



## Pécs: Results of the Intercultural Cities Index

Date: 4 May 2012

A comparison between 45 cities<sup>1</sup>

### 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 45 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Barcelona (*Spain*), Botkyrka (*Sweden*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian<sup>2</sup> (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Fuenlabrada (*Madrid region, Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Izhevsk (*Udmart Republic, Russia*), Limassol (*Cyprus*), Lisbon (*Portugal*), Lodi (*Italy*), the London borough of Lewisham (*United Kingdom*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Offenburg (*Germany*), Oslo (*Norway*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia I & II (*Italy*), Rijeka (*Croatia*), Sabadell (*Spain*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Subotica (*Serbia*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone<sup>3</sup> (*Italy*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, 20 have fewer than 200,000 inhabitants and 23 have less than 15% of foreign-born residents.

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

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<sup>1</sup> 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.

<sup>2</sup> The Spanish city of Donostia-San Sebastian is hereinafter referred to as San Sebastian.

<sup>3</sup> The Italian city of Unione dei Comuni-Savignano sul Rubicone is hereinafter referred to as Rubicone.

## **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 69 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).

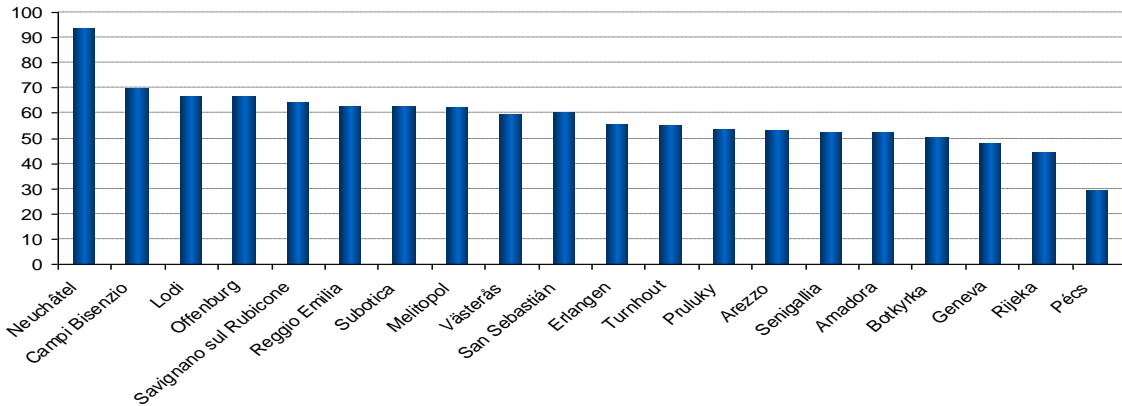
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

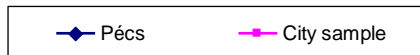
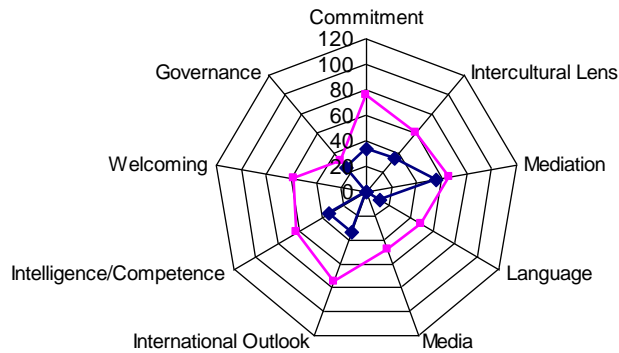
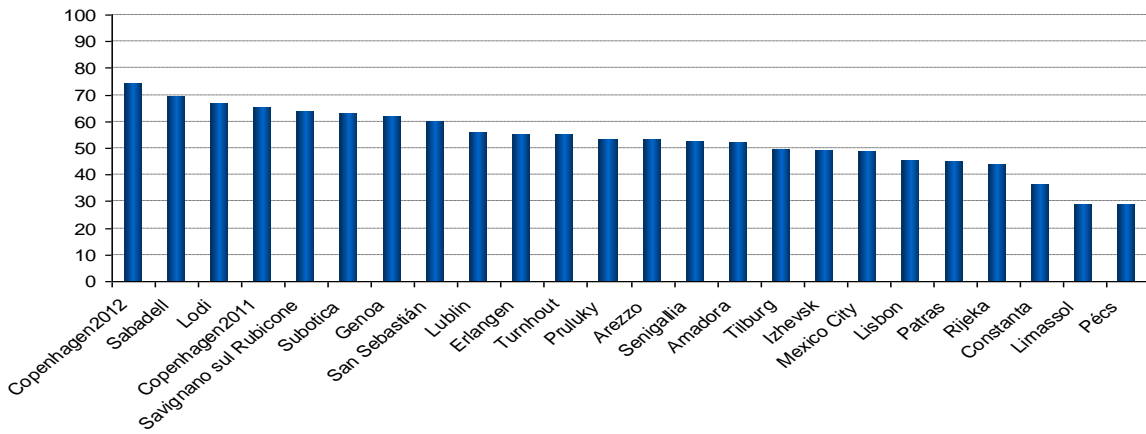
Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled 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 collected in May 2012 Pécs is positioned 45th among the 45 cities in the sample, with an aggregate intercultural city index of 29 %, identical to that of Limassol (Cyprus). Pécs was ranked last among both the 20 cities with fewer than 200,000 inhabitants and the 23 cities with less than 15 per cent foreign-born residents.

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



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



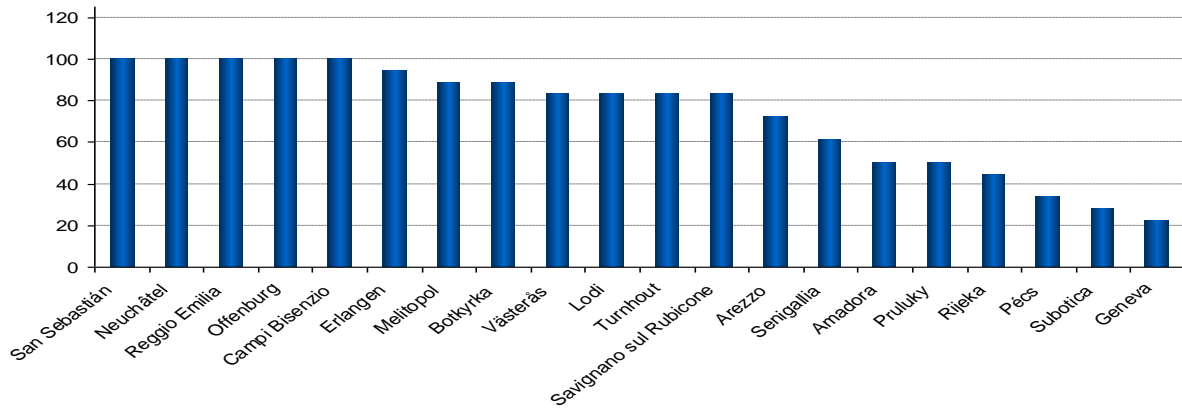
## Pécs: An overview

Pécs is the fifth largest city of Hungary with a population of 157,000 inhabitants. It is located in the south-west of the country, close to its border with Croatia. The most important ethnic group – people of Hungarian origin - makes up 85% of the city's inhabitants. The largest minority groups, Roma (8%) and ethnic Germans (5%)<sup>4</sup>, have been living in Pécs for decades. According to the answers provided in the questionnaire, there are no new migrants from other cultures in the city.

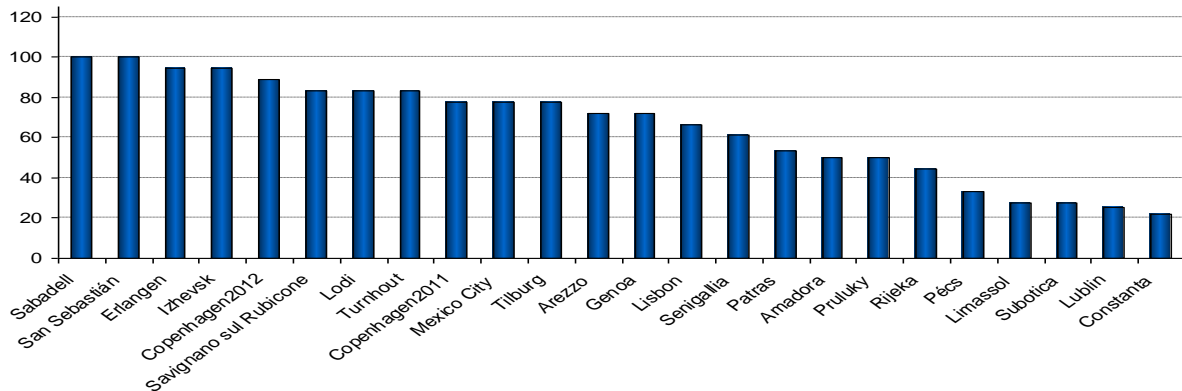
The latest GDP/per capita estimates for Pécs are of € 6,000<sup>5</sup>.

### 1. Commitment

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



ICC-Index - Commitment - City sample (non-nationals/foreign borns < 15%)



4 Data from the last national census (2001). Note: the national census takes place every ten years. The result of the census indicates the number of people who are willing to answer the questions related to their ethnic background. The respondents can indicate any category of origin / minority background, their participation in a cultural group or use of language. Therefore, the total number of minorities reflected through the census is not precise. On the other hand, data is available for the county level, not for the city of Pécs.

5 Data provide by the Baranya County Chamber of Commerce and Industry.

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 Pécs' commitment policy goals is 33%, which is more than twice as low compared to the aggregate city sample's rate<sup>6</sup> of 45 cities in this policy area (76%). With this result, Pécs has been positioned 18th among the 20 cities with a population of fewer than 200,000 inhabitants and 19th among the 23 cities with a foreign-born population of less than 15%.

Pécs has launched some initiatives which demonstrate commitment to the intercultural approach in the city's integration policies. Thus, the city's official speeches and communications often make clear reference to its intercultural commitment. The city also acknowledges and honours local citizens who have done exceptional things to encourage interculturalism in the local community. Furthermore, the city has a dedicated cross-departmental co-ordination structure responsible for its intercultural strategy and action plan. Yet the fact remains that no intercultural strategy or action plan has been introduced in so far.

We invite Pécs to consider building up upon the city's existing commitment policy by publicly declaring the city intercultural; adopting intercultural city strategy and action plan; introducing an evaluation process for their assessment; and allocating a budget for their implementation.

On the above points, we draw the authorities' attention to a number of models of communicating commitment policy developed by other Intercultural Cities, notably the Norwegian city of Oslo. In 2001 this city adopted the declaration '**Oslo – a city for all**', declaring itself an open and inclusive city, and put in place commitment policy named '**OXLO – Oslo Xtra Large**'. The declaration states: "*Oslo is a city where all citizens are of equal value. The citizens of Oslo are its future and its most cherished resource. We are citizens with different ethnic, cultural and religious backgrounds, and have all the same fundamental rights, duties and responsibilities. (...) The municipality of Oslo aims to mirror the diversity of its population, among its public servants and leaders, and in the services it provides.*" In 2005 the city of Oslo set up its **Office for Diversity and Integration (EMI)**, which aims to facilitate dialogue with minority groups, carry out the OXLO-campaign and service the NGOs representing minority groups and interests. In partnership with other organisations, such as the **Council of Immigrant Organisations**, the EMI promote positive role-models and make visible the success stories of the modern cosmopolites of Oslo. It also runs an online newsletter, the **OXLO Bulletin**, and a monthly seminar, the **Contact Forum**, for exhibiting best practices.

Moreover, the municipality would also benefit from creating an official webpage to communicate its intercultural statement, strategy and the action plan. On this point, the city might inspire by the example of the Italian city of Campi Bisenzio, which launched an official webpage communicating its intercultural statement. The website **La Città Visibile** (the Visible City)<sup>7</sup> provides information and advice regarding

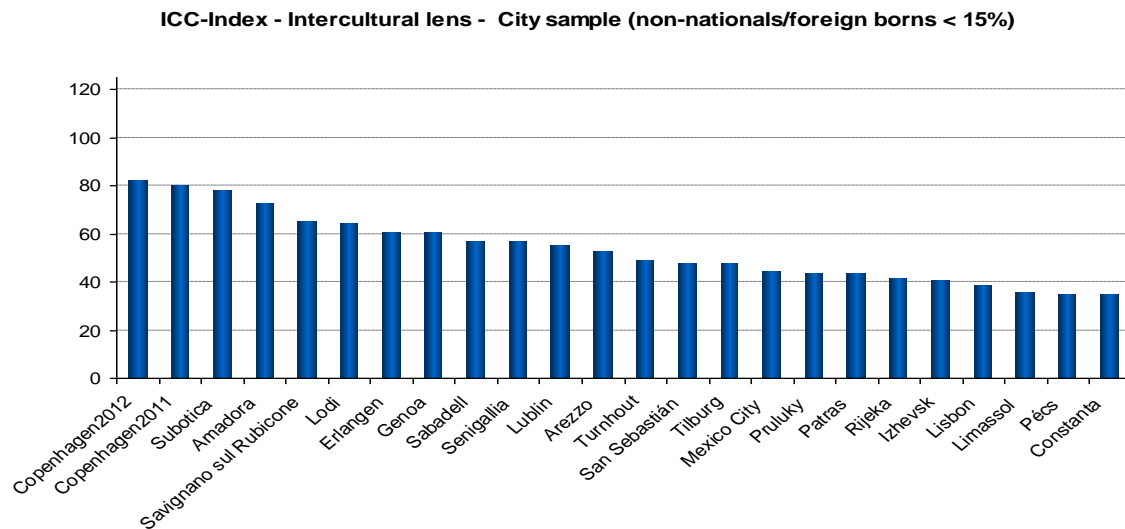
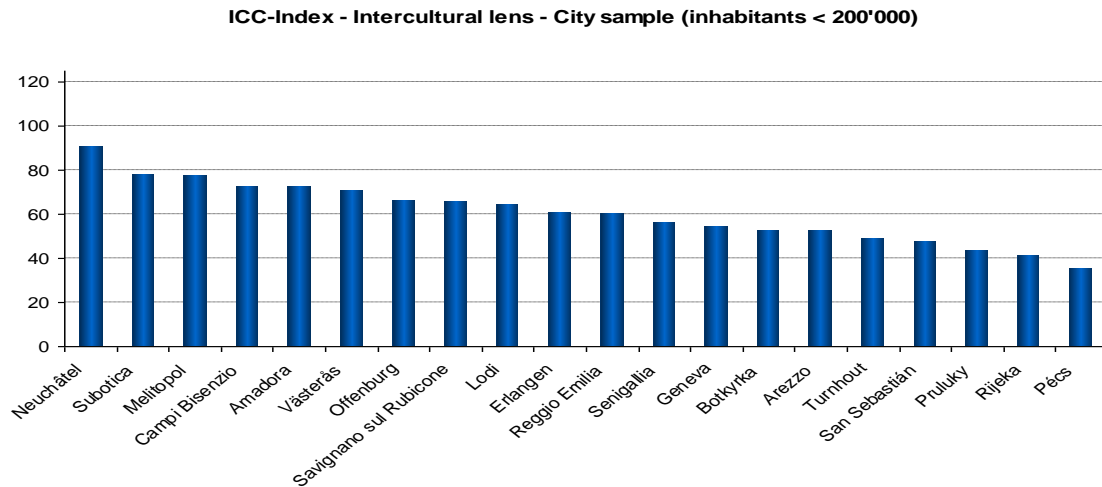
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<sup>6</sup> The term "city sample" refers to the weighted average of the 45 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

<sup>7</sup> <http://www.comune.campi-bisenzio.fi.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/5425> (available in Italian)

diversity and the integration policies of the city. At the same time, it serves as a platform describing the Italian Network of Intercultural Cities<sup>8</sup>.

## 2. Education<sup>9</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.

<sup>8</sup> <http://www.municipio.re.it/retcevica/urp/pes.nsf/web/Ntwrklcttdldlgngls?opendocument> (available in Italian and in English)

<sup>9</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)).

The analysis shows that Pécs' education achievement rate (40%) is thirty per cent lower than the city sample's rate (66%). Pécs is thus rated 19th among the 20 cities with a population of fewer than 200,000 inhabitants and 21th among the 23 cities with a foreign-born population of less than 15%.

In the overall Intercultural Lens Index, Pécs assumes a position in the third tertile with the attainment rate of 35%. It has been ranked at bottom of the list of the 20 cities with a population of fewer than 200,000 inhabitants and the 23 cities with a foreign-born population of less than 15%.

Sometimes the ethnic background of teachers reflects the composition of the city's population. Schools do carry out intercultural projects but only rarely. Only very few schools involve parents from migrant/minority backgrounds in daily school life.

Pécs may wish to consider building upon its education policies by introducing a policy to formulate the city's commitment to raising ethnic/cultural mixing in schools; inciting all the schools to involve parents from migrant/minority backgrounds in daily school life; increasing the number of school-driven intercultural projects; and ensuring that the ethnic background of teachers mirrors the diverse population in a larger proportion of local schools.

On the above points, Pécs could draw its attention to the initiatives developed by other Intercultural Cities.

For example, in Subotica (Serbia), a local **Roma Education Centre** lobbied for a law, finally adopted in 2010, in order to avoid the risk of Roma children being decanted into 'special' classes or separate schools because of the vicinity of cheap housing. The new law allows schools with marginalised children, including Roma, to apply for support. A key goal now for the municipality will be to get Roma children into the pre-school system and to stop drop-out from education at secondary level.

In the same spirit, in 2005 Subotica formed a **Team for the inclusion of Roma children in the school system** consisting of experts, the members of the Roma Educational Centre and two Roma high-school students. This team prepared the **Strategy for the inclusion of Roma children in the school system**. According to the data of the Roma Educational Centre from 2006 already 61% of Roma children between the age of 7 and 14 (primary school) were included in the school system, what was viewed as a great achievement.

Furthermore, in Copenhagen (Denmark), the **Rådmandsgade School** invites parents to an open school day twice a month. They are given free dinner and have an opportunity to talk to psychologists, nurses, teachers, as well as local associations. Since 2007 the city has put into practice an initiative to increase ethnic/cultural mixing in the city's schools.

In Campi Bisenzio (Italy) high schools are particularly involved in activities to counteract bullying and racism. Thus, the high school **Agnoletti**, known for its high ratio of immigrant pupils, has excelled at intercultural activities by staging the musical '**Ho fatto un sogno**' (I had a dream) and producing the short film '**Campi di Battaglia**' (Battlefields).

Similarly, in Subotica schools conduct an **interschool quiz competition 'How Well Do We Know Each Other?'** To win, school teams must answer questions on both general knowledge and about the cultures other than their own. It is sponsored by a large telecoms company and is screened on regional TV so it is widely known and is keenly competitive, with the four winning schools receiving large cash prizes and foreign excursions.

Lastly, again in Subotica, the **Roma Education Centre** pushed for the training of Roma teachers and non-teaching assistants and their employment in local schools and kindergartens.

### **3. Neighbourhood policies through an intercultural lens**<sup>10</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.

Pécs neighbourhood policy indicator of 35% is almost twice as low compared to the city sample's rate of 59%. Pécs is thus positioned 17th among the 20 cities with a population of fewer than 200,000 inhabitants and 20th among the 23 cities with a migrant population of less than 15%.

To begin with, Pécs has put in place some neighbourhood initiatives. Thus, the city has adopted a policy to encourage interaction within diverse neighbourhoods. Another policy aiming to increase diversity of residents and avoid ethnic concentration in the neighbourhoods is being prepared.

At the same time, in 90 per cent of the city's neighbourhoods a vast majority<sup>11</sup> of residents comes from the same ethnic background. In addition, in a few neighbourhoods people from minority ethnic groups constitute majority of the residents.

On these points, the city authorities might wish to consider the experience of the Dutch city of Tilburg, which does not have any area in which only one ethnic group is concentrated. Thus, the city initiatives helped break up the concentration of Antillean residents in one area, so as to avoid ghettoisation. In view of this, some areas, designated as 'impulse neighbourhoods', received large injections of investment to upgrade the quality of housing and infrastructure.

Likewise, the Spanish city of Vic adopted a decision that social residences should have mixed tenants (by age, family situation and income levels) to avoid ethnic clustering. The municipality thus began to buy flats in areas where particular ethnic

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<sup>10</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 average.

<sup>11</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.



groups, or migrants in general, are clustering in order to install young families from other ethnic origins.

Similar policies promoting diverse neighbourhoods have been introduced in Erlangen (Germany) and Zurich (Switzerland). Thus, it is common for the Erlangen municipal housings agencies and house building companies to pay attention to a heterogeneous mixture among communities and buildings. In Zurich, where a large proportion of inhabitants live in rented accommodation, 25% of the rented flats are provided by the city or through housing associations, which target their allocation policy to achieve a "good mix" between different social groups.

The above policies may be of interest for finalising Pécs' neighbourhood policy.

We also invite Pécs to consider further building upon the city's existing initiatives in the area by encouraging interaction between its neighbourhoods. An interesting example in this respect is to be found in Lisbon (Portugal). In the **Bairro Alto** district where graffiti had been a problem the municipality decided to clean the walls and at the same time make a programme to approach the graffiti artists to co-operate in making an urban art gallery. Consequently the programme was enlarged to the city scale and the authorities started looking for partners to ensure its long-term continuation. The authorities invite graffiti artists from the neighbourhoods to make use of designated walls – thereby giving them visibility, recognition, and ownership of the area. Consequently the artists feel more inclined to protect it in the future. The Lisbon authorities are now planning to encourage graffiti on the garbage containers and garbage collection vans, ensuring it is always done by artists from the local neighbourhood. The municipality hopes that once it has been able to build a relationship with young people on this issue, it will be easier to maintain the dialogue around other issues, too.

#### **4. Public service policies through an 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.

The analysis shows that Pécs' public services policy achievement rate (20%) is more than twice as low compared to the city sample's rate (42%). Pécs has thus been positioned 16th among the 20 cities with a population of fewer than 200,000 inhabitants and 17th among the 23 cities with a foreign-born population of less than 15%, together with Rijeka (Croatia) and Pryluky (Ukraine).

It is positive that the city provides funeral/burial services and masses, which are tailored to the needs of the ethnic/cultural background of its citizens. It is advisable that the city authorities also ensure the provision of school meals and women-only sections and times in sports facilities in response to culturally-based requests.

Moreover, the city authorities may wish to extend their public service initiatives by ensuring that the ethnic background of their public employees mirrors that of the city's inhabitants, laying down a specific recruitment strategy to this end and enlarging the public sector recruitment pool for non-Hungarian citizens.

In view of the above, Pécs may wish to explore initiatives of Copenhagen (Denmark), Amsterdam (the Netherlands) and Berlin (Germany). Thus, the Copenhagen administration offers paid internships to people with minority backgrounds, for instance, on condition that they master a certain language. Such internships may lead to permanent employment. The Amsterdam City Council advertises its vacancies through community media groups, as well as universities with a high proportion of students from minority backgrounds. In Berlin, the recruitment campaign '**Berlin braucht dich**' (Berlin needs you) programmed for 2006-2012 aims at diversifying the Senate's workforce by promoting traineeship opportunities and raising awareness of migrant associations and parents. Stakeholders are also involved in making sure the progress is closely monitored. Thus, as a result of the campaign, the percentage of trainees with a migrant background increased from 6% in 2006 to 14.5% in 2008. Similar achievements have been made in Amsterdam, where the **Diversity** programme (2007-2010) with targets across salary scales enabled the city administration to hire 21.5% staff with a migrant background in 2008 against 14% in 2006. In addition, Amsterdam's administration set out the objective to reflect the composition of the city among its employees, both at the political and the senior management level.

Moreover, Pécs may also wish to ameliorate its public service policies by encouraging intercultural mixing in the private sector labour market. We draw the city's attention to an interesting practice implemented by the London borough of Lewisham (the UK). Indeed, the Borough Council's procurement policies and contracts include an equalities statement that bidding companies need to show they meet as part of their application for funds.

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

Pécs' business and labour market policy indicators are slightly lower than the city sample's: 40% of these goals were achieved, while the city sample rate for business and labour market policy is 45%. Pécs' is thus positioned 12th among the 20 cities with a population of fewer than 200,000 inhabitants and 17th among the 23 cities with a foreign-born population of less than 15%.

Thus, the City Council has implemented two policy initiatives in the area. First, it adopted a charter to outlaw discrimination in the workplace. Second, it gives priority to companies with a diversity strategy, when it comes to procurement of goods and services.

We invite Pécs to further build upon its business and labour market policies, namely by setting up a business umbrella organisation promoting diversity and non-discrimination in the workplace. For example, the Chamber of Commerce of Lodi (Italy) embraces the role of an umbrella organisation promoting diversity and non-discrimination in employment. In Copenhagen (Denmark) the city's ombudsman ensures that none of the inhabitants or employees is discriminated against as part of his '**discrimination supervision**' policy.

In the same spirit, it will also be valuable for the development of Pécs' business and labour market policies to incite businesses from ethnic/cultural minorities to move beyond localised/ethnic economies by entering the mainstream economies and higher value-added sector and to encourage 'business districts/incubators' facilitating the mixing of inhabitants from different cultures.

On the above points, the city may wish to consult the following examples.

In terms of fostering minority-owned businesses, the experience of London (the UK) is particularly illustrative since this city was a pioneer in establishing a comprehensive 'business case for diversity'. The **London Development Agency** argues that companies which embrace the city's diversity will see economic advantage, i.e. through expanding the skill base of their workforce, extending their markets both at home and (through diasporic links) internationally, and expanding their product lines through supplier diversity initiatives.

Similarly, the **Copenhagen Business Center** offers courses on entrepreneurship and business development to people from non-Danish background. These courses mainly focus on starting up a business in Denmark and using cultural/international competencies to launch a business with a global mindset, such as exports, services for Danish and transnational companies, etc.

In terms of 'business districts/incubators', Campi Bisenzio (Italy) created shopping centres and industrial zones as part of its urban development policy. These commerce and business-oriented incubators provide a number of activities and services that promote the fusion of different cultures. The city of Lodi installed incubators around the **Parco Tecnologico Padano** (Technology Park), relevant for the city's biotechnology and the food industry. Likewise, Melitopol (Ukraine) foresees to build an **Intercultural business centre** in the former Palace of Culture, and there is a high demand from its prospect tenants.

## **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.

The rate of achievement of Pécs' cultural and civil life policy (38%) is more than twice as low compared to the city sample's rate (79%). Pécs has thus been positioned at the bottom of the list of the 20 cities with a population fewer than 200,000 inhabitants and the 23 cities with a foreign-born population of less than 15%.

It is positive that Pécs regularly organises events that contribute to intercultural exchange in the fields of arts, culture and sports and, although occasionally, encourages cultural organisations to deal with diversity and intercultural relations in their productions.

With a view to fostering its cultural and civil life policies, the city is first advised to encourage cultural organisations to deal with diversity on a more regular basis. Beyond that, Pécs' relevant policies would benefit from city-driven public debates and campaigns around the topics of diversity and living together.

Moreover, Pécs' City Council may wish to consider using interculturalism as a criterion when allocating grants to associations and initiatives. For example, in Rubicone (Italy) and Barcelona (Spain), 15% of yearly allocated grants are interculturalism-based, where as in Geneva (Switzerland) such grants amount

to 60%. In 2008 the municipality of Lublin (Poland) funded 20 out of 150 projects run by minority associations. Many other projects financed by the municipality reflect interculturalism. In 2010 Campi Bisenzio received €90,000 (€30,000 were allotted by the Region of Tuscany) to support intercultural activities within the project of **La Città Visibile**<sup>12</sup>. What is more, in 2011 alone the Office for New Citizenship in Sabadell (Spain) allocated all available funds, i.e. € 272,500, basing on the criterion of interculturalism. In the same spirit, the London borough of Lewisham supports exclusively intercultural projects.

## **7. Public space policies through an 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.

The rate of achievement of Pécs' public space policy goals (36%) is considerably lower than the sample city's (65%). Pécs has thus been rated 19th among the 20 cities with a population of fewer than 200,000 inhabitants and 21st among the 23 cities with a foreign-born population of less than 15%.

The city takes action to encourage intercultural mixing in libraries, museums, playgrounds and public squares. Beyond this, according to the answer given in the survey, there is no area in the city dominated by one ethnic group where other inhabitants feel unwelcome. However, some city areas are reputed as "dangerous".

In view of the above, Pécs is invited to consider an interesting practice implemented by the Italian city of Reggio Emilia, which ensured, among others, positive development of a zone previously reputed as dangerous. Thus, the City Mayor and residents of the highly diverse Railway Station area concluded a **Local Framework Pact**, which was further expanded to other neighbourhoods. Through this action, the municipality declared its trust to and promised to invest in the neighbourhood while citizens engaged to manage a public centre on a voluntary basis, looking after the public spaces and exercising community control to help respect the public order. Under the Pact, inhabitants developed projects around alcohol and drug abuse, citizen mediation of neighbourhood conflicts, youth and family education, as well as the **Dances of the World** project. In exchange, the city rehabilitated a park in the neighbourhood, improved street lighting and reinforced police presence. Within only a year, the neighbourhood became a reference for citizen commitment and positive development. Furthermore, the implementation of the Pact was closely monitored by citizens, who regularly provided their feedback.

Likewise, Pécs' city authorities may further explore possible public space policies by taking into account ethnic/cultural backgrounds of citizens in the design and management of new buildings and spaces.

On this account, the Dutch city of Tilburg conducted a number of interesting initiatives, including the provision of premises to encourage intercultural encounters. Thus, Tilburg's **House of the World** is a unique experimental platform for people from diverse backgrounds willing to do their best for a tolerant world. It hosts

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<sup>12</sup> see *supra* [Commitment](#)

debates, educational activities, exhibitions, movies, etc. Refugees service its restaurant. In addition, following the advice of artist Karin Bruers, 1,000 'art' benches, also known as 'social sofas', were placed in Tilburg. These benches encourage residents to sit down and talk to each other. People in a neighbourhood can apply for a social sofa.

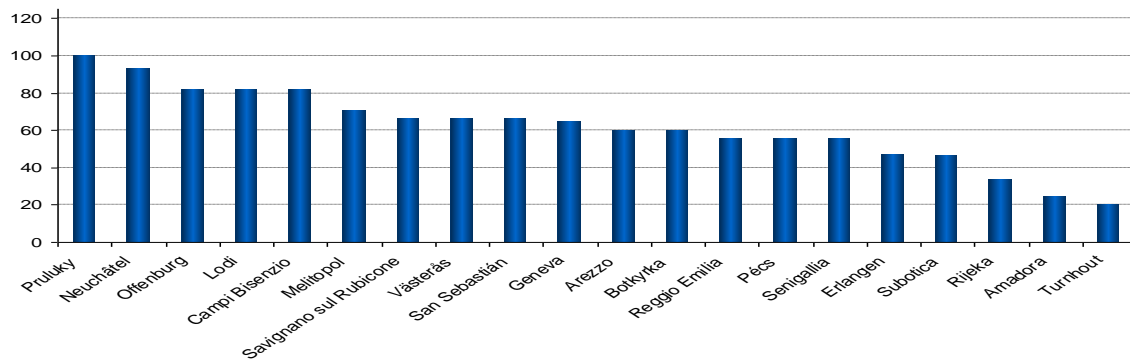
Similarly, Pécs' city authorities are invited to propose different forms and places of consultation to reach out to people from diverse backgrounds, when they decide to reconstruct an area.

In this regard, the city could draw its attention to the Italian city of Campi Bisenzio, where this has become a regular practice. For example, when the city authorities decide on new urban development programmes or other local issues of collective interest (schools, transportation), associations representing the city's various ethnic groups are invited to discuss and evaluate planned activities in public meetings and assemblies. The **Rosa Parks** was also designed and evaluated along these lines.

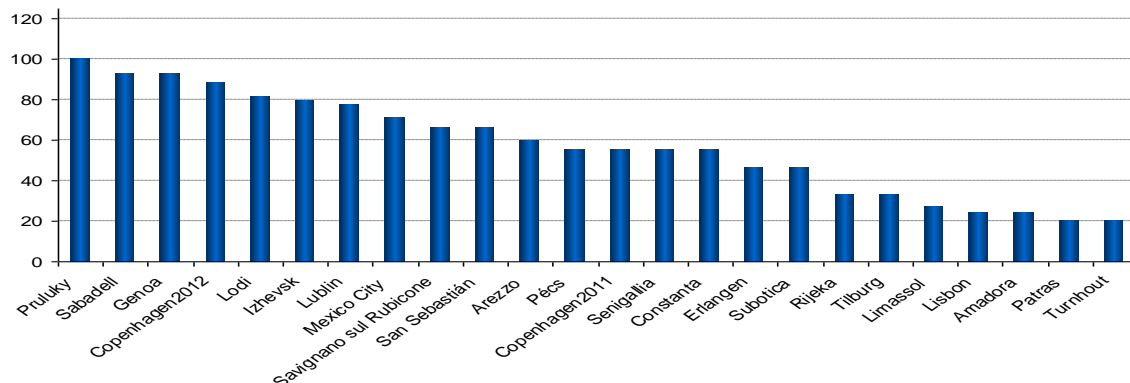
Another useful example comes from the Portuguese city of Amadora. After 284 fires broke out in the **Casal do Sílvia** neighbourhood, Amadora designed new playgrounds, recreational, educational and socio-cultural facilities, whilst taking into consideration the ethnic/cultural backgrounds of its inhabitants.

## 8. Mediation and conflict resolution policies

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



ICC-Index - Mediation and conflict resolution - City sample (non-nationals/foreign borns < 15%)



The analysis shows that Pécs' mediation and conflict resolution policy achievement rate (55%) is somewhat lower than the city sample's rate (66%). Pécs is thus positioned 14th among the 20 cities with a population of fewer than 200,000 inhabitants and 12th among the 23 cities with a foreign-born population of less than 15%.

Pécs has a generalist municipal mediation service including intercultural competence and specialised staff, as well as a state-run mediation service. Beyond that, it provides intercultural mediation services in the city administration for general purposes and in services, such as hospitals, police, youth clubs and mediation centres.

Pécs' authorities may wish to further ameliorate their mediation and conflict resolution initiatives, namely by establishing a dedicated municipal service dealing exclusively with intercultural issues and encouraging the setting up of a mediation service run by an autonomous humanitarian organisation.

The experience proves that a combination of state-run, municipal and civil society bodies and actors can be an effective way of addressing intercultural conflicts.

Thus, in Oslo (Norway) an emergency taskforce was established in 2005, with representatives from the municipality, NGOs, scholars and the police. The purpose is to respond quickly to crisis where youth and violence are involved, and to problems of racism and neo-nazism. The capacity to deal with minor episodes, however, is widely spread on the level of schools and youth services. In the city districts, this work is coordinated through the **SaLTo** networks, where municipal youth workers, schools and the local police participate. In dealing with localised conflicts, community leaders from NGOs, churches and mosques are regularly consulted and engaged, as well as the local staff of the state-run **Mediation and Reconciliation Service**.

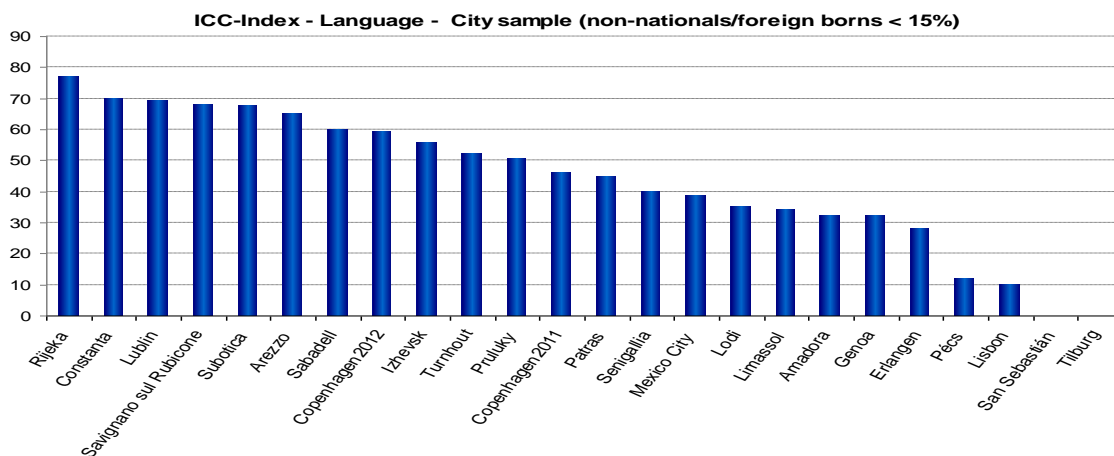
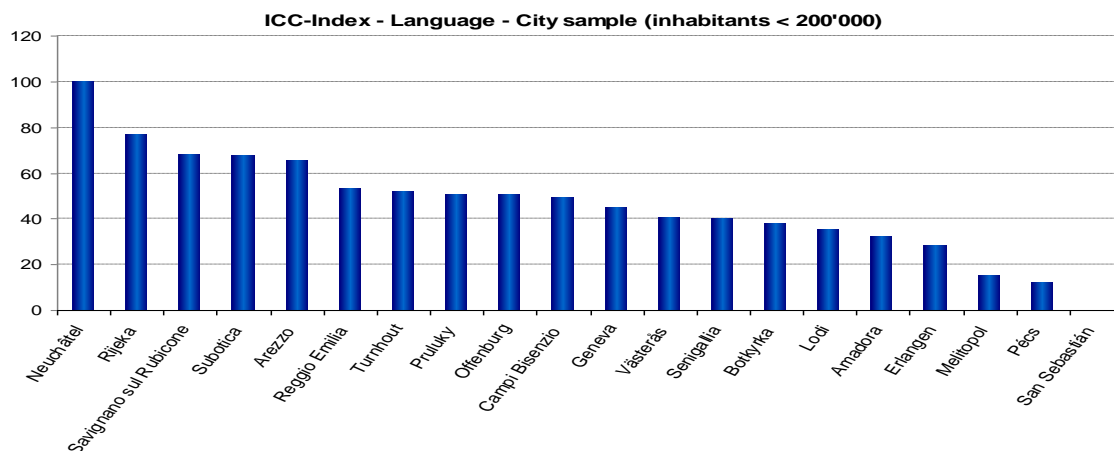
Similarly, in Copenhagen (Denmark) a mediation service run by an autonomous humanitarian organisation has recently been complemented with a specialist municipal mediation service for intercultural issues (the **Ethnic Consultancy Team** within the Social Commission, majoring in mediation among youth), a generalist municipal mediation service including intercultural staff (the **Dialogkonsulenter**) and a so-called **VINK** service (Knowledge Inclusion Copenhagen) aiming to facilitate dialogue through counseling and group or individual encounters with staff on issues such as social control, resistance identities, conflict resolution, prevention of extremism, etc.

We further advise Pécs to offer intercultural mediation services in the streets and neighbourhoods, proactively meeting residents. On this point, the city may inspire by the examples of Subotica (Serbia) and Vic (Spain). Thus, Subotica, with support from the **GTZ Centre** in Belgrade, has been running training for 27 young people of mixed backgrounds involving 40 hours tuition in mediation. They hope to expand this and do more work in neighbourhoods and in support of the Roma community. In Vic, a team of 10 "street mediators" not only deals with minor neighbourhood conflicts but also seeks to meet and talk to people in the streets and in public places about their concerns related to the arrival of foreigners, the changes in the host community and the role of the host population in the integration process.

Moreover, Pécs' mediation and conflict resolution policies would benefit from setting up an organisation dealing specifically with inter-religious relations. Although no migrants from cultures other than Roma and German were reported by the city, we believe that such a proactive initiative could only be beneficial for the urban development. On this point, Pécs may wish to consider specific structures established in Copenhagen (Denmark) and Rotterdam (the Netherlands). The city of Copenhagen, with the support of the Commission for Children and Youth, set up a civil-society organisation, the **Din Tro Min Tro**, dealing specifically with inter-religious relations. This organisation has panels in schools, which are composed of a Jew, a Christian and a Muslim. The city of Rotterdam set up a platform of religious institutions, including migrant churches and non-monotheist religious institutions, specifically to deal with inter-religious relations.

However, it is reminded that the absence of the above initiatives in the city at present should not be viewed as a weakness of Pécs' mediation policies but as an opportunity and a recommendation to guide the city's future initiatives.

## 9. Language<sup>13</sup>



<sup>13</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://higherred.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://higherred.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))

Pécs' language policy achievement rate of 12% is four times lower than the city sample's rate of 49%. Consequently, Pécs was placed at the bottom of the list of both the 20 cities with a population of fewer than 200,000 inhabitants and the 23 cities with a foreign-born population of less than 15%.

It is encouraging that Pécs provides learning migrant/minority language as a regular language option available to anyone. The city is invited to foster this initiative by offering specific language training in Hungarian for hard-to-reach groups<sup>14</sup> and introducing the learning of minority languages to the regular school curriculum. The city is also encouraged to support private and civil sector institutions delivering training in such languages.

On the above points, Pécs may wish to consider the following initiatives developed by other Intercultural Cities. Thus, in Reggio Emilia (Italy) two schools offer classes in the native languages of children and, in parallel, their parents learn Italian. This is done in order to help families preserve the competence of migrant children in their mother tongue. Similarly, Neuchâtel (Switzerland) supports an intercultural library run by volunteers. The idea is that the provision of books in a range of languages – both to individual users and through schools – helps migrant children learn French. At the same time, reading books in their native language reinforces children's interest in reading and learning altogether and encourages the acquisition of the native language. Lastly, Melitopol (Ukraine) supports cultural associations of ethnic communities which provide, *inter alia*, language courses open to everyone – including people from other ethnic and linguistic backgrounds – and many such people attend the courses.

Beyond this, Pécs is encouraged to support projects promoting positive image of migrant/minority languages. For instance, Erlangen (Germany) celebrates **UNESCO's Day of Mother Tongues** with a number of different projects that valorise one's own native language every year on the 21st of February. The City Council of Copenhagen (Denmark) supports the **Turkish Film Festival** featuring a number of Turkish films over several days. It is believed that the festival contributes to creating better understanding of and insight in the Turkish culture. Similarly, the London borough of Lewisham (the UK) supports national events such as **Black History Month** and **Refugee Week** that also include language promotion.

Moreover, Pécs language policies would also benefit from providing financial support to local media initiatives, such as press, TV or radio programmes in languages other than Hungarian. Here, the authorities' attention is drawn to Subotica (Serbia). Here, **Radio Subotica**, founded by the city council in 1968 and 80 per cent funded by the municipality, is broadcasting to the public a diet mainly of information, all day every day in the three official languages and weekly in Bunjevac and German. In Zurich (Switzerland), the **Local Integration Credit** has supported a local non-for-profit radio station. It broadcasts in several languages and is mostly run by volunteers. Another interesting practice has been implemented in Melitopol (Ukraine). This city supports publications in minority languages and provides the city libraries with a number of copies of such publications, thus making them accessible to the population.

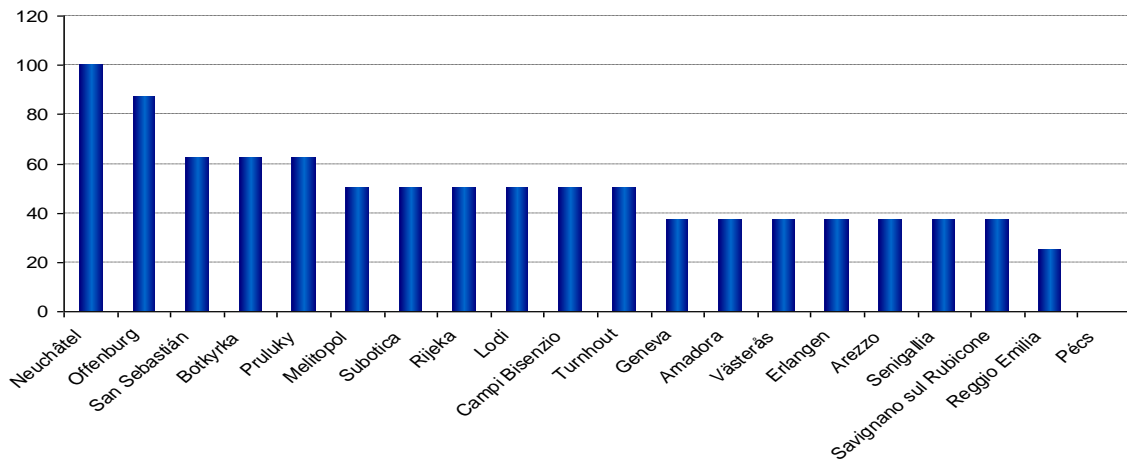
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<sup>14</sup> The term makes specific reference to non-working mothers, the unemployed, as well as retired people.

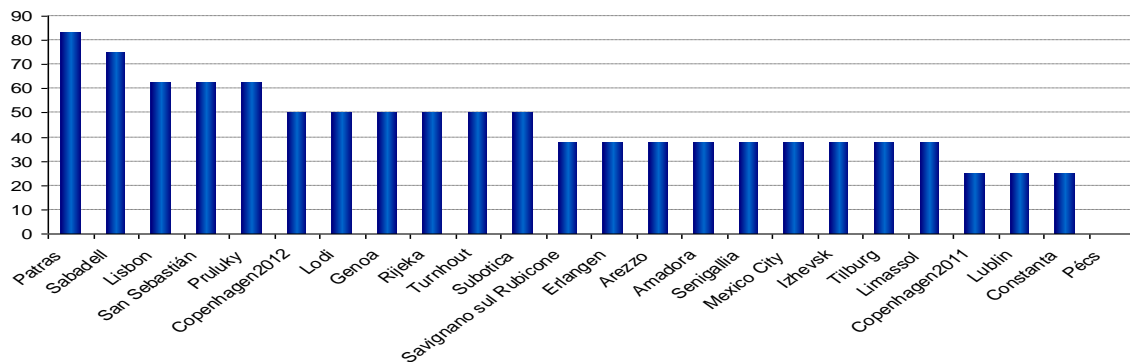


## 10. Media policies

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%)



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 cooperate with local media agencies to achieve a climate of public opinion more conducive to intercultural relations.

Pécs' media policy indicators (0%) are drastically lower than the city sample (48%), which means that none of these goals was achieved. Hence, the city was ranked at bottom of the list of the 20 cities with a population of fewer than 200,000 inhabitants and the 23 cities with a foreign-born population of less than 15%.

With a view to consolidating its media policies, Pécs is invited to consider the following initiatives: adopt a media strategy to promote positive image of migrants and minorities in the media through targeted press meetings and dedicated newspaper columns; instruct its information service to promote harmonious intercultural relations; provide advocacy/media training/mentorships for journalists with a minority background; and monitor the way in which the media portray minorities.

On the above points, Pécs may inspire by the following initiatives.

As regards the diversity-driven media strategy, the journalists of the newspapers **L'Express** and **L'Impartial** in Neuchâtel (Switzerland) are often of immigrant origin or foreign residents and are very sensitive to the diversity and integration issues. The newspapers often report on the celebrations of different ethnic communities. For example, everyday during the training camp of the Portuguese team for Euro2008, they published a page in Portuguese to present Portuguese culture. One of the Neuchâtel media's flagship initiatives has been the **Week of Integration in Public Service Media**, as a result of which a number of reports about foreigners and their lives were published. The city authorities also finance a freelance journalist to interview foreign residents and transmit their stories to local media.

As regards the instruction to promote harmonious intercultural relations for the attention of the city's information service, Reggio Emilia (Italy) issues the **Speciale Reggio Emilia**, a monthly intercultural supplement to the **Metropoli**, a national weekly publication. The supplement is realised by one Italian and one foreign editor to ensure that the Reggio intercultural experience is included in national news.

As regards support for journalists with a migrant background, an interesting initiative involving training and advocacy elements has been implemented by the City Council of Oslo (Norway). As a result, there is growing awareness among the city's journalists, editors, and media researchers about the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. Consequently, a stronger focus has been put on the recruitment of journalists with an ethnic minority background.

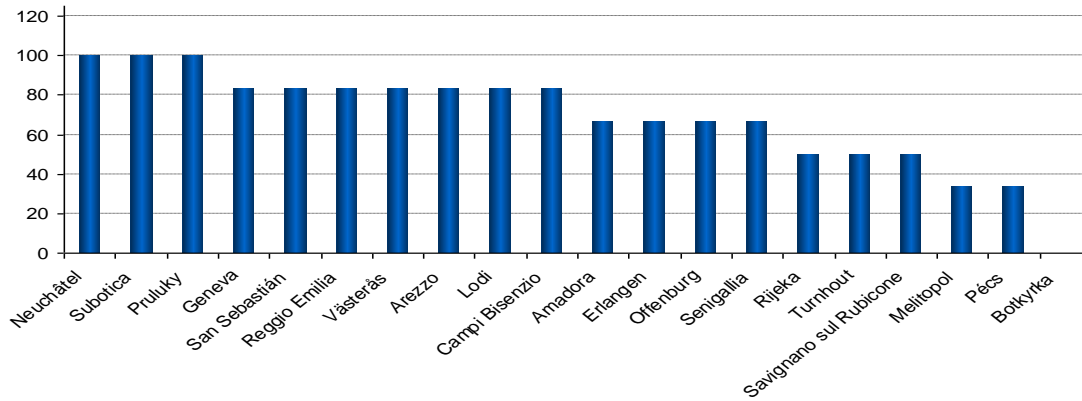
Finally, as regards monitoring of minorities by the media, the following best-practice examples are noteworthy. In San Sebastian (Spain) the City Council in association with the **SOS Racism organisation** is undertaking research into the role of the media in influencing public attitudes to diversity. Another Spanish city, Barcelona, launched a [website](#)<sup>15</sup>, in collaboration with 60 city organisations, to combat clichés and stereotypes about cultural diversity, such as immigrants abusing public spaces or not paying taxes. The programme, which comes under the **Barcelona Intercultural Plan**, also envisages creating a first-of-its-kind **Anti-Rumour Manual** featuring useful data and information to debunk these ideas. The website will publicise awareness-raising activities, organise participatory activities for people to reflect on the concepts of rumours and stereotypes and analyse how the media treat cultural diversity.

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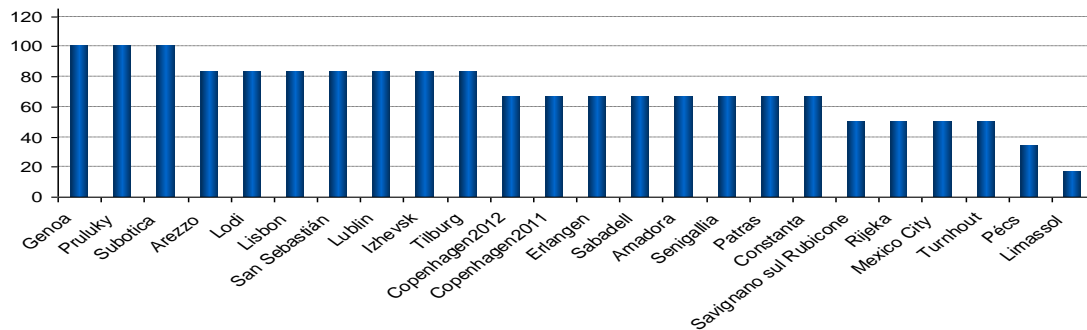
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## 11. International outlook policies

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%)



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.

Pécs' international outlook policy rate (33%) is more than twice as low compared to the city sample's rate in the area (74%). Thus Pécs has been ranked last but one both among the 20 cities with a population of fewer than 200,000 inhabitants and among the 23 cities with a foreign-born population of less than 15%.

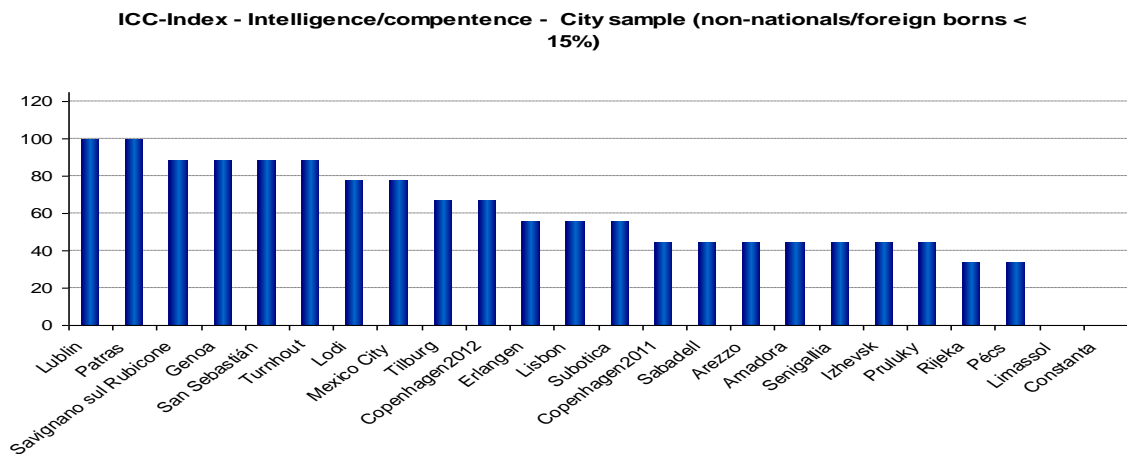
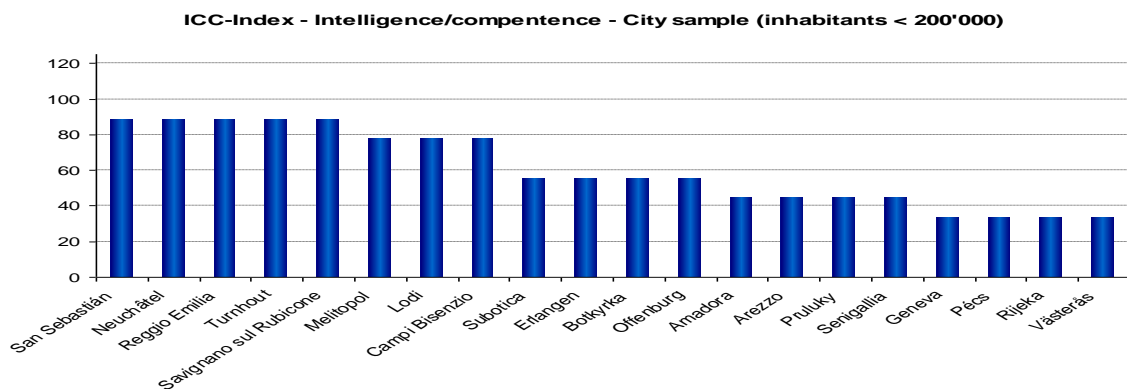
Pécs has implemented several international outlook policy instruments in so far. With 762 foreign students enrolled in the Pécs University<sup>16</sup>, the city takes measures to encourage them to participate in the city life. Furthermore, the city also supports universities to attract foreign students.

<sup>16</sup> Data provided by the University of Pécs.

We invite Pécs to ameliorate its international outlook policies, for instance, by adopting an explicit policy for the encouragement of international cooperation, introducing a specific financial provision for this policy and setting up an agency with a specific responsibility for monitoring and developing the city's openness to international connections. Pécs may also consider initiating projects and policies to encourage economic co-development with countries of origin of its migrant groups.

On the above learning points, the experience of the Italian city of Reggio Emilia is particularly inspiring. Thus, in 2000 the city set up the **Reggio Nel Mondo**, an agency aiming to sustain and improve the city's international contacts and projects. It acts as a crosscutting tool supporting the municipal departments in developing a continuous international exchange and dialogue. Furthermore, Reggio Emilia signed an agreement with the **Moroccan Ministry in charge of relations with the Moroccan diaspora** with a view to "promoting socio-cultural mixing and openness towards the other". Both sides are providing significant financial contributions to the activities included in the agreement, such as setting up an open-space mini-theatre in the **Reggio Pauline Park** to encourage intercultural encounters between adults and children; promoting Moroccan culture and teaching Arabic to young Reggio residents; enabling young Reggio residents of Moroccan origin to participate in cultural and sports events and organising cultural visits to Morocco for young Italians.

## 12. Intelligence and 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 assessment shows that 33% of Pécs' intelligence and competence policy goals were achieved, while the city sample's attainment rate for these goals is almost twice as high (62%). Hence, Pécs was ranked at bottom of the list of the 20 cities with a population of fewer than 200,000 inhabitants and the 23 cities with a foreign-born population of less than 15%.

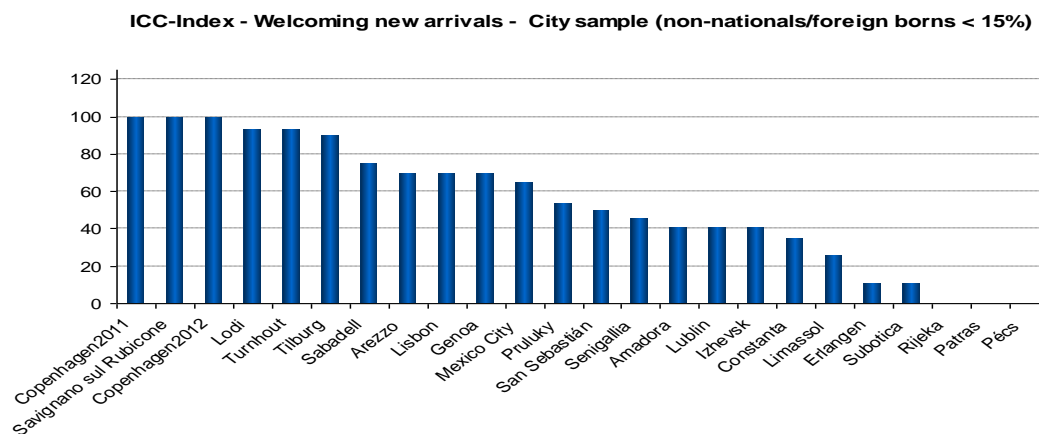
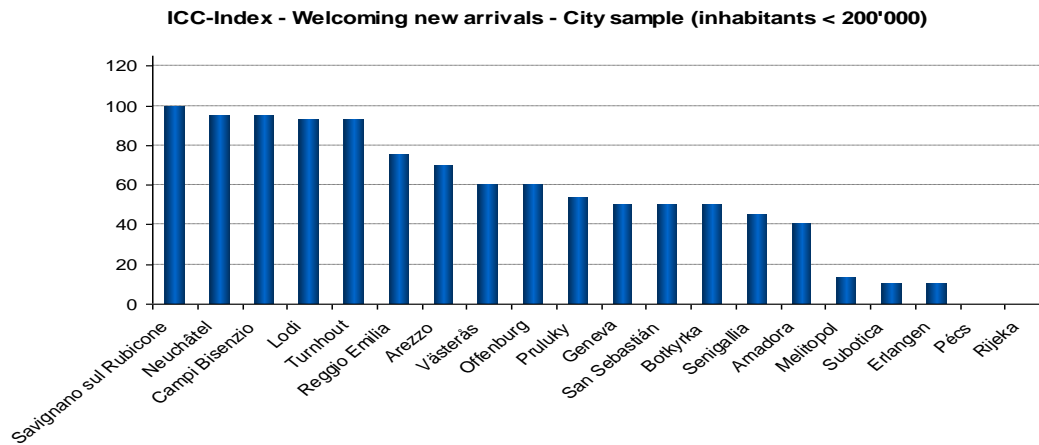
It is positive that at the government level, information regarding diversity and intercultural relations is mainstreamed to city officials to influence policy formulation.

At the same time, we invite Pécs to consider other intelligence initiatives aiming to increase its ranking in the Intercultural Cities Index, namely promoting the intercultural competence of officials and staff through training courses, interdisciplinary seminars and information networks and conducting surveys including questions about the perception of migrants and minorities.

On the first point, the city's attention is drawn to Subotica (Serbia). Here, the **Local Development Agency** set up training courses for local elected representatives and staff and developed a best practice toolkit "**Local Partnerships for Tolerance - Handbook for local elected and appointed councilors**". Five districts have been selected for case studies for different forms of participation and conflict resolution. The most impressive example involves the Roma Educational Centre in the **Peščara** district which created multi-ethnic teams of residents to tackle the bad state of local roads, which broke down separation and built trust.

On the second point, the city may consider the experience of Melitopol (Ukraine) which was the first in the Intercultural Cities network to conduct a public survey in accordance with the Analytical Grid. The survey revealed a number of interesting trends in the perception of diversity. It established, in particular, that an overwhelming majority of the surveyed believed that local ethnic differences were recognised and respected by the city's public services (67.1%); that their neighbourhood was a place where people from different backgrounds could live harmoniously (72%); and that they knew more people of different ethnicities than five years ago (60%).

### 13. Welcoming policies



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-coordinated and delivered effectively will have a significant impact on how the person settles and integrates.

Péc's' welcoming policy indicators (0%) are drastically lower than the city sample (57%), which means that none of these goals was achieved. Hence, the city was ranked at bottom of the list of the 20 cities with a population of fewer than 200,000 inhabitants and the 23 cities with a foreign-born population of less than 15%, together with Rijeka (Croatia) and Patras (Greece).

Such poor ranking may be explained by the fact that Péc's is not currently a destination for significant numbers of foreign migrants. Therefore, welcoming policies here are not perhaps such a priority that it is for other cities in the network. Nevertheless, the city would do well to study its experience of receiving migrants, particularly the Roma people, from other countries, especially the former Yugoslavia.

Below are just a few examples of good practices, which can be taken on board by Pécs with a view to building up its welcoming policies.

First, Pécs is invited to create a comprehensive package of information to aid newly-arrived foreign residents to find their way in the new surroundings. This is, for example, provided the district of Neukölln in Berlin (Germany). The Berlin Senate has produced a multilingual folder entitled "**Welcome to Berlin**" which is distributed via Neukölln's officials to all new arrivals. It provides comprehensive information to the newcomer on how to negotiate one's way through German official systems.

Second, Pécs' welcoming policies would benefit from setting up a designated agency to welcome newcomers. A good example of this is **Taalplein** (language square), a welcoming service in Rotterdam (the Netherlands), where newly-arrived persons get enrolled in mandatory language training. Furthermore, in Patras (Greece) an **Intercultural Office** has recently been established under the guidance of the European Commission. It now runs, among others, a one-stop-shop for new arrivals.

Third, we also advise that different city services and agencies be instructed to provide welcome support to newly-arrived family members, students, refugees and migrant workers. The following examples are particularly noteworthy.

With regard to family members, an interesting practice was set in place in Izhevsk, the capital city of the Udmurt Republic (Russia). The project "**A New City**", which is a club for young parents, aims at conveying skills and information in a way which contributes to building lasting relationships and social bonds.

With regard to students, in Copenhagen (Denmark), the city's [web site](#)<sup>17</sup> hosts practical information, including on cultural events, to encourage newcomers such as students to participate in the city life. The city is also developing information boxes in public spaces to include information on public transport, citizens' services, conferences, cultural and sporting events. The city cooperates with the world largest students-run organisation **AIESEC** on issues such as opening the labour market to international students and encouraging their participation in the city life.

With regard to refugees and migrant workers, refugees arriving in Oslo (Norway) are offered a two-year introductory program, including language classes and classes in Norwegian life and society, in a language that the participant can understand. On the other hand, in Lublin (Poland) a **Centre for Refugees** supervises educational and integration programmes which are carried out by the city's **Voluntary Centre**. Also, the **Municipal Family Aid Centre** offers social aid for foreigners and refugees.

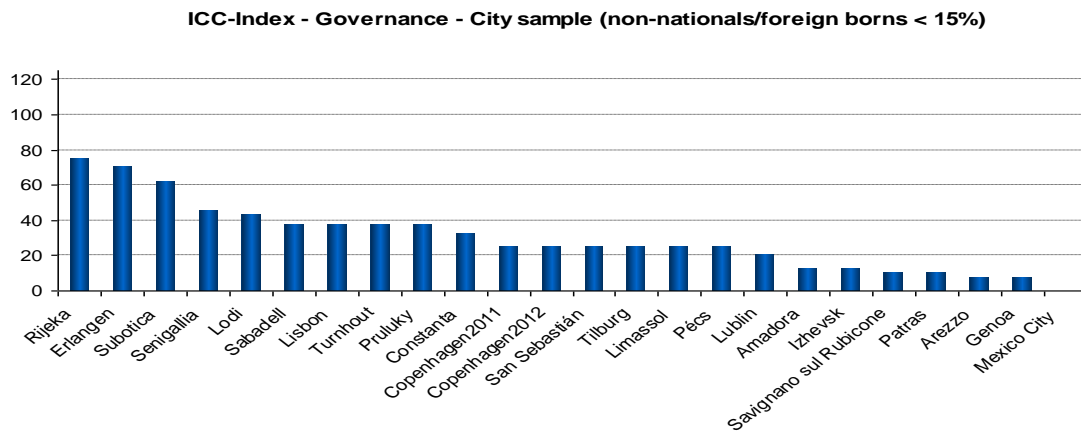
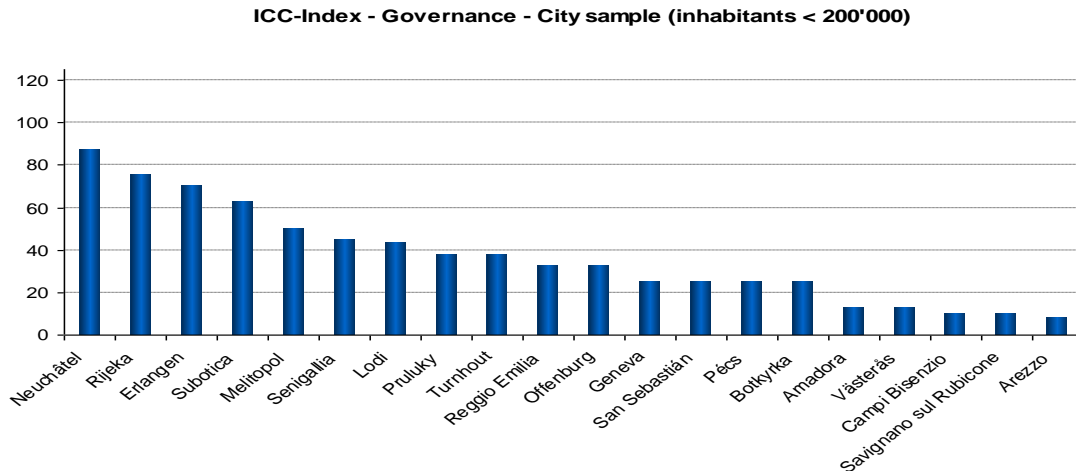
Lastly, Pécs might wish to introduce a special public ceremony to greet newcomers in the presence of officials. Thus, twice a year in Copenhagen a **Welcome Reception and Expat Fair** is held at the City Hall. All international residents, including students and newcomers, can participate in the reception. Thus, in September 2011 the participants were welcomed by the Mayor and offered an opportunity to talk to

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<sup>17</sup><http://www.kk.dk/sitecore/content/Subsites/CityOfCopenhagen/SubsiteFrontpage/LivingInCopenhagen.aspx>

members of various city clubs and associations about the services provided and discuss joining options<sup>18</sup>.

## 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.

Pécs' governance policy attainment rate (25%) is 20 per cent lower than the city sample (31%). Pécs has been scored 14th among the 20 cities with a population of fewer than 200,000 inhabitants and 15th among the 23 cities with a foreign-born population of less than 15%, together with San Sebastian (Spain).

It is positive that Pécs has a political body entitled to represent all ethnic minorities, which is independent of the local authority.

<sup>18</sup> Invitation available at:  
<http://www.cphvolunteers.dk/Files/Billeder/Invitation%20Expat%20Fair%20Final.pdf>



However, citizens alone can vote in Pécs' local elections. Therefore, the ethnic background of elected politicians does not really reflect the composition of the city's population. In this regard, Pécs may wish to further explore possible governance policies by introducing activities to increase the representation of migrants in the city administration. An interesting example of such an initiative has been developed 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 encourages them to engage in politics.

Moreover, the city's governance policies would benefit from establishing standards in the representation of migrant minorities in mandatory bodies supervising schools and public services. An interesting step in this direction was made in Subotica (Serbia). The **Municipal Council for Interethnic Relations** established a **Board of Parents** in one of the neighbourhoods, **Peščara**, where 500 Kosovo Roma had settled. This board allows parents, including these of Roma origin, to have representatives at school.

## **15. Conclusions**

The results of the current ICC Index assessment show that although Pécs has implemented several policy initiatives, it generally underperforms in the 14 policy areas (i.e. commitment, education, neighbourhood, public service, business/labour market, cultural/civil life, public space, mediation, language, media, international outlook, intelligence/competence, welcoming and governance). Furthermore, Pécs' level of achievement is more than twice as low compared to the city's sample's achievement rate in the areas of commitment, public service, cultural/civil life, language and international outlook. In the areas of media and welcoming none of the policy goals has been attained in so far.

## **16. Recommendations**

When it comes to Pécs' intercultural efforts, with reference to the survey, the city could enhance them in the sectors below by introducing the following initiatives:

- **Commitment:** adopt a public statement as an intercultural city at the city level; establish intercultural city strategy and action plan; introduce an evaluation process for their assessment and a budget for their implementation; create an official webpage to communicate the city's intercultural statement, strategy and the action plan;
- **Education:** incite schools to involve parents from migrant/minority backgrounds in daily school life; increase the number of school-driven intercultural projects; introduce a policy to formulate the city's commitment to raising ethnic/cultural mixing in schools; adopt specific recruitment and training policies to secure a more diverse teaching staff;
- **Neighbourhoods:** encourage interaction between the city's neighbourhoods; finalise and enforce the city's policy to increase diversity of residents in the neighbourhoods and to avoid ethnic concentration;
- **Public services:** lay down a specific recruitment strategy to ensure that the ethnic background of public employees mirrors that of the city's inhabitants; enlarge the public sector recruitment pool for non-Hungarian citizens; encourage intercultural mixing in the private sector labour market; extend the

- offer of services appropriate to the ethnic/cultural requests to include, *inter alia*, school meals and women-only sections and times in sports facilities;
- **Business and labour market:** create an organisation to promote diversity and non-discrimination in employment; incite minority-owned businesses to enter the mainstream economy and higher value-added sectors; encourage 'business districts/incubators';
  - **Cultural and civil life:** regularly encourage cultural organisations to deal with diversity and intercultural relations in their productions; organise public debates and campaigns around the topics of diversity and living together; use interculturalism as a criterion when allocating grants to associations and initiatives;
  - **Public space:** take into account ethnic/cultural backgrounds of citizens when designing and managing new buildings and spaces; propose different forms and places of consultation to reach out to people from diverse backgrounds when deciding to reconstruct an area;
  - **Mediation and conflict resolution:** establish a dedicated municipal service dealing exclusively with intercultural issues; encourage the setting up of a mediation service run by an autonomous humanitarian organisation; initiate an organisation dealing specifically with inter-religious relations; provide intercultural mediation services in the streets and neighbourhoods;
  - **Language:** provide specific language training in Hungarian for hard-to-reach groups; introduce the learning of minority languages to the regular school curriculum; support private and civil sector institutions providing training in migrant/minority languages; introduce awareness measures aiming to give a positive image of migrant/minority languages; provide financial assistance to minority press, radio and TV programmes, including in languages other than Hungarian;
  - **Media:** instruct the city's information service to promote harmonious intercultural relations; adopt a media strategy to promote positive image of migrants and minorities in the media; provide support for advocacy/media training/mentorships for journalists with a minority background; introduce monitoring mechanisms to examine how media portray minorities;
  - **International outlook:** adopt an explicit policy for the encouragement of international cooperation; introduce a specific financial provision for this policy; set up an agency with a specific responsibility for monitoring and developing the city's openness to international connections; initiate projects and policies to encourage economic co-development with countries of origin of the city's migrant groups;
  - **Intelligence and competence:** promote the intercultural competences of the city's officials and staff through training courses, interdisciplinary seminars and information networks; carry out surveys including questions about the perception of migrants and minorities;
  - **Welcoming:** create a comprehensive package of information to aid newly-arrived foreign residents; set up a designated agency to welcome newcomers; instruct different city services and agencies to provide welcome support to newly-arrived family members, students, refugees and migrant workers; greet newly arrived persons in the presence of the local governments officials;

- **Governance:** introduce activities to increase the representation of migrants in the city administration; establish a standard for the representation of migrant minorities in mandatory bodies supervising schools and public services.

The city may wish to look into further 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>19</sup>.

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<sup>19</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)