of Lewisham may be a source of learning in this respect. Here, the council publishes a magazine entitled "Lewisham Life". This covers the diversity of the borough and official pictures are selected to ensure they represent the variety of the population.

Lisbon may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds. An interesting example of such an initiative has been implemented by Oslo city council. Among journalists, editors and media researchers operating in Oslo, there is now 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.

## **11. International outlook policies**

Lisbon's international outlook policy indicators are higher (83%) than the city sample's (77%).

Lisbon has put into practice several policies to encourage international co-operation. A specific financial provision has been introduced to achieve this objective. The city has set up an agency to monitor and develop Lisbon's openness to international connections. Lisbon supports local universities in order to attract foreign students, and ensures that foreign student populations take an active part in the city life.

The city may wish to further explore possible international outlook policies, for instance by ensuring that the city develops projects and policies for economic relations with its migrant populations' countries of origin. In doing so, it could refer to what is happening in Lewisham. Even though the London borough of Lewisham has not introduced specific policies or projects, it does provide particular business advice and links to the UK Chamber of Commerce are established to encourage co-development with Lewisham's migrant groups' countries of origin.

## **12. 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 mode of behaviour on all situations.

The attainment rate of Lisbon's intelligence competence policy goals is lower than the city sample's: 55% of these goals were achieved, while the city sample rate for intelligence competence policy is 64%.



congratulate about 30 people. Once a year, a great party is organized by the municipality for all new residents.

Copenhagen city council (Denmark) has also introduced a similar initiative. Here, foreign students are invited to participate in a welcome reception at the City Hall with other expats. On this occasion, they can meet city officials, local associations and hear about cultural offers of the city. The Lord Mayor of Culture and Leisure officially welcomes participants to Copenhagen at the reception.

#### **14. Governance policies**

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 decision making.

38% of Lisbon's governance policy goals were achieved, while the city sample's attainment rate for these goals is 34%.

Newcomers are eligible to vote in local election "only after a certain period of residence in the city". An independent political body has been created to represent all ethnic minorities living in Lisbon.

Lisbon may wish to further explore possible governance policies by actions to improve the representation of migrants in the city administration. An interesting example of such an initiative has been introduced by the UK-based operation Black Vote which has set up a scheme in Liverpool. It allows young migrants to shadow established local politicians, so they better understand what the job involves and it encourages them to engage in politics.

Lisbon may wish to further explore possible governance policies by establishing standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

#### **15. Conclusions**

In some intercultural strategy areas, Lisbon does better than most other cities in the sample. Its leading practices can provide useful insights and examples to other cities in the field of: international outlook, media, welcoming practices and governance.

#### **16. Recommendations**

Lisbon needs to make progress in relation to its commitment, education, neighbourhood, public services, business and labour market, cultural and civil life, public spaces, mediation and conflict resolution, language, intelligence competence, and governance practices. The city may wish to look into some of the examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural Cities database<sup>13</sup>.

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<sup>13</sup> [http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance\\_en.asp](http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp)