



Erlangen: Results of the Intercultural Cities Index

Date: September 2016

A comparison between 75 cities¹

Introduction

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

As of today 75 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Castellón (*Spain*), Coimbra (*Portugal*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Udmurt Republic, Russia*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Lublin (*Poland*), Lyon (*France*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), Parla (*Spain*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Ravenna (*Italy*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Sechenivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone³ (*Italy*), Unione Terre dei Castelli⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), Vinnitsa (*Ukraine*) and Zurich (*Switzerland*).

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

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

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

⁴ Former Castelvetro di Modena.

Among these cities, 40 (including Erlangen) have less than 200,000 inhabitants and 33 (including Erlangen) have more than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Erlangen (Germany) in 2016 and provides related intercultural policy conclusions and recommendations.

Intercultural city definition

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

Methodology

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

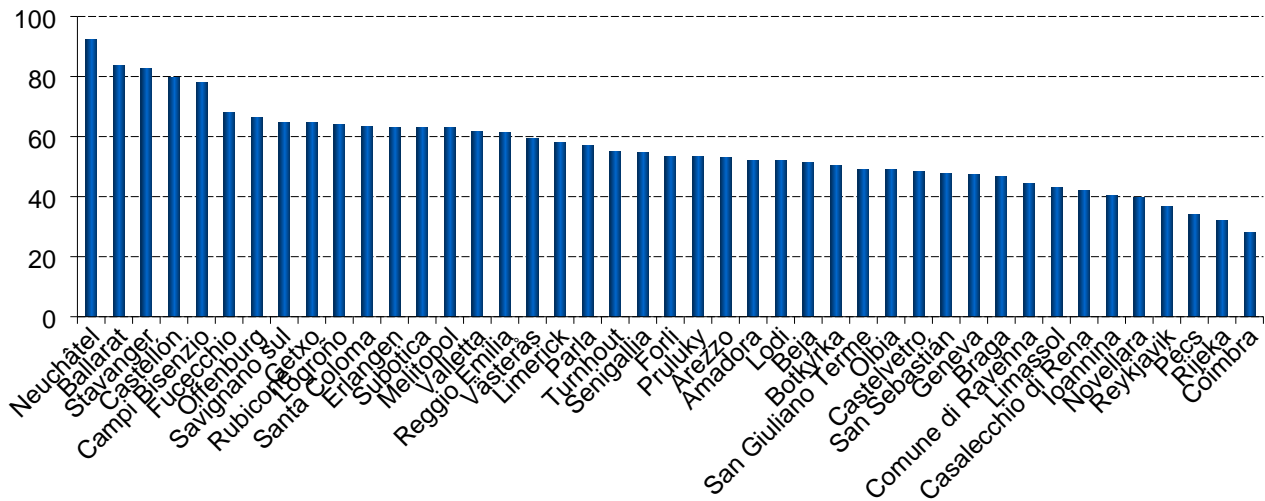
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

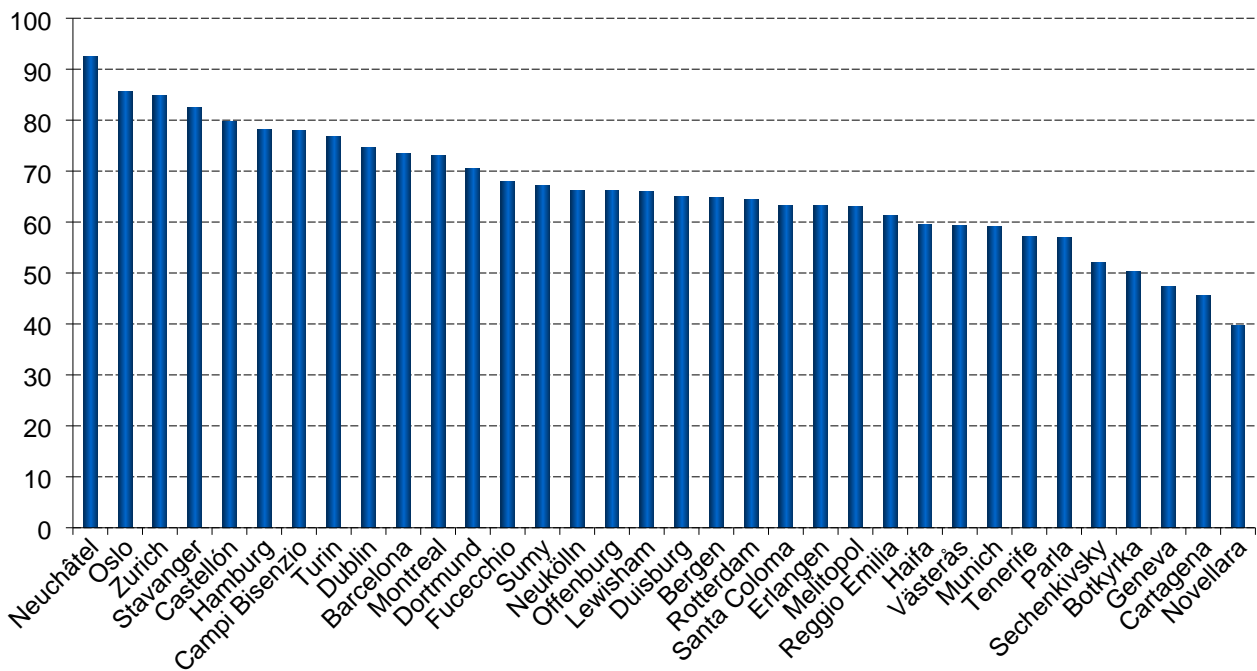
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

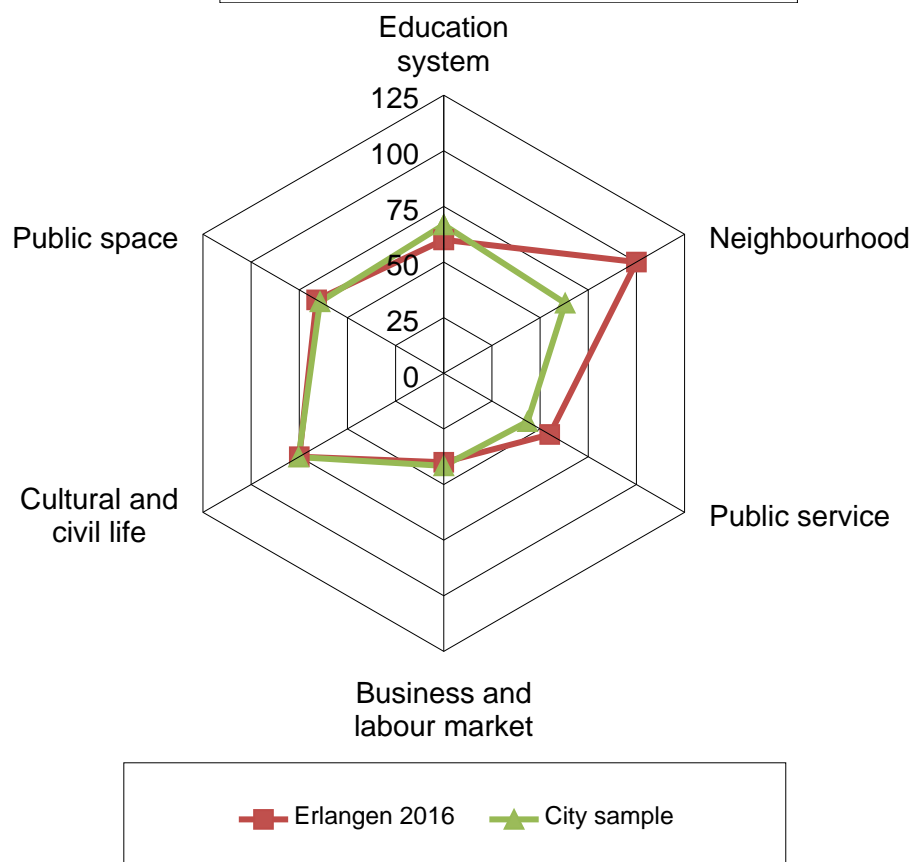
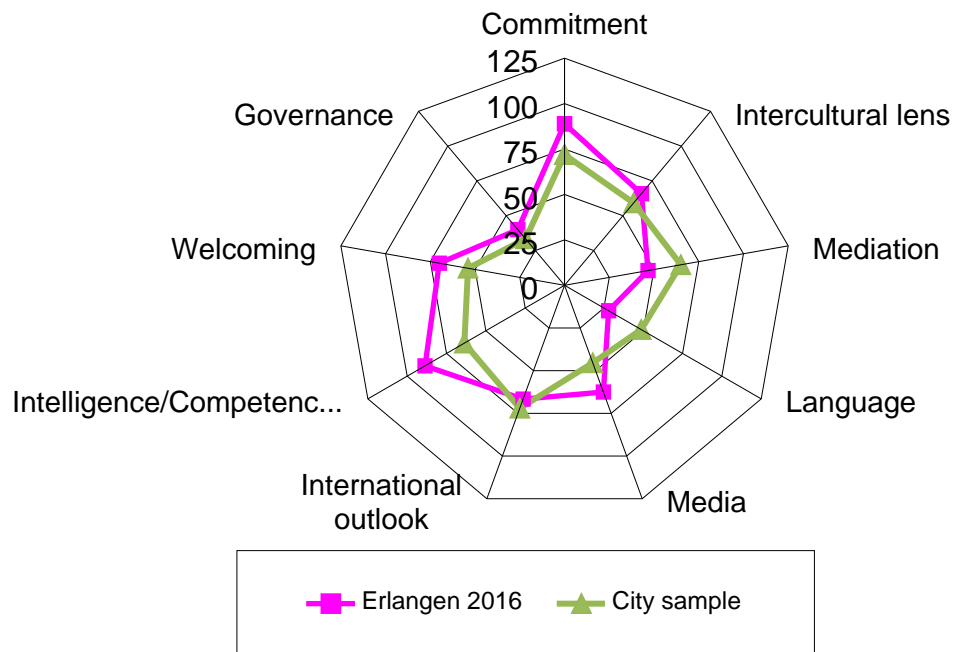
According to the overall index results, Erlangen has been positioned 32th among the 75 cities in the sample, with an aggregate intercultural city index of 63% , after Santa Coloma (63%) and before Subotica (63%). Erlangen has been ranked 12th among cities with less than 200,000 inhabitants and 22nd among cities with more than 15 per cent of foreign-born residents.

