



Ioannina: Results of the Intercultural Cities Index

Date: November 2015
A comparison between 75 cities¹

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 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*), Castelvetro (*Italy*), Coimbra (*Portugal*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forli (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Udmurt Republic, Russia*), Jerez de la Frontera³ (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Ravenna (*Italy*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), San Giuliano Terme (*Italy*), Sabadell (*Spain*), Sechenkivsky (*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 Rubicone⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, about half have less than 200,000 inhabitants and the same percentage have fewer than 15% of foreign-born residents.

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 hereinafter referred to as San Sebastian.

³ The Spanish city of Jerez de la Frontera is hereinafter referred to as Jerez de Frontera.

⁴ The Italian city of Unione dei Comuni-Savignano sul Rubicone is hereinafter referred to as Rubicone.

This document presents the results of the Intercultural City Index analysis for Ioannina (Greece) 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 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; public spaces are grouped in a composite indicator called "urban policies through the intercultural lens" or simply "intercultural lens".

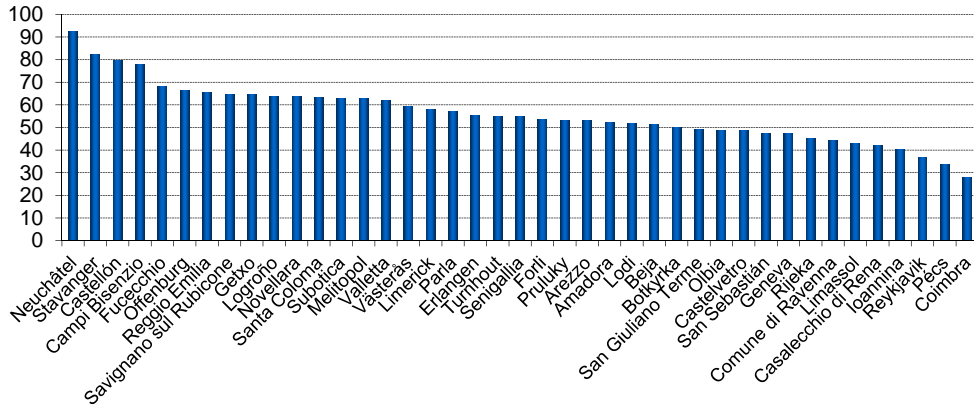
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach 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.

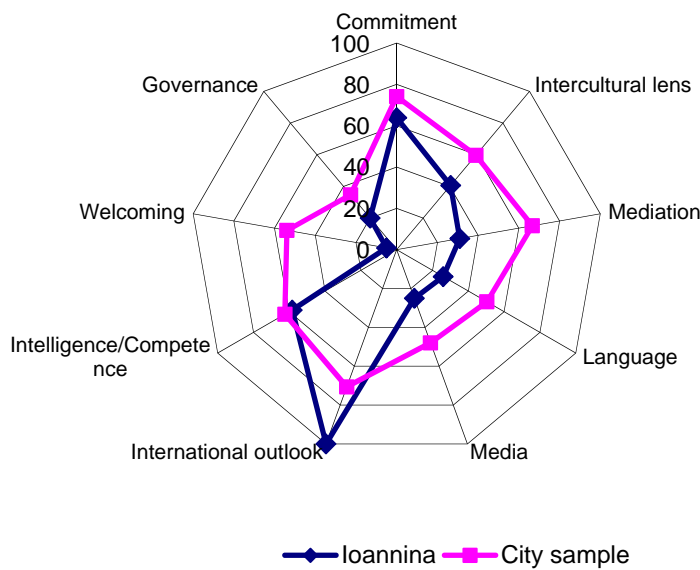
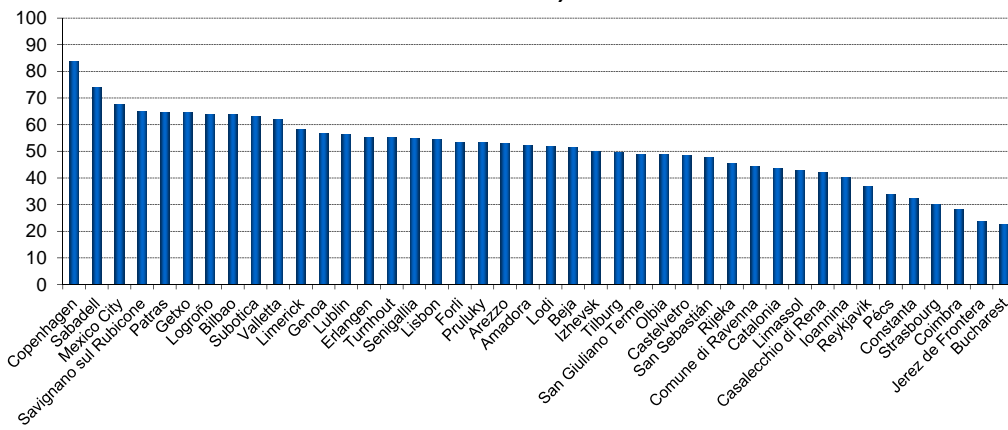
According to the overall index results, Ioannina has been positioned 68th among the 75 cities in the sample, with an aggregate intercultural city index of 40%, after the Italian city of Casalecchio di Reno (42%) and before Reykjavik in Iceland (37%). Ioannina has been ranked 40 among cities with less than

200,000 inhabitants and 40th among cities with less 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%)

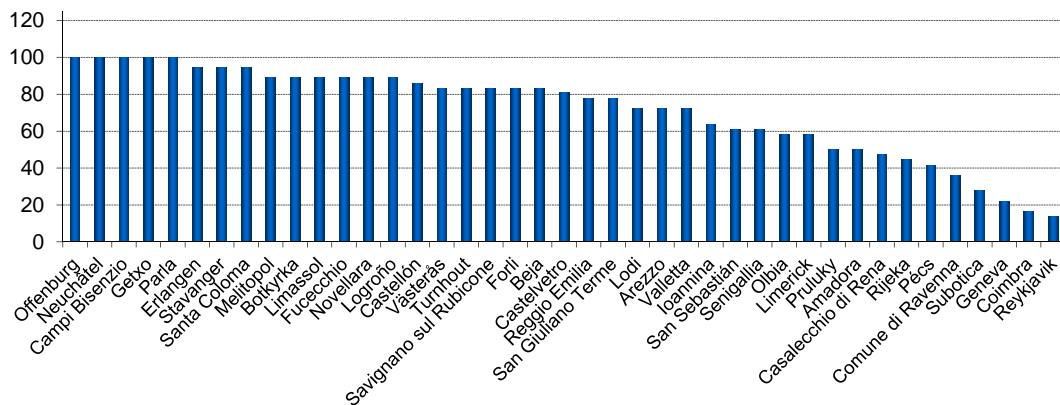


Ioannina – An overview

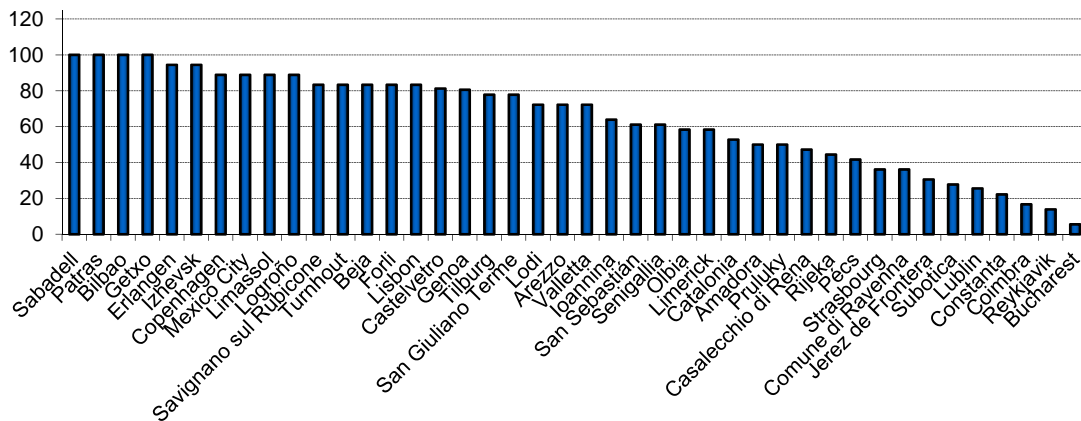
Ioannina is a city in the north-western part of Greece, with a population of 112.486 inhabitants. Non-nationals make up around 10% of the total population, with second generations accounting for 35% and third generation for 6-8% of it. The largest minority groups are Albanians, Pakistani, Roma representing respectively 1% over the total population.

1. 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.

The rate of achievement of Ioannina's commitment policy goals is slightly lower than the city sample's⁵: 64% of these goals were achieved, while the city sample's rate for commitment policy is 74%.

Ioannina has adopted a public statement as an intercultural city, as well as an integration strategy with intercultural elements, elaborated in the occasion of the decision by the City Council regarding the candidature as European Capital of Culture. The city has also established an intercultural action plan, especially through the establishment of the Council for the Integration of Immigrants.

On the other hand, Ioannina has not allocated a budget for the implementation of strategy and an evaluation process of the intercultural strategy has not been foreseen.

It is also commendable that official speeches and communications by the city often make reference to the intercultural commitment, that an official webpage has been designed, as well as the city provides means of acknowledging local citizens who have done exceptional things to encourage interculturalism in the city.

Ioannina might consider ameliorating its intercultural commitment by adopting an evaluation strategy.

Ioannina might get inspiration from the experience of Copenhagen, that in the framework of the launch of the Diversity Charter in May 2011, had also introduced the inclusion barometer for evaluating its intercultural strategy. The barometer is based on 16 indicators set out in the inclusion policy and updated every year. All political committees make a yearly status report about the indicators they are responsible for as well as the progress of their action plan and the general inclusion efforts of the administration. These reports are gathered into a common document, which is presented to the City Council.

The city might also wish to consider using the CBRA (Community Based Results Accountability) method for the evaluation practice. The method has been successfully implemented by the city of Lisbon for assessing the results in Mouraria Neighbourhood.

2. Education⁶ policies through an intercultural lens

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

The analysis shows that Ioannina's education policy achievement rate (80%) is the higher than the city sample's rate (66%).

⁵ The term "city sample" refers to the weighted average of the 56 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

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

In most of the local primary schools almost all pupils are coming from different ethnic background and a policy to increase ethnic and cultural mixing within the schools is set in place.

Ethnic background of teachers in schools doesn't reflect the composition of the city's population.

Most schools are making strong efforts to involve parents from ethnic minority/migrant background in school life.

Local schools also often carry out intercultural projects as, for example, part of the Comenius Project.

Ioannina should act to ensure that the teachers' background reflects the composition of the general population: in Stavanger, for example, even if the permanent teaching staff in public schools does not reflect the ethnic composition of the population, the City has hired a broad team of mobile teachers with multilingual competence that provide mother-tongue tuition and dual-language subject training.

Furthermore, a sponsorship scheme administered by the National Centre for Intercultural Learning allows Stavanger to stimulate minority teachers to gain further education so as to qualify for a permanent position in Norwegian schools. The goal is to employ more multilingual teachers in the regular schools and thus have a teaching community who is ethnically more in step with the pupils. Since 2010, eight teachers have been sponsored by the scheme and three are currently on a further education pathway.

3. Neighbourhood policies through an intercultural lens⁷

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.

Ioannina's neighbourhood policy indicators are slightly lower (55%) than the city sample's rate (63%).

In none of the neighbours people from minority constitutes the majority of residents.

None of the less the city does not feel any area to be ethnically segregated and for this reason any need of deploying actions to encourage residents from one

⁷By "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.

neighbourhood to meet and interact with residents from another one from different ethnic/cultural backgrounds.

The city is also not actively encouraging people to meet and interact within the neighbourhoods.

A policy is being prepared to increase the diversity of residents in the neighbourhoods. The city might consider some of the actions which were taken by the city of Reggio Emilia in Italy, where the focus was put especially on injections of investment to upgrade the quality of housing and infrastructure in neighbourhood that are usually populated by minorities groups.

Ioannina may also wish to further explore other initiatives promoted by other cities of the Network. The city of Stavanger, for example, encourage people to meet and interact within the neighbourhood, thanks to the District Centres (Bydelshus), meeting places for local citizens promoting events and activities as well as good growth opportunities and a favourable neighbourhood environment.

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 Ioannina public services policy achievement rate is lower (15%) than the city sample rate (45%).

The ethnic background of public employees, at all the hierarchical levels, does not reflect the composition of the city's population, and no recruitment strategy to ensure this has been deployed as non-nationals can only seek employment in limited positions of the local public administration.

Furthermore the city does not take any action to encourage intercultural mixing and competences in private sector enterprises.

Ioannina only provides funeral/burial service which is tailored to the needs of the ethnic/cultural background of its citizens.

Ioannina may wish to ameliorate its public services by developing a recruitment plan to ensure public employees reflect the ethnic background of the city's population exploring 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, the city 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.

Finally, the city could develop services tailored to the needs of the ethnic/cultural background of its citizens, such as funeral/burial areas, different meals in the schools' canteens or women only sections or times in sports facilities.

Interesting example, in this sense, is Copenhagen, where the Commission for Culture and Leisure has been supporting organisations which, through the Network for Girls and Women Swimming, provide swimming facilities for women only, in a number of city areas. Some 10 volunteer associations organise activities for girls/women alone, such as swimming, dance or gymnastics, on a weekly basis. The Department for Culture and Leisure provides free sports facilities, funding and advice for these associations.

5. Business and labour market policies through an intercultural lens

Ioannina's business and labour market policy indicator is 0% while the city sample's rate for business and labour market policy is 43%.

No charter or binding document against ethnic discrimination in its own administration and services has been created.

Ioannina has not taken measure to encourage 'business districts/incubators' in which different cultures could more easily mix. In the German city of Hamburg, for example, most of the business incubators explicitly pursue intercultural strategies. One project in this field, supported by the European Social Fund, is the IFW-Interkulturelles Frauenwirtschaftszentrum Hamburg. Hamburg prioritises companies that implement a diversity strategy when procuring their goods and services. Providers are asked for proof of equality of opportunities, gender equality and non-discrimination within their project applications.

Finally, no project is run to encourage business from ethnic minorities to move beyond ethnic economies and enter the mainstream economy and value-added sectors.

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

Ioannina's cultural and civil life policy goal achievement rate is lower (44%) than the city sample's rate (78%).

Interculturalism is not used as a criterion when allocating grants to associations and initiatives and the city does not encourage cultural organisations to deal with diversity and intercultural relations in their products. On the other hand, it regularly organises events and activities in the field of arts, culture and sport aimed at encouraging people from different ethnic groups to mix.

Finally, Ioannina occasionally organises public debates and campaigns around the topics of diversity and living together, especially through the University.

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 Ioannina's public space policy goals is lower than the sample city's: 46% of these goals were achieved, while the sample city rate for public space policy is 66%.

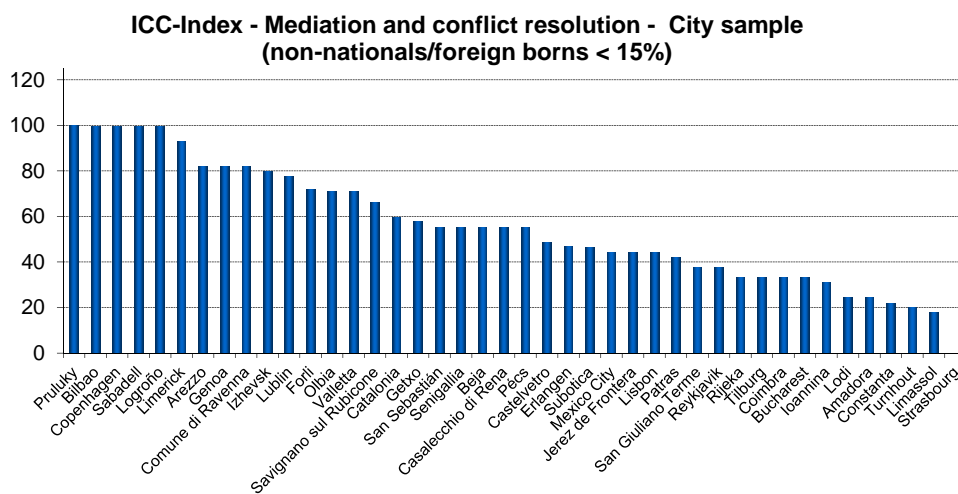
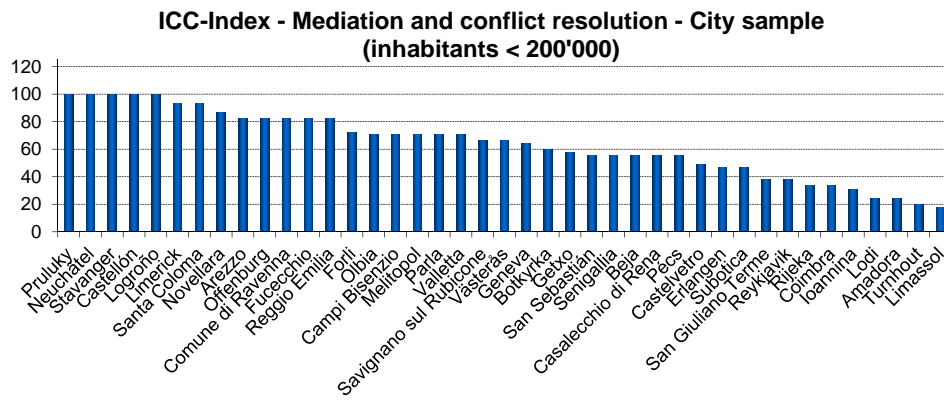
The diversity of the population is not taken into account in the designing and managing of new public buildings and spaces, even if consultations mainly through unofficial contacts with the communities are set in place during the process of reconstructing an area is not done through a participatory process.

Finally, it is positive that, no area in the city that seem to be dominated by one ethnic group, nor is reputed as 'dangerous'.

Ioannina might wish to consider an interesting initiative has been implemented by the city of Reggio Emilia, where, in the framework of the pact for the requalification of the railway station's zone, an outreaching action for interviewing and talking with people living and working in the zone has allowed the consultation of more than 180 people.

Another example is provided by the London borough of Lewisham. In Pepys Park young people were invited into the process of designing and making a new playground area. At Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement of a park warden and a 'Rivers and People Officer'.

8. Mediation and conflict resolution policies



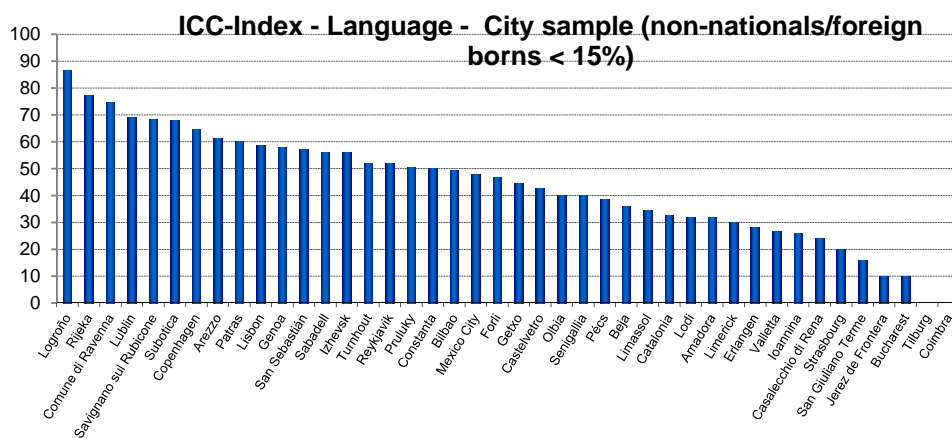
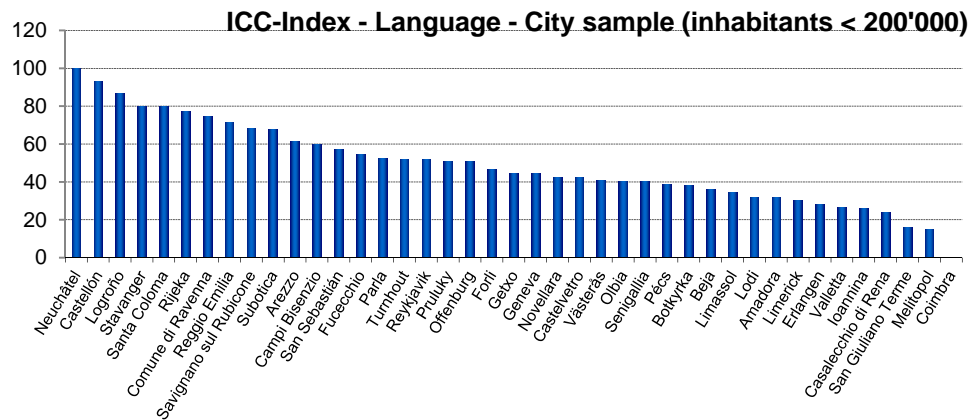
The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

The analysis shows that Ioannina's mediation and conflict resolution policy achievement rate is 31%, while the city sample's rate is 67%.

The city is not in charge of mediation services which are State-run and offered within specialized institutions like hospitals, police, youth clubs and retirement homes.

Finally, no organization has given the task to deal with inter-religious relations.

9. Language⁸



Ioannina's language policy achievement rate is lower (26%) than the city sample's rate (50%).

The city is providing learning migrant/minority languages as a regular language option available to everyone, as well as supports for private/civil sectors institutions providing language training in migrant/minority languages.

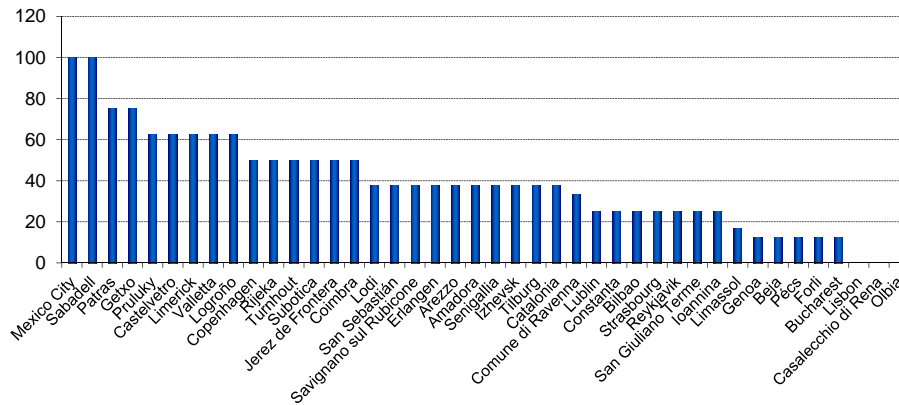
The city occasionally supports projects seeking to give positive image of migrant/minority languages.

Ioannina might consider strengthening its pluri-lingualism policies by providing specific language training in the official language for specific groups⁹. The municipality also may wish to support financially local minority newspaper/journals or TV/radio programmes in minority languages.

⁸ 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)

⁹ The term makes specific reference to women with care obligations, unemployed people, people with lower educational background, etc.

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



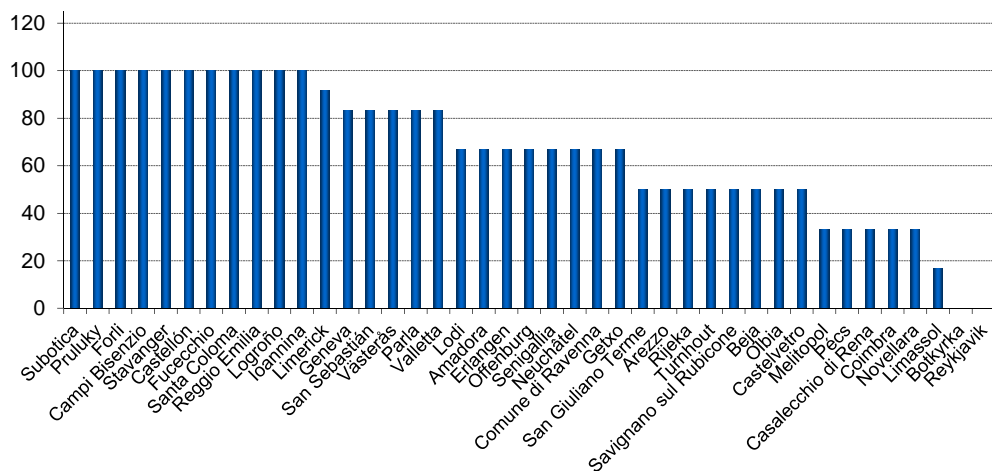
The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media organisations to achieve a climate of public opinion more conducive to intercultural relations.

