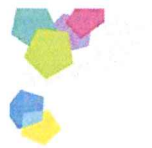




Integrated Action plan City of Amadora March 2018



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Opening note

Migration is one of the main topics of the international agenda; this reflects the figures presented in the OECD annual report on the [International Migration Outlook 2017](#), which points to a figure of 5 million people permanently migrated to the OECD countries during 2016, well above the peak of 2007.

According to the same report, migration for humanitarian reasons was the main pushing factor for the period from 2015 to 2016, representing the cause of migration of about 1.5 million people. Another reason for this increase is related to intra-company mobility and the posting of workers within the European Union, realities that grew between 10% and 3% respectively in the year 2015.

Given this international reality of increasing mobility for a variety of reasons, and the high presence of foreign communities in Amadora, the Municipality along with its partners decided to continue the work begun in 2015 with the First Municipal Plan for the Integration of Immigrants, a tool implemented to foster citizens participation in designing local policies which had an high rate of execution and that contributed to a greater cooperation among all the involved agents, institutions, communities and migrants.

The II Municipal Plan for the Integration of Migrants results from this joint work carried out in the last 3 years, emerging from a positive view of diversity as a factor of development and valorization of the territory and which we wish to translate into a city with a human dimension, with equal opportunities and social and economic development for all."

Carla Tavares

Mayor of the Municipality of Amadora

Fevereiro de 2018



I. Introduction

This Summary reflects the structure of the Municipality Integration Plan that was developed through an extensive consultative process with other relevant departments within the Municipality, local and national stakeholders and immigrants living in the Municipality of Amadora .

The Municipal Plan for the integration of Migrants was approved by unanimity by the municipal executive during the public board meeting held on 28 February 2018 and it was presented to and approved by the Amadora Social Network¹ on the 2nd March 2018 at the Annual meeting of the CLAS - Local Council for Social Action, chaired by the Deputy Mayor of Amadora Susana Nogueira, and with the participation of 38 representatives of the local organizations, as part of a wider planning instrument called Municipal Plan for Health and Social development 2018-2025.

Following the structure of the main document, the second section (II) will present the city context, including statistical data about Amadora focusing on migration flows and the current state-of-the-art regarding the theme tackled by our Local Integrated Action Plan. The Plan will describe how the diagnostic was undertaken and how the data have been collected.

The third section (III) will be focused on the main problems identified and the methodology used to obtain the necessary information in order to define the general framework.

The following section (IV) will be devoted to the Municipal Plan for the Integration of Migrants, including an overview about the Strategic and Operational dimensions

The monitoring and evaluation model will be described on section V, the financial issues will be addressed on section VI and the last section (VII) will point out the implementation risks.

II. Framework

According to data from the Foreigners and Borders Service of 2016, immigrants represent about 9% of the total population divided in 99 different nationalities. However, considering the Place of birth this percentage rises to around 18% which reinforces the position of Amadora as one of the cities of the country with greater cultural diversity.

Considering this reality the Municipality and local organizations built and implemented the First Municipal Plan for the Integration of Immigrants (2015/2017) which took into account the results of the implementation of this plan.⁷ For the last 2 years the Municipality and the partners which joined the URBACT Local Group (ULG) have worked on the construction of the II Municipal Plan for the Integration of Migrants 2018-2020, that incorporates the recommendations arising from the implementation of the previous one and the knowledge acquired during the Transnational Programme undertaken but the ULG members in the framework of the Arrival Cities Project,⁸ namely regarding the importance of the participation of people with migrant background in designing the policy strategy that concerns them.

The main goals of the present planning instrument need further development and partnership work, to

¹ The Amadora Social network, was established in 1997 and it is a forum for coordination and pooling efforts of local public and private entities with the objective of eradication/reduction of poverty and social exclusion and promotion of social development.



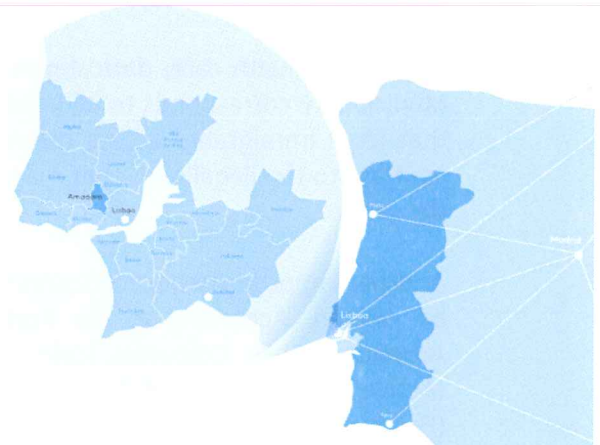
promote synergies between existing resources, to implement measures in a subsidiarity framework, seeking to establish shared goals and responsibilities concerning migration and diversity.

The II Municipal Plan for the Integration of Migrants at local level, is part of the wider municipal planning strategy developed in the Municipal Social Development and Health Plan 2018-2025. It is included in the first of the three main priority areas: I- Promotion of Equal Opportunities and Active Citizenship; II – Ageing; III – Promotion of quality of life.

At national level it is included in the strategies defined by the Strategic Plan for the Migrations 2015-2020 that can be summarized as follows: "... to pursue migration as part of a strategy for the valorization and economic growth of Portugal in the management and valorisation of talent, mobility, strengthening and promoting the contribution of migrant populations to this objective"².

II.1 Geographical situation – Framework of Amadora in Portugal

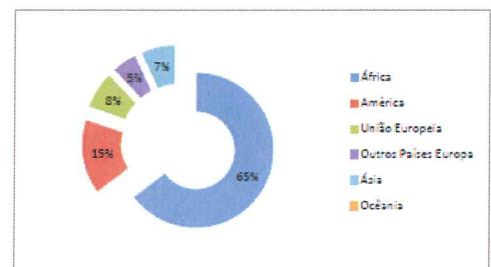
The municipality of Amadora is located in Portugal within the Lisbon Metropolitan Area close to the municipalities of Lisboa, Oeiras and Sintra. Created on September 11, 1979, the municipality of Amadora extends over an area of 23.79 km² and is currently composed of six districts: Águas Livres, Alfragide, Encosta do Sol, Falagueira-Venda Nova, Mina de Água e Venteira.



II.2 Demographical situation

According to recent data (2016) Amadora has 178,169 inhabitants and 9.02% (16,078) with foreign nationality, distributed among 99 different nationalities. In average at national level the immigrants represent 3.9% of the total population, meaning that Amadora is one of the most culturally diverse municipalities in the country.

However, according to the Census held, 31,338 people, making about 17.8% of the total population, were born outside Portugal. These data reinforce the multicultural character of Amadora and the importance of designing specific measures for the integration of people from different cultures.



Fonte: Portal de Estatística do SEF

The majority of foreign nationals residing in Amadora (16.078) come from Africa, and the women make up about 53% of the total, with the exception of Brazilian nationals whose women represent 64% of the total and Indian men who represent about 63% of the total of the Indian nationals.

² Migration Strategic Plan 2015-2020



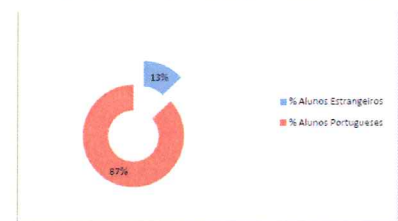
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Concerning the labor market and according to the 2011 Census, the unemployment rate of the population of Amadora was 15%, and the unemployment rate of the foreign population was about 18%, and the natives of foreign countries had an unemployment rate of 20.5%.

In 2016 the percentage of the Social Integration Income (RSI) foreign beneficiaries was about 9,5% of the total population and about 66.4% were nationals of African countries, followed by the nationals of the European Union nationals with 20.8% and other nationalities with 12.8%.

Concerning Education and according to data provided by the 12 school groups of the Municipality, regarding 2017/2018, 13.1% of the total number of students registered have foreign nationality (62% are from African countries, followed by South American countries (24%), with special emphasis on of Brazilian nationality). Regarding the evaluation of the students the rate of retention of foreign nationals is about 24% almost the double of the native students. The available data also show that people with foreign nationality or that has born outside Portugal have less literacy than the total population. This is most evident when comparing global data with those of foreigners outside the European Union, where for example higher education represents only 6.3%, compared to 12.7% for the total population.

Gráfico n.º 18 – Alunos inscritos por origem ano letivo 2017/18



Fonte: Divisão de Intervenção Educativa

Regarding Health care, data shows that the foreign population registered in the health units of the Municipality corresponds to all legal immigrants residing in the territory. It is importante to point out that legal immigrants access the National Health Service under the same conditions as nationals, contrary to the ilegal ones that may have a pontual and different costs that may prevent the access to the service.