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



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





Erlangen – An overview

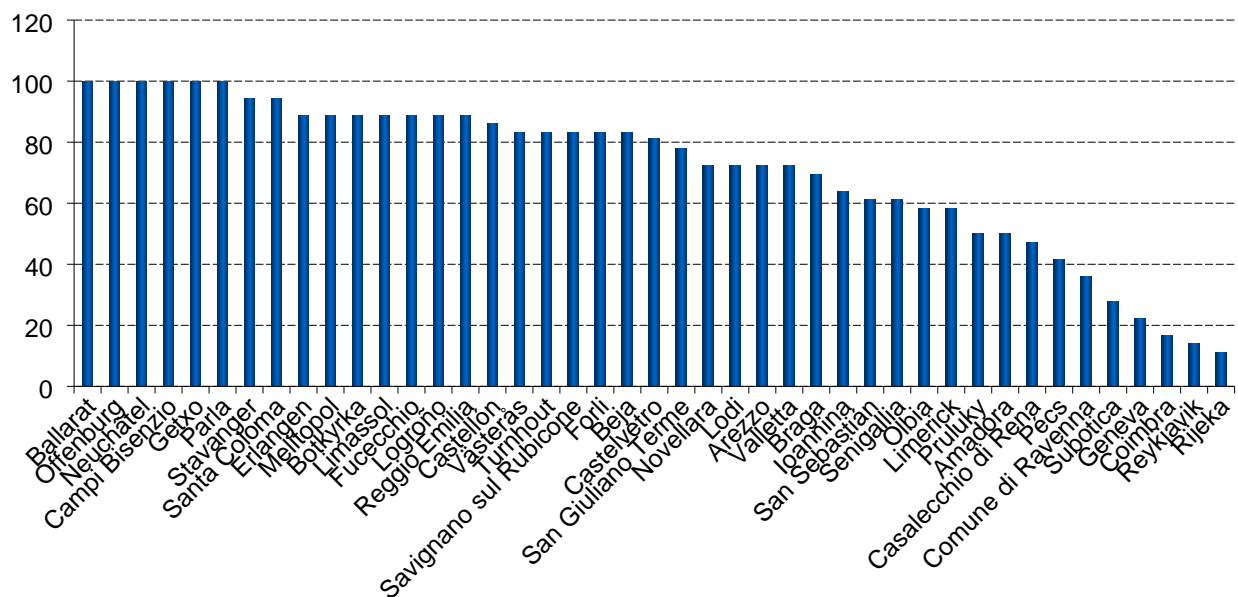
Erlangen is a Middle Franconian city located in Bavaria, Germany, north-west of Nuremberg. The city is important for the University of Erlangen-Nuremberg "*Friedrich-Alexander-Universität*", founded in 1742 by Frederick Margrave of Brandenburg-Bayreuth. Moreover, Erlangen is an industrial location for several companies, such as Siemens. The company is, together with the university, the most important employer in the city. Erlangen is also widely known for the Bergkirchweih: an annual beer festival similar to the Oktoberfest in Munich. The festival, which takes place during the twelve days before and after Pentecost, draws more than one million visitors every year.

The questionnaire differentiates between Germans and non-Germans, where the term non-Germans describes "people with a migration background". The city total population is of 110.257 inhabitants, where 66,3% have German background, 16,6% are non-nationals, 27,4% are foreign-born and 33,7% are second or third generation migrants.

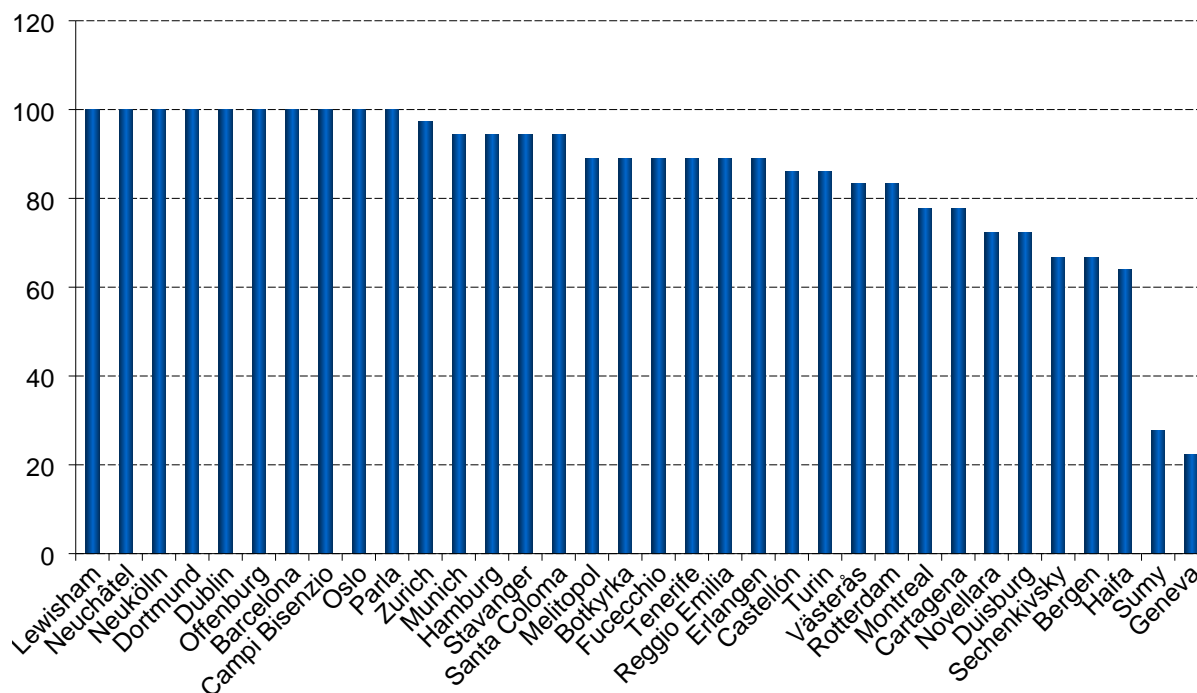
Although there are no minority groups that represent more than 5% of the overall population, the most numerous minority group comes from Turkey and it counts 2.674 individuals: 1,52% of the total population.

Commitment

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



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



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.

Erlangen's rate in the area of Commitment is considerably higher than the city sample's. In fact, while the German city scored 89%, the city sample scored 72%. Despite this excellent result, it is worth noticing that the result has decreased since 2011, when the city scored 94%. Perhaps the city might wish to investigate the causes of this lowering.

The municipality has successfully established a Department called "*Division for equality of opportunities and diversity*" with the specific purpose of encouraging intercultural integration. Moreover, the city has formally and publically stated its participation in the Intercultural Cities network and has successfully adopted an intercultural action plan.

The city has allocated an annual budget of € 10.000 for the implementation of the intercultural strategy. As the questionnaire reminds, most expenses on intercultural actions are carried out by decentralised departments.

Moreover, the city has adopted an integration strategy and has published an *Integration Charter* that illustrates the integration strategy. This document is introduced by children thoughts on what it means to be a foreigner. These testimonies highlight the concept that even though people might not share the same ethnic or cultural background, we all look alike and despite the differences we are all citizens of the same city. The document points out that citizens with immigrant background are

indispensable, as their customs and traditions must be recognized as an enrichment to the host society. The municipality of Erlangen aims at strengthening the feeling of self-confidence and openness to ensure peace and mutual understanding.

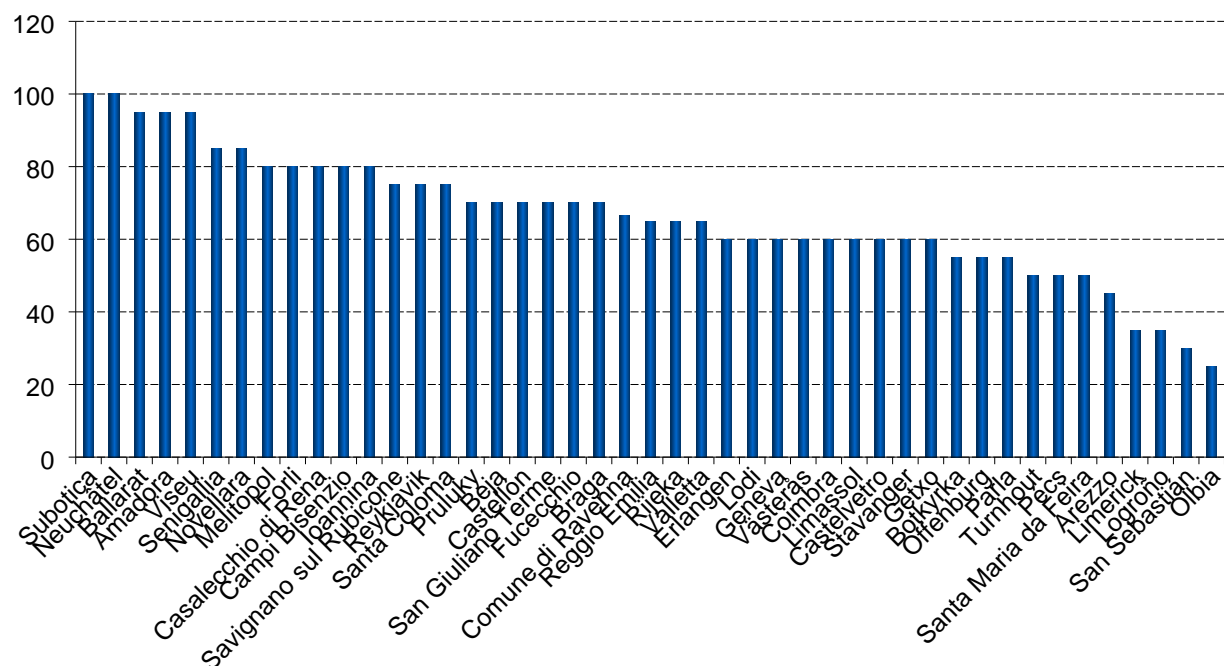
Positively, public speeches often refer to the intercultural commitment during public meetings and assemblies. The city's website⁵ is a useful tool where newcomers are able to find information about the municipality. For example, the webpage has a section dedicated to the benefit of integration and other pages that discourage discrimination and exclusion enhancing social inclusion and gender equality. As the website explains, a quarter of the total population does not have a German background. Multiculturalism has shaped the city with different cultures, religions and social norms. This pluralism made integration an essential element in order to live together in harmony. The city of Erlangen is committed to bringing the diverse potentials to promote equal participation.

In order to enhance the field of commitment, the city of Erlangen organizes a ceremony to encourage harmony and to honor citizens who have done exceptional things to encourage interculturalism in the local community. Similarly, in Genoa, the Institute of Research MEDI, specialized in migration and interculturality, organizes an award called "*Premio Mondì Migranti*" (Migrating Worlds' Award). This prize is awarded to personalities who have had a positive impact on issues related to migration, globalization and intercultural relations.

⁵ <http://www.erlangen.de/desktopdefault.aspx/tabid-1161/>

2. Education⁶ policies through an intercultural lens

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



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

The analysis shows that Erlangen's education policy achievement rate is 60% , and is therefore lower than the city sample's rate of 67%.

Only in some primary schools, children are of the same ethnic background, and teachers' ethnic backgrounds rarely mirror pupils' diversity. On the bright side, most schools make strong efforts to enhance parents' participation in the education system. For example, schools try to communicate information to parents in their *mother tongue*. This system should help to decrease educational inequality based on ethnic backgrounds.

Positively, schools often organise intercultural programmes and projects to encourage cohesion. For example, Erlangen organises exchanges and networks such as "*Schulen ohne Rassismus – Schulen mit Courage*"⁷ (schools without racism – schools with courage). This network is the biggest school association in Germany and comprehends more than 1.000 schools, all of them with the same purpose: discourage any form of racism or discrimination. Throughout the year, schools carry out projects and events aiming at enhancing social inclusion by raising awareness on this delicate topic.

⁶ 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://higher.ed.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html).

⁷ http://www.erlangen.de/desktopdefault.aspx/tabid-262/153_read-16647/

Schools in Erlangen do not have a policy to increase cultural/ethnic mixing in schools. The Bavarian system "*Sprengelschulen*" specifies that children go to school in the same area where they live. The consequence is that Erlangen can influence the ethnic distribution – in order to avoid ghettos and spatial segregation – only through housing and urban planning policies.

One way to address the issue is by following the example of some French cities which have closed "ghetto" schools and have opened new ones on the border of the well off and disadvantaged neighbourhoods, and deploy strong communication and dialogue with parents and students to address fears about the quality of education. For example in Chauny (Picardie), two professional schools with very different demographic characteristics were brought under the same director who introduced measures to mix students.

Other examples involve cities like Tilburg which has brought together under the same roof a Muslim and a Christian school. In Haifa two schools (one Jewish, one Arab) are twinning by bringing students to care together about a specific public place.

School twinning projects can help connect students from better off neighbourhoods with those of more disadvantaged areas which are often also more diverse. Forskolan Ornen School in Botkyrka (Sweden) had a twinning exercise with a school in prosperous inner-city Sodermalm. They collaborated on exploring each other's local environment and describing their impressions to each other. Very quickly the kids found that language was not a straightforward mode of communication as many of the Ornen kids had limited Swedish - whilst the Ornen kids, most of them multilingual, were amazed to discover that most of the Sodermalm kids had nothing but Swedish.. Also, they had to evolve many non-verbal means of communication, which will be essential skills for the rest of their life in a multi-ethnic world. They were also taken to a third, neutral space where they had the opportunity to relax in each other's company and work together on making things out of ice.

The city of Erlangen could also improve the field of Education promoting minority languages. For instance, the European primary school in Vienna has pioneered an intercultural pedagogy based on multilingualism. Eight years ago the school realised that they had pupils with 28 different mother tongues and decided to explore the possibilities that arise out of this language diversity. They came up with the idea of language ateliers where children could learn to appreciate their own language as well as others, and understand that there are no superior or inferior languages. The school was fortunate to have a pool of teachers with different mother tongues who also spoke additional languages, and used this talent pool.

The school established language ateliers in Arabic, Turkish, Bosnian/Serb/Croatian, Kurdish, Polish, Albanian, Slovak, Hungarian and many other languages. The ateliers run in the second, third and fourth grade of the primary cycle. The children chose the languages and their preferences decide the final language offer. Each child has six weeks induction each in five different languages per year. In three years they experience 18 languages and cultures and develop their own language portfolio as well as a strong awareness of the value of diversity and the equal importance of languages. The decoration of the school is also multilingual and pluricultural, the school cultivates diversity as the norm.

The school is situated in a disadvantaged neighbourhood and has good results in tests – demonstrating that the multilingual approach and cultural empowerment compensate for learning difficulties which may be present.

3. Neighbourhood policies through an intercultural lens⁸

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.

Erlangen's neighbourhood policy indicators are considerably higher than the city sample's rate of 63%. The German city, in fact, scored the 100% in 2016.

In the city centre there are areas where foreigners represent more than the 40% of the total inhabitants and in two areas migrants of different ethnic background are over the 50%. Nonetheless, there are no neighbourhoods in which people from a minority ethnic group constitute the majority of the residents.

Erlangen promotes activities to mix citizens from different areas. For example, the neighbourhood "Anger" the city has established a centre called the Villa⁹, which is an intercultural meeting place for people of all ages and backgrounds. The intercultural centre offers an extensive programme that comprehends a wide range of events: Sunday brunches, juggling and painting, women conversation groups, etc. For the youngest, the centre organises the Universal Children's Day where children have fun in the city playground.

The Villa centre is a good attempt to increment the diversity of residents in the neighbourhoods. Moreover, its wide range of activities ensures that all generations, cultures and genders are equally involved in the integration process.

In order to avoid ethnic concentration and to encourage social cohesion, Erlangen has also set a socio-culture department that focuses on interaction and mixing. For example, the municipality regularly organises meetings in relevant areas to foster interaction and communication among the residents.

Erlangen could take inspiration by Sabadell. In fact, Sabadell's neighbourhood of Can Puiggener promotes social mixing of citizens from different areas with activities and programmes, such as, the organization of the social meal: "Mesa para la convivencia Can Puiggener" ("Table for coexistence in Can Puiggener"), and events to celebrate diversity: "Fiesta de la Diversidad de Can Puiggener" ("Celebration of Diversity in Can Puiggener").

⁸ By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of "neighbourhood" varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

⁹ <http://www.villa-angertreff.de/documents/VillaProgrammJuni-Okt2016.pdf>

4. Public service policies through an intercultural lens

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

The analysis shows that Erlangen's public service is slightly lower than the city sample's rate. In fact, while Erlangen scored 55%, the city average scored 44%. However, the city has improved since 2011 (30%), showing improvements have been performed.

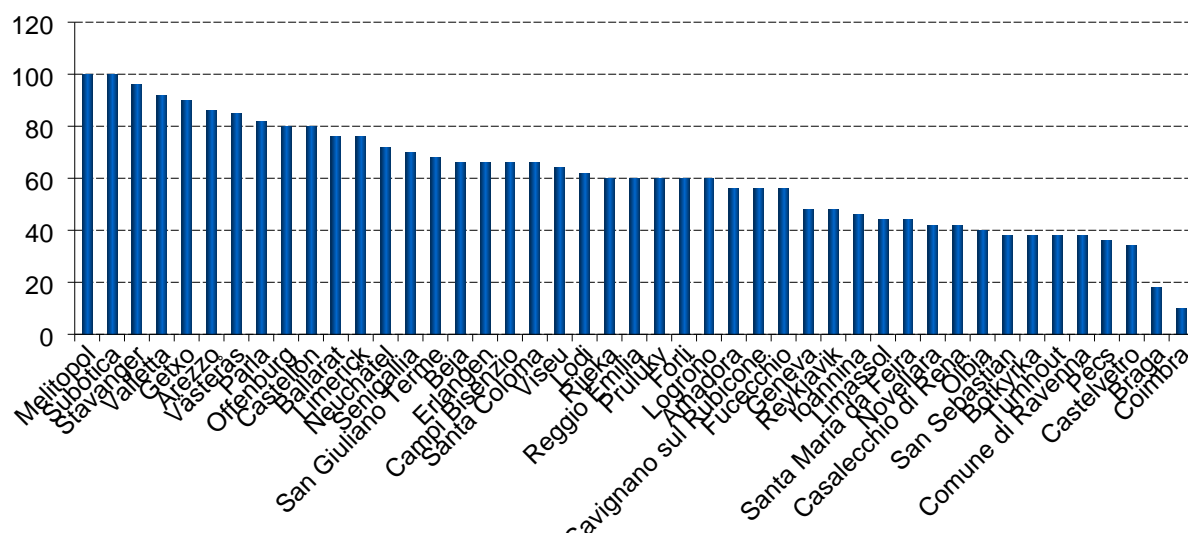
The ethnic background of public employees, at all the hierarchical levels, does not reflect the composition of the city's population. In addition, the city does not foresee a recruitment strategy to ensure and/or facilitate non-national employment. On the contrary, vacancies highlight that a specific intercultural background might be an asset and/or required.

On the bright side, the city takes action to encourage intercultural mixing in the private sector labour market; it specifically encourages refugees to undertake internships at SIEMENS.

Erlangen provides various services to suit the different needs of its diverse population. *Funeral services* and *burial areas* suit the needs of the multi-religious community of the city: there is a Muslim graveyard section and a multireligious mortuary chapel in the graveyard in Erlangen. *Schools' canteens* provide different meals to mirror the alimentary needs. Plus, *sportive facilities* have women-only time schedules in order to suit the needs of women with specific necessities. In fact, the BIG-Projekt fosters intercultural sporting engagement and there are female-only swimming days in the public swimming pools.

These efforts made by the Bavarian city are commendable and incredibly useful in order to achieve a successful integration. Perhaps, the city could monitor citizens' needs through questionnaires or surveys to monitor customers' satisfaction.

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



5. Business and labour market policies through an intercultural lens

Erlangen's rate of achievement in this area is 40% , and therefore lower compared to the city sample's rate of 42%.

Positively, in Erlangen there is a business umbrella organisation that promotes diversity and non-discrimination in the employment. Furthermore, the city has also adopted an official document against discrimination.

However, the city is not encouraging businesses from minority ethnic/cultural economies, hence enhancing immigrants' participation in the local economy, neither it raises awareness of the important economic and social contribution of foreign-born entrepreneurs in the municipality.

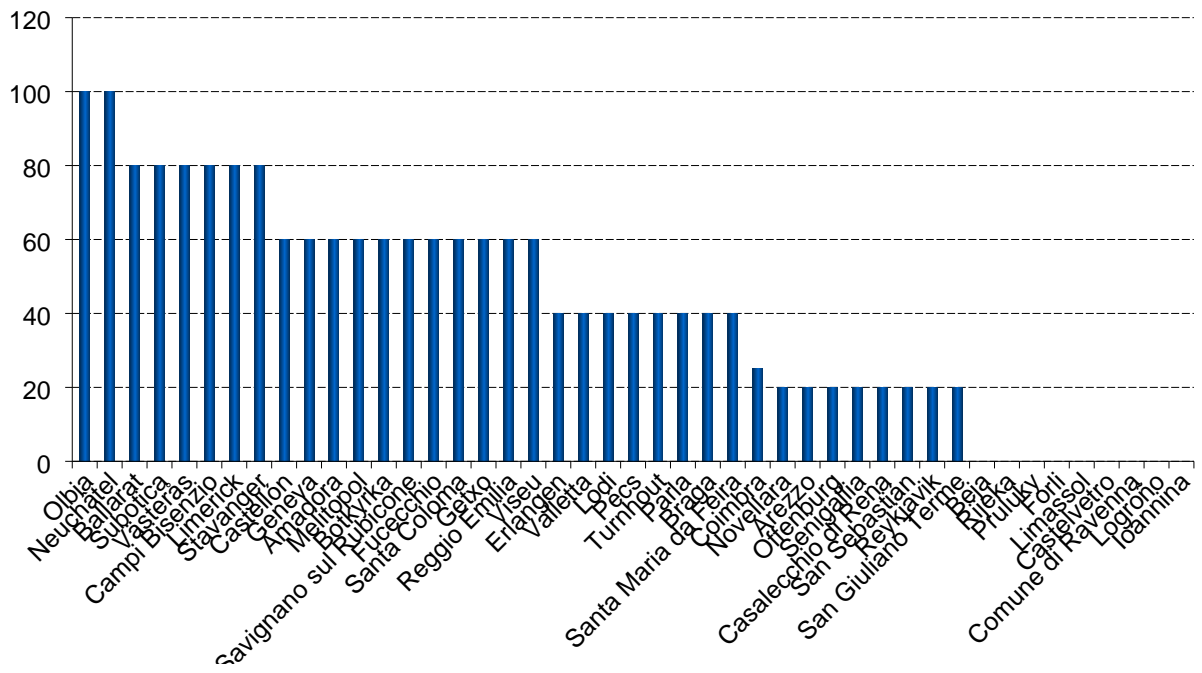
To encourage multiculturalism in the workplace, Erlangen could follow these ICC initiatives:

Parla, for example, encourages the integration of Chinese businesses into the local market through training and counselling. Positively, the city on April 29th, celebrates this connection with the Chinese market. Moreover, through campaigns and web pages –sometimes even in English – the city informs its citizens about which procedures must be carried to implement a business.

Another example comes from Oslo. Oslo is carrying out a project that aims at involving migrants in Norwegian business. The Norwegian city of Oslo, for instance, aims at bringing diversity into the Norwegian business. In fact, Oslo's City Council's Office for Business Development has taken an active stance on integrating minority businesses. The greatest problem they have is with the complexity of Norwegian rules and regulations regarding taxation and business practice. Many small businesses contravene the law without understanding or even knowing it, and many others opt to enter the black economy to make life simpler. A Nordic Network for Diversity at Work has been established and Oslo hosted a conference on the European Intercultural Workplace recently. It was attended by 70 CEOs, but it is felt that there is still much work to be done in bringing diversity into the Norwegian business world. For this reason, the Norwegian Centre for Multicultural Value Creation is helping the so-called "non-western", first and second-generation immigrants, to start their businesses by providing advisory services, coaching and training in business establishment. The centre is unique in its approach in assisting the migrant professionals, and has received extensive and positive attention and support nationwide among the immigrant organisations, government institutions, private organizations and the media. The result of such attention has been that a large number of immigrants have contacted the centre and are frequent users of the services provided.

Similarly, in Bergen, another Intercultural Norwegian city, several policies are encouraging international cooperation by supporting local universities to attract foreign students. International students are then invited to take actively part in the city life.

ICC-Index - Business and labour market -
City sample (inhabitants < 200'000)



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.

Over the last five years, Erlangen's cultural and civil life policy goal achievement rate has dropped from 100% in 2011 to 75% in 2016, gathering a lower result than the city sample (76%).

Although Interculturalism is not used as a criterion when allocating grants to associations, the city regularly organises art and cultural events and it encourages cultural organisation to deal with diversity and intercultural relations. Moreover, the city regularly organises public debates on the subject of harmony and coexistence. For example, Erlangen has published the brochure "*Von Integration zu Vielfalt – kommunale Diversitätspolitik in der Praxis*" (from integration to diversity – local diversity policy in practice". This document shows the activities that will take place in the city and highlight the importance of multiculturalism. Other points of interest: the city organises intercultural workshops for trainees, experts, managers and gives support to increase the number of employees with an immigrant background; the municipality aims to encourage newly arrived citizens to take part in the decision making process and in the political life of the city.

To encourage people to take part in the civil life, the city of Erlangen could look up to Limassol. In fact, Limassol is carrying out several activities which have been proven to be of great help. The city organises ballets and music events in the Garden Theatre: they witness a long and rich tradition and show that dance is an artistic expression strictly linked to the history of the city. The Embassy of the Russian Federation in Cyprus organises events to celebrate the friendship between Russia and Cyprus: Hundreds of actors, dancers and singers from both countries perform during a non-stop 8-hour programme. Sportive events - Limassol organises several competitions: marathons, gymnastic and rhythmic gymnastics, break dance, skateboard, football match, cycling tour, etc.

Genoa organises the festival "Mediterraneo Antirazzista" (Mediterranean against racism). This festival lasts about three days and promotes equality and respect. During these days the festival hosts: football and volleyball tournaments, concerts, entertainment for children, photographic exhibitions etc. Together with this festival, the Uisp (Italian sport organization) organises a soccer tournament called Cartellino rosso al razzismo! *Red Card to Racism!* This tournament gathers together 24 teams, players are encouraged to play in a climate of friendship and harmony.

Bergen, instead, tries to bridge people and cultures together through music: its project called Kaleidoscope (Fargespill) is an art project where young Norwegians and newly arrived migrants meet and create music together. Similarly, the FIKS Bergen initiative promotes cooperation between different sports clubs to include people from migrant background in their activities, and they organise an intercultural day to introduce people to their activities.

Erlangen might also wish to look up to Barcelona and perhaps take inspiration. Barcelona, in fact, has the objective to promote mutual acknowledgement, interaction

and exchange through intercultural subsidies, such as festivals (also adopting migrants' holidays), art exhibitions and workshops, etc. For what concerns sports, Barcelona facilitates the inclusion of boys and girls in regulated sports, promoting changes in current legislation that may hinder the participation of foreign youngsters. It promotes projects based on sport that encourage interaction between young people from different origins, especially in the urban areas that have the biggest immigrant populations and the highest risk of isolation or segregation.

Another example comes from the Spanish city of Getxo that organises a *Street Culture Day* to promote social cohesion and encourage immigrants' integration through sportive activities; combined to this, the *International Folk Festival*, where music promotes interaction between people from different cultural backgrounds, celebrating cultural diversity with folk music.

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 Erlangen's public space policy has shown an improvement: from 26% in 2011 to 66% in 2016. This is a good result compared to the city sample's rate of 65%.

In the municipality of Erlangen, the public spaces involved in the process of interculturality are: *libraries, museums, playgrounds and squares*. For example, libraries have a multilingual section and an "easy German" section used by people who are just starting learning the language; plus, there is a museum with a section on the immigration history of Erlangen.

Positively, some buildings and some places in the new neighbourhood and in the Beskitas square (dedicated to the Turkish twin town) take into account the ethnic/cultural backgrounds, but when the city authorities decide to reconstruct an area, they do not consult people with different ethnic/cultural backgrounds.

According to the questionnaire, it would appear that no city areas are dominated by one minority ethnic group and there are no areas defined as "dangerous".

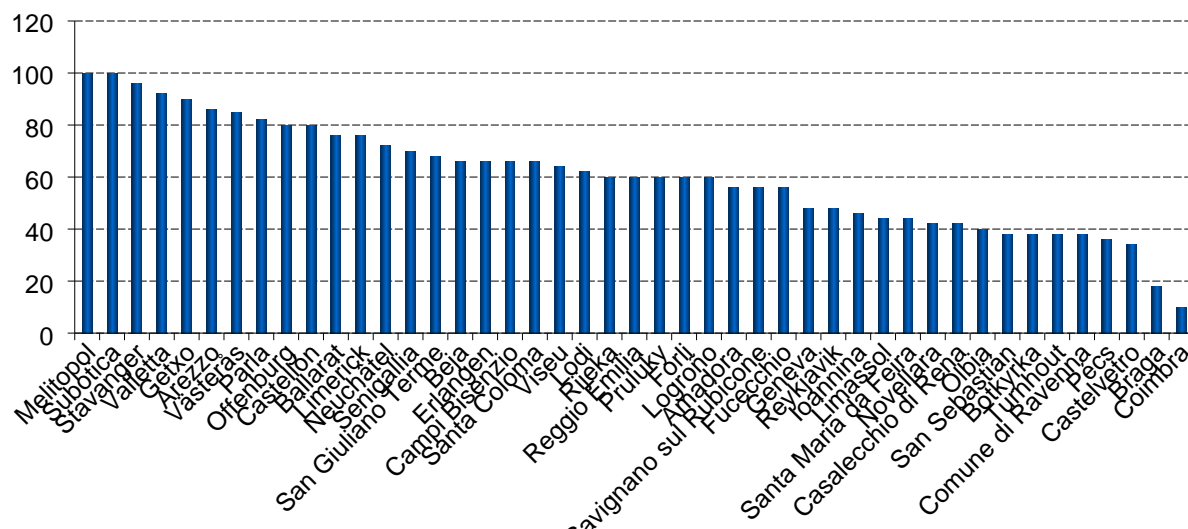
The city of Erlangen could increment its cultural activities looking up to the following Intercultural Cities' examples:

Barcelona is carrying out several policies in the field of public housing in order to break down barriers between communities, integrate minorities into neighbourhoods, hence enhance social cohesion, while avoiding segregation. The municipality is trying to promote the culture of renting as a feasible means of accessing housing, facilitating information and advice through the network of *Housing Offices*. The city is investing in the refurbishment of dwellings in order to avoid processes of alienation and urban segregation as well as to improve the quality and conditions of life for residents. Together with that, they are aiming at promoting everyday participation and civic participation at an individual level of new neighbours of

foreign origin. For instance, by making the activities in public spaces in the neighbourhoods known and actively seeking the participation of new residents in local neighbourhood festivals, carnivals, neighbourhood shows, etc. They also hold meetings amongst the members of the *Committees for Coexistence* from two or more different neighbourhoods to get to know and share the different realities of coexistence in these neighbourhoods.

Another interesting example comes from Berlin-Neukölln, the project is called “Young, Colourful, Successful” and aims at redesigning the city centre taking *into account the intercultural diversity*. Neukölln has the chance to be the first place in Germany to redesign a city centre in a way that acknowledges cultural diversity. The City Council of Berlin Neukölln has been awarded by the German Federal Government with the title “Place of Diversity” sending a message against right-wing extremism and for diversity and tolerance. The place-name sign “Neukölln – Place of Diversity” is set up visibly on the square in front of the underground station “Britz-Süd”.

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



8. Mediation and conflict resolution policies

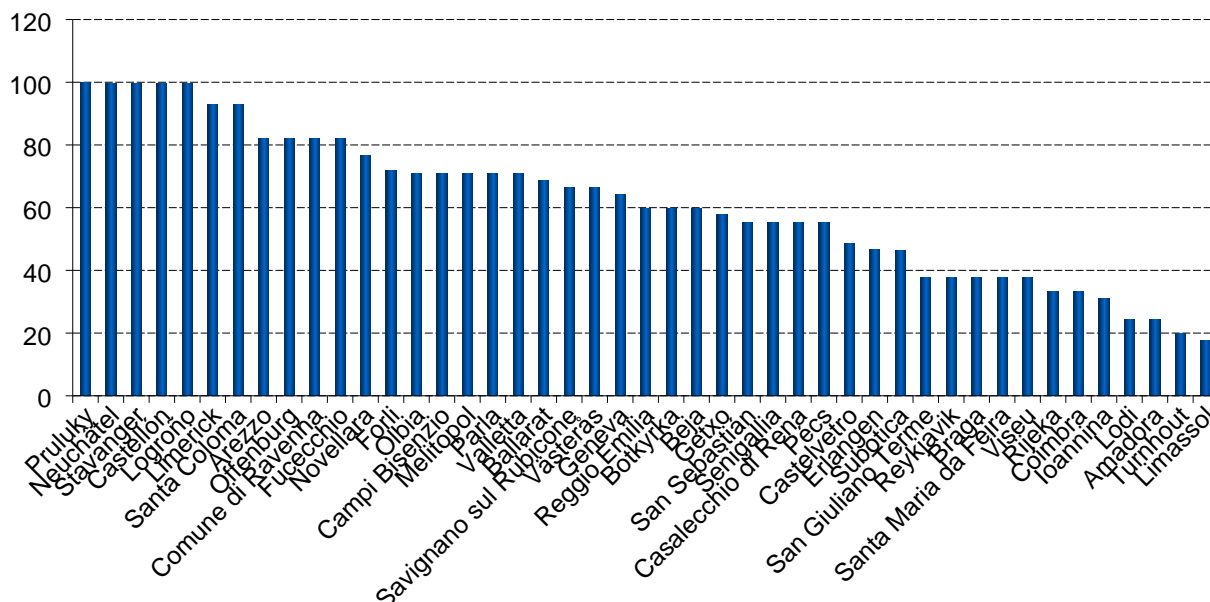
The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

The analysis shows that Erlangen's mediation and conflict resolution policy achievement has been stable in the last five years, keeping a rate of 47% , lower than the city sample's rate of 66%.

As the analysis reveals, the city does not provide a mediation centre with specialized staff, but aims to find conflict solutions for each individual when problems arise. The city could consider establishing a general municipal mediation service which will deal with cultural conflicts or could organize a service to be run by civil societies. Despite this lack, the city has an inter-religious organisation capable of dealing with

religious conflicts: interreligious round with the Mayor and representatives of Muslim, Jewish and Christian congregations take place twice a year, whereas the Christian –

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



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amic round table takes place 6 times a year. In September every year all religions meet in a shared festival and have a joined peace processions of religions, including Muslims, Christians, Jewish, Baha'i, Buddhists e.g. The new custom now in the spiritual life in Erlangen is that all main congregations have agreed to invite each other to all main religious holidays.

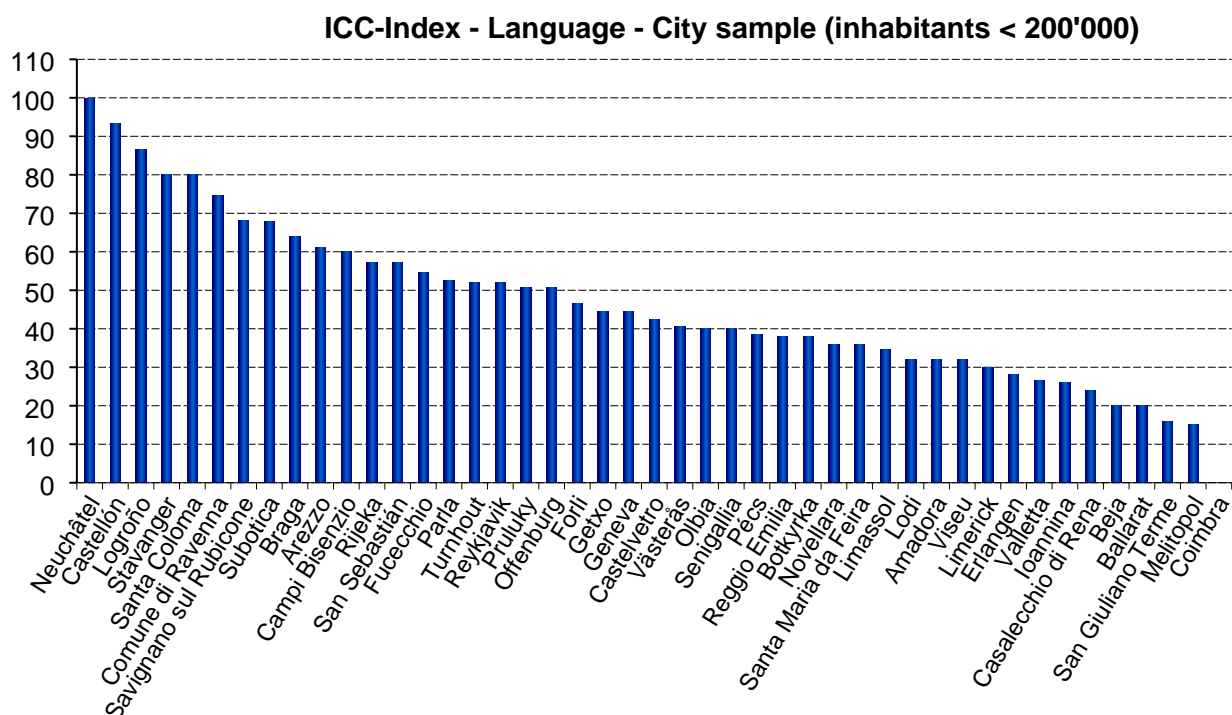
In the future we strongly suggest the city to provide cultural and intercultural mediation in public services, such as hospitals, police stations, youth centres etc. we also recommend to train mediators providing them with the necessary language and cultural skills so that they will be able to mediate in specific environments.

On this purpose, Erlangen might wish to consider following Reggio Emilia's example to mediate and to prevent/solve conflicts. The intercultural centre "Mondinsieme" welcomes a great variety of ethnic and language backgrounds and offers support and assistance. For example, the Mondinsieme has great expertise in training mediation workers and supplies staff for schools and hospitals. Reggio Emilia has established an Intercultural centre with trained mediators with a variety of ethnic and language backgrounds who intervene whenever they feel a problem might arise – for instance if kids in some schools tend to cluster too much on ethnic basis.

In Bergen, instead, the municipality has introduced many initiatives to achieve mediation and conflict resolution policy objectives. The city has set up a generalist municipal mediation service which also deals with cultural conflicts. Bergen also provides mediation services in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems. This service is provided by the Community Youth Outreach Unit in Bergen (*Utekontakten*). Finally, Bergen has also set up a municipal mediation service committed to interreligious issues specifically. *Samarbeidsråd for tros- og livssynssamfunn* is an interfaith organisation in Bergen. Most faith communities in Bergen are represented in the council, which is

supported by the municipality.

9. Language¹⁰



Erlangen's language policy achievement rate in 2016 is the 47% , lower than the city sample rate of 49%.

The city supports private and civil sector institutions providing language training in migrant/minority languages. In addition, the Adult Education Centre (VHS) also offers many language courses. Despite these, Erlangen could consider implementing language classes especially for unemployed, housewives, retired people, etc.

To improve in the language field, the city could support and encourage the development of minority languages on a local level. For instance by financially supporting minority newspaper and/or radio and TV programmes in a minority language. For example, Arezzo's weekly newspaper Piazza Grande has a Romanian column; moreover, the channel Tele San Domenico (TSD) shows the news in several languages.

Positively, the city seeks to give a positive image of migrants and/or their languages through celebrating the international mother tongue day, providing literature in foreign languages in public libraries, etc. the municipality also organises a

¹⁰ 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://highereducation.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

Poetry Festival called "*Poetenfest*" where there are readings and poetry presentations in mother tongue, e.g. presented by refugees in Farsi, Arabic, Kurdish e.g.

Tenerife, for example, supports projects that aim to give a positive image of the minority language. The "Salon del Libro Africano" (African book Salon) aims to discover African culture. Similarly, other cultural activities are led. For example, the "Festival del Cine Polaco" offers a unique opportunity to discover Polish culture through movies and documentaries. In addition, the municipality might wish to consider the introduction of a mother-tongue day, a day to celebrate minority languages. In Sabadell, for example, citizens celebrate the "*Dia de la lengua maternal*", a special day to celebrate mother-tongues.

Instead, Bergen provides specific language training in Norwegian for hard-to reach groups. It also provides learning migrant/minority languages as part of the regular curriculum at schools and as mother tongue course for migrant/minority kids only. Bergen encourages projects which give a positive image to minority/migrant languages. The public library in Bergen is host to events promoting literature and art from the migrant home countries.

Another interesting programme comes from a Swiss Intercultural City, Zurich. Here, the municipality supports additional curriculum courses, called HSK Courses. These courses are offered by embassies, consulates as well as private organisations and they cover a range of topics including languages, history, geography, as well as minority cultures. Several of these HSK Courses are held in spare rooms in public schools, as part of the municipality support to private institutions providing language training.

10. Media policies

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

The city's media policy in 2011 was the 38%, whereas in 2016 the rate increased to 63% , surpassing the average city sample (46%).

The city only occasionally promotes a positive image of immigrants and/or minorities in the media. A clear example is the book "*Wir sind Erlangen-Porträts über 30 Zuwanderer*" (book about 30 famous Erlanger with Migrant background) published by Klein and Preuß whose aim is to raise awareness about migration encouraging mutual understanding and acceptance.

Although external bodies (hence not the city itself) monitor how media describe minorities, the city does not provide support for advocacy and/or media training to mentor journalists with minority background.

In order for the media to foster a positive image of migrants and minorities, the city organised an *anti-rumour campaign*, to raise awareness and to foster dialogue and mutual understanding.

A good example of media policies comes from Oslo, where there has been established an internet service, called “Cultural diversity in the media” informing on concerts, exhibitions and festivals organized by artists with minority backgrounds. This pro-diversity coverage of the cultural scene is reflected in the local media (newspapers, radio, local TV). Among journalists and editors, and media researches, there is a growing awareness about the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. This has resulted in a stronger focus on the recruitment of journalists with ethnic minority background. The municipality runs its own publication – “Oslo Now” – which is distributed freely to every household in the city. The Office of diversity and integration runs an internet based newsletter – the “OXLO bulletin”. The municipality sponsors an event called “Top 10”, which each year celebrates and profiles the ten most successful immigrants in Norway, in business and work, academia and media, culture and civic life.

Erlangen could also look up to Genoa, there, in fact, on a weekly basis the main local newspaper (Il Secolo XIX), publishes a page in Spanish dedicated to the South American community. Plus, the radio channel Radio 19, has a specific daily programme in Spanish for the Latino community. This could be a start, consequently, the city might wish to take one more step expanding the languages, trying to include a wider range or public, bringing together more than one ethnic group.

11. International outlook policies

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

The city's score in 2016 for the open and international outlook is the 67%, lower than the city sample's rate of 72%. Interestingly, again Erlangen has kept the rate stable over the years.

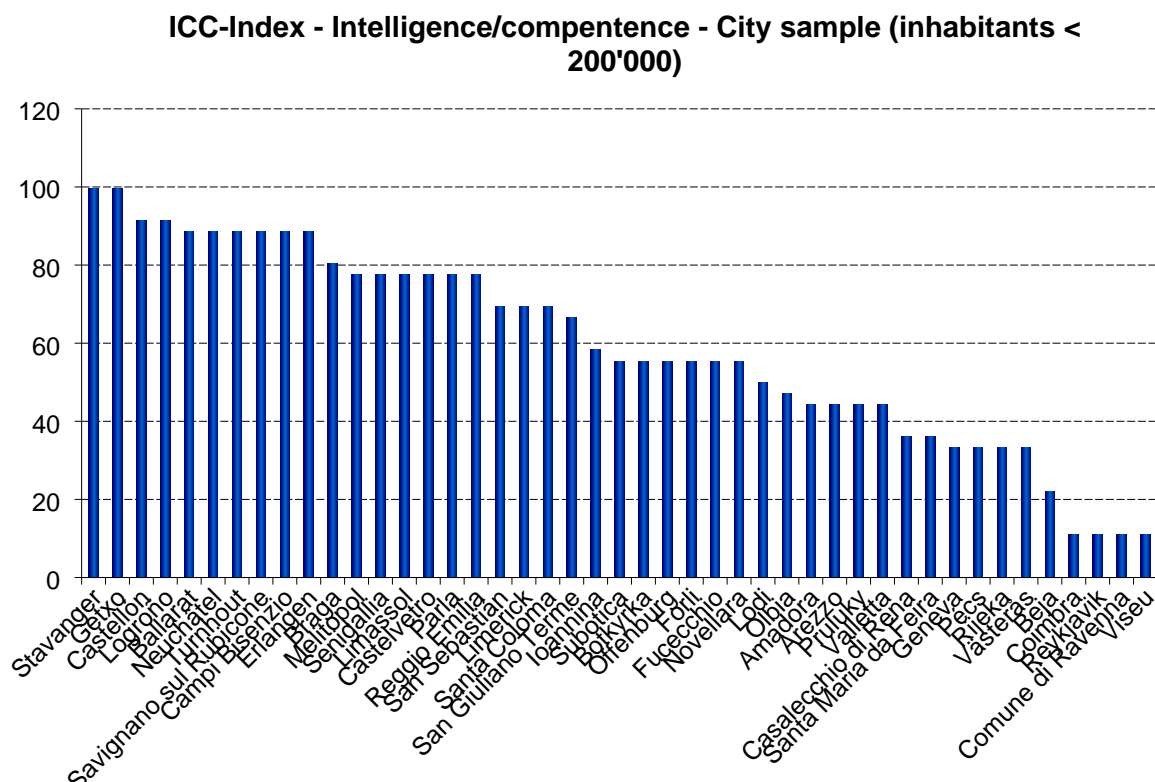
The city has adopted a specific economic policy which fosters international cooperation towards an economic sustainability, and has specific financial provisions. Simultaneously, the municipality encourages universities to attract foreign students. However, the city hasn't adopted strategies to encourage foreign students to take part in the city life and to stay after the end of the study.

To improve in this field, Erlangen could establish agencies responsible to supervise and encourage the city to start international businesses; specifically, to emphasise how important it is for the city to be open to international connections.

The Bavarian city could look into Barcelona initiative "*Do It in Barcelona*". This programme comprehends a multitude of initiatives whose goals are: 1) to strengthen the city's competitiveness; 2) Incorporate new methodologies into existing entrepreneurial support programmes that allow people with a business background in their home country to make the most of their experience; 3) Support the creation of intercultural teams to develop business efficiency and productivity; 4) Support initiatives aimed at finding multi-linguistic solutions; 5) Support the creation of social networks that encourage the integration of new residents into the city and that also make it possible to establish economic bridges with their home countries.

Another example comes from Santa Maria de Feira (Portugal) where diversity and migration are perceived as a window to explore new opportunities and new markets. The municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, in Morocco. The partnership, made possible thanks to the presence of Moroccan nationals in Santa Maria da Feira, started with a visit by a Kenitra delegation in 2012. Since then, a number of protocols between the two municipalities have been signed, in addition to the private sector business relations established.

12. Intelligence competence policies



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

The attainment rate of Erlangen's intercultural intelligence competence policy in 2016 is of 89% , quite higher compared to the city sample's rate of 64% and compared to the previous result of 55%.

According to the answers provided in the questionnaire, Erlangen spreads information about city government/councils process of policy formulation for instance through the office for equal opportunity and diversity or at the conference annually held on integration. The city also carries out surveys, which have been proven to be helpful when investigating citizens' satisfaction level on the city management.

The city fosters intercultural competences through courses and trainings, as well as interdisciplinary seminars and networks. For instance, during the EU funded project XENOS, specific intercultural trainings were developed and established for city employees and have been carried out regularly in the departments since 2012. Moreover, in the years 2013 and 2014 thirty-one workshops for managing officers have been carried out and eighteen workshops for newly employed staff in Erlangen and Nürnberg administrations. Nowadays, these workshops are always offered by Erlangen to its employees. Perhaps, the city might wish to organise seminars, conferences and other activities to involve staff of local authorities, NGOs and academic institutions, spreading information and knowledge while raising awareness on intercultural issues.

the attainment rate of Erlangen's welcoming policy in 2016 is 70%. This result is extremely positive compared to 54% of the City's sample and to 10% achieved

the city has successfully established an office to welcome migrants and newcomers to the city, and it offers a written guide. The city also prints a multilingual

the city supports and to welcomes specific categories of newly arrived, such as family members, students and refugees.

where the city publically celebrates the arrival of newcomers and it offers various services to sustain and welcome the following categories: family members, students, refugees, and migrant workers.

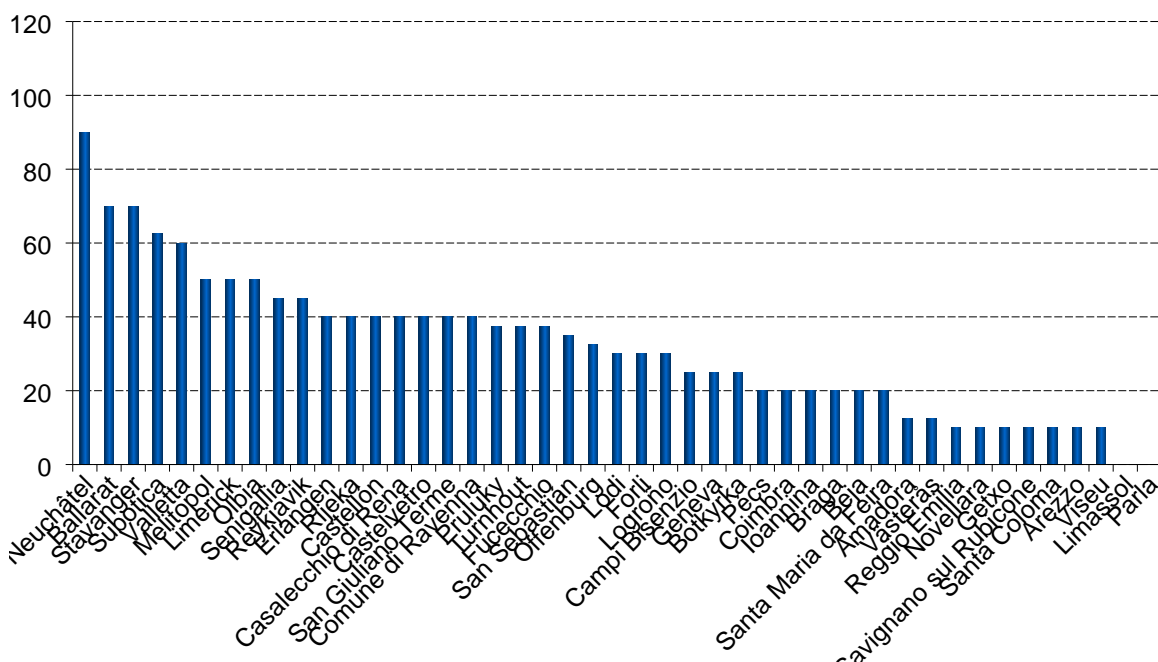
Instead, Novellara has set a project called “Punto d’ascolto” (listening point) that welcomes foreign parents, where they can meet and talk to psychologists and cultural mediators who will help the family to understand the Italian education system. This service supports and helps families in the integration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

14. Governance of diversity

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

The attainment rate of Erlangen in the field of governance is of 40% , considerably lower than the result achieved in 2011 of 70%, but higher than city sample’s rate of 34%. The city might wish to investigate the causes of such lowering.

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



Newcomers can vote once they have obtained the citizenship and politicians’ ethnic background partly reflects the composition of the city population. Erlangen was one of the first cities in Germany to establish an advisory body that represents migrants and minorities in 1974. Along with that, the city occasionally promotes initiatives to encourage and involve migrants to enter in the political life.

In order to improve the field of governance, the city could look up to London Lewisham initiative of encouraging active citizenship: the “young Mayor” project. This initiative is the most important innovations in governance and participation because puts power and responsibility in the hands of young people. Many local authorities have adopted the idea of youth parliaments but these can often appear tokenistic. On the other hand, the Lewisham Young Mayor seems a much more robust attempt to

put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget (£30,000 per annum) to initiate a programme of work, as well as to scrutinise the work of Sir Steve Bullock and the Council.

15. Anti-Discrimination

The city regularly monitors the activities to prevent discrimination or rumours and the municipality has established an anti-discrimination department. This department is also in charge of supporting discrimination's victims. The municipality regularly organizes initiatives to discourage negative feelings and/or negative perception towards newly-arrived.

15. Conclusions

The results of the 2016 Index suggest that in Erlangen there is still ample room for improvements in the intercultural policies.

It is appreciable that the city scored a rate higher than the city sample in the following fields: commitment, media, intelligence, welcoming, governance, neighbourhood, public service and public space.

On the other hand, the weakest fields where the city's municipality must strengthen its policies are: mediation, language, cultural and civil life, international outlook, education and business and labour market.

In view of the above, we wish to congratulate Erlangen for the efforts taken. We are confident that if the city follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

16. Recommendations

When it comes to the intercultural efforts, with reference to the survey, the city could enhance the sectors below by introducing different initiatives:

- **Mediation:** To improve the field of mediation, the municipality could look up at Parla's idea of celebrating the World Day for Cultural Diversity for Dialogue and Development (according to the UN, the 21st of May), when the Mayor visits these places of worship and hold joint meeting. This is a perfect occasion to get to know each other, to bridge faith with politics and to attract the interest of participants.
- **Language:** to improve the field of Languages, Erlangen could follow the example set in Tilburg, in the Netherlands. In the projects of VVE ('before and timely education'), children in the range from 2 till 6 are trained in order to develop especially language skills. The aim is that these migrant children will not have language arrears when they enter the primary school at the age of 5 years. Many language activities are implemented to toddlers in the playgroup. VVE - support is also given to the first two classes of the primary schools.
- **Education:** The German city could consider following the Canadian city of Toronto. In fact, the Toronto District School Board (TDSB) governs over 550 schools and in some of these schools, the proportion of "new Canadians" is as high as 80 to 95 per cent. For half of them neither English nor French is their native language. TDSB aims to ensure that all students reflecting that diversity, have equitable opportunities to be successful in school and that systematic barriers to their achievements are identified and removed. Therefore, TDSB provides for low-achieving students individual support in the classroom and access to language learning in the students' native language. TDSB supports also efforts to involve parents, neighbourhoods and ethnic communities. According to the data from the Programme for international Student Assessment (PISA) the TDSB has successfully closed the average achievement gap between second generation students of migrant origin and their Canadian peers.
- **International Outlook:** the city could support the creation of social networks to encourage the integration of new residents into the city and also make it possible to establish economic bridges with their home countries. On this purpose, Erlangen could encourage co-development projects with the major migrant groups' countries of origin.

Erlangen 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 database¹¹.

¹¹ <http://www.coe.int/en/web/interculturalcities/>