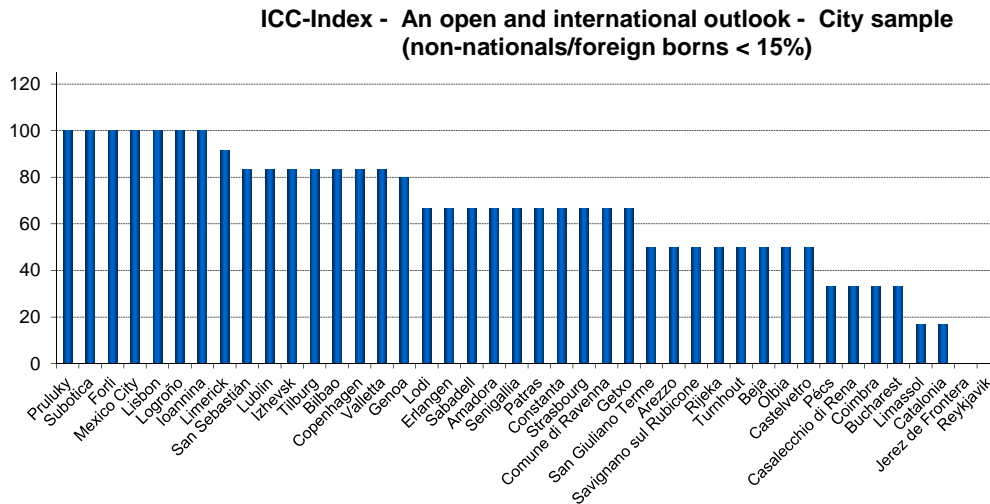
25% of Ioannina's media policy goals were achieved while the city sample's attainment rate for these goals is 48%.

Ioannina may wish to provide advocacy/media training/mentorships for journalists from minority backgrounds. An interesting example of such an initiative has been implemented by Reggio Emilia, which is providing training activities, with the help of the reporters of the Fondazione Mondinsieme, that are free and open to everyone, in order to give the citizens the tools to critically analyse the present and eventually join the group of the reporters.

11. International outlook policies

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





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.

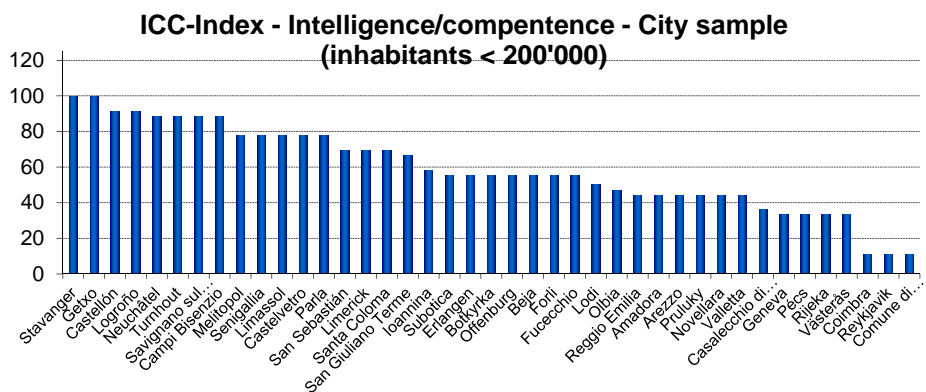
Ioannina scores the maximum (100%) concerning international outlook policy indicators while the city sample's gets 72%.

Ioannina has put into practice an explicit policy to encourage international co-operation, associated with a specific financial provision, an agency specifically responsible for monitoring the development of the international relations of the city.

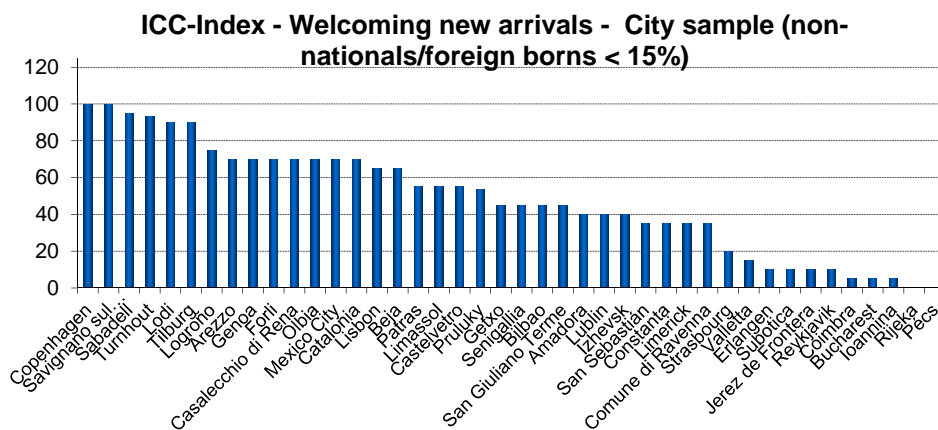
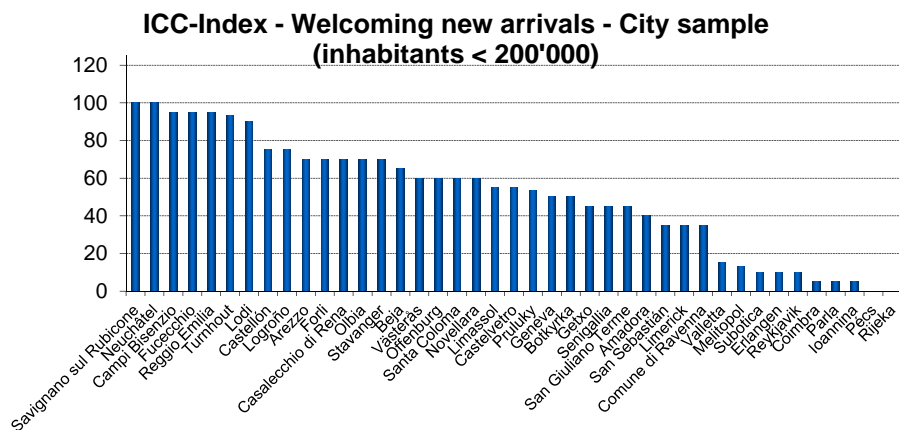
The municipality also supports local universities in order to attract foreign students, as well as in ensuring that foreign student populations take an active part in the city life.

Ioannina is also encouraging co-development projects with migrant groups' countries of origin.

12. Intelligence competence policies



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

The attainment rate of Ioannina’s welcoming policy goals is lower than the city sample’s: 5% of these goals were achieved, while the city sample rate is 55%.

The city hasn’t implemented a comprehensive city-specific package of information for newly-arrived residents, nor has created a designated agency or office to welcome them.

Ioannina might wish to draw its attention to the city of Hamburg. The city has set up the Hamburg Welcome Centre, which provides a service whereby foreign executives, experts, scientists, self-employed individuals and their families can directly manage the legal aspects of immigration.

Similarly, in Copenhagen, the International House Copenhagen provides citizen services in English, a one point entry for all paperwork, networking activities, help with job seeking and much more in order to help newcomers settle in the best possible way into Danish society and labour market. Copenhagen published a comprehensive package of information to aid newly-arrived foreign residents.

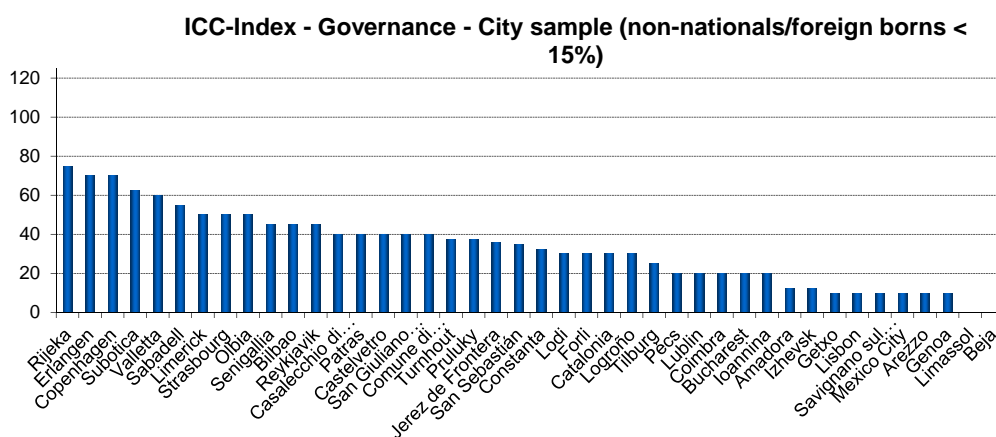
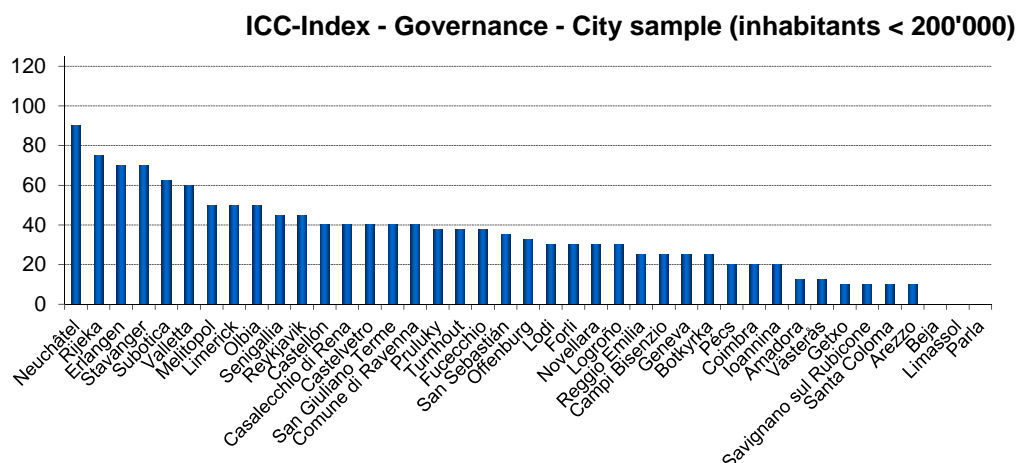
At CPH International Service (part of International House Copenhagen), newly arrived citizens will find all the authorities that they typically need to contact, as well as private actors ready to help them settle in the best possible way.