Another important aspect concerns the civic participation and more particularly the right to vote and to be elected. According to the Portuguese law only the nationals of the UE, Brasil, Cape Verde, Argentina, Chile, Colombia, Iceland, Norway, New Zealand, Peru, Uruguay and Venezuela, can vote (Active Electoral Capacity), but only the nationals of the UE, Brasil and Cape Verde can be elected (Passive Electoral Capacity). Saying this it is important to highlight that only 19,4% of the third country nationals with active electoral capacity, are registered, and the percentage of registered citizens of the European Union is even lower, representing 6.1% of the total.

Last but not the least, for what concerns the Housing , data shows that the percentage of third countries nationals living in social or precarious housing is much higher (Cape Verde: 16,7%; Mozambique: 11,4%; S. T. Prince: 9,5%; Angola 5,3%) than the natives (3,9%).

II.3 Current state of play

1. Relevant sources of financing

The II MPIM has resources provided by the Asylum Migrations and Integration Fund (FAMI), in particular regarding the dynamization of Local Support Centers for the Integration of Migrants (CLAIM's), has benefitted from the URBACT III Program through the Arrival Cities project concerning new technical resources which made possible a transnational dimension that allowed to



improve the Plan especially regarding the methodology and the city life participation of migrant people.

Furthermore, the II Plan incorporates the experiences obtained in the framework of the transnational workshops and the knowledge and recommendations of the Arrival Cities Project Lead Expert.

2. *Summary of institutional context*

Based on the previous Municipal Plan it was possible to identify the existing services within the different main areas. In fact the partners have realized that there are several organizations working alone on supporting immigrants without knowing what the other organizations are doing. The partners agreed about the need to improve the coordination between the different local organizations in order to improve the efficiency and effectiveness of the services provided to immigrant people.

II.5 How the diagnostic was undertaken

The diagnosis accomplished summarizes quantitative and qualitative information collected from four different sources:

- Official statistical and qualitative information at local and national level - Collecting of statistical information from official and national sources, namely, from the National Statistics Institute and reports of public entity's activities at national and local levels. The thematic areas that are the subject of data collection are those defined in the first Municipal Immigrant Integration Plan (2015-17), resulting from the financing of the European Fund for the Integration of Third Country Nationals (FEINT), managed by the High Commissioner for Migration.
- 12 Meetings of the monitoring group / URBACT Local Group (ULG) - Data on the activities carried out in connection with the integration of immigrants in the territory of Amadora were collected from the partners.
- Interviews with immigrants living in the municipality of Amadora were carried on by University Study Center (ISCTE), with the support of the Arrival Cities Project and the URBACT III programme.
- Focus - Group with social service technicians from local organisations

III. Definition of the problems

III.1 –Methodology

1. *Working meetings with the partners of the MPII monitoring Group / ULG*

Meetings with the Monitoring Group/ULG aiming the identification of problems, the design of responses and the sharing of responsibilities in the definition of local policies.

With the support of the Arrival Cities it was possible to enlarge the initial working group with important organizations at local and national level, namely the Foreign and Borders Service Public Security Police.

The organization of the meetings was based on the methodology proposed by the URBACT Programme with the aim to better understand the current situation and the existing problems involving the stakeholders.



Firstly, the priority areas for intervention were identified, analyzing current problems and measures, obstacles and expected changes; this phase was carried out by dividing the large group into small groups (3 to 4 elements) in order to collect different contributions, and then, in a large group, to try to analyze the same problems under different perspectives, looking at them as complex and interconnected (URBACT, 2013).

Then for each priority intervention area, the same dynamic was used (discussion in small groups) but in order to find possible solutions to different problems it has been identified and built a framework of concrete actions.

The meetings with local organizations were usually held at the premises of the Social Intervention Division, however due to the support of the URBACT programme it was possible to organize meetings at the premises of local associations located in neighbourhoods inhabited mainly by an immigrant population, aiming to facilitate the access and participation of immigrant and / or immigrant representatives in the construction of the plan.

2. Conducting interviews with immigrants living in the municipality of Amadora

With the support of the URBACT Programme it was possible to ensure a more effective participation of the immigrant people in the construction of our Integrated Action Plan in our case, the II Municipal Plan for the Integration of Migrants. A University Study Center was hired with two main tasks:

1) To facilitate meetings with relevant stakeholders from the community in order to establish the strategic domains of the new action plan for the integration of immigrants in Amadora (PMIM 2018-2020) (Task 1).

2) To conduct a local diagnosis in order to gain information from immigrants and people with migrant background about immigrants' needs, obstacles to their integration, and suggestions about new measures to be added to the PMII 2018-2020 (Task 2). 20 individual interviews were conducted with immigrants and Portuguese with migrant background, besides one focus group with five immigrants and Portuguese with migrant background. Overall, 48% of the participants are Cape Verdian, with an average age of 33 years old ($M = 32.56$, $SD = 10.99$). The interviews were conducted by the University Study Center (ISCTE) and the results were included in the diagnosis of the MPIM (2018-2020).

3. Focus-Groups with social service technicians

Aiming at obtaining different perspectives and to identify the main obstacles for the integration of immigrants and possible solutions, one focus group with 12 social service technicians, coming from different local organizations and public services, was held to discuss the problems and possible solutions whose results were taken into account for the MPIM.

III.2 Identified problems and potential solutions

Based on the assessment of the I Municipal Plan for the Integration of Immigrants that included 14 strategic domains the partners identified four main priority areas to be analysed, discussed and investigated, in order to point out the main problems and possible solutions namely in the following areas:



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- a) Services for migrants' integration and solidarity.
- b) Employment, education and professional skills & job training
- c) Culture, Citizenship and Participation
- d) Media and public opinion awareness-raising

a) *Services for migrants' integration and solidarity.*

The main needs reported by immigrants and by stakeholders were: the need to be legalized in the host country, the need to find a job and have access to clear information concerning legalization procedures.

Data from the interviews with immigrant people lead us thinking that there is an institutionalized racism (e.g., some participants talked about some experiences of being prejudiced and discriminated in public services) that need to be minimized although they show a positive attitude toward a concrete local service – Local Support Centers for the Integration of Migrants (CLAI). At the same time the need to be proficient in Portuguese is also mentioned as a need and simultaneously as a barrier to a social integration and to the access to job opportunities.

Considering these data immigrants suggest a unique local service that can help them to solve a set of different problems, whereas stakeholders suggest for exemple technical training for employees from public services.

Bureaucratic difficulties and communication with the Foreigner and Border Service Control (FBSC) and the embassies are also mentioned. Finally, there is a need for more training in order to respond to the specific problems of the foreign population.

b) *Employment, Education and Professional Skills & Job training*

Regarding the employment the main problems identified by immigrants are related to the documentation, fundamental for full access to the labor market. However, one of the main ways for obtaining a residence permit is through integration in the labor market, which can create situations of exclusion, since both conditions may depend on each other. In addition to the importance of the documents, the issue of age, literacy and language proficiency were mentioned as relevant factors for obtaining employment.

In the reflection carried out in the focus group and in the meetings of the monitoring platform / Urbact Local Group, the main problem identified is related to the impossibility of registering irregular immigrants in the employment center, a constraint that adds difficulties in the integration in the labor market and consequently in their regularization.

The lack of correspondence between professional profiles and the needs of the labor market has also been mentioned as a problem, and some precariousness in industrial relations that may have an impact on the access and maintenance of the temporary residence permit.

Concerning Education the main obstacle identified by immigrants is about the insufficient offer of teaching the language. On the other hand the main problems identified during the focus group and the ULG meetings were the early school leaving, lack of family resources, excessive concentration of



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children of immigrants in certain schools and lack of resources and skills of schools to deal with students of different cultural backgrounds.

Immigrants have shown a positive attitude to some of the existing measures (Office of professional insertion and trainings from the Employment Center). Considering the main profile of the immigrants living in Portugal and in Amadora, in particular (low qualifications, low school education level), stakeholders suggest the need to certify Portuguese proficiency courses, the need to invest in entrepreneurship programs and the need to promote an articulation with local companies.

c) Culture, Citizenship and Participation

In the consultation carried out with immigrants in the area of culture, the need for greater support to the cultural activities developed by the communities, especially the Kola de San Jon festivities. On a different level these initiatives are considered important for the expression of the identity of the communities and contribute to the sense of belonging in the host society. Overall immigrants suggest more support for local associations and a better articulation among different events.

Concerning the results of the focus group and the meetings of the ULG / accompanying platform, the main problems identified are related to the lack of visibility of the activities carried out by the communities and the reduced cooperation between institutions. In this context, it is suggested a greater aggregation and coordination between initiatives as well as a deepening of relations between associations and the municipality. On the other hand in these meetings it was also pointed out the lack of participation of immigrants in the existing instruments of citizenship, evidences that also extend to their associations.

d) Media and Public Opinion awareness-raising

Concerning Media, Public Opinion awareness-raising, it is consensual that there is still a negative image of Amadora and concrete efforts need to be done with the medias in order to show positive examples (either individual or from the communities).

Following the interviews with immigrants, the main problem is related to the way in which medias characterizes negatively the communities, associating them with crime and illegal construction / occupation of neighborhoods, thus contributing to the creation of stereotypes. Considering this reality it was mentioned the importance of the dissemination of positive news about the immigrant population, with a greater involvement of associations and local power.

The results of the focus group and ULG meetings have shown that the work that has been done in order to tackle negative stereotypes and prejudices about immigrants linking them to social benefits and crime, must be reinforced.

It was also pointed out some lack of knowledge about the existing activities and resources directed to the communities, suggesting the need to reinforce the communication so that people can have a greater involvement and participation.



Some recommendations were made considering the data collected:

. Besides technical training it would be important to think in training on cultural diversity for employees that work directly with immigrants with a particular focus on unconscious bias.

. It was suggested that the Municipality of Amadora join the Portuguese Charter for Diversity, in order to be part of a wider group that reflects on the advantages of diversity and how companies and organizations can promote such diversity.

. Finally it was highlighted the need to test alternative approaches for disseminating information: either concerning cultural events, or concerning the dissemination of job-related information or integration (legalization)-related information.

IV. The Municipal Plan for the Integration of Migrants 2018-2020

IV.1 Strategic dimension

The II Municipal Plan for the Integration of Migrants is properly framed in local municipal planning, namely in the Social and Health Development Plan of 2018-2025 and at national level in the strategies defined by the Strategic Plan for Migration 2015-2020.

The main objectives of this planning instrument are:

- Continue the work of the partnership in the area of migration;
- Promote synergies between existing local resources;
- Implement measures in a subsidiary perspective, seeking to establish shared goals and responsibilities to enhance the opportunities that migration and diversity represents.

The elaboration of this Plan was supported by two separate programs, the Migration and Integration Asylum Fund (FAMI) and the Urbact III Programme, which translated into a set of technical and financial resources made possible to give voice to foreign residents in Amadora and brought a new learning to the Plan through its transnational dimension, and the share of good practices.

Based on a good practice from Riga, the Amadora ULG decided to include in the Amadora Plan an online resource with important information for immigrant people. Furthermore the difficulty to access information about services available for immigrants was one of the problems identified by the partners and the immigrants.

As pointed out on [Section III](#) the definition of the areas of intervention and measures of the IAP – II MPIM was based on a wide range of participatory activities, which included meetings of the follow-up group, a focus group and interviews with immigrants from different regions of Amadora. All participants were invited to think about number of areas arising from the previous Municipal Plan for the Integration of Immigrants and as a result they agreed that the priority areas of intervention of the II MPIM for the period 2018-2020 should be:

Services for Reception, Integration and Solidarity - Linked to the difficulties identified in access to services and employment by immigrants, especially irregular ones. It is therefore relevant to develop activities aimed at ensuring the access of immigrants to information and resources in the territory so that they can have a successful Integration.



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Employment, Education and Training - since most migratory movements are of economic origin it is important to ensure the conditions to access to the labor market. In addition, in view of the increasing complexity of the labor market, it is also considered essential to promote access to training and capacity building activities in addition to the development of skills recognition and validation processes. Finally, the issue of training in the Portuguese language was referred as very important by all participants, not only as a facilitator in access to the labor market, but also in social integration and in the relationship with public services.

Culture, Citizenship and Civic Participation - Since they are areas that allow foreign communities to be involved in the decision-making processes of the territories where they live, through the voter registration, immigrant associations and the participatory budget of the Municipality. Concerning the question of culture, it was also commonly mentioned with an important area, which reinforces the sense of belonging to the territory and at the same time can be a vehicle for promoting interculturality in the host society, contributing to the fight against stereotypes and prejudices.

Media and Awareness of Public Opinion - Identified because of the extremely relevant role it can play in the correct information of the host society on migrations and foreign communities. It is considered that this area can have a very favorable impact on the integration of immigrants, since it can help to create enabling conditions in all areas to promote among native people an informed and positive view on foreigners.

Each of these priority areas for intervention has strategic objectives operationalized in a set of measures to be implemented by the partners in the period 2018 to 2020, year in which an intermediate evaluation will be carried out in order to understand the monitoring of the relevance of the measures implemented until the end of the Municipal Plan of Social Development and Health, in 2025.

Areas	Strategic goals	Indicators	Strategies
Services for Reception, Integration and Solidarity	To promote a higher quality in the Services of Reception Integration and Solidarity, with the involvement of the beneficiaries.	Evaluation of the level of satisfaction Number of professionals involved in training	Reinforcement the skills of professionals in public services, associations and social care. Promotion of partnership work and sharing of resources. Promotion of the integration of beneficiaries into working groups.
	To welcome and integrate refugees under the protocol with Portuguese Council for Refugees (PCR).	Number of families accompanied	Involvement of the voluntary network and use of local resources.
Employment, Education and Training	To Integrate in the labor market	Number of immigrants involved in different actions	Literacy of adults. Teaching the Portuguese language Promotion of entrepreneurship
	To promote and value interculturality in educational spaces	Number of intercultural initiatives organized or implemented in educational spaces	Support, disseminate and value existing projects to promote interculturality in educational spaces.
	To empower young people for school and social inclusion	Reducing school failure	Non-formal education for the development of personal and social skills of young people



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Areas	Strategic goals	Indicators	Strategies
<p>Culture, Citizenship and Civic Participation</p>	<p>To promote civic and cultural participation of third country nationals communities in the city</p>	<p>Number of registered immigrants and associations that are involved in the participation instruments of the city. Number of cultural initiatives disclosed.</p>	<p>Promotion of voter registration. Promotion of the participatory budget. Improvement of dissemination of community cultural activities</p>
	<p>To empower associative leaders</p>	<p>Number of association leaders involved in training activities</p>	<p>Qualification of association leaders to ensure better sustainability and more technical resources</p>
<p>Media and Awareness of Public Opinion</p>	<p>To promote diversity and interculturality</p>	<p>Number of activities held</p>	<p>Promotion of awareness-raising actions on diversity and interculturality</p>
	<p>Strengthen existing cultural initiatives and give positive visibility to TNC communities</p>	<p>Number of positive news on diversity and migration</p>	<p>Engage local media in publicizing cultural activities. To gather local initiatives. To promote a week for diversity.</p>

IV.2 Operational dimension

In this section is presented by priority area, the initiatives, general and specific objectives, measures, financing level, targets, indicators and responsible organizations for implementation and timetable.

Services for Reception, Integration and Solidarity

Global Aims	Specific Aims	N.º	Measures	Level	Goals	Indicators	Responsible	Timetable	
To promote a higher quality in the Services of Reception and Integration and Solidarity, with the involvement of the beneficiaries	Facilitate access to public services through information and support structures and trained professionals	1	Local Support Centers for the Integration of Immigrants (LSCII)	2	Ensure continuity of operation of LSCII	n.º of LSC in operation n.º of visits provided	CMA AJPAS ASSACM	March 2018 to August of 2020	
		2	Offices for Social Support and Documentation	1	To ensure the continuity of the operation of two Offices	n.º of offices in operation	Centro Social 6 de Maio ACMJ	January of 2018 to December de 2020	
		3	Online availability of the Immigrant Resource Guide	2	1 Online resource guide	n.º of guides available	CMA	CMA	January of 2018 to December of 2020
		4	Intercultural Mediation in Public Services	2	1 Team of intercultural mediators in operation	n.º of teams of mediators	CMA ACMJ AJPAS ASSACM	CMA ACMJ AJPAS ASSACM	January of 2018 to December of 2020
		5	Mentoring Program for Immigrants	1	Ensure the dynamization of the Programme	n.º of established mentorings	CMA AJPAS ASSACM Pressley/Ridge ACMJ	CMA AJPAS ASSACM Pressley/Ridge ACMJ	January of 2018 to December of 2020
		6	Working group for the regularization of immigrants	1	4 Annual meetings	n.º of meetings held	CMA AJPAS ASSACM ACMJ	CMA AJPAS ASSACM ACMJ	January of 2018 to December of 2020



Employment, Education and Training

Global Aims	Specific Aims	N.º	Measures	Level	Goals	Indicators	Responsible	Timetable
Integration in the labor market	Promoting employability through training, capacity building and entrepreneurship	10	Offices for Immigrants Professional Integration (OIPI)	2	Ensure the operation of one OIPI	n.º of OIPIs in operation	IEFP Ass. Jardim Escola São João de Deus	January of 2018 to August of 2018
		11	Entrepreneurship promotion activities	2	15 Referrals to the Immigrant Entrepreneurship Program Follow-up of 20 entrepreneurs / year	n.º of users supported	ACMJ	January of 2018 to December of 2020
	Increase and consolidate levels of knowledge of the Portuguese language	12	Adult Literacy	2	4 literacy classes per year	n.º of classes n.º of students	AJPAS ACMJ ASSACM Ass. Jardim Escola São João de Deus	January of 2018 to December of 2020
		13	Teaching the Portuguese Language - Portuguese for All Program	1	2 Portuguese Language Courses per year	n.º of classes n.º of students	CMA / Qualify Center Escolas D. João V ACM Ass. Jardim Escola São João de Deus	January of 2018 to December of 2020
Promote instruments of diversity practices in organizations	14	Diversity Charter	1	1 dissemination action	n.º of dissemination actions n.º of organizations involved	ACMJ Fundação Aga Khan Fundação AFID	January of 2018 to December of 2020	



	15	16	17	1	1	n.º of projects	CMA	January of 2018 to December of 2020
Promotion and enhancement of diversity in educational settings	Facilitate the integration of children and young people into the education system	15	Welcoming Class	1	Ensure the maintenance of the project	n.º of projects	Agrupamento Escolas Damaia	January of 2018 to December of 2020
		16	Identification of irregular children attending school	1	Signaling of 100% of the identified children to the Foreign and Borders Service for regularization	n.º of children identified	CMA SEF PSP ASSACM AJPAS	January of 2018 to December of 2020
Youth training for school and social inclusion	Develop personal and social skills of young people	17	Projects Escolhas	2	Ensure continuity of 5 projects	n.º of approved projects	Raízes – AACJ Pressley Ridge Ass. Jardins Escola João de Deus OMEPE CESIS	January to December of 2018



Culture, Citizenship and Civic Participation

Global Aims	Specific Aims	N.º	Measures	Level	Goals	Indicators	Responsible	Timetable
Promoting cultural and civic participation of immigrants in the city	Promotion of the electoral registration	18	1 Annual information campaign	1	n.º of campaign actions	n.º of persons covered	ACMJ	January of 2018 to December of 2020
							ASSACM	
	Participative Citizenship Project	19	Ensure the project continuity	1	n.º of developed actions	n.º of persons covered	AJPAS	
							ACMJ	
Dissemination of the participatory budget to third country national communities	20	1 Annual dissemination action	1	n.º of developed actions	n.º of persons covered	CMA	January of 2018 to December of 2020	
						CMA		
City Cultural Guide for Diversity	21	Production of a Cultural Guide	2	n.º of guides produced	CMA	ACMJ	January of 2018 to December of 2020	
						CMA/DJS		
Celebration of a Cultural Diversity Week	22	Implementation of the Cultural Diversity Week	2	n.º of developed activities	Ass Jardins Escola	Ass Jardins Escola	January of 2018 to December of 2020	
						Ass Jardins Escola		
Training action on the	23	1 Annual training course	1	n.º of actions taken	CMA	Centro Social 6 de Maio	January of 2018 to December of 2020	
						Junta de Freguesia Falagueira		
Training of								



associative
leaders

addressed to
associative
leaders



technical and financial
resources available to
immigrant associations



n.º of participants

ACM

December of 2020



Media and Awareness of Public Opinion

Global Aims	Specific Aims	N.º	Measures	Level	Goals	Indicators	Responsible	Timetable
		24	Production of a Video for diversity and interculturality	2	Production of one video	n.º of videos produced	CMA	January 2018 to December de 2020
		25	Dissemination of the video for promotion of diversity and interculturality	2	3 Dissemination actions	Nº of dissemination actions	CMA	January 2018 to December de 2020
Promoting diversity and interculturality	Tackling stereotypes and prejudices associated with immigrant communities	26	"The next door family"	1	To hold one event involving foreign families	N.º of families involved N.º of organizations involved	ACM ASSACM Raizes - AACJ	January 2018 to December de 2020
		27	"Do not feed the rumor!"	2	Ensure the operation of the "do not feed the rumor" campaign	n.º of activities held	CMA	January 2018 to December de 2020
		28	Training for young people aged 10 to 16 included in skills development projects	1	4 Intercultural training actions for young people	n.º of actions n.º of young people involved	CMA ACM Raizes - AACJ	January 2018 to December de 2020



		Pressley Ridge Ass. Jardim Escola São João de Deus						
Enhance existing initiatives and improve the image of the immigrant communities	Improve the communication of initiatives targeting immigrant communities	29	Involvement of the Local TV in the dissemination of cultural events	1	2 Dissemination actions	N.º of dissemination actions	CMA	January 2018 to December de 2020
		30	Dissemination of the MPIM - Workshop with the media under the theme: "Representation of immigrants in the social media"	1	1 Workshop done	Nº of workshops Nº of participants	CMA	2018

V. Monitoring and Evaluation Model

The monitoring and evaluation of the II MPIM will be the direct responsibility of the monitoring platform, composed by the partners with the consultation of the immigrant population. This platform will be coordinated by the Executive Council of the Local Council of Social Action of Amadora (CLAS) however the entire process of monitoring and evaluation of the MPIM is based on a shared responsibility. Furthermore new members may join the monitoring group whenever the need to broaden its composition is identified.

The monitoring process comprises a one-semester meetings aiming to make changes that are relevant to the objectives of the plan, to assess compliance with the measures and to define priorities for the next plan.

The monitoring and evaluation model provides the production of one meeting minute per semester and an annual MPIM monitoring / evaluation report to be produced in December and presented to the Local Council of Social Action of Amadora. The preparation of the annual monitoring report will be done in direct articulation with the annual evaluation of the Municipal Plan of Social Development and Health.

In order to allow a regular and informed follow-up of the implementation process, different data collection methods and tools should be used to allow a cross-view of the data and a more complete reading of the reality. Some of the methods or instruments to be used in this data collection will be (non-exclusive): Documentary analysis, Online and face-to-face surveys; Semi-structured interviews; Workshops; participant observation, photos and videos, group dynamics, SWOT analysis and meetings.

The monitoring process of the MPIM aims to ensure a continuous measurement of the implementation of the Plan and provide all stakeholders with detailed information about its development. To achieve its objective , the process should be based, in particular, on the indicators defined in the summary table of the operational dimension.

Regarding the evaluation, in the second half of 2020, the Terms of Reference that guide the process should be created. The dimensions, criteria and evaluation questions should be identified, as well as the mandate, objectives and format of the final report. The final evaluation should provide recommendations for the development of MPIM post-2020.

It is also important that the Monitoring Platform ensures that the immigrants are heard during and after its implementation, through an impact assessment of the activities carried out, namely through the Local Support Centers for the Integration of Migrants (LSCIM)

V.3 Monitoring and governance model

Considering that the Municipal Plan for the Integration of Migrants is part of the Social and Health Development Plan 2020-25 (as highlighted in Section I) it will be monitored and evaluated in the framework of the Amadora Social Network through the Local Council of Social Action of Amadora in order to ensure the involvement of all the partners.

Within the Local Council of Social Action of Amadora (LCSAA), it is intended that the working group will include associations and institutions working with migrants. By now it includes:



- Amadora City Council / Department of Education and Socio-Cultural Development / Division of Social Intervention and Education Division; Amadora City Council / Office of Special Projects;
- Aga Khan Foundation;
- Community Intervention, Social and Health Development Association - AJPAS;
- High Social Solidarity of Cova da Moura Association - ASSACAM;
- São João de Deus School Gardens Association;
- Raízes - Association to Support Children and Youth;
- Moinho da Juventude Cultural Association - ACMJ;
- 6 May Social Center
- Pressley Ridge Association
- Foreign and Borders Service;
- Public Security Police;
- Citizens (immigrant and natives)

Functions of the Monitoring Platform:

- Implementation, monitoring and evaluation of the Municipal Plan for Migrants Integration;
- Survey on the immigrant population needs and design of intervention strategies;
- Annual report to the partners of the Local Council of Social Action of Amadora on the development and evaluation of the MPIM;

The Monitoring Platform will operate during the period of validity of the Plan, according to the following methodology:

- Holding of 3 annual meetings (minimum);
- Annual coordination by the Executive Branch of the Local Council of Social Action of Amadora, represented by the Municipality of Amadora. The coordinating role implies the following responsibilities:
 1. To send invitation to the meetings by email, with one week in advance;
 2. To facilitate the meetings;
 3. Define the agenda of the meetings;
 4. Encourage, together with the other partners, the annual monitoring of the Plan;
 5. To organize the working documentation;
- Writing minutes of the meetings, based on a rotation logic based on the alphabetical order criteria;
- Participation of public or private partners of CLAS of Amadora in the meetings of the Platform, according to the nature of the subjects to be treated;



- Participation of immigrants and / or their representatives.

VI. Level of financing

The measures envisaged in the Plan are divided into two categories: those measures that already have funding secured (level 1) and those dependent on external support (level 2). Most of the measures envisaged are financed by the resources of the institutions, that can be their own or external (projects approved).

It should be noted that in the current Plan the activities for the periods defined in the operational strategy have the resources secured except for the measure "Intercultural Mediators in Public Services" of the "Reception, Integration and Solidarity Service" axis for which it is necessary to seek external resources for its implementation.

VII. Implementation risks

The risks regarding the implementation of the Plan are associated to the dependence on external financing for the implementation of some measures in the medium and long term. This is for example the case of the Local Integration Support Centers of Migrants (CLAIM's). On the other hand there is a high dependency of the Municipality for the development of the Plan. This means that it is important to work hard with the partners in order to avoid a reduction in their intervention and participation.