Ioannina may wish to further explore possible welcoming policies by organising a special public ceremony to greet newcomers in the city. In that sense, it could be interesting to draw attention to the city of Neuchatel: here, a meeting of the Council is held every 6 months to greet all the new arrivals. This is not only an occasion to be welcome but also to obtain information about the administration, life and population of the city.

Similarly, the municipality of Tilburg, throws an annual greeting party for all new residents. In some neighbourhoods and blocks of flats special guides welcome the newcomers and inform them of everyday issues (medical assistance, police, town hall, public transport, etc.), customs and traditions of the Tilburg residents.

Finally, in Copenhagen twice a year a Welcome Reception and Copenhagen Expat Fair is held at the City Hall by city officials. All international residents, including students and newcomers, can participate in the reception.

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 Ioannina in this field is lower than the city sample's: 20% of its governance policy goals were achieved while the city sample's attainment rate for these goals is 34%.

The ethnic background of elected politicians does not reflect the composition of the city population. Newcomers are eligible to vote in local election only after having obtained the citizenship.

The city has created an advisory body involving migrants, minorities, as well as relevant public institutions, organizations and experts. No initiatives have been designed to encourage migrants to engage in political life are regularly deployed.

Ioannina might wish to consider the experience of Copenhagen in this sense. Copenhagen has also introduced initiatives to encourage migrants in political life such as number of activities related to promoting youth participation in the local election in the fall of 2013. The CPH International Service and CPH Volunteers invited expats living in the City to an information meeting where Danish democracy and the right to vote in local elections have been discussed. Moreover, a number of initiatives have been designed to address the challenge

of political participation among minority youth groups (and youth in general), through the already mentioned youth advisory board.

From 2014, the Employment and Integration Committee has allocated funds to start a youth organisation focusing on intercultural issues and active youth participation.

Another 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.

15. Conclusions

The results of the current ICC Index suggest that in Ioannina there is still ample room for improvement in the intercultural policies. The municipality could identify useful insights and examples from other cities in the field of culture, public spaces, media and governance. Special attention should be paid to public services, business life, mediation policies, language and welcoming practices.

In view of the above, we invite Ioannina to strengthen in most of the policy areas and improve in the policy areas detailed below.

16. Recommendations

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

- **Public services:** Ioannina may wish to lay down a specific recruitment strategy to ensure that the ethnic background of public employees mirrors that of the city's inhabitants, and to encourage intercultural mixing in the private sector labour market. The municipality may also wish to more deploy services which are tailored to the needs of the ethnic/cultural background of its citizens.
- **Business and labour market:** Ioannina may wish to ameliorate its policies in this field by taking action to incite minority-owned businesses to enter the mainstream economy and higher value-added sectors.
- **Cultural and civil life:** Ioannina may wish to ameliorate its cultural and civil life policies, for example, by encourage cultural organisations to openly deal with diversity.
- **Public space:** Ioannina may wish to take into account the population diversity and involve citizens from different ethnic/cultural background in the design and management of new public buildings or spaces, as well as when dealing with the reconstruction of areas.

- **Mediation and conflict resolution:** Ioannina may wish to ameliorate its intercultural mediation policies by establishing a dedicated municipal service dealing exclusively with intercultural issues. It may also wish to initiate an organisation dealing specifically with inter-religious relations.
- **Language:** Ioannina may wish to ameliorate its language policies in the future, for example providing specific language training for specific groups; to introduce the learning of minority languages to the regular school curriculum; to introduce awareness measures aiming to give a positive image of migrant/minority languages and to provide financial assistance to minority press, radio and TV programmes, including in languages other than Greek.
- **Media:** Ioannina may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds and by instructing the city's information service to promote harmonious intercultural relations.
- **Welcoming:** Ioannina may wish to ameliorate its welcoming policies by creating a comprehensive package of information to aid newly-arrived foreign residents; and by designating an agency to act as a first contact and welcoming point with the new-comers. The municipality may also wish to have a special public ceremony to greet newly arrived persons in the presence of the local government's officials.
- **Governance:** Ioannina may wish to further explore possible governance policies by introducing activities to increase the representation of migrants in the city administration and by establishing a standard for the representation of migrant minorities in mandatory bodies supervising schools and public services.

Ioannina 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 database¹⁰.

¹⁰ http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp