



# ASAN CITY

## INTERCULTURAL CITIES INDEX ANALYSIS 2024



Diversity, Equality, Interaction, Participation

### BUILDING BRIDGES, BREAKING WALLS



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ASAN CITY  
INTERCULTURAL CITIES INDEX ANALYSIS

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## INTRODUCTION

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 Cities Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

While this report is being written (December 2024) more than 160 cities embraced the ICC programme and approach, and 129 (including Asan City) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 35 cities (including Asan City) have less than 500 000 inhabitants and 41 (including Asan City) have more than 10% of foreign-born residents.

This document presents the results of the Intercultural Cities Index analysis for Asan City, Republic of Korea in 2024, and provides related intercultural policy conclusions and recommendations. As this is the very first ICC report on Asan City, there are no former ICC data from the city to compare with.

## INTERCULTURAL CITY DEFINITION

The intercultural city has people with different nationalities, origins, languages or religions/beliefs. 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 and to enhance participation. It encourages greater mixing and interaction between diverse groups in the public spaces.

## METHODOLOGY

The Intercultural Cities Index analysis is based on a questionnaire involving 86 questions (73 of which are mandatory) grouped in 12 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 Intercultural Cities Index).

These indicators comprise the following (including the three new indicators in bold):

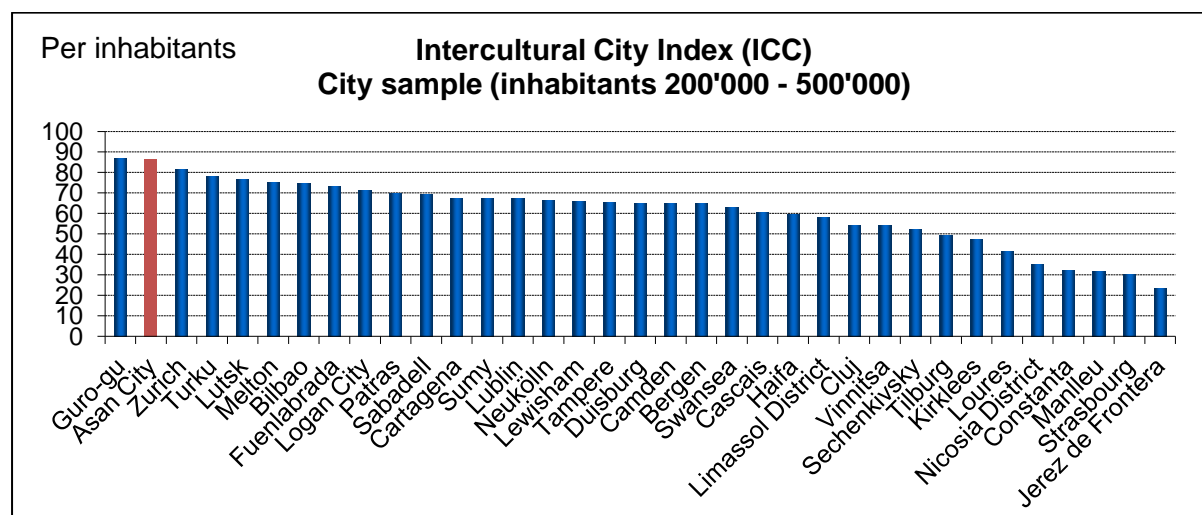
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming newcomers	
9. Leadership and citizenship	
<b>10. Anti-discrimination</b>	
<b>11. Participation</b>	
<b>12. Interaction</b>	

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/benchlearning**, 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 (below 100 000 inhabitants; between 100 000 and 200 000; between 200 000 and 500 000; and above 500 000 inhabitants) and the percentage of foreign-born residents (lower than 10 per cent; between 10 and 15 per cent; between 15 and 20 per cent; and higher than 20 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

So far, 48 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Asan City. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

According to the overall Intercultural Cities Index results, Asan City has an aggregate Intercultural Cities Index result of 87 (out of 100 possible points). The details of this result will be explained below.<sup>1</sup>

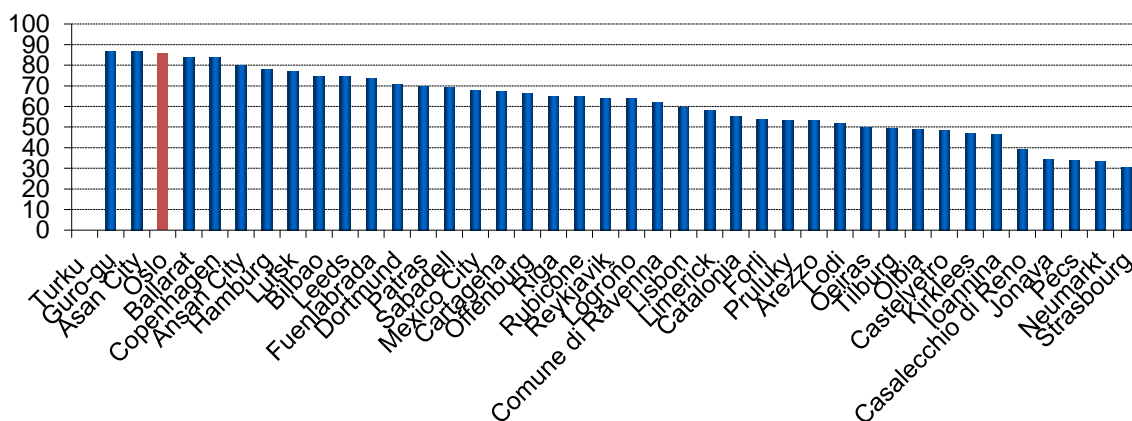


<sup>1</sup> The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in the extended Intercultural Cities Index with 86 questions. As a main rule, the Intercultural Cities Index report applies the scoring from the original Intercultural Cities Index, to ensure the broadest possible comparison group in the global achievement rate.

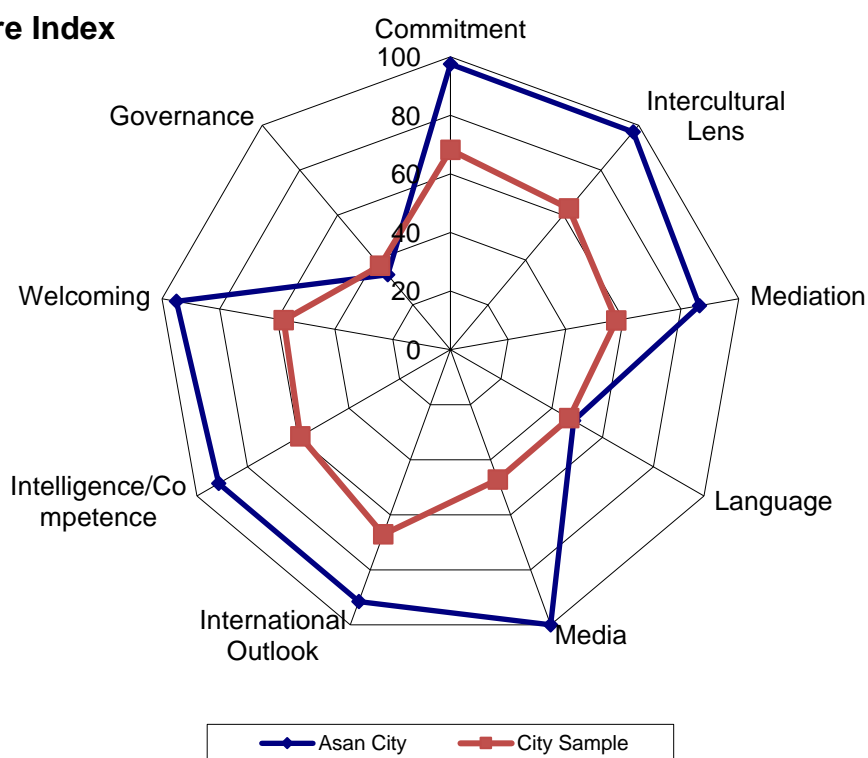
In addition, the scoring from the extended Intercultural Cities Index is provided in an explanatory footnote for all indicators where it is relevant. This scoring encompasses the assessment of the questions of the original Intercultural Cities Index as well as the new questions of the extended Intercultural Cities Index for each specific indicator. The scoring of the original Intercultural Cities Index and extended Intercultural Cities Index for the same indicator may hence differ based on the differing number of questions. Finally, the indicators which are completely new to the extended Intercultural Cities Index only include the scoring from the extended Intercultural Cities Index. This scoring for these indicators hence shows directly in the text and not in a footnote.

Per diversity

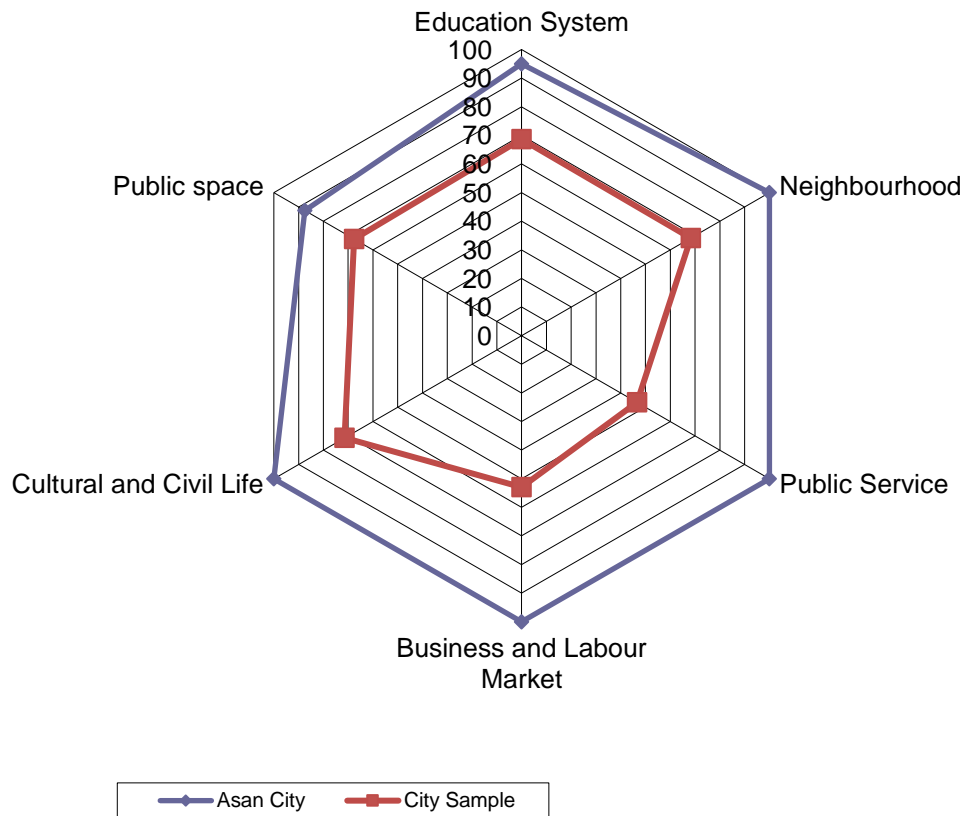
# **Intercultural City Index (ICC)** **City sample (non-nationals/foreign borns 10% - 15%)**



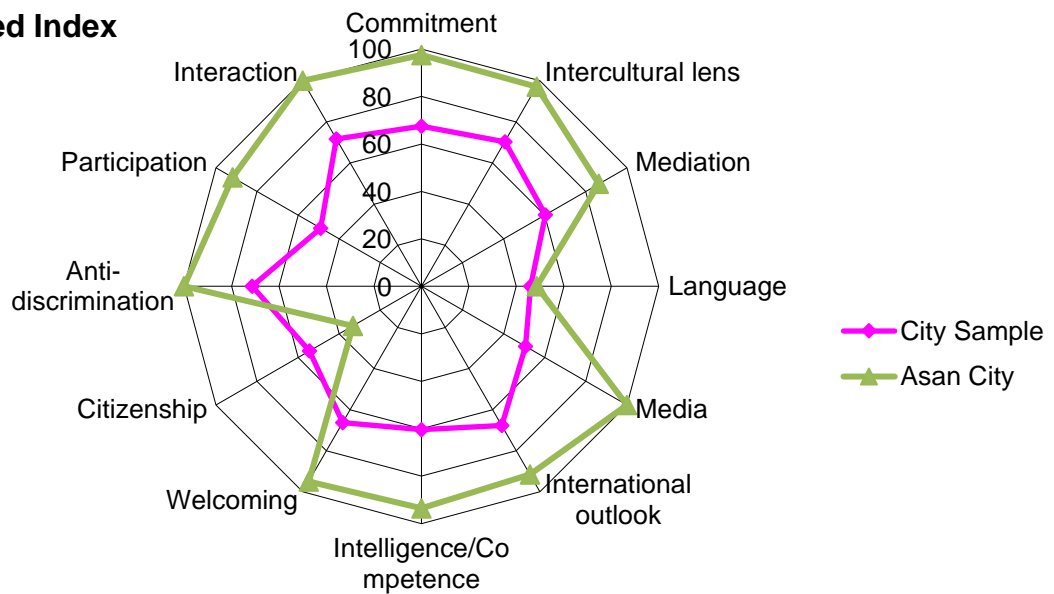
## **Core Index**



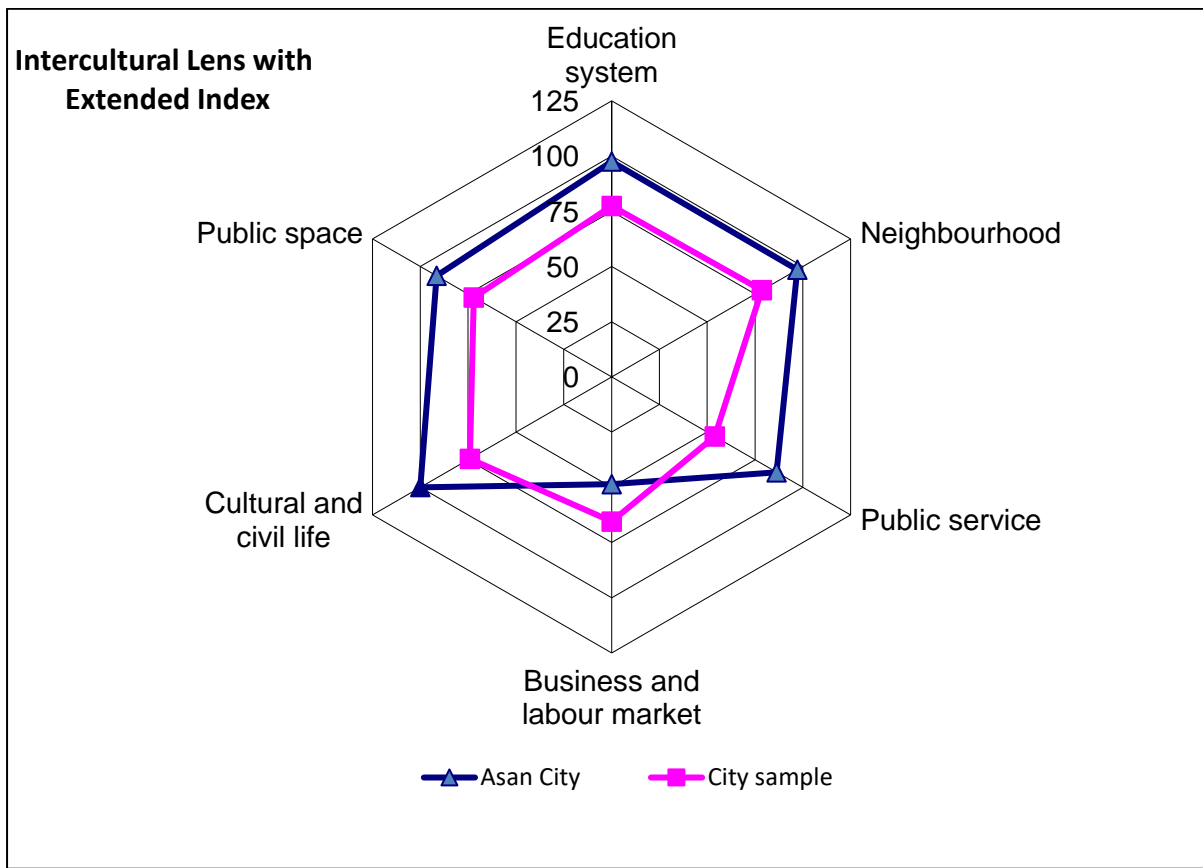
## Intercultural Lens with Core Index



## Extended Index







## ASAN CITY: AN OVERVIEW

Asan City in the Chungcheongnam-do province of the Republic of Korea has a population of 389 354 including migrants (numbers from July 2024). Asan City consists of:

- Six departments in charge of the city's main administrative functions.
- Two direct agencies connected to the city hall.
- Three business offices that perform specific projects or services.
- One council that forms the Asan City Council and performs policy decision-making and monitoring.
- One committee for specific topics or fields.
- 61 departments that handle various administrative tasks
- 17 townships and two divisions operated as administrative districts at the regional level
- 335 teams in charge of detailed work within each department and agency
- 11 health institutions in charge of community health work.

The major ethnic groups in Asan City are Koreans of Korean descent who speak Korean as their native language. They represent the majority of the population of Asan City, making up over 90%. Migrant groups account for more than 10% of the population. As of 1 November 2022, among the 36 183 foreign residents of Asan City, Central Asians are the largest group, accounting for 9 845 (27%), including Uzbeks, Kazakhs, and Korean-Russians. The second largest group is Chinese, accounting for 9 211 (20%), including Chinese nationals and Korean-Chinese. Minor groups include ethnic groups from 57 countries, with less than 10 people each. Central Asians are mainly Sakhalin-migrant Koryoins, and Chinese are mainly Manchurian-migrant Korean-Chinese. 43 foreign-born or 0.001% are from EU-EFTA countries.



South Korea was divided into South and North Korea after the Korean War ceasefire in 1953. Since then, North Korean defectors who escaped from North Korea and settled in South Korea are officially recognised as a minority group.

Asan City recognises groups that require special support, such as North Korean defectors, Sakhalin Koreans, Koryoins, foreign residents, and multicultural families, and provides support through a dedicated department.

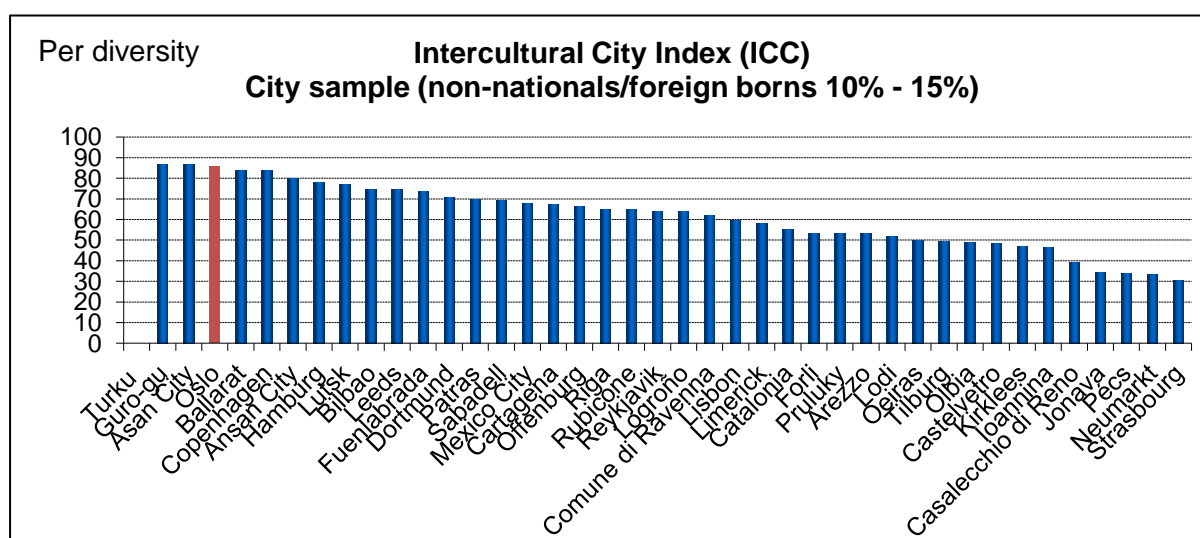
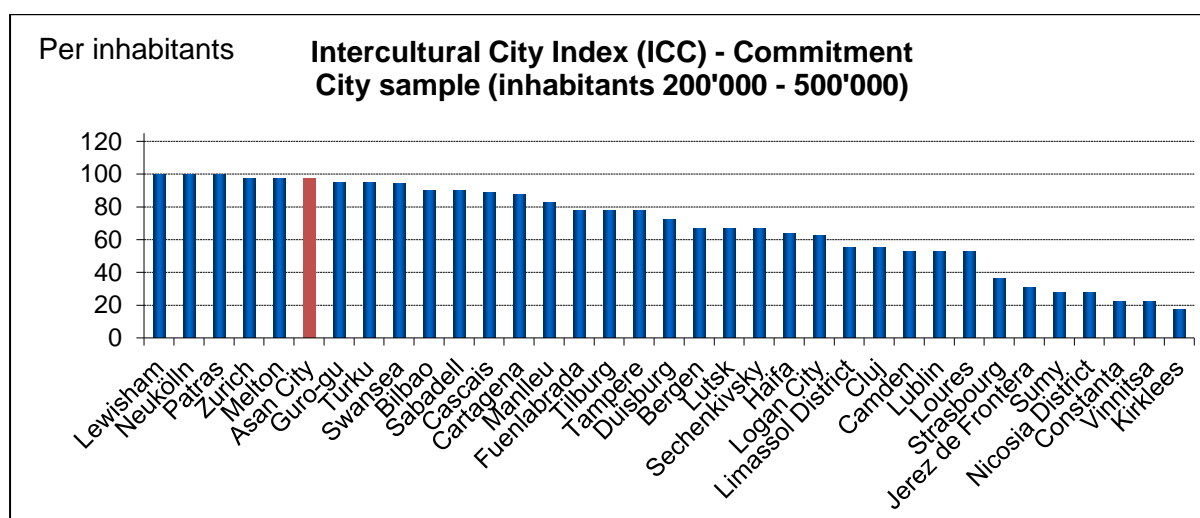
While the total population of Asan City is growing at an annual average of 1.7%, the number of migrant residents is rapidly increasing at an annual average of 8%. As a result, the proportion of foreigners is continuously increasing, reflecting social and cultural diversification. The city is changing into a local community where various ethnicities and cultures coexist, and policies and support for foreign residents are needed accordingly.

The official national statistics of the Republic of Korea do not provide data on gross domestic product (GDP) by local government. Instead, gross regional domestic product (GRDP) is used as an alternative statistical data. Accordingly, according to data released by Chungcheongnam-do in December 2023, Asan City's per capita GRDP is 9 114 000 won (approximately 63 000 euros), the second highest in the province of Chungcheongnam-do.

## COMMITMENT

For intercultural inclusion to occur, city authorities need to send out a clear and well-publicised message emphasising their commitment to intercultural principles, i.e. diversity, equality and interaction. Ideally, a majority of elected officials and senior policy officers will have a clear understanding of these core principles and their implications for policy-making. City authorities also need to initiate an institutional process to translate the principles of interculturality into concrete policies and actions. Most importantly, an intercultural city actively seeks to include residents of all nationalities, origins, languages, religions/beliefs, sexual orientations and age groups in the policy-making process. The authorities also highlight and nurture any intercultural practices that may already exist in the city.

Asan City achieved a rate of 98, which is considerably higher than the city sample's achievement rate of 68. Asan City thus positions itself in the top end of the ICC index on "Commitment City" sample and may serve as a best practice for other cities.



Asan City has formally adopted a public statement that aspires to be an intercultural city, discussed and endorsed by the local council (city parliament). Asan City adopted five future city visions, nine policy goals, and 101 strategic tasks with the launch of the 8th local government in 2022 and confirmed "designation as an international intercultural city" as one of its pledges and made it public through the official website of Asan City. In January 2023,

the city announced the implementation plan for this pledge. In November 2022, at the opening ceremony of the Dunpo branch of the Asan City Family Centre, the city expressed its intention to promote the policy of becoming a city of mutual culture, and in 2023, the city's intention to be certified as a city of mutual culture was formalised.

Asan City has adopted an integration strategy with intercultural elements. To establish a systematic integration strategy following the official statement of pursuing to become an intercultural city, a research service is being promoted for a survey of the status of foreign multicultural families and the establishment of a mid- to long-term development plan in 2024. A budget of 100 million won [approx. 66 000 EUR] has been secured for this research service. Furthermore, Asan City is adopting and financing an intercultural action plan by securing the city council's consent and budget for registration as an intercultural city. It will prepare various support programs for foreigners and multicultural families, and in 2024, it will establish a mid- to long-term development plan through research services to develop a sustainable integrated strategy. To activate the community and strengthen communication, it is appointing foreign citizen honorary reporters, promoting self-help groups, operating a dedicated department related to intercultural cities, and complying with laws and regulations.

Asan City has allocated a budget for the implementation of the intercultural strategy and the Intercultural City Program in 2024 to develop the intercultural city and increasing the related budget every year. It has established a foreigner living support team to promote the intercultural city work and has established the Asan City Family Centre to operate a dedicated centre for foreign residents and multicultural families. This centre is conducting events and education to improve the intercultural awareness of the local community.

Asan City systematically carries out public consultations that include people of diverse ethnic and cultural backgrounds, taking the following measures to reflect policy processes that include people of diverse ethnic or cultural backgrounds in the policy process.<sup>2</sup>

- Foreign Residents and Multicultural Families Support Council: A support council in which foreign residents and multicultural families are represented as members and have the possibility to make policy proposals.
- Participatory Budgeting System: A system in which residents directly participate in the budget preparation process, collect opinions on budgets needed for the region, and review and adjust them.
- Asan Citizen Proposal System: A system where citizens can propose ideas for improving administration. The submitted ideas are reflected in the administration, utilising the creativity of the private sector in policy development and resolving current issues.
- The Asan City Family Centre: A dedicated organisation for foreign residents and multicultural families in Asan City, has formed an advisory committee to collect diverse opinions in the policy process.

Asan City carries out an evaluation and updating process for the intercultural strategy. To effectively promote the Intercultural City Strategy, the city operates an evaluation and update process. Twice a year, the 'Foreign Residents and Multicultural Families Support Council' is held to share project performance and plans in cooperation with related organisations such as the City Hall, the Office of Education, and the police station, and to improve strategies and policies. In addition, the current status of foreign residents and multicultural families in the city is investigated, and policies are evaluated, and improvement directions are set through research services. This process provides a systematic approach to promoting cultural diversity and social integration. Twice a year, the 'Foreign Residents and Multicultural Families Support Council' is held with the participation of the city hall, the Office of Education, the police station, the Immigration Office, the Employment and Labor Office, the Counselling Centre, and the Family Centre, to share the progress and plans of projects to support foreign residents and multicultural families, and to express various opinions to improve the strategies and policies necessary for the Intercultural City.

Asan City's official communication often makes clear reference to the city's intercultural commitment. The Public Relations Office, the official public relations department of Asan City, is carrying out the following activities to effectively promote the mutual cultural city promise:

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<sup>2</sup> [Related Laws] Asan City Foreign Residents and Multicultural Families Support Ordinance.

- Distribution of multicultural content by publishing and distributing multicultural press releases and event-related videos through our official website and various SNS channels to widely publicize intercultural ideology and related information.
- Opening of a corner in the city newspaper: Asan City has opened a corner called 'Intercultural Diversity in Asan' in the city newspaper published every month to deliver content to citizens to improve the idea of interculturality and awareness.
- Appointment of Foreign Citizen Honorary Reporters: To promote the idea of intercultural cooperation, Asan City is appointing foreign citizen honorary reporters to introduce Asan City from the perspectives of multicultural families and foreigners.
- Adding English subtitles to the festival promotional video: To encourage participation from foreign residents, English subtitles have been inserted into the Asan City Festival promotional video, making it easier for citizens who speak different languages to access event information.

Currently, there is no separate official website that specifically conveys the Intercultural City Strategy, but it is conveyed through the citizen participation menu of the Asan City Hall official website, the city newspaper, and SNS channels. Through these channels, citizens can access the latest news and information related to the Intercultural City Strategy.

Asan City operates a systematic coordination structure to effectively promote the Intercultural City Strategy. The Foreigner Living Support Team, newly established in 2022, is in charge of supporting the lives of foreign residents and multicultural families in Asan City and intercultural policies, and this team serves as a key implementation agency of the Intercultural City Strategy.

Asan City's Foreigner Life Support Team works with the Autonomous Administration and External Cooperation Team in charge of international exchange and the Employment and Economy Division's Labor-Management Cooperation Team in charge of supporting jobs and human rights for foreign workers to promote effective implementation of intercultural policies and strives to achieve the goals of the Intercultural City Strategy through close cooperation between each department.

Asan City acknowledges local residents who have encouraged interculturalism in the local community and operates various award systems to support foreign residents and multicultural families. According to the 'Asan City Foreign Resident and Multicultural Family Support Ordinance', exemplary foreign residents and organisations are commended to encourage positive contributions, and 'Global Family Enterprise' signs are presented to local businesses and stores to promote close interaction with foreign residents. In addition, the 'Asan City Honorary Citizenship Award and Honorary Mayor Appointment Ordinance' is enacted to officially recognize foreigners' contributions to the local community and strengthen cross-cultural inclusion.

### Suggestions

Asan City is doing an excellent job with their commitment to intercultural principles and policies, as evidenced by their achievement rate of 98. Yet, the activities are recent, and we do not know the effect of them yet. In addition, there is always room for improvement. For instance, Asan City could create a separate official website that specifically conveys the Intercultural City Strategy and its activities.

Asan City may wish to consider the experience of [Bilbao](#) in Spain and its City of Values project.

After a process of citizen participation, the Plenary of the City Council approved the Bilbao Charter of Values on 22 March 2018. The Bilbao Charter of Values encompasses the following 17 individual and collective values, namely: Respect for Human Rights, Social Justice, Gender Equality, Solidarity; Diversity/inclusion, Commitment, Environmental Sustainability; Participation, Trust, Creativity, Coexistence, Identity, Effort; Co-responsibility, Honesty, Enthusiasm, Health. The Charter includes the possibility for neighbours, as well as institutions, companies, and entities, to join. Joining implies a commitment to maintain and promote attitudes and behaviours following the spirit and content of the Charter.

Bradford in the UK also has an interesting example of shared values to which residents and organisations can sign up. [Bradford District Shared Values](#) is a people-led campaign that inspires and aspires to get all communities and organisations in the Bradford District to live and celebrate the four human values that bring people together (to respect, share, protect and care). [Bradford for Everyone](#) listened to over a thousand people living in the Bradford District who said that a set of shared values for the city would connect residents more, help the city to grow and create the future the city wants.

## THE CITY THROUGH AN INTERCULTURAL LENS

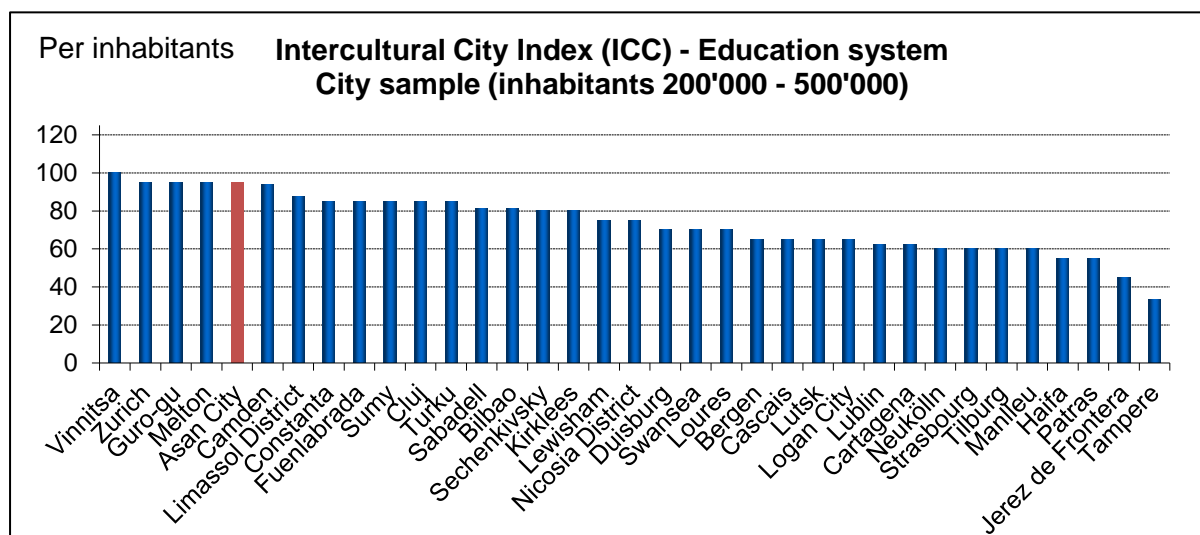
Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore be re-conceived and re-configured in order to assure they provide adequate service to all residents regardless of their nationalities, origins, languages, religions/beliefs, sexual orientation and age group. This is most notably the case for policies concerning education, neighbourhoods, public services, business and the labour market, cultural and social life, and public space.

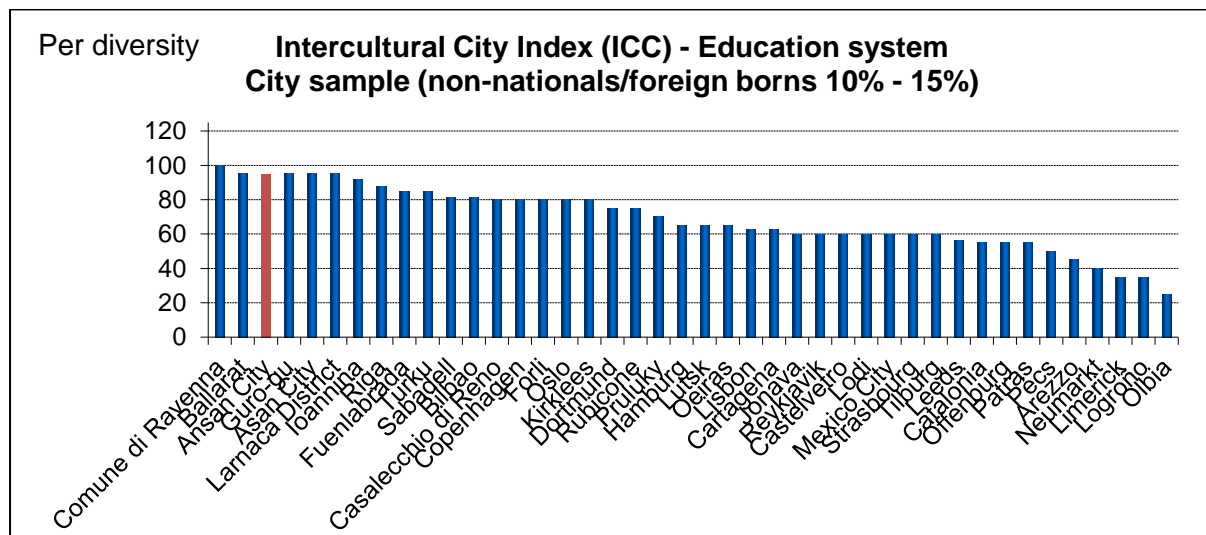
The overall rate of achievement of the urban policies of Asan City, assessed as a whole through an "intercultural lens" is considerably higher than that of the model city: 97% of these objectives were achieved while the rate of achievement of the model city is 63%.

### EDUCATION

Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily at the national or regional level, local schools can look at alternative and innovative ways of providing opportunities for children of different cultures to build trust and mutual respect, and create thereby favourable learning conditions for all pupils, irrespective of their nationalities, origins, languages, sexual orientation or gender identity, religions/beliefs. From the intercultural perspective, cultural and other diversities, including multilingualism are treated as positive opportunities and are nurtured accordingly. Intercultural schools also consider parents of pupils with migrant/minority backgrounds on an equal basis as other parents. They take steps to ensure that all parents overcome any reluctance they may have in engaging with the school and give them in this way the possibility of playing the educational role usually expected from parents.

Asan City achieved a rate of 95, which is considerably higher than the city sample's achievement rate of 69. The examples of the good practice on education below showcase some of the work Asan City is doing that may be useful for other cities.





There are currently 49 elementary schools in Asan City, and children from foreign and multicultural families account for 6.18% of the total students enrolled in these schools. In some primary schools, almost all children are of same ethnic/cultural background.

Asan City's educational environment reflects its multicultural background, creating an environment where students and teachers from diverse ethnic and cultural backgrounds can grow with mutual respect. Chungnam Education and Lifelong Education Centre focuses on 'multicultural education that grows with empathy and consideration' and provides customized programs and cultural diversity education to multicultural families. This includes efforts to create an educational environment that promotes coexistence and integration. Starting in 2021, a multicultural education instructor training course for married migrant women will be conducted to support their placement as multicultural education instructors. This course helps students to understand and respect various cultures.

As of 2023, there are approximately 3 000 international students enrolled in six universities in the district. In particular, Sun Moon University has 56% of international students in the university, and has established a global language department and hired dedicated professors to support international students' school life.

Asan City is making various efforts to support parental participation in their children's school life. It provides guidance on school life and parental roles to parents of new students. Multicultural education instructors conduct awareness education for each country at each school to help with mutual cultural understanding. Sinchang and Dunpo elementary schools distribute family newsletters in Russian for students who entered the country from Central Asia and encourage participation of parents who are not good at Korean through bilingual open classes.

Schools in Asan City often carry out intercultural projects. For instance, schools support the education and adaptation of children from foreign and multicultural families through various intercultural projects. Sun Moon University holds a forum for the adaptation of Korean youth to Korean society, and Asan City Hall and the Office of Education promote customized education for foreign children. Chungnam Office of Education has opened the Multicultural World Citizen Education Centre to provide Korean language education and cultural understanding at different levels. Asan Office of Education operates an experiential career exploration program, and Asan Youth Culture Centre and Sun Moon University provide support through Korean language classes and international student leadership camps, respectively.

The Chungcheongnam-do Office of Education is making various efforts to help foreign students enter public education and adapt to life in Korea to increase ethnic/cultural mixing. It is establishing a cooperative system between school principals to operate Korean language classes, Sinchang Middle School was designated as an innovative school that promotes integrated education. Sinchang Elementary School helps multicultural students adapt by supporting Korean language classes and bilingual instructors, and Dunpo Elementary School operates after-school programs and care classes as its foreign student ratio exceeds 70%. The Chungcheongnam-do Office of Education is studying support measures for areas with high concentrations of foreign students in Asan and Cheonan and is supporting education by deploying four Uzbek teachers to schools with many students from Central Asia. Sinchang Elementary School is helping multicultural students enter public education by operating Korean

language classes and supporting bilingual instructors and native-speaking teachers, and Dunpo Elementary School is operating after-school programs and care classes.

### Suggestions

Asan City is doing a good job related to education, and especially to accommodate migrant and minority students to Korean society. Yet the city could develop its activities more directly by addressing majority school children and teachers, e.g. through enhancing cultural sensibilities and interaction between majority and minority students. Asan City's current approach relies strongly on migrant and minority children adapting to the majority society, without expecting majority students or teachers to learn much about the migrant or minority background students in return. In the intercultural inclusion approach is one of a two-way process, where majorities and minorities alike have active roles to play in fostering inclusion for the benefit of society as a whole.

Asan City may find inspiration in this respect elsewhere: the city of Barcelona's programme on [Schools for equality and diversity](#) aims to promote a quality education system that is inclusive and promotes equal opportunities for all students. More precisely, to build capacity of teachers on the prevention of violence and discrimination, the programme is aimed at preventing violence and discrimination based on functional diversity, cultural diversity and affective, sexual and gender diversity. As part of the Barcelona Intercultural Plan (2021-2030), pillar 1 'To advance towards effective equality of rights, duties and opportunities for everyone based on a commitment to non-discrimination and fairness', the Interculturality Programme established the objective of increasing the number of schools in the "Schools for Equality and Diversity" programme to address stereotypes and prejudice and prevent abusive and discriminatory relationships.

The city of Sumy in Ukraine provides a best practice with its [Intercultural Education as a part of a School Curriculum](#) which has the purpose to teach school students values of tolerance, respect to different cultures, and ethnic conflicts prevention. Sumy school has officially established intercultural education as a part of its curriculum which includes teaching the values of tolerance, respect for different cultures, and prevention of ethnic conflict. To create the atmosphere of tolerance – which is seen as a desire to appreciate every child's personality, regardless of their nationality, and to accept them as they are – the school launched a series of courses and educational hours, for which the pupils were earning credits, like for any other course in the curriculum. Some of these courses were titled: "We are all different, we are all equal", "Tolerance as a nowadays requisite", "We are together under one sky", "I and we", "On Tolerance and Multiculturalism", "Respect everyone around", "Good neighbours live in peace", "Sources of tolerance", "The alphabet of tolerant communication in the team", and others. This action was implemented as a result of collaboration between school #18, Sumy City Hall and national minority organisation.

Finally, the city of Montreal (Canada) also runs a wide range of activities aimed at school pupils from primary to senior secondary level. The Montreal History Centre, a city-run body, conducts various intercultural projects in co-operation with schools, including: ["You're part of the story"](#) - an educational programme that aims to build bridges between the past of pupils who have recently arrived from the four corners of the world and their new lives in the host country through the telling of personal stories and recording of personal "treasures" which the pupils share with Montrealers through the museum. The programme fosters learning of the host country's languages, as well as self-esteem and interaction between the new pupils and other citizens. The exhibition, ["Here I am in Montreal"](#), a project aimed at young people newly arrived in Montreal in which they are asked to present their take on the city through their respective cultural and personal backgrounds.

### **NEIGHBOURHOODS**

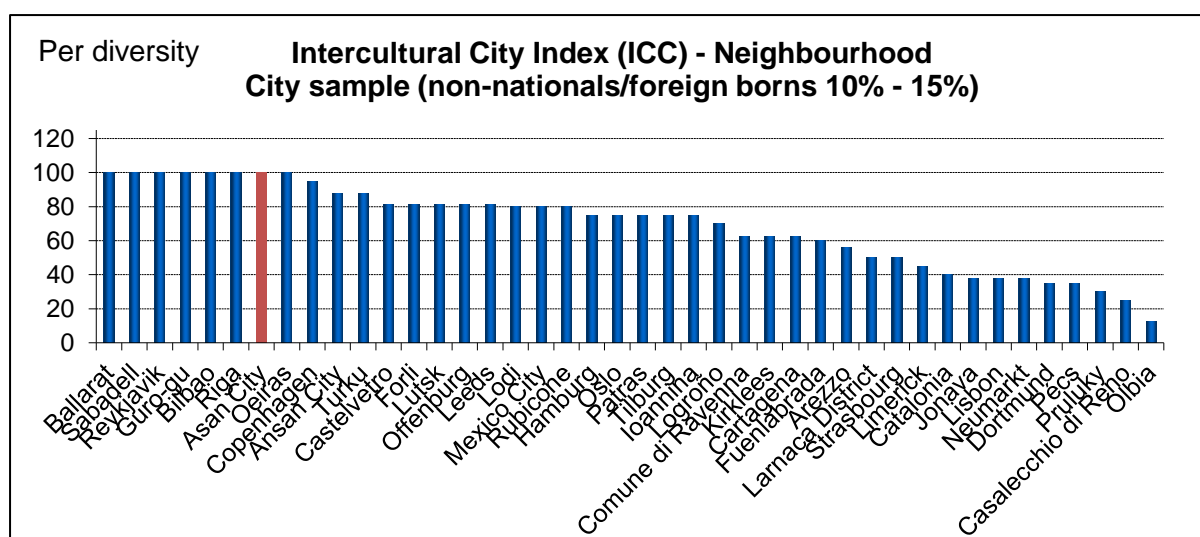
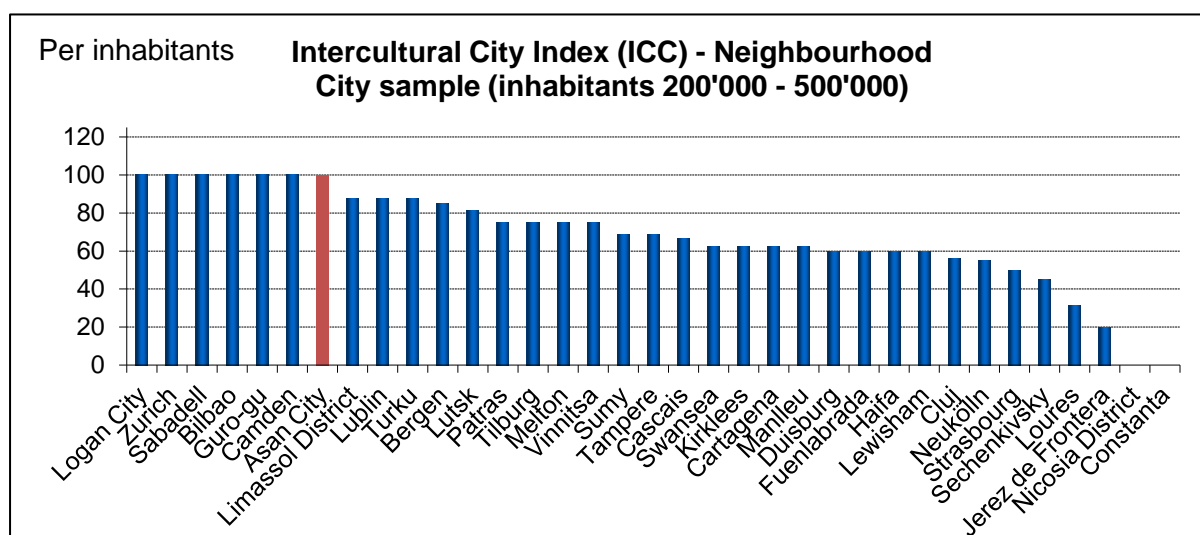
*Within a city, districts, neighbourhoods, or other territorial sub-units, can be more or less culturally/ethnically diverse. People are indeed free to move and settle in the neighbourhood of their choice. To be intercultural, a city does not require a 'perfect' statistical mix of people in all neighbourhoods. It will however make sure that ethnic concentration in a neighbourhood does not convert into socio-cultural segregation, and does not act as a barrier to the inward and outward flow of people, ideas and opportunities. In particular, the intercultural city ensures the same quality of public service delivery in all the neighbourhoods and plans public space, infrastructures, social, cultural and sport activities to encourage intercultural and socio-economic mixing and interaction.*

Asan City achieved a rate of 100, which is considerably higher than the city sample's achievement rate of 68. With this high score, Asan City is likely to stand out as an example of good practice for neighbourhoods.<sup>3</sup>

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<sup>3</sup> Asan City's achievement rate in the extended Intercultural Cities Index is 75, while the city sample achievement rate is 54.





Asan City, which consists of 17 administrative districts, is known for its rich cultural and ethnic diversity. In total, the city is home to approximately 36 183 foreign residents from a wide range of cultural and ethnic backgrounds. In addition, there are about 480 North Korean defectors in Asan City, and about 48 households and 69 Sakhalin Koreans live there due to the Sakhalin Korean Permanent Repatriation Project that has been implemented since 2008. As a result, Asan City has formed a community with evenly distributed ethnic and cultural diversity.

Asan City strives to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration. The city initially had a high concentration of foreigners, but as the settlement period has lengthened, there has been a trend of evenly moving to areas with excellent children's education and living environments. To support this, Asan City Family Centre operates two branches, and is participating in the Ministry of Public Administration and Security's public offering project to improve the settlement conditions of foreign residents. In addition, through the 'Education Development Special Zone' it is linking local resources to provide quality education services and promoting the cultivation of global talent and community integration.

Asan City provides various opportunities for exchange and communication to ensure stable settlement of migrants and multicultural families. It supports self-help groups for foreign residents and operates programs such as volunteer groups, cooking classes, and basic order and safety education through the family centre. At the Multicultural Family Festival, the Dasom Choir introduces various cultures and provides citizens with experiential opportunities. It holds the Foreigner K-Trot Song Festival to promote cultural exchange, and Global FC operates a soccer team with migrant and minority children and non-multicultural children to strengthen interaction. Through

the operation of the family centre, it supports the smooth integration of foreign residents through various programs such as volunteer groups, cooking classes, and basic order and safety education.

Asan City has a policy to encourage residents with migrant/minority backgrounds to meet and interact with other people living in the same neighbourhood. The city is promoting various policies to promote exchange between foreign residents and multicultural families. The Family Centre has established two additional branches to support 1:1 mentoring for college students and cultural and artistic club activities. Sinchang-myeon and Dunpo-myeon each hold festivals in which local communities and multicultural communities participate through Chuseok and the 'Dunpo-myeon Citizens' Day Festival', respectively. Starting in 2023, the 'Art Valley Asan Earth One Round' event will operate traditional costume parades, world food experience booths, etc. to promote exchange, and the library has operated multicultural programs since 2016 to promote mutual understanding and respect.

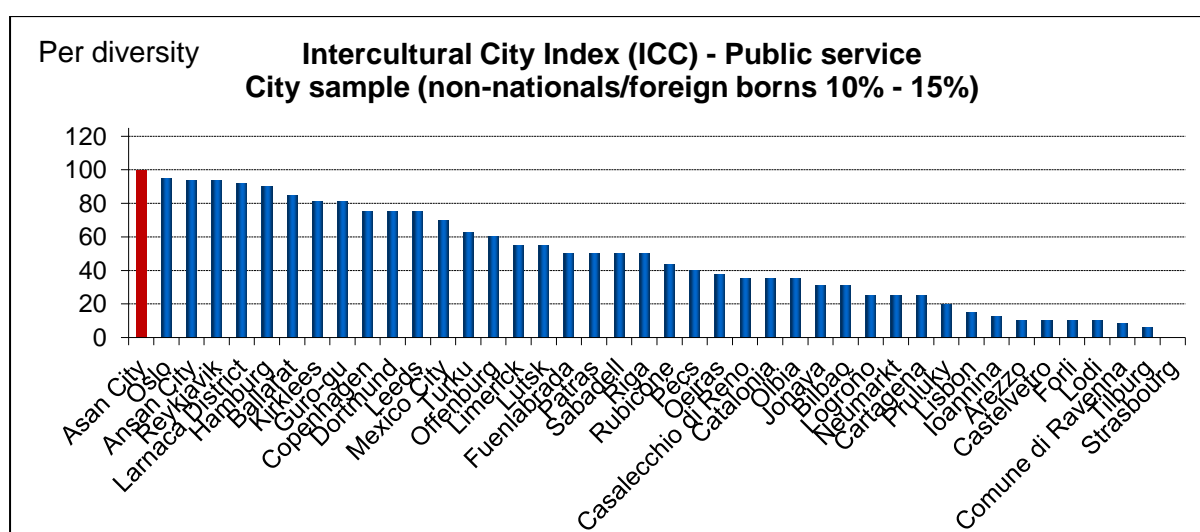
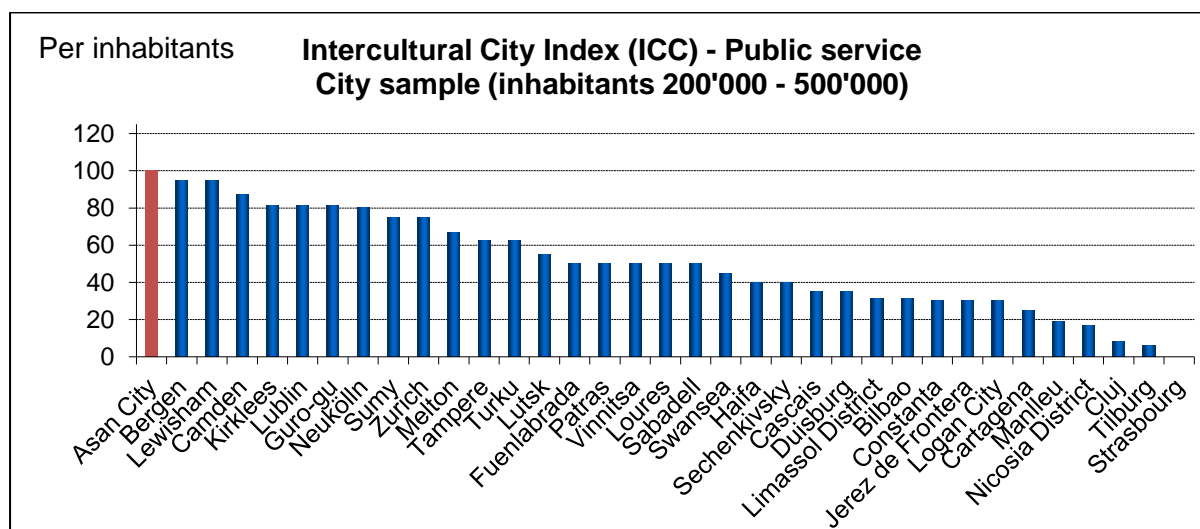
### Suggestions

Asan City has a lot of excellent activities to counter ethnic segregation and promote intercultural neighbourhoods. Asan City may focus their activities even more, e.g., by encouraging residents from different neighbourhoods to meet and interact. The [XEIX](#) project in Barcelona may serve as a good example on how to promote commercial associations as a meeting point and generate of neighbourhood identity. The XEIX project is about fostering intercultural relations in multi-ethnic districts through raising the level of interaction of businesses with each other and their communities. Another key objective of the project is to combat rumours and misinformation about the Chinese community. The project was first implemented in 2012 in Fort Pienc, a neighbourhood with a significant presence of Chinese families (18% of foreign population) where long-established businesses were closing down and being bought up by Chinese and Pakistani family businesses. The city initiated the establishment of a Retail Association to help revitalise the neighbourhood and manage community relations. In collaboration with the association, a strategic plan was prepared. It enabled the introduction of intercultural mediators and interpreters, starting with an expert in Chinese language and culture and, later, another working with the South Asian community, who went door to door in the shopping district. Project XEIX was awarded first prize in the Council of Europe's Diversity Advantage Challenge in 2015.

## **PUBLIC SERVICES**

*As their very name implies, public services work for the benefit of the public as a whole. If the population is diverse, public services will be more efficient in delivering adequate benefits and information if city officers, at all levels of seniority, are as diverse as the population in general. This requires much more than simply ensuring equal opportunities to access public service employment. When taking action to encourage a diverse municipal workforce, an intercultural city acknowledges that a 'one size fits all' approach to public services and actions does not guarantee equal access to public benefits. The city also recognises that residents with migrant/minority backgrounds should never be treated as passive consumers of public benefits but can contribute actively by suggesting new ideas and innovative solutions to public problems.*

Asan City achieved a rate of 100, which is considerably higher than the city sample's achievement rate of 47. The city stands out as number one in the "Public Service City" sample and is thus very likely to serve as an example of best practice.



Asan City has the aim that the representation of migrant/minority background of public employees reflects the composition of the city's population at all hierarchical levels by building various policies and infrastructure to respond to the increase in foreign residents. The city operates a civil service interpreter who can speak a second foreign language to minimise language barriers and supports administrative services through a foreign interpretation volunteer group. In addition, it has invited four Uzbek teachers to schools with many students from Central Asian migrant backgrounds to improve the quality of education and increase the cultural understanding of teachers.

Asan City has a recruitment plan to ensure an adequate rate of diversity in its workforce, albeit to a limited extent. According to Article 4 of the Civil Service Appointment Act, the Republic of Korea can hire term-based civil servants and special career civil servants. Accordingly, Asan City is promoting a personnel recruitment plan to effectively respond to the demand for administrative services due to the increase in foreign residents by hiring a Russian interpreter at the Sinchang-myeon Administrative Welfare Centre to provide personnel administrative services. As the demand for interpretation and translation from foreign residents and multicultural families increases, Asan City is planning to hire additional foreign language interpreters. This plan is part of efforts to meet diverse linguistic needs and provide more effective administrative services.

Asan City takes action to encourage diverse workforce, intercultural mixing and competence in private sector enterprises by implementing various policies in response to the increase in foreign workers. In accordance with the 'Act on Employment of Foreign Workers, etc.' and the 'Asan City Foreign Seasonal Worker Support Ordinance,' foreign workers are being hired and follow-up measures are being taken to expand exchanges in the agricultural

sector. Through the 'Asan City Labor Rights Protection and Promotion Ordinance,' the labour rights of multicultural and foreign residents are being protected, and subsidies are being provided to the Asan Migrant Workers Centre and the Chungnam Foreign Residents Integrated Support Call Centre to protect human rights and facilitate language communication.

Asan City takes into consideration the migrant/minority backgrounds of all residents when providing services such as funeral/burial, school meals, women-only sections or times in sport facilities. Asan City is promoting various policies for the welfare of foreign residents. Through the "Asan City Unclaimed Deceased Funeral Support Ordinance," it provides funeral support to foreign deceased people without families, and has provided free eco-friendly meals to all students since 2012. Asan City, which was designated as a female-friendly city, has transformed Baemi Swimming Pool into a female-friendly space and provides language therapy and sociality improvement programs through the "Mobile Language Talk Car." The Multicultural Immigrant Plus Centre, which opened in 2017, provides one-stop multicultural services and operates a shelter for foreign female workers to help them settle down and find stability.

### Suggestions

Asan City has many fruitful activities at various levels of public service. As there is always room for improvement, Asan City may learn from best practices from Leeds' (UK) [Community Connector Project](#) that aims to support new migrants to connect with local services and existing community networks through building bridges that encourage participation and independence. This project also adds value to wider programs of work by providing a better understanding of culture of place and community cohesion. The project successfully recruited five Community Connectors who have lived experience, they added value to the wider team by providing skills, knowledge, experience and a range of languages to support vulnerable migrant households. The project exceeded the target of 100 households and reached 250. This engagement was the result of such an initiative being able to bridge the gap and overcome barriers for those households. This has also resulted in savings to the council through effectively responding to the needs of vulnerable migrant households during the pandemic. Many enquiries have related to housing, employment and skills and learning English and more complex issues in relation to change of immigration status and not being able to respond for a variety of reasons. For many, issues were ongoing, this initiative was able to resolve those ongoing challenges through language support, triage and advocacy. Building positive and trusting relationships takes time and through the understanding of experiences and overcoming language support, the Community Connectors were able to work with local services to provide holistic support. There are many examples of where families have not reported or made complaints as they fear the response and feel that nothing will be done. Basic concerns being resolved have seen positive impact on health and wellbeing for example, being able to support asylum seeking children to access support at school, free school meals, transport, transferring to another school to feel safe.

Another example from Barcelona, Spain, could be helpful in showing Asan City how to boost the diversity of the public services workforce. The municipality has recently approved a government measure to "[Advance towards interculturalism - Governance mechanisms and Instruments](#)" to promote the diversity of municipal human resources. This plan will include the leadership of the 'People and Development department' and the participation of trade unions. It will set specific quantitative targets for increasing the percentage of workers of diverse origins and backgrounds. In addition, the City Council has launched a call for 259 new vacancies to join the Guardia Urbana in which knowledge of Chinese, Arabic and Urdu, as well as English, will be considered. This is an important effort, so that the Guardia Urbana becomes increasingly like the society it wants to serve.

The city of Camden in the UK may serve as a good example with their [Recruitment practices in favour of diversity in the workforce](#). Camden is involved with many local, regional and national organisations promoting diversity and non-discrimination in the labour market, including:

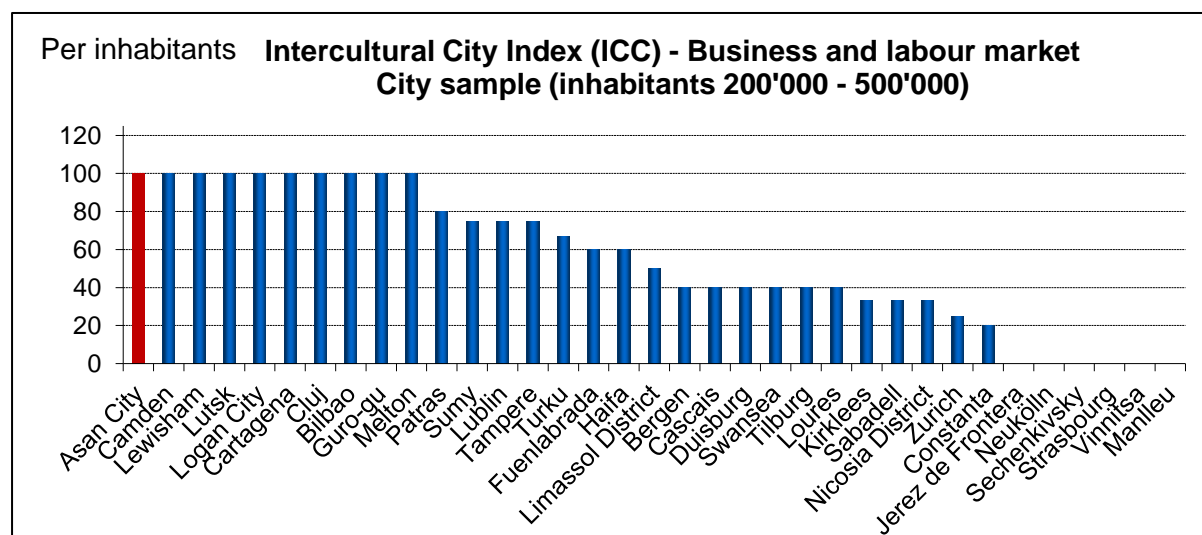
- [Stonewall](#), a charity that works with institutions to create inclusive and accepting cultures for LGBTQ+ people. Camden had entered the Equality Index to benchmark itself and help identify opportunities and areas where inclusive practices can be developed.
- [Timewise](#), a social consultancy aiming to create a fairer workplace for all. Camden is a timewise employer.
- [Camden Disability Action](#) with which the Council partnered to coproduce new solutions for the disadvantages experienced by Disabled people and those with long-term health conditions in the labour market.

To ensure an adequate rate of diversity within its workforce at all levels, the borough of Camden has put in place a recruitment plan that aims specifically at increasing representation of people with migrant/minority backgrounds at the higher hierarchical levels. The Camden Race Equality Action Plan aims to eliminate the barriers that prevent members of underrepresented groups from securing roles in higher positions within the Council (particularly those who are Black, Asian or from another ethnic background). The Recruitment Working Group, made up of staff from a range of ethnicities as well as those with lived experience of disability, prioritises diversity and has look at shortlisting, amended job descriptions, adverts and recruitment policy. In 2020, Camden Council implemented blind recruitment at senior levels and is working with hiring managers directly to trial different modes of assessment and at the same time provide more guidance for fair shortlisting. Camden Council took actions to ensure that residents with migrant/minority backgrounds are fairly represented in public service organisation and on school boards. The [Equality Framework for Local Government](#) helps local councils to meet their obligations under the Equality Act 2010 including the Public Sector Equality Duties (PSED), in particular, under the 'A diverse and engaged workforce' theme within the framework. In addition, the Council is working on increasing the representation of minority residents in school governor recruitment. The Council carries out annual and ongoing monitoring of the make-up of boards, reported to schools, and surveys the experience of ethnic minority governors ongoing. This will inform further measures including community outreach and diversity and inclusion training for chairs of boards.

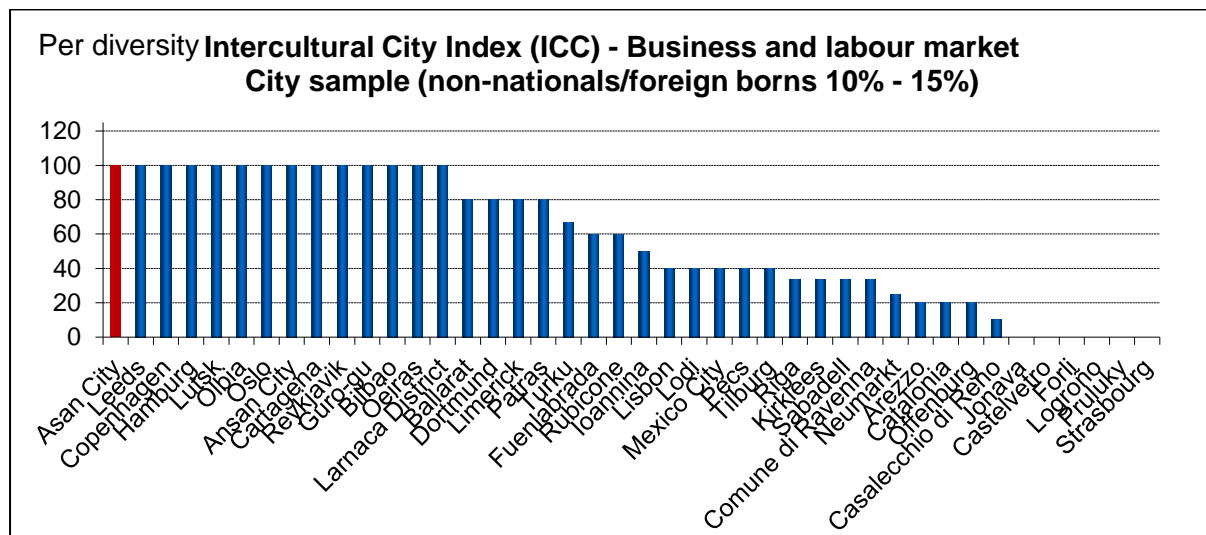
## BUSINESS AND THE LABOUR MARKET

*Access to the public sector labour markets is often restricted by national or regional legislation. When this is the case, the private sector may provide an easier route for people with migrant or diverse backgrounds to engage in economic activity. As a result, private companies and activities tend to offer much more diverse working environments than the public sector. Research has also proved that it is cultural diversity in private companies, and not homogeneity, which fosters creativity and innovation. By constantly highlighting the diversity advantage in business, and partnering with their chambers of commerce and entrepreneurs, cities can influence how diversity is perceived in the private sector in such diverse sectors as shops, clubs, restaurants, industry, technical services and science.*

Asan City achieved a rate of 100, which is considerably higher than the city sample's achievement rate of 53. This city stands out as number One in the "Business and labour market city" sample and likely serves as an example of best practice.<sup>4</sup>



<sup>4</sup> Asan City's achievement rate in the extended Intercultural Cities Index is 50, while the city sample achievement rate is 74%.



Asan City refers to both local, regional and national business umbrella organisations, which have among its objectives the promotion of diversity and non-discrimination in the labour market. Asan City enforces the 'Chungcheongnam-do Employment Discrimination Prohibition Ordinance' to prohibit employment discrimination and operates the Foreign Workers' Rights Protection Council to protect the rights of foreign workers. In 2019, it opened the Asan Human Rights Centre, the first of its kind in Chungcheongnam-do, and provides prevention of unfair treatment, counselling, medical support, education, and cultural activities through the Asan Migrant Workers' Centre and Labour Counselling Centre. The Korea Chamber of Commerce and Industry contributes to promoting diversity in employment through surveys of the status of foreign workers and suggestions for improvement.

Asan City takes measures to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors in partnerships with regional or national private and public actors. This happens for instance by taking various measures to support the economic advancement of ethnic minority enterprises. Through the 'Asan City Fair Trade Support and Promotion Ordinance', it encourages the distribution of fair-trade products and supports online marketing promotion costs to increase accessibility to digital platforms.

Asan City has taken action to encourage "business districts/incubators" to involve adequate percentage entrepreneurs with migrant/minority backgrounds and offer activities which encourage them and mainstream entrepreneurs to engage and develop new products and services together. Asan City is taking various measures to encourage the participation of entrepreneurs from migrant and minority backgrounds and to promote cooperation with mainstream companies. It has established a dedicated investment attraction department, developed the Dunpo General Industrial Complex and the Smart Valley Industrial Complex, and supports investment and management safety through the 'Asan City Enterprise and Investment Attraction Promotion Ordinance' and the 'Small and Medium Enterprise Management Safety Fund Establishment and Operation Ordinance'. It is attracting the 'New Business Startup Officer School', supporting startups through the Chungnam Creative Economy Innovation Centre, and creating an ecosystem that embraces entrepreneurs from various backgrounds by having universities in the city conduct invitation training for foreign entrepreneurs.

Asan City does not foresee to favour companies with an intercultural inclusion/diversity strategy in decisions relating to the procurement of goods and services. Although Asan City does not prefer companies with a cross-cultural inclusion and diversity strategy in terms of procurement of goods and services, the Korean government has a principle of public competitive bidding. Exceptionally, private contracts are allowed, and the government encourages the preferential purchase of goods and services from diverse companies such as social enterprises, cooperatives, self-reliance enterprises, village enterprises, enterprises for the disabled, women's enterprises, and small and medium-sized enterprises, thereby supporting the development of sales channels.

### Suggestions

Asan City is number one in the sample for business and labour market, and has a lot of activities that encourages business for all citizens including migrants and minorities. Yet, some activities could more particularly aim at migrant and minority populations. Intercultural policies in this arena also seek to stimulate a wider appreciation of



the competitive advantage of diversity among all businesses, such as in harvesting fresh ideas and developing supply networks, utilising links migrant workers provide to their countries of origin. Asan City might learn from how, via the associated think-tank Mondinsieme, [Reggio-Emilia](#) in Italy has established a 'Diversity Lab' which, among other things, accompanies companies operating in the city in creating inclusive working environments favourable to the expression of diversity, supporting them with diversity-management policies and practices as required.

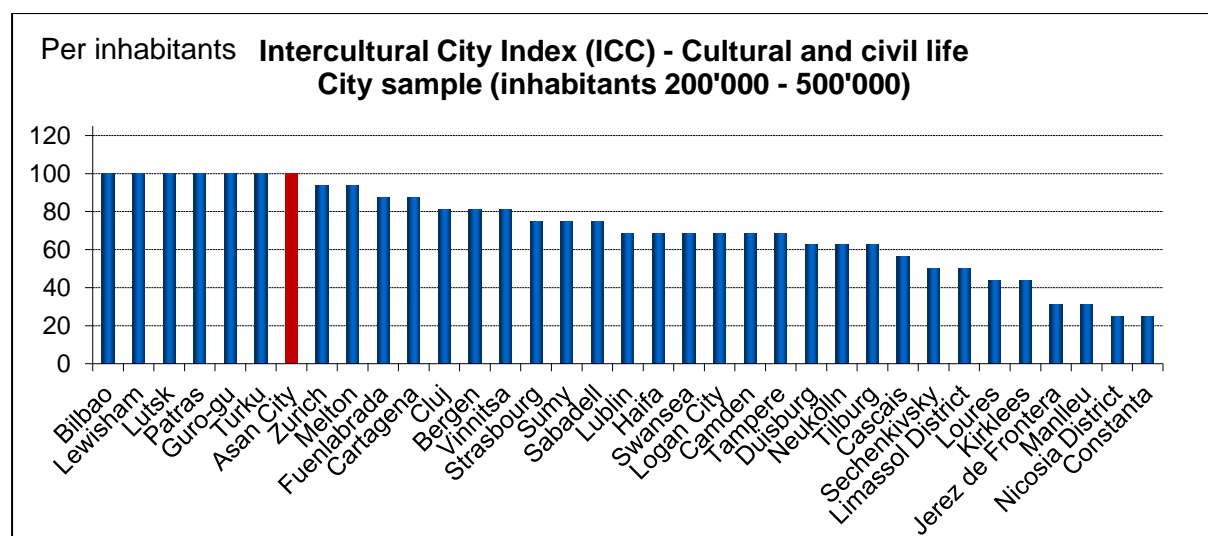
Tenerife, Spain, the regional section of the main Spanish employers' organisation, CEOE, the island's Association for Migrant Entrepreneurs, the Cabildo and the University of La Laguna [came together](#) in 2023 to review information on and analysis of migrant enterprise, with a view to enhancing its significance. In addition to mapping and understanding these gaps and challenges, Tenerife publicly recognises the role of migrants as entrepreneurs and highlights their contribution to the local economy through invitations to business events, facilitating inclusion in business and professional networks and removing barriers to bidding for contracts.

ICC programme resources on business and employment are available [here](#).

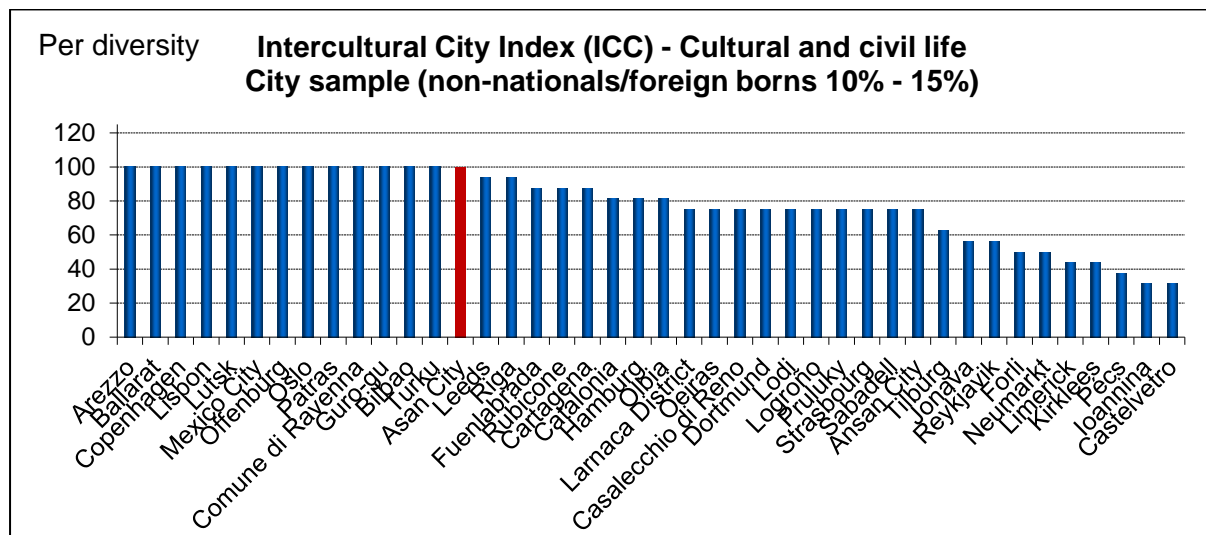
## CULTURAL AND SOCIAL LIFE

*Whereas people living in a city may have different migrant/minority or other backgrounds, they very often share the same interests and satisfaction when engaging in leisure activities, especially in the fields of arts, culture and sports. Such activities are sometimes structured along ethnic lines. That is quite understandable when they aim to preserve folklore traditions or the language and history of countries of origin. What is problematic is when cross-cultural leisure activities are organised along ethnic lines, for example when a football team only accepts players from one ethnic group. The intercultural city can encourage cultural openness through its own activities and by introducing intercultural criteria when allocating resources to artistic, cultural and sports organisations.*

Asan City achieved a rate of 100 together with several other cities in the ICC programme, which is considerably higher than the city sample's achievement rate of 71. Asan City may thus be likely to serve as an example of best practice for other cities.







Asan City's municipal council uses interculturalism as a criterion when allocating funds to associations and initiatives. Subsidies supported by the budget are provided after the 'Local Subsidy Management Committee' has reviewed the appropriateness and effectiveness of the project. In the case of foreign resident and multicultural family support projects, interculturalism is used as an evaluation criterion when providing subsidies.

Asan City regularly organises events and activities in the fields of arts, culture and sport that aim to encourage people from different ethnic and cultural backgrounds to interact. Asan City actively promotes various cultural and sports events to encourage interaction among residents with diverse cultural backgrounds. Asan Migrant Workers Centre and Asan United FC host the 'Myanmar Migrant Workers Football Tournament', the 'Sinchang-myeon Multicultural Festival' are held every year to celebrate Chuseok, a Korean holiday, the 'Multicultural Experience Zone' operated by the Asan Professional Football Club, the Art Valley Asan Seongung Yi Sun-sin Festival, the Art Valley Asan National Foreigner K-Trot Song Festival hosted by Asan City, the 'Dasom Choir' comprised of 17 multicultural women from five countries, the 'Atti Dance Troupe' comprised of 10 multicultural women from three countries, and the 'Art Valley Asan Around the World' event to promote communication and exchange between foreign residents and multicultural families, etc.

The city generally encourages cultural organisations to deal with diversity and intercultural relations in their production by operating various policies to protect and promote cultural diversity. The 'Chungcheongnam-do Cultural Diversity Protection and Promotion Ordinance' guarantees freedom of cultural expression and activities regardless of cultural differences. The 'Asan City Cultural Foundation' supports various cultural events using the database of cultural and artistic organisations, and the Asan Ongung Orchestra, as the base of the 'Dream Orchestra' project, provides music education to children from various backgrounds and promotes cultural integration.

Asan City regularly organises public debates or campaigns on the subject of cultural diversity and living together. The city is holding various public discussions and campaigns for cultural diversity and community integration. It promotes multicultural understanding through the 'Asan Citizen Forum' and an anti-discrimination campaign, and attends the forum and seminar hosted by the 'National Multicultural City Council' every year to discuss the development of foreign residents' rights.

### Suggestions

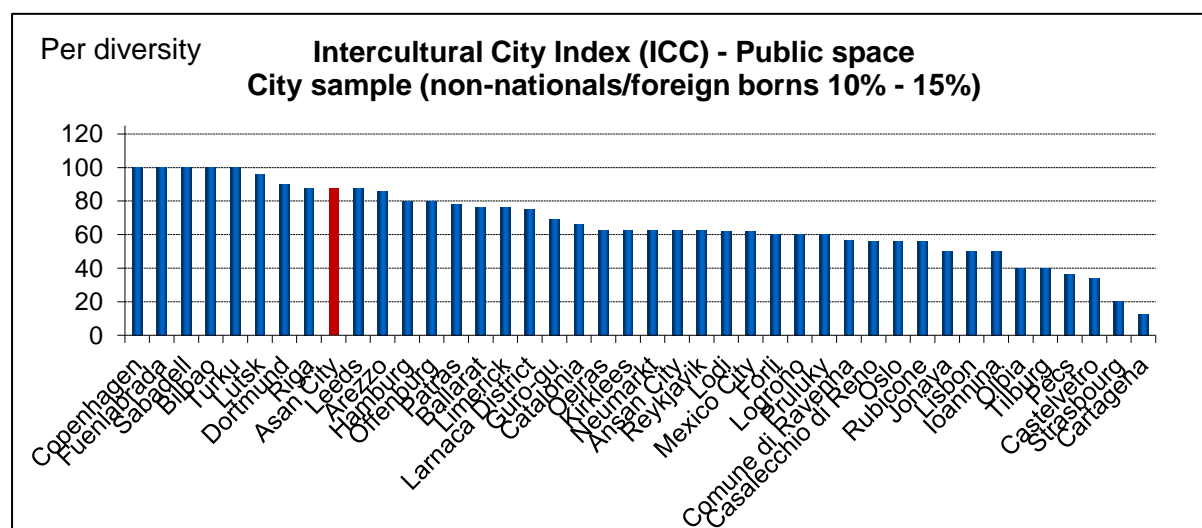
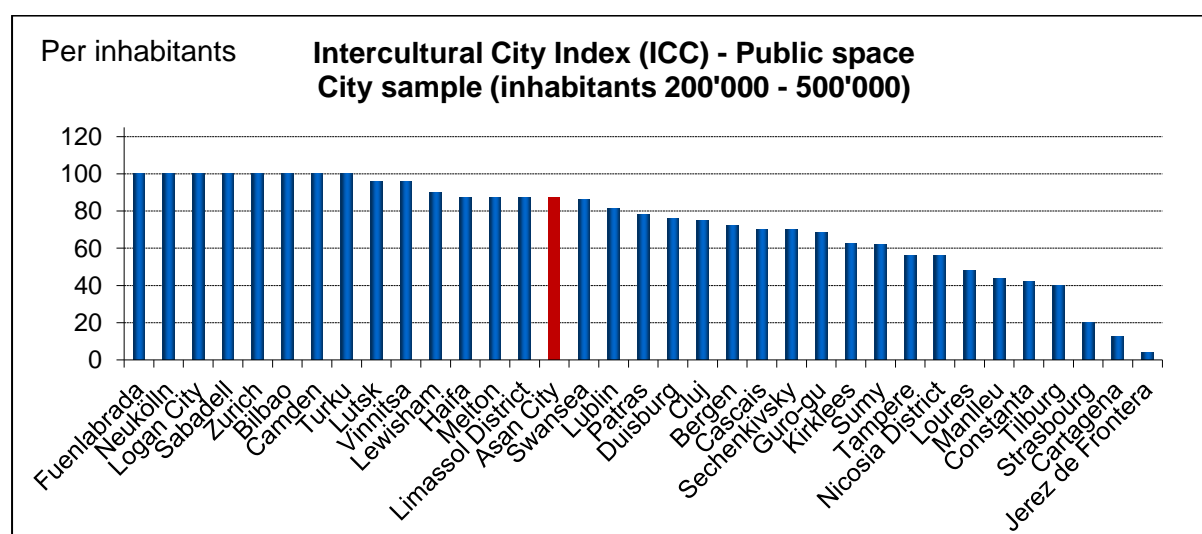
Asan City has high achievement in the field of cultural and social life. Still, there is always room for refinement, and the city may learn from other cities such as [Intercultural Ambassadors](#) from the city of Ballarat in Australia, which offers a festival to encourage its citizens to meet and get to know each other. The [Intercultural Ambassador Program](#) aims to enhance community awareness and social acceptance in Ballarat, foster leadership within multicultural and Indigenous communities, and highlight the positive contributions migrants and Indigenous Australians make to our community. Ambassadors are appointed every three years, with recruitment for the newest programme in 2022. Intercultural Ambassadors for 2022-2025 include people who were

from (or whose parents were from) India, Lebanon, the Philippines, Malaysia, Columbia, Afghanistan, Pakistan, China, Italy and Vietnam. They include people from diverse professional backgrounds including a journalist, nurse, carer, engineer and a stay-at-home mum.

## PUBLIC SPACE

Public spaces (streets, squares, parks, etc.) and facilities (public buildings, day centres, schools, health centres, etc.) are places which most citizens are obliged to use. They offer the possibility of meeting people of different nationalities, origins, languages, religions/beliefs, sexual orientations and age groups. For encounters between diverse people to actually occur, such spaces and facilities should be designed and animated in a way that all residents feel comfortable when using them. Conversely badly-managed spaces can become places of suspicion and fear of the “other”. When this is the case, the intercultural city actively engages with all the people concerned, firstly to understand the local context from their perspective, and secondly to identify solutions largely support by them.

Asan City achieved a rate of 88, which is considerable higher than the city sample’s achievement rate of 68, yet slightly less developed compared to Asan City’s achievement in other areas in the ICC index.<sup>5</sup>



<sup>5</sup> Asan City’s achievement rate in the extended Intercultural Cities Index is 50, while the city sample achievement rate is 60%.

Asan City takes action to encourage meaningful intercultural mixing and interaction in public spaces such as libraries, museums, playgrounds, parks and squares. It opens 26 performance halls and 13 exhibition halls to citizens to promote cultural diversity, and hosts festivals and cultural events for indigenous and migrant residents at Onyang Hot Springs Station Square. Five public libraries and four under-construction libraries provide original books and large-print books in various languages to increase cultural accessibility for foreign residents, and an exhibition space introducing sister cities is set up in the city hall lobby to support exchanges. Asan City is currently building an arts centre, and more active cultural exchanges are expected after its completion.

Furthermore, the city considers the diversity of the population by actively designing and renovating new public buildings and spaces that take into account the diversity of its population. In Onyangwon City Centre, a cultural complex will be built to house the Asan City Family Centre, to promote community activities and cultural exchanges between indigenous people and migrants. In Sinchang-myeon and Dunpo-myeon, which have high percentages of foreign residents, branch family centres are established to support the stable settlement of foreign residents. A library dedicated to multicultural families has been opened in the Sinchang branch to improve accessibility for multicultural families, and the 'Multicultural Immigrant Plus Centre' has been established near Onyang Oncheon Station to provide a space where diverse populations can handle administrative work in one stop. These facilities are a good example of how Asan City designs and manages public spaces to promote diversity and inclusion in the local community.

Asan City has not yet had any cases of reconstruction in specific areas, but is taking various measures to ensure the participation of migrant and minority groups. For example, during the remodelling process of the Dunpo branch of the Asan City Family Centre, the needs of foreign residents were surveyed and reflected in the operation plan, actively accepting the opinions of key service recipients. In addition, through the Urban Regeneration Forum, the opinions of Asan citizens and foreign residents are collected and reflected in the urban regeneration plan, ensuring the participation of various residents.

Asan City is experiencing a concentration of specific ethnic groups in some areas due to the concentration of Chinese and Central Asian expatriates, but is striving to create an atmosphere of respect and acceptance of different cultures rather than conflict. This is encouraged through Korean language education and interpretation and translation projects through the Asan City Family Centre, creation of a bilingual family environment, job support, support for obtaining driver's licenses and qualifications, and creation of a street specialising in foreigners.

The city has a multi-sectoral policy combining policing, social work and communication that deal with unwelcoming or unsafe spaces through the implementation of various policies to resolve conflicts and promote harmony between indigenous people and migrants. It hosts events such as multicultural festivals for cultural exchanges and operates a voluntary security force to conduct joint crime prevention activities. In Sinchang-myeon, a general meeting of residents is held with the participation of foreign residents, and Soonchunhyang University holds a hearing and discussion session for the creation of a youth cultural street. The Asan City Family Centre conducts an environmental cleanup campaign through the 'Sinchang Family Volunteer Group' and strengthens community awareness and promotes understanding and consideration through the Dunpo-myeon Residents' Day event and the Sinchang-myeon Chuseok Multicultural Festival.

### Suggestions

Asan City has a lot of excellent public space initiatives, of which many are still new and for which results are yet to be seen. The city may learn from best practices from other cities in the ICC programme, such as the [Intercultural public space](#) in Barcelona, Spain, which has the purpose of encouraging the creation of spaces and opportunities for positive interaction and the generation of ties and relationships on equal terms. The increase in cultural diversity has brought about, amongst other factors, new and old ways of being and using public spaces, amenities, shops -the street level-, strengthening its important socialising role and thereby bringing about new complexities that need to be tackled. The city of Barcelona places enormous importance upon public space as the place where a diverse but harmonious community can be built. This means that place-making professionals (such as architects, planners, transport managers, constructors, etc.) within the city council must develop their competence in diversity management. One measure of the city's Intercultural Plan states the need to 'incorporate those responsible for urban development in the city into each of the interdepartmental committees at the Council to strengthen the mainstream application of all urban and social policies'. A further measure of the Plan calls for 'Integration of the neighbourhood scale into the practice of urban development to reconstruct dialogue, consensus and the involvement of citizens'. Several actions take place to mainstream the intercultural perspective in place-making:

- Inter-group roundtables that involve representatives from urban planning and, for example, the Committee for Public Spaces, the Committee of Living Together, or the Inter-group Committee for Immigration.
- Promotion of bilateral relations through dialogues between the area of urban development and other areas at the Council.
- Valuing “personalised” activities, observing the realities and special characteristics of the neighbourhood, within the framework of a comprehensive city strategy. This can be based on a “common project”, from a fairly global idea, with various expressions to suit each context.
- Going deeper into the practice of participative processes, e.g. introducing new approaches and adapting them to ensure there is a faithful representation of the local sociocultural diversity in the target setting.

A reflection on a renewed definition of the public space has been conducted. The public space is seen as ‘spaces for relations’, as an integral part of the idea of a city and as a space for meeting and generation of citizenship. This has led to a review of architectural typologies, mainly regarding the structure and form of ground floors taking into account their impact on the definition and character of the adjacent public spaces. Place-makers in the city have adopted the ‘street floor’ concept into the management tools for public spaces (dimension, design, urban furniture, maintenance, layout of parking spaces) and into the management tools for the ground floor (façades, uses), taking into account the relation between these two spaces, the public and the private, on the ground floor, incorporating criteria of flexibility and adaptability to various situations (to neighbourhoods or even to streets).

Understanding the concentrations arising from certain uses on the ground floor can cause excessive pressure on the adjacent public space along some streets owing to its configuration (too narrow, poor access). Or, conversely, a ground floor that is more diversified in its uses and activities can encourage use of the adjacent public space as a point for meetings and socialising. Incorporating into public spaces elements that contribute to generating spontaneous interaction between users: play areas in children’s’ parks, specific offers for young people, bicycle, pacified spaces in the streets of Sant Antoni or Consell de Cent.

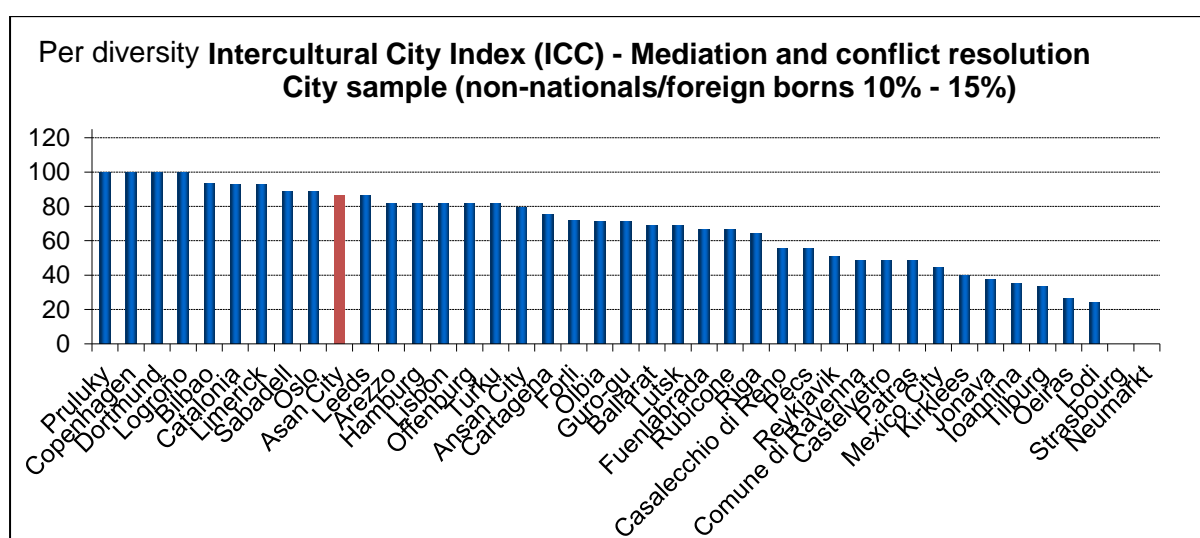
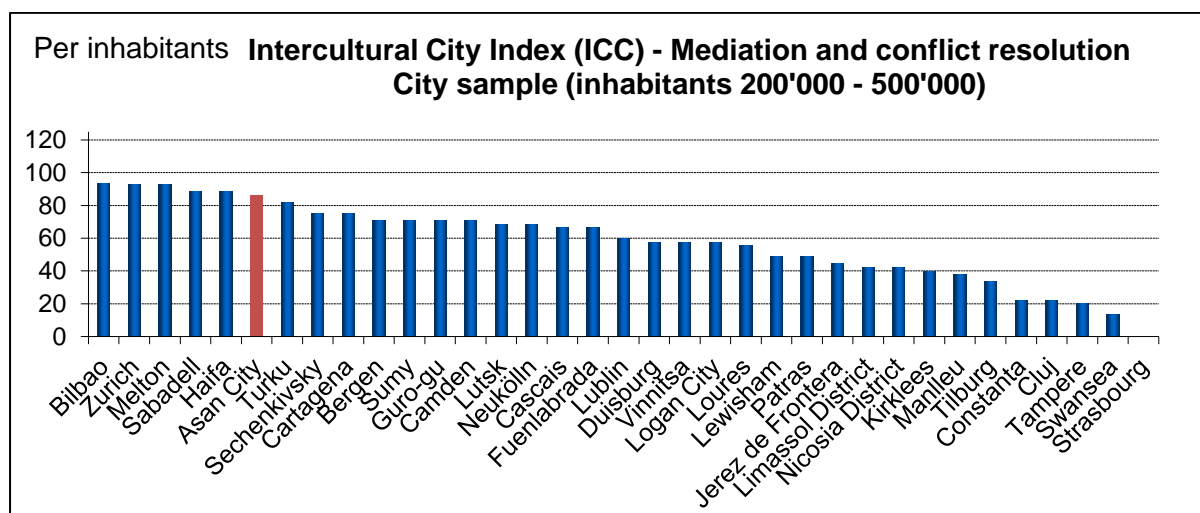
Another best practice within the field of reconstruction from the Spanish city of Tabakalera is the [Participation and interaction through renovation of public spaces: the example of Tabakalera](#), a former tobacco factory that was converted into a contemporary culture centre. Located in the Egia district, the building is an impressive space (13,277m<sup>2</sup>) that organises, since 2007, a wide sort of activities (exhibitions, short film screenings, etc.). Tabakalera programmes are mostly free and the funding is mostly public (30% comes from the municipality). By the time of opening this public space, it became clear that people were looking forward to use and engage the open spaces envisaged in the building: especially young people in rainy days. The centre has been adapting its activities and spaces to these non-planned use from families, youth, etc. At some point, the centre identified a group of mainly youth male migrants who were used to spend long time at the centre, not always behaving correctly (security concerns, drugs, etc.). After discussing with them about their needs and aims, Tabakalera decided to open a programme to support them through cultural activities. A first project involved photography, and the initiative was really welcomed. Since then, the project has grown to the point of holding weekly meetings (every Friday with a mediator), during which the group has been, for example, creating music together or preparing artistic performances. The 2018 project has been a theatre play, and a group of around 25 people are participating, using the Theatre of the Oppressed as a working methodology. Most of these young people are unaccompanied migrants, and live in precarious situation: Tabakalera has become a place in which they feel welcome and can explore different ways to express themselves.

## MEDIATION AND CONFLICT RESOLUTION

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*In diverse societies there is always the potential for misunderstanding and conflict over values, behaviour or resources. In cities, where people with different cultural backgrounds and socio-economic statuses live together in close proximity, such tensions are natural and indeed part of everyday life. Instead of denying, ignoring, or repressing conflict, the intercultural city seeks to anticipate, identify, address and resolve issues to the satisfaction of all protagonists without compromising the principles of human rights, democracy and the rule of law. The intercultural city views conflict as a normal feature of free, dynamic and communicative communities and sees the very process of conflict mediation and resolution as an opportunity for innovation and sustainable social cohesion.*

Asan City achieved a rate of 86, which is considerably higher than the city sample’s achievement rate of 58, which indicates that Asan City may serve as a good example for other cities.



Asan City provides a professional service for mediation of intercultural communication run by a civil society organisation along a region/state-run mediation service through the following professional services:

- Conflict Management Review Committee: Prevents and mediates conflicts that may arise in major policy projects in accordance with the 'Asan City Conflict Prevention and Resolution Ordinance.'
- Citizen Ombudsman System: Experts in each field are appointed as advisory committee members to impartially investigate citizens' complaints and reflect them in improving the system.
- Asan City Family Centre: Provides free individual counselling, couples counselling, family counselling, multicultural counselling, and pregnancy and childbirth conflict counselling for Koreans and foreigners to support social and emotional stability and strengthen family functions.
- Asan Migrant Workers Centre: Provides counselling and mediation services to improve unreasonable working conditions for foreign workers, resolve unpaid wages, and mediate conflicts with employers.

Asan City provides various intercultural mediation services to protect the rights of citizens and prevent conflicts. In the educational field, customized Korean language classes and bilingual support are provided to resolve language differences between foreign children and indigenous children. Human rights education promotes intercultural understanding and coexistence, and the Asan Migrant Workers Support Centre protects the rights of foreign workers by providing labour counselling, medical support, education, and shelter. In addition, it cooperates with



police stations, education support offices, fire departments, etc. to manage and mediate conflicts in all aspects of life. These measures support smooth communication and coexistence among citizens of various backgrounds.

Furthermore, Asan City deals specifically with inter-religious relations, through a municipal service devoted to inter-religious relations only and a generalist municipal service that also deals with religious conflicts. For that the city is implementing various measures to resolve religious conflicts in a multi-religious society. The Asan City Human Rights Centre prevents religious discrimination and mediates conflicts when they occur. Civic groups promote communication and understanding and mediate when religious conflicts occur. The Asan City Family Centre provides counselling and mediation services for social issues including religious conflicts, and religious elders mediate conflicts by promoting inter-religious harmony and dialogue.

### Suggestions

Asan City has excellent activities for mediation and conflict resolution. A municipal mediation service that also deals with cultural conflicts would be a good addition to Asan City's efforts on this area. A best practice example can be found in [Mediation is a priority in Barcelona](#) that offers different mediation services with the aim of providing resources to municipal service professionals to facilitate intercultural communication and to prevent and resolve conflicts that may arise in relations between people and groups with different cultural backgrounds. Its aim is to become a bridge between different points of view and visions of reality, promoting dialogue, constructive relations and citizen coexistence, but it also seeks to improve citizens' access to municipal services, fostering acceptance and the right to information. The current Barcelona Intercultural Plan (2021-2030), under the axis 'To encourage the creation of spaces and opportunities for positive interaction and the generation of ties and relationships on equal terms' establishes the objective of *strengthening the dispute management and mediation tools and teams from an intercultural perspective* and mainstreaming the intercultural approach to the different mediation services. Mediation and community action are considered the main methodology for tackling and preventing conflicts. Intercultural mediation is provided in specialised institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc. It is also provided in the city administration for general purposes; in neighbourhoods, on the streets, where the city actively seeks to meet residents and discuss problems.

Another best practice is from the city of Valladolid in Spain and its [Intercultural mediation to promote living together](#). The overall objective of this initiative is the promotion of mediation as a mechanism of alternative conflict resolution that will help to foster peaceful and inclusive cohabitation in the municipality of Valladolid. The main objective of the [Plan de Convivencia Ciudadana Intercultural 2019-2023](#) (Plan for intercultural Living Together) is to contribute to a coexistence in which all people feel represented, characterised by positive relationships, respect and communication. It is essential to foster civic responsibility and to proactively address the complexities that arise from increased cultural diversity. According to the Plan, out of this intercultural coexistence emerges a new shared culture in which all citizens both contribute and receive, in a process that strengthens commonalities, respects differences and ensures equal rights. In this context, mediation represents an effective tool that promotes the successful resolution of intercultural conflicts, encourages dialogue, minimises intolerance and facilitates understanding and acceptance of difference. The mediator can build bridges for the social and economic integration of different cultural groups. The mediator's work is of great importance in building a collaborative dialogue, in achieving positive interactions, in disseminating the positive interactions, in the dissemination of civic rules of coexistence, etc. The intercultural mediation service of the city of Valladolid is composed of an interdisciplinary team of professionals qualified to intervene in intercultural conflicts (conflicts for which cultural or ethnic differences are considered as explaining factors). The Service develops activities with a view to provide support and guidance for professionals from social entities and other municipal services. The Service sets recommendations regarding mediation of intercultural conflicts.

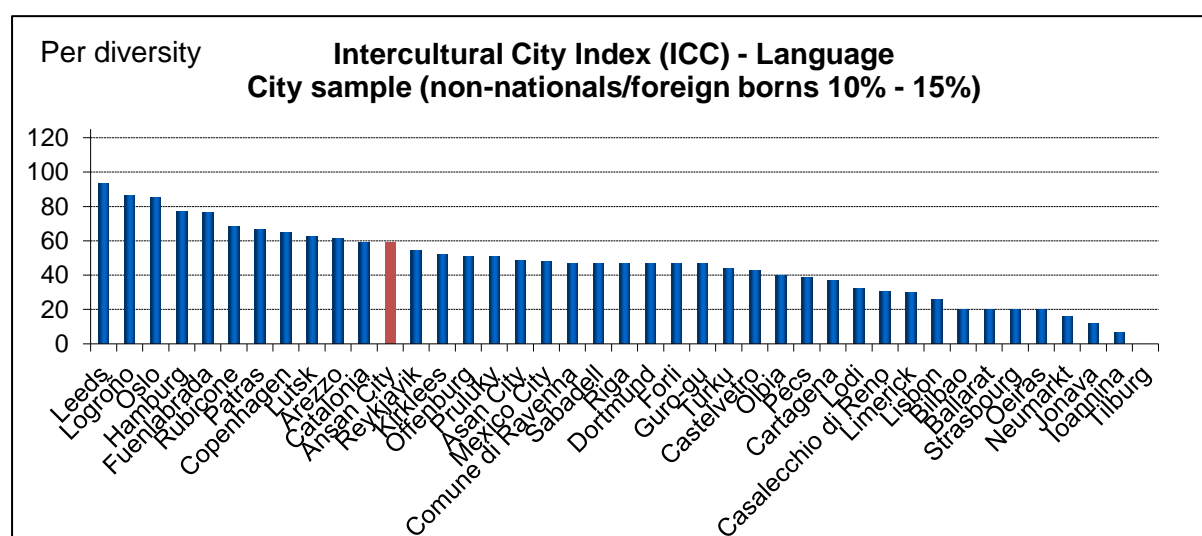
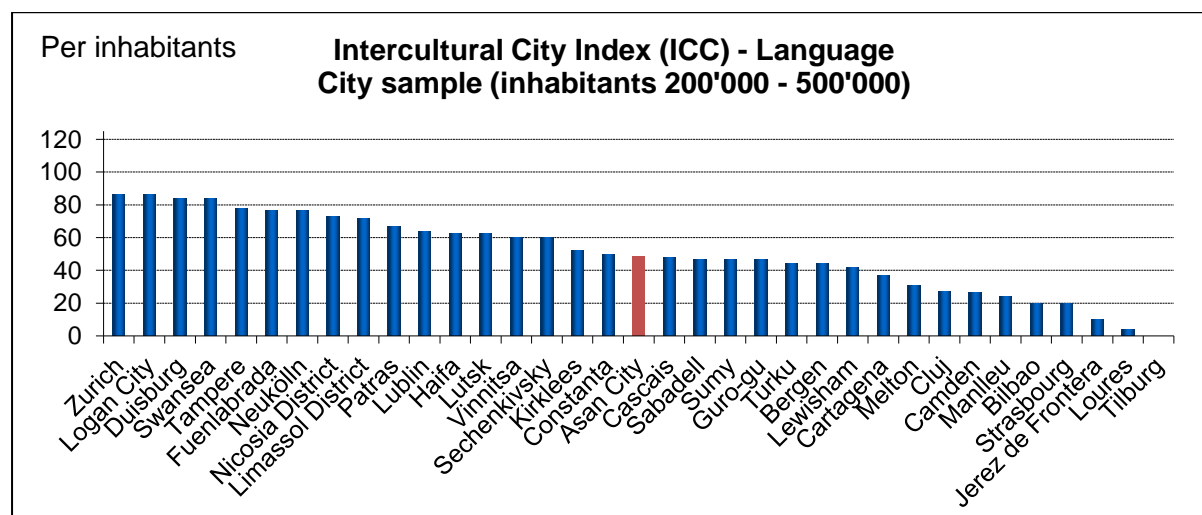
### LANGUAGE

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*The provision of courses and other facilities for people with migrant backgrounds to learn the receiving country's language(s) is important to ensure social and economic integration. It does however need to be supplemented with activities which highlight the value of other languages, and enable people with migrant origins not only to preserve and transmit their languages to their children and other members of the community, but also to take pride in them as a heritage enriching the local community. An intercultural city promotes multilingualism as a resource for*

education, business, tourism, cultural life, etc. It underlines the value of all languages present in the city, for instance by giving opportunities to diverse language speakers to express themselves in their mother tongue in public and at cultural events and by promoting all events that offer opportunities for linguistic exchanges and mixing.

Asan City achieved a rate of 49, which is slightly higher than the city sample's achievement rate of 47, and thus only slightly above average in the ICC "Language City" sample.



Asan City provides teaching in migrant/minority languages as part of the regular curriculum at schools, teaching in migrant/minority languages as "mother tongue" courses for migrant/minority children only and furthermore offers support for private/civil sector organisations providing language training in migrant/minority languages. Furthermore, Asan City provides financial support for raising awareness on migrant/minority languages. The city publishes a life guidebook for foreigners in six languages and provides a guide map for vehicle registration. The family centre operates Chinese and Vietnamese language classes for children, and the Asan Office of Education holds a bilingual speech contest to improve communication skills. Chungnam Foreign Language High School publishes and distributes bilingual creative storybooks and audiobooks, and provides educational support by assigning teachers from Central Asia to schools. In addition, the library provides books in various languages and conducts cultural lectures to enhance language awareness.

Asan City occasionally supports and runs projects that seek to give a positive image of migrant/minority languages. For example, the Asan City Family Centre is fostering children's pride in their parents' languages through a



children's bilingual speech contest. It is providing multicultural policies and information through the publication of a multicultural newspaper. In addition, an interpretation service group composed of foreign volunteers provides interpretation services at the Civil Affairs Office at Asan City Hall and at festival sites to support smooth communication with foreigners.

### Suggestions

Asan City has a lot of activities on language that, e.g., involve maintaining “mother tongue” languages for migrants and minorities, which may likely spread positive perceptions of migrant languages. The city may also direct their activities to migrant groups that are hard to reach and learn from other cities' best practices that involve national language training for migrant groups, e.g. the city of Novellara's [Italian Language courses for migrant women](#). The goal of this project is to promote the participation of migrant women into the Italian Language courses organised in the city of Novellara. The local administration of Novellara has always had the will to create new chances for dialogue and inclusion. In the spring of 2017, a new project has been launched, aimed at enhancing the integration of the numerous foreign communities that live in Novellara. The idea was to create a project that would involve closely the local population, which is an important part of the integration process, since they interact with the migrant citizens on a daily basis. In the fall of 2017, a new pilot project dedicated to women has started. Women, especially in some cultures, are often considered second class citizens whose main role is to take care of the household and the children. This often causes their marginalization, that last longer than the one of men, since they don't have occasions to learn the local language and they are not able to take part in the city life in any way. Language barrier, lack of knowledge of social and cultural services they have access to eventually cause them to leave the house less and less, resulting in women who do not speak Italian even if they have been in the country for many years. Some focused attention helped and encouraged women to take part in the project. The students have shown sign of progress (the course started in October 2017 and ended in mid-January 2018) and have been responding positively, which led to another series of initiatives that have turned the course from simple language class to a 360° civic education course, with seminars dedicated to safety, childcare, recycling and conscious food shopping. The success of the courses is already visible: the women have bonded and are happy to spend time together, and the knowledge of the language, no matter how small, helps them integrating in the city and living more consciously in the community of the town: the A2 class took part in the celebrations in honour of the Italian flag with some readings. The goal of the project is to keep the women involved in the town life even after the end of the Italian courses, with meetings, sewing and cooking classes.

## **MEDIA AND COMMUNICATION**

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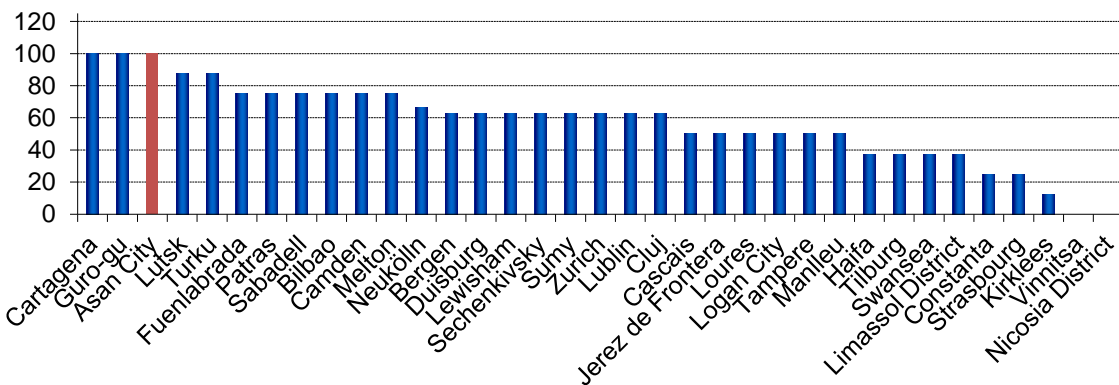
*Traditional and social media have a very powerful influence on attitudes towards cultural diversity and other diversities. Much of the information people access is generated by international newsgroups, national media, or by private persons in the case of social media. Nevertheless, there is still much the city authorities can do to achieve a climate of public opinion more conducive to positive intercultural relations. In its communication, an intercultural city constantly highlights the positive contribution of people with migrant/minority backgrounds to the social, cultural and economic development of the city. More importantly, the city partners with local media agencies so that they purvey a similar message and cover events occurring in the city in an objective and unbiased way.*

Asan City achieved a rate of 100, which is considerably higher than the city sample's achievement rate of 47. The city is thus very likely to serve as an example of best practice for other cities regarding media and communication.<sup>6</sup>

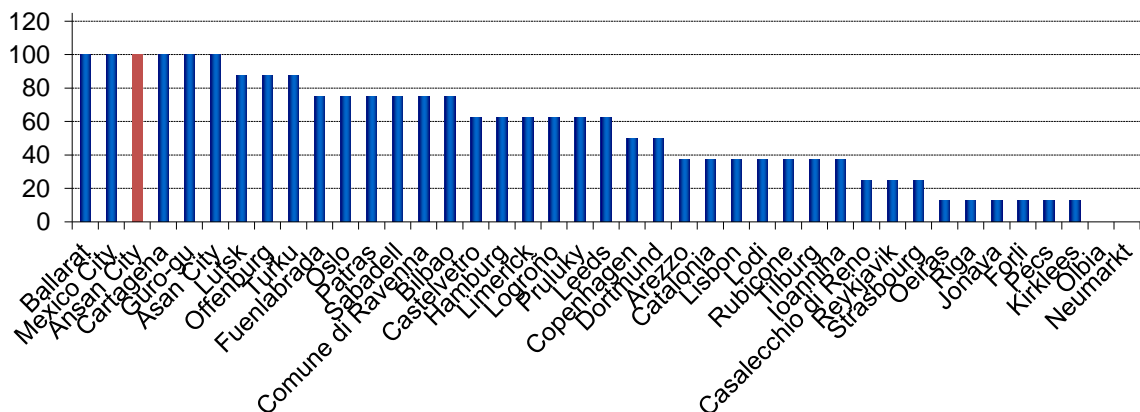
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<sup>6</sup> Asan City's achievement rate in the extended Intercultural Cities Index is 100, while the city sample achievement rate is 51%.

Per inhabitants **Intercultural City Index (ICC) - Relations with the local media**  
City sample (inhabitants 200'000 - 500'000)



Per diversity **Intercultural City Index (ICC) - Relations with the local media**  
City sample (non-nationals/foreign borns 10% - 15%)



Asan City has a communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media. Asan City is implementing the following communication strategies to improve its visibility and image with people from migrant backgrounds:

- Mobile multicultural awareness improvement service: Promotes understanding and acceptance of diverse cultures by providing opportunities to experience migrant cultures.
- Environmental campaigns and volunteer activities: Asan City Family Centre celebrates 'World Environment Day' by promoting the use of tumblers and shopping baskets and raising positive awareness of migrants through volunteer activities such as picking up trash in the village.
- Providing regular information: In cooperation with local media outlet Joongdo Ilbo, Asan City publishes a monthly newspaper and provide city policies and various information to migrant families who are newly settling in the area.
- Appointment of Public Relations Ambassador: Asan City has a representative from the Korea Cultural Diversity Organisation as a public relations ambassador to spread positive images of multiculturalism and foreigners and to lead the way in improving awareness.

Asan City's communication (PR) department is instructed to highlight diversity as an advantage regularly and in various types of communication. The city is implementing a strategy that emphasizes the city's diversity as an advantage. The Public Relations Office actively promotes foreign policy and the benefits of diversity through the media, and the Multicultural Honorary Reporter Corps promotes intercultural communication by providing cultural

introductions and policy information. In addition, the Asan City Newsletter promotes cultural diversity and the contributions of migrants through the 'Borderless Harmony & Spring Comes to Us' section.

Furthermore, the city runs education and mentoring programs for migrant journalists. Asan City Video Media Centre provides free media education to citizens, and the Friends Reporters Group, comprised of migrants, enhances journalism expertise through mentoring and capacity building education. Naon, the Women's Community Centre, strengthens migrant women's employment capacity through individual YouTube creator education and supports online media startups. These policies help migrant journalists succeed in media activities.

Asan City monitors the way in which traditional local and/or national media portray people with migrant/minority backgrounds. Asan City operates the following policies to ensure fair reporting and protect human rights for migrants and multicultural families:

- In accordance with the Asan City Foreign Residents and Multicultural Families Support Ordinance and the Asan City Basic Human Rights Ordinance, Asan City is implementing education and publicity to protect the human rights of migrants and prevent unreasonable discrimination, and is taking administrative and financial measures to guarantee human rights.
- Asan City Hall Public Relations Office Planning and Reporting Team assigns dedicated staff to analyse and respond to negative media reports.
- In addition, the Korea Health Family Promotion Institute introduced the 'Media Monitoring Project' to monitor issues related to migrants since 2019, and has set issues such as content that harms human rights awareness of migrants, discriminatory expressions, forced assimilation of Korean culture, descriptions that induce sympathy, and promotion of groundless negative images as major monitoring items.

Asan City monitors the way in which social media portray people with migrant/minority backgrounds by operating a monitoring policy to ensure sound operation of social media. In accordance with Article 3 of the Asan City Social Media Management and Operation Ordinance, the city monitors social media channels to prevent negative or discriminatory content and provide positive information. In addition, in accordance with the Asan City Foreign Resident and Multicultural Family Support Ordinance, the city monitors negative reports or discriminatory expressions about multicultural families and migrants, and prepare countermeasures to improve them. These policies ensure that migrants and people from minority backgrounds are portrayed fairly and positively.

Asan City engages with local media directly when portraying people with migrant/minority background through negative stereotypes. For that, Asan City has a system in place to proactively respond and communicate when the media portrays migrants and people from minority backgrounds in negative stereotypes.

In accordance with Article 6 of the "Asan City Foreign Residents and Multicultural Families Support Ordinance" and Article 4 of the "Asan City Basic Human Rights Ordinance," Asan City takes measures such as requesting corrections to discriminatory and negative reports.

In addition, based on Article 3 of the "Asan City Social Media Management and Operation Ordinance," the city conducts monitoring related to social media and respond to and request corrective action regarding negative reports. The public relations department closely communicates with the media regarding negative portrayals of migrants and minorities and strives to deliver fair and positive information. This allows the city to communicate effectively with local media, prevent discriminatory reporting, and maintain a positive image of migrants and minorities.

### Suggestions

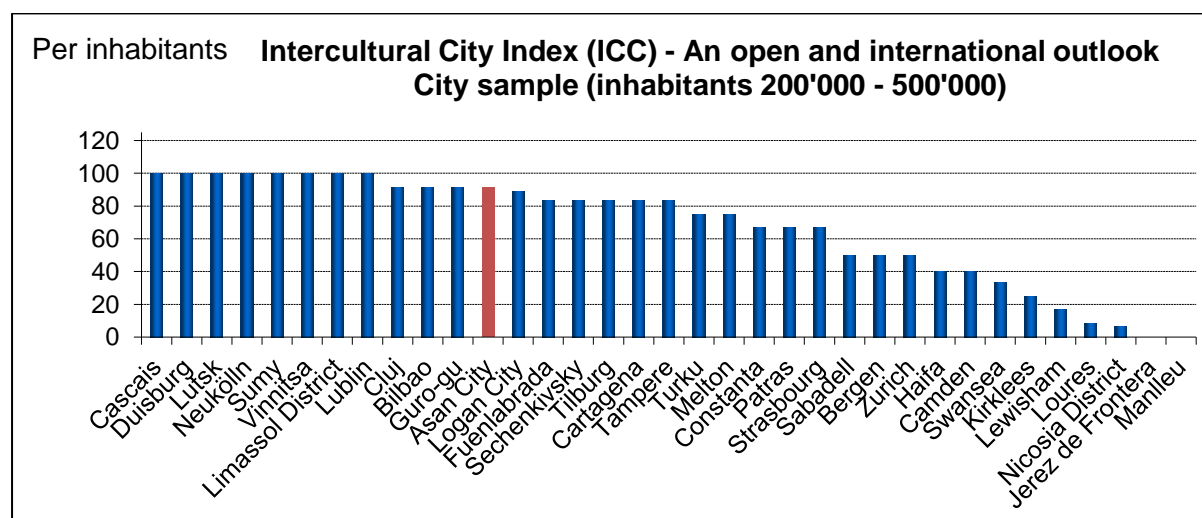
Asan City has coherent strategies for media and communication regarding urban diversity that involve efforts to positively change social perceptions of migrants and promote understanding between migrants and local residents and combat discrimination. To enrich Asan City's effort on this area, the project from the Polish city of Lublin "[Faces of Lublin](#)" [awareness raising campaign](#) may serve as a good example. This public awareness campaign was undertaken by the City of Lublin to strengthen the image of the city as an intercultural city by promoting the diversity of its residents. It was also aimed at building a positive image of Lublin's diverse residents and strengthen the understanding of the advantage of diversity among the host society. The concept of the "Faces of Lublin" awareness raising campaign was developed following the first phase of the "Lublin 4 all" project. Social research was conducted as part of this project which i.e. analysed the perception of foreign-born residents and newcomers

among Lublin host communities. Indeed, the study showed that most of Lublin's residents were not aware of the presence of migrants and foreign-born residents or did not recognise them as an important component of the city's population. As a result, the City Council decided to carry out an awareness raising campaign to show to the Lublin residents the multicultural facet and diversity of their city. The city of Lublin established cooperation with the photographer, journalist and volunteer Oksana Tymbaliuk,. She was encouraged to resume her photo project of shooting portraits of men and women of Lublin and was offered an exhibition of her photos, with the aim of presenting and nurturing the cultural diversity of the city. Together with the portraits, interviews were also conducted to collect the respondents' views on intercultural integration and their opinions on how new initiatives could improve the quality of life in the city. The photographs and interviews were collected in a ["Lublin 4 all" publication](#) and also published on a dedicated [website](#). The awareness-raising campaign also included the publication of information and data on Lublin's multiculturalism in public spaces, such as bus stops and the main means of public transportation. The campaign provoked a public debate and attracted media attention.

## INTERNATIONAL OUTLOOK

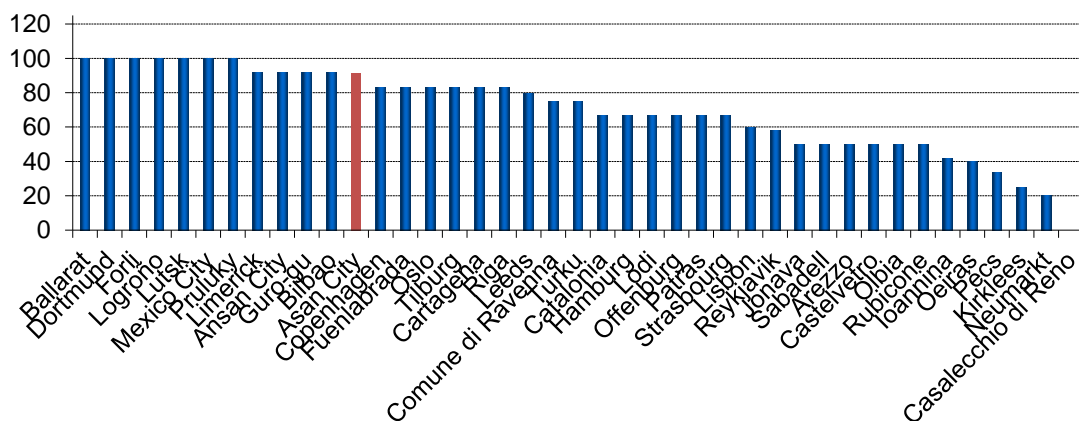
*Although cities have little or no competence in foreign policy, they can actively seek to make connections in other countries to develop business relations, exchange knowledge and know-how, encourage tourism, or simply acknowledge the ties the city may have elsewhere. An intercultural city actively encourages interactions with the outside world and in particular with the cities, regions or countries of origin of its inhabitants.*

Asan City achieved a rate of 92, which is considerably higher than the city sample's achievement rate of 67. The city thus positions itself in the higher end of the Intercultural City Index on this topic.<sup>7</sup>



<sup>7</sup> Asan City's achievement rate in the extended Intercultural Cities Index is 92, while the city sample achievement rate is 68%.

Per diversity **Intercultural City Index (ICC) - An open and international outlook**  
**City sample (non-nationals/foreign borns 10% - 15%)**



Asan City has an explicit and sustainable policy to encourage international cooperation in economic, scientific and cultural areas, and operates the following policies to encourage international cooperation:

- Inter-city Exchange and Cooperation: The "Ordinance on Promotion of Inter-city Exchange and Cooperation in Asan City" is enacted, and establishes policy cooperation and exchange plans with sister cities. International cooperation is being strengthened through international exchange and cooperation and agricultural technology training programs in developing countries.
- Support for foreign investment companies: The Investment Attraction Division and the Corporate Attraction Team support publicity and licensing consulting for foreign investment companies to promote international economic exchange.
- International Cooperation in the Agricultural Sector: The Rural Resources and Education Planning Team is promoting international cooperation in the agricultural sector by promoting agricultural training in Vietnam and agricultural development training in Africa.
- MOU with Dongguan City, China: civil servant exchanges with Dongguan City, China, which are strengthening exchanges in the fields of industry, culture and arts to promote economic and cultural cooperation.

Asan City has a specific financial provision for this policy, enacted in the "Ordinance on Promotion of Exchange and Cooperation between Domestic and Foreign Cities in Asan City" and is providing the following financial support:

- Operation of a dedicated external exchange team: The exchange team is established in the Autonomous Administration Division of Asan City Hall to establish and implement plans necessary for policy and exchange cooperation with sister cities.
- Financial Support: Provide financial support for cooperation and exchange with sister cities to effectively promote international cooperation projects.

Furthermore, Asan City takes action to develop international connections by establishing a basic plan for exchange and cooperation every year to strengthen international connections and promotes systematic promotion of international relations. In addition, it strengthens relationships with existing partner cities, seeks exchange directions with new cities, and discovers new exchange projects to expand international connections. These measures include a strategic approach to expanding the global network and expanding opportunities for international cooperation.

Asan City reaches out to foreign students and other youth groups arriving through exchange program. The city hosts a youth international exchange camp to foster global talent. This camp is attended by youth from sister cities and countries such as Hungary, China, Malaysia, Vietnam, the United States, and Kenya, and includes cultural experiences, relationship-building programs, physical activities, and historical exploration. In cooperation with Soonchunhyang University and Sun Moon University, it supports various exchange activities, and a cultural and

artistic promotion group consisting of 30 foreign exchange students participating in promoting local events and festivals. This program aims to help foreign youth adapt smoothly and develop international sensibilities.

Asan City furthermore develops business relations groups by involving diaspora and mainstream entrepreneurs in international visits and meetings and by partnership/business agreements with countries or cities of origin. Asan City is strengthening its international presence and developing exchanges through collaboration with migrants from the diaspora.

Asan City is establishing a cooperation system for industry-academia cooperation, agricultural exchanges, and corporate economic partnerships with migrants from China, Central Asia, and Vietnam, and is expanding business relationships through investment attraction meetings.

### Suggestions

Asan City has excellent activities for promoting an international outlook through collaboration with other sister cities and other countries. The city may improve this, e.g. through working on its support to organisations that seek to develop business relations with other countries.

Further inspiration for reinforcing existing policy in this area could be found in [Reggio Emilia](#). It has signed, through the Intercultural centre Mondinsieme, an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and seeks to "promote socio-cultural mixing and openness towards the other". Both sides are providing significant financial contributions to the activities included in the agreement.

The Municipality of Reggio Emilia has a wide network of international contacts and projects aiming to share the city's best practices and opinions worldwide. The city has established through the years a set of twinning and friendship agreements reaching to 15 official international institutional relations which are to be implemented through continuous exchanges of delegations as part of study visits, conferences on topics of common interests, international joint projects (such as EU projects or development cooperation projects).

## **INTERCULTURAL INTELLIGENCE AND COMPETENCE**

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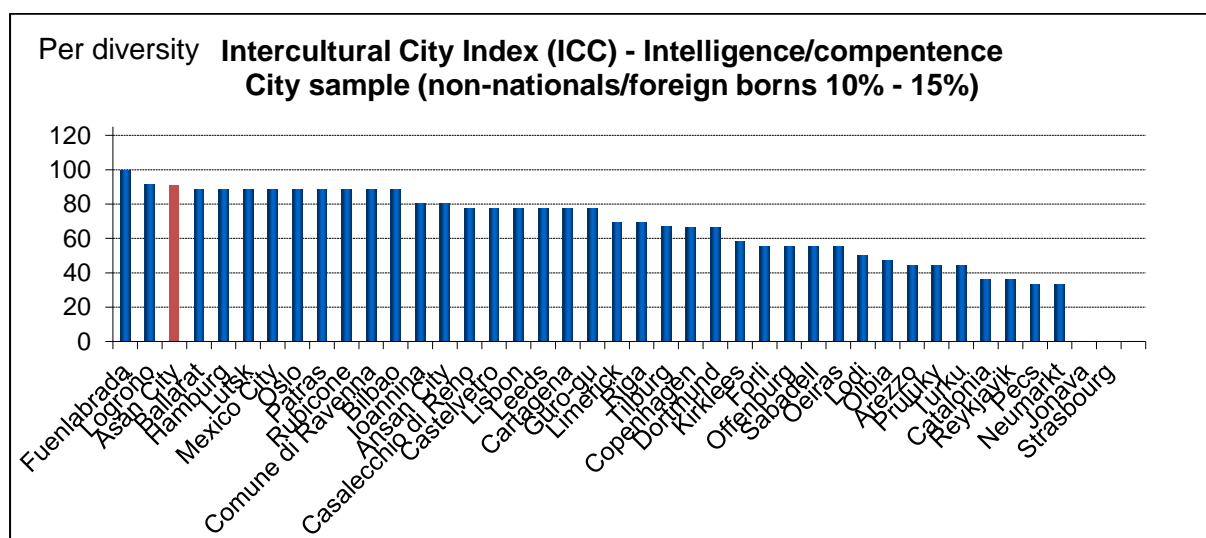
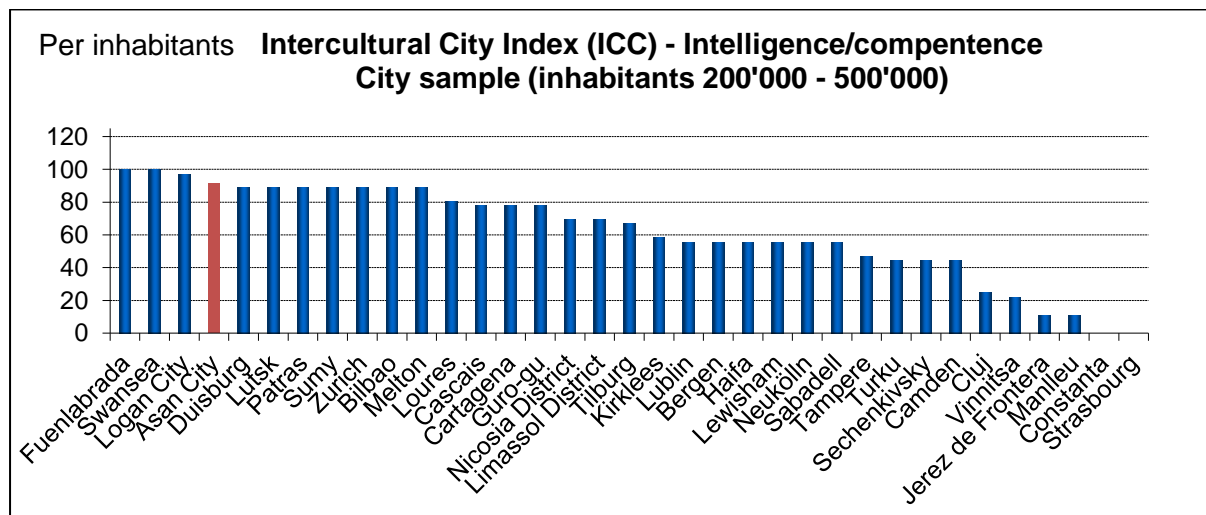
*Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural "mind-set" which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence require a specific know-how when dealing with unfamiliar situations and not an in-depth and often elusive knowledge of all cultures. Such sensitivity and self-confidence is not commonly-seen. It is a technical skill which can be acquired through training and practice. In an intercultural city, the authorities view such skills as equally important and essential to the good functioning of the city as the other professional and technical skills usually expected from public employees.*

Asan City achieved a rate of 91, which is considerably higher than the city sample's achievement rate of 59. The city thus positions itself in the high end of the Intercultural City Index on this topic.<sup>8</sup>

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<sup>8</sup> Asan City's achievement rate in the extended Intercultural Cities Index is 94, while the city sample achievement rate is 60%.





Statistical and qualitative information about diversity and intercultural relations is sometimes mainstreamed to inform the local/municipal council's process of policy information. The Republic of Korea conducts a survey on multicultural acceptance of local residents every third year and uses this survey as a reference for policy development. This survey provides statistical and qualitative information related to the acceptance of foreign residents and multicultural families. Asan City is carrying out the following process to establish policies for foreign residents and multicultural families:

- Survey on the Status of Foreign Residents and Multicultural Families: Asan City is promoting the 'Survey on the Status of Foreign Residents and Multicultural Families and Mid- to Long-term Development Plan' to understand the living conditions of foreign residents and multicultural families. This survey is used as basic data for establishing an Asan-type mid- to long-term development plan in response to the basic plan of the central government.
- Policy Development: Asan City has joined the Intercultural City as a pledge of the 8th local government, and is contributing to establishing the foundation for policies for foreign residents and multicultural families and creating an environment where residents of various nationalities can coexist.
- Survey by the Ministry of Gender Equality and Family of the Republic of Korea: The Ministry of Gender Equality and Family has developed a multicultural acceptance index in Korean society and conducted a periodic survey every three years since 2012 to promote social integration in response to the increase in migrants. This survey helps to evaluate the level of social awareness and acceptance of migrants.



- Asan City Human Rights Survey: Asan City conducts a human rights survey every two years to systematically and comprehensively understand human rights awareness and human rights violations. This survey provides basic data necessary for Asan City policy making, and surveys public perception of migrants and minorities directly or through external organisations.

Furthermore, Asan City is conducting the following surveys to improve the safety and life satisfaction of migrant residents:

- Safety Sense Survey: Asan City conducts a survey on safety sense by sector for residents to establish a comprehensive plan to reduce safety accident casualties. Through this, residents' safety sense is evaluated and effective safety measures are established based on this.
- Survey on the Status of Foreign Residents and Multicultural Families: a survey targeting foreign residents and multicultural families. This survey serves as important data for establishing a mid- to long-term development plan that reflects the regional characteristics of Asan and focuses on accurately understanding the living conditions and needs of foreign residents.
- Interpretation Service Satisfaction Survey: a survey on interpretation service satisfaction targeting foreign residents, and this survey is contributing to supporting smooth communication among foreign residents and improving service quality.

Asan City promotes the intercultural competence of its officials and staff, in administration and public services through interdisciplinary seminars and networks, training courses and others. The city is making the following efforts to enhance the intercultural competencies of civil servants and employees in the public service sector:

- Intercultural Understanding Training: Asan City conducted intercultural understanding training for public officials in December 2023 and May 2024. This training aims to strengthen the capacity for effective communication and inclusive public service with citizens of diverse cultural backgrounds, and has a plan for continuous training implementation.
- Danuri Learning Centre Operation: The Ministry of Gender Equality and Family operates the 'Danuri Learning Centre' on behalf of the Korea Health and Family Promotion Institute. This program provides education to a variety of audiences, including the general public, civil servants, office workers, police officers, and military personnel, to help them understand various families and cultures.

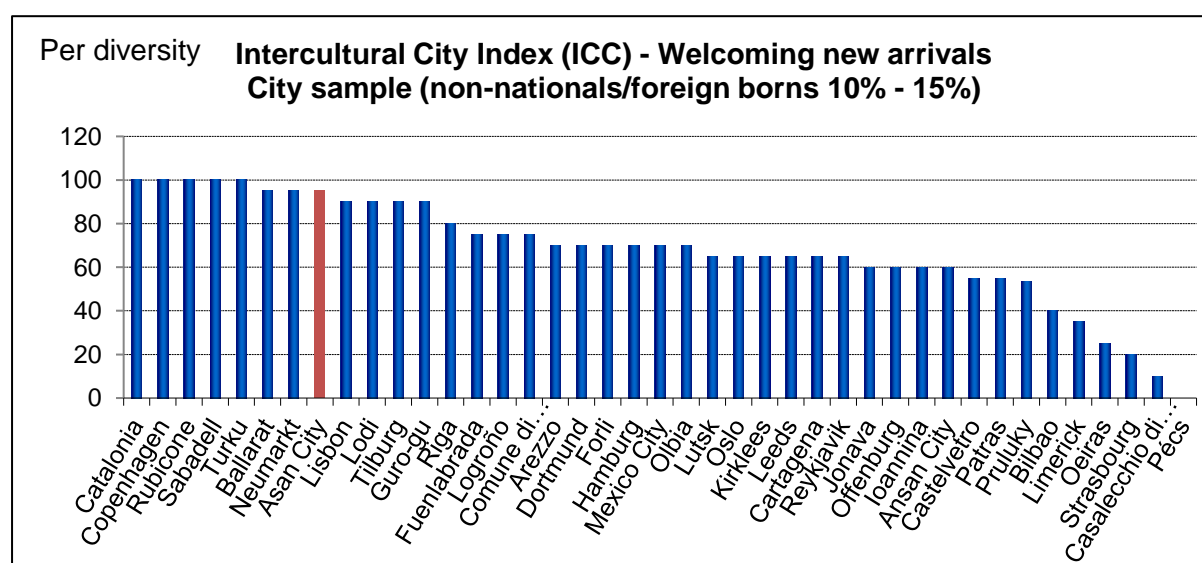
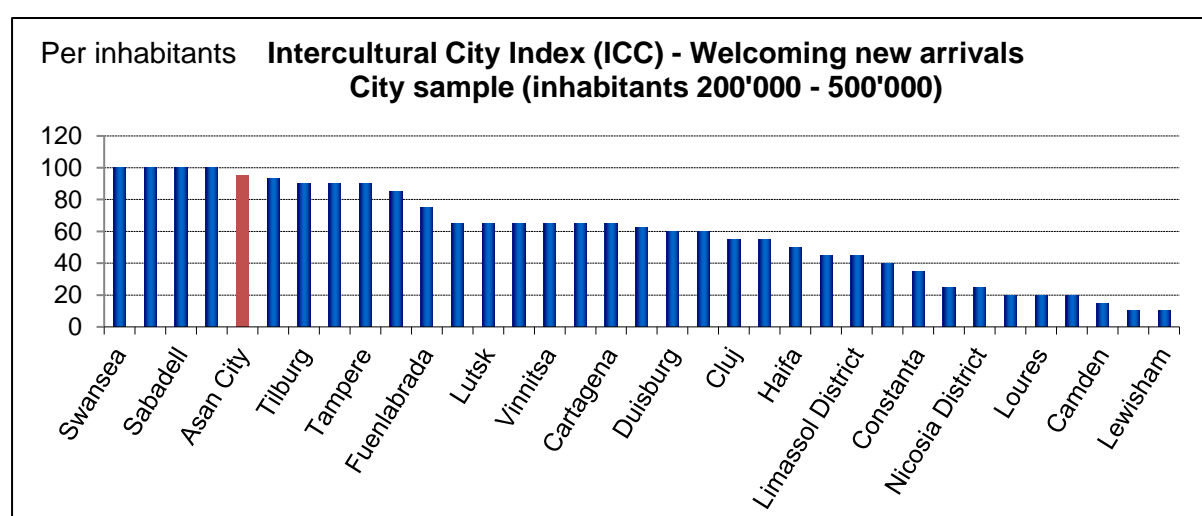
### Suggestions

Asan City has excellent efforts within the area of intercultural intelligence and competence, particularly through various kinds of surveys and training. The city may make statistical and qualitative information about diversity and intercultural relations is to inform the local/municipal council's process of policy information as a more regular activity. Inspiration may be found in another South Korean city that participates in the ICC, Ansan, and the [The Intercultural acceptance survey to build intercultural competence skills](#). Ansan was the first local government in South Korea to publish statistics on multicultural and international households, which consist of 98 types of standard statistical data for policy development. The city also publishes annual social survey reports that include a survey on people's awareness of non-nationals, conducts annual fact-finding surveys of Koryo-saram in Ansan and regular surveys on non-nationals' human rights. In October 2019, all executive-level officials in Ansan City took an education course on the Intercultural Cities Programme. With a view of improving intercultural sensitivity, the city hosts a human rights film festival annually and organises a range of seminars and conferences designed to develop intercultural capacity building. The city also pursues a range of human rights education programmes with a view to avoid and prevent unnecessary misunderstandings and conflicts between locals and non-nationals. These include a human rights law education programme where instructors visit and teach interculturality education for public officials. There are education programmes on intercultural society for children and juveniles with the aim of building consensus among locals about interculturality and to help them develop a global mindset. Ansan City has signed memorandums of understanding with the police and intercultural organisations to ensure organised protection and intervention services for intercultural families.

## WELCOMING NEWCOMERS

People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel comfortable and confident enough to start building a new social and professional network. The way in which the city coordinates and effectively delivers various support measures strongly conditions their capacity to integrate or, conversely, their tendency to remain confined to a cultural “ghetto”. This also depends to a great degree on whether the rest of the city’s population is open to the idea of welcoming newcomers in their capacity as residents and citizens or, on the contrary, is accustomed to viewing newcomers as outsiders who pose a potential threat. Again, it is the message the authorities convey on diversity, in communication or through concrete actions, that determines to a certain degree attitudes towards newcomers.

Asan City achieved a rate of 95, which is considerably higher than the city sample’s achievement rate of 58. The city is thus likely to serve as a good example for other cities in regard to welcoming newcomers.



Asan City has a designated procedure to welcome newcomers by taking the following measures:

- Guidebook for New Residents: Published by the Civil Affairs Service Division and distributed to new foreign residents, providing information necessary for adaptation to local society. Family Centre Program: Operates various programs such as initial settlement support, education for couples, and bilingual environment creation, and holds a multicultural festival on World Day.
- Driver's License Class: Asan Police Station and Family Centre operate a driver's license class for foreign residents to support their stable settlement.
- Multicultural Immigrant Plus Centre: A centre opened to provide foreign residents with access to government services in one place, with the goal of providing efficient support.

Asan City provides a comprehensive information package and support to ensure stable settlement of newcomers:

- Multilingual information booklet: Provides information on living, vehicle registration, local tax payment, waste separation, etc. in nine languages (Korean, English, Chinese, Vietnamese, Cambodian, Uzbek, Thai, Nepali, and Russian) to ensure that residents of various nationalities can easily access the information they need.
- Guidebook for moving in: A guidebook produced in five languages is distributed to major government offices, administrative welfare centres, and family centres to provide necessary information such as moving in notification, transportation information, marriage notification, and certificate issuance.
- Placement of interpreters and translators: We place interpreters and translators from Vietnam, China, and Russia to help resolve language difficulties and facilitate smooth settlement.

The services of Asan City provide welcome support for particular groups of newcomers such as family members, students, unaccompanied minors, migrant workers and others. The city provides the following services to support the settlement of diverse migrant groups:

- Support for North Korean defectors: In accordance with the Act on the Protection and Settlement Support of North Korean Defectors, the Asan City North Korean Defector Settlement Support Centre is operated, providing initial settlement support, employment support, cultural experiences, etc.
- Support for Sakhalin Compatriots: In accordance with the Special Act on Support for Sakhalin Compatriots in 2008, the Asan West Integrated Social Welfare Centre operates a homecoming event and various programs for the 66 Sakhalin Compatriots who settled in Sinchang-myeon, Asan-si.
- Support for Koryoins: In accordance with the "Special Act on Support for Acquisition of Legal Residence Status and Settlement of Koryoins," the Koryoins Permanent Resident Returnee Association supports the settlement of Koryoins in Sinchang-myeon and Dunpo-myeon, and provides cultural experiences and Korean language classes at the Asan Western Community Welfare Centre.

Asan City does not organise a public ceremony to greet all people arriving to live in the city regardless of origin or nationality, but newcomers are welcomed personally by the city in other ways. This happens through the help that the city provides foreigners and multicultural families who arrive to live in the city to adjust to life in Korea through Korean language education, guidance on adjusting to daily life, and education on understanding Korean culture at the Asan City Family Centre. In addition, it supports harmonious development through understanding and exchange of different cultures by holding cultural experience and social exchange events in which both Koreans and foreigners participate each year.

### Suggestions

Asan City has a great variety of initiative as activities to welcome newcomers to the city. As there is always room for improvement, the best practices of other cities that participate in the ICC program may be of inspiration. The city may consider the [Welcoming guides](#) of Vila Verde in Portugal. This activity has the purpose of improving the welcoming of people with an international protection status coming from Ukraine. The city wanted to ensure access to information for everyone and promote access to basic information for migrants and refugees arriving in the city. This Welcome Guide aims to support a better integration in the Vila Verde community, of everyone who chooses this place to live, providing information that is essential for those who arrive in Portugal and Vila Verde. Vila Verde was concerned with the first time the city would receive many people from Ukraine with a short period of time to prepare and wanted to develop tools for a proper welcome. After sharing practices with several other cities, the city of Vila Verde promoted several focus groups with people arriving from Ukraine, to better understand

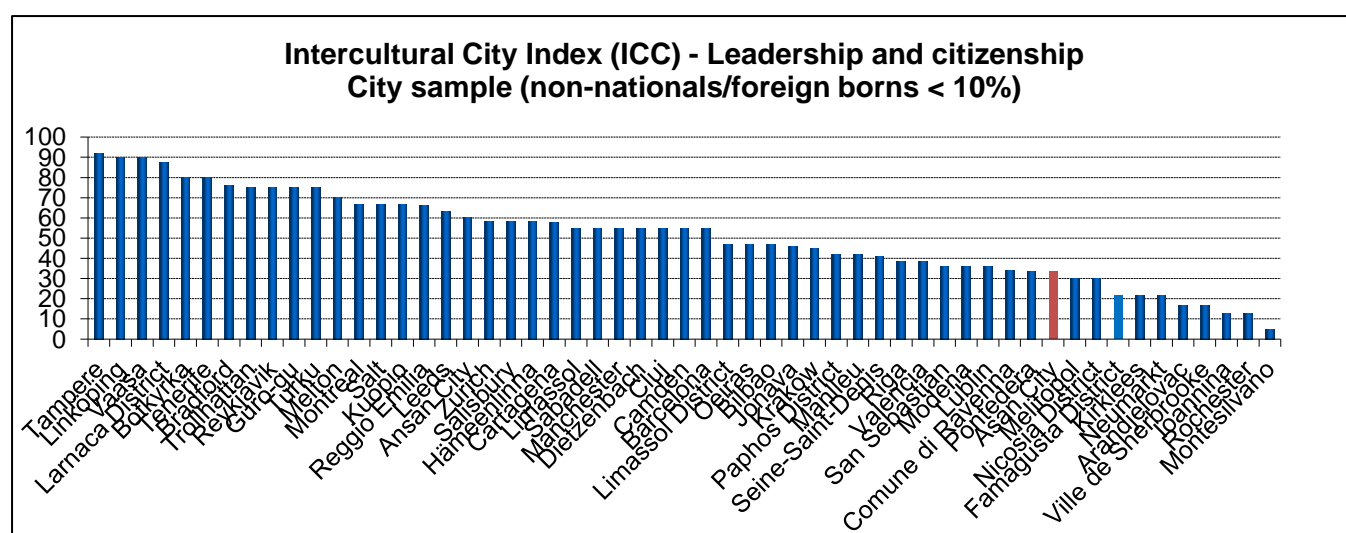
their needs and expectations. A survey was made to collect all the information considered relevant to integrate the Guide and meetings were held with some local agents and partners. When people arrived, each received a welcoming kit with basic products and clothes available to choose from with tags translated into Ukrainian, with an important concern for dignity. Inspired by the city of Famalicão, Vila Verde created its own welcoming guide, useful for anyone arriving in the city, with information about basic services and cultural events and venues. The guide was produced in 3 languages. A poster with QR codes to access the guides is available all around the city, in shops and services, making it easier to access the document (avoiding the need for migrants to search within the city website, which is not in Ukrainian). A final event was also developed, as well as a video with testimonials.

Another inspiring activity is [Refugee Week](#) in the city of Marybyrnong in Australia. “Refugee week” is Australia’s peak annual activity to inform the public about refugees and celebrate positive contributions made by refugees to Australian society. The 2020 theme was celebrating the year of welcome. Maribyrnong’s contributions included “Feeling Welcome” videos. Maribyrnong’s Inclusion, Communications, and Community Development team worked with community members to produce a series of three videos to mark the beginning of Refugee week by sharing stories of local community members, and what feeling ‘welcome’ meant to them. The City of Maribyrnong officially became a Refugee Welcome Zone when the City Council made a commitment to welcome refugees into the community, uphold their human rights, demonstrate compassion, and enhance cultural and religious diversity in the community.

## LEADERSHIP AND CITIZENSHIP

*The most powerful and far-reaching action a city can take to be more intercultural is to open up democratic representation and decision-making to all residents of the city irrespective of their origin, nationality or residence status. Formal political rights at the local level are determined nationally or at the regional level in some federal states. Nonetheless, there is much that a city council can do to influence the way in which diverse groups interact and co-operate around the allocation of power and resources. An intercultural city strives to include all residents in the policy-making process and ensures thereby that public services are provided according to their diverse needs and not according to their cultural or political proximity to public decision-makers.*

Asan City achieved a rate of 33, which is considerably lower than the city sample’s achievement rate of 54. The city thus has a low achievement in the ICC index on “leadership and citizenship.”<sup>9</sup>



In Asan City foreign nationals without citizenship cannot stand as candidates in local elections. Foreign nationals can vote in local elections after five years of residents or more. Foreigners who have acquired permanent residency

<sup>9</sup> Asan City’s achievement rate in the extended Intercultural Cities Index is 33, while the city sample achievement rate is 54%.

status may vote in elections for local government council members after three years and if they are registered in the alien registration register of the local government. According to this regulation, qualified foreigners may participate in local government by voting in local elections.

No elected members of Asan City's municipal council are foreign-born or dual nationals according to Article 16, Paragraph 3 of the Public Official Election Act of the Republic of Korea: if a foreigner acquires Korean citizenship, he or she is eligible to run for elected office in the city council. However, there are currently no foreign-born or dual-citizen city council members in the Asan City Council.

Asan City has a consultative body involving migrants/minorities and other citizens, as well as relevant public institutions, organisations and experts. The city operates two main councils for migrants and minorities:

- Asan City Foreign Residents and Multicultural Families Support Council: This council was established in accordance with Article 7 of the "Asan City Foreign Residents and Multicultural Families Support Ordinance" to reflect the voices of migrants and foreign residents in policymaking and to support the suggestion of various policies.
- Asan City Council Advisory Committee: Operates in accordance with the "Asan City Council Advisory Committee Establishment and Operation Ordinance" and provides advice on council members' legislative activities to support more effective policy development and implementation.

Asan City has no standard for the representation with people with migrant/minority backgrounds in mandatory supervising schools and/or public services. Asan City has established and operates a committee for deliberation and advice in accordance with the following ordinance:

- Operation of the Asan City International Education Special Zone and Article 4 of the Ordinance on the Asan City Education Expenses Subsidy, a committee for deliberation and advice is established. This committee plays a role in deliberation and advice on matters related to education expense subsidies and the international education special zone.
- People from migrant and minority backgrounds are eligible to serve on committees, but participation is not mandatory and participation on such committees is often voluntary. As a result, there are currently no provisions in place to mandate the representation of members from migrant backgrounds based on specific criteria.

The city of Asan actively promotes the political participation of migrants and minorities through structured mechanisms, in particular the Council for the Support of Foreign Residents and Multicultural Families, established under the Asan City Ordinance on the Support of Foreign Residents and Multicultural Families. This council, which consists of up to 20 members (including the deputy mayor, institutional representatives and experts), actively integrates foreign residents from Kazakhstan and China. It meets twice a year to coordinate projects, assess needs and improve tailor-made services for multicultural families. In addition, the city is implementing a participatory budgeting system that allows residents to directly influence the allocation of public resources. Between 2023 and 2024, this system funded an after-school programme for children from multicultural families, addressing gaps in childcare. Korean language classes and cultural immersion activities for Koryo-saram (ethnic Koreans from former Soviet states) and other foreign residents are planned for 2025.

The city also runs a Foreign Correspondents Group, in which eleven women with immigrant backgrounds serve as "honorary correspondents". They promote city services and share intercultural information, an initiative that has won awards. In addition, Asan City hosted a roundtable discussion with Koryo-saram in May 2024, involving 50 residents from Uzbekistan, Russia, Kazakhstan and Ukraine. The meeting addressed challenges such as employment, education and transport, and resulted in improvements such as multilingual guides to government procedures and tailored hospital support. In addition, Asan City won funding in a national competition for the "Our Neighbourhood, Asan" project. This project received KRW 10 million (around 6 000 EUR) to support the integration of Koryo-saram through culinary workshops, employment training and information manuals.

### Recommendations

Asan City is encouraged to elaborate their efforts to include the representation of migrants in leadership and citizenship, in particular in political representation. The city may learn from best practices within this area, e.g. [Participatory mechanisms and initiatives encouraging all Camden residents to engage in political life and decision-making processes](#). Camden Council, in London, UK, services work in a range of ways that enable all of Camden's



residents, in particular people with migrant/minority backgrounds, to voice their concerns. Camden Council regularly takes initiatives to encourage people with migrant/minority backgrounds to engage in political life. An example is the Youth Activism project which aims to drive local activism amongst young people. An action-oriented group made up of young Camden residents (aged 16-25) from diverse backgrounds and service representatives was set up and is co-chaired by a young person and an elected Council member. The aim is to work together with local organisations to deliver an action plan tackling the disproportionate impact of policing and education on Black people and others from diverse backgrounds. The Council is investing in young people to lead change with a focus on providing social justice activism skills, through accredited training opportunities (such as campaigning skills). Young people will decide how they want to tackle these disproportionalities whether it is at a local, regional or national level, through lobbying the government to developing policy statements. The aim is to build a model that is sustainable for all and to further build the capacity of young people. Participatory mechanisms, other than voting rights or a consultative body, were introduced in Camden to enable all residents, irrespective of their migrant/minority backgrounds, to participate equally in the decision-making process. These mechanisms include public participation networks, participatory budgeting and intercultural dialogue platforms/round tables.

Another best practice from Iceland [Improving participation in local elections 2018](#) has the aim to improve migrants' knowledge about their voting rights and by this improve migrants participation in elections; to produce accessible information about the elections in clear and simple language; to inform migrants about the election process. At the end of 2017, Reykjavik City set up a working group to explore ways to improve participation in local elections. The data showed that specific groups are taking less part in elections than others. These groups are mainly young people, disabled people, women older than 75 years, and migrants. Participation of migrants in local elections has been very low, according to data provided by the Statistic Office of Iceland – in 2006 – 40.4% of citizens with voting rights took part in local elections in Iceland (62.5% from Nordic countries and 34.4% from other countries) and in 2014 – just 21% of citizens with voting right took part in local election in Iceland (56.7% from Nordic countries and just 17% from other countries). After consulting with representatives of all the above-mentioned groups (representatives of grassroots movements), the task group came up with actions that have been accepted and financed by the City Council of Reykjavik. The main obstacle for the mentioned groups in participating in elections appeared to be the lack of accessible information about the elections. There is a need to spell out this information in a much more clear and simple language and to make it available in open and accessible places. Also, people had difficulties understanding the difference between local and state elections and where and how to vote. The main aim of the actions is, therefore, to properly inform them about the election process.

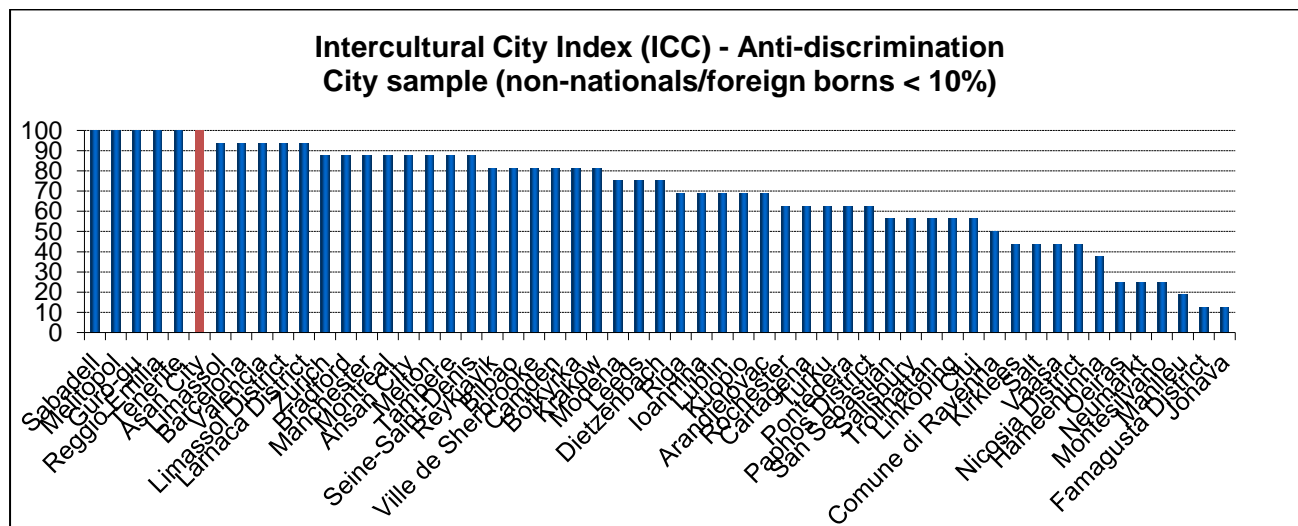
## ANTI-DISCRIMINATION

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*Racism, xenophobia, homophobia, intolerance against certain religious groups, gender discrimination, prejudice and ethnocentrism, are all conducive to discriminatory attitudes and practices. They often subsist in people's minds despite laws proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation. An intercultural city assures every effort is made to ensure non-discrimination in all of its policies, programmes and activities. The city works in partnership with civil society organisations and other institutions that combat discrimination and offer support and reparation to victims. It also communicates widely on the risks discrimination presents for social cohesion, quality of life and the local economy.*

Indicators on anti-discrimination have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 55 cities have replied to this new Intercultural Cities Index chapter. Asan City's rate of achievement in the field of anti-discrimination is 100%, and is thus among the highest scoring cities in the ICC program in regard to anti-discrimination activities.





Asan City is establishing systematic legal grounds and policies to protect the human rights of migrants and foreign residents. Article 4 of the National Human Rights Commission Act protects the fundamental human rights and dignity of all individuals, and the Basic Act on the Treatment of Foreigners in Korea supports social adaptation and integration. Asan City's Foreign Residents and Multicultural Families Support Ordinance supports human rights protection and stable living, and Asan City's Basic Human Rights Ordinance establishes a basic human rights plan every four years and conducts human rights education at least twice a year to promote various human rights protection policies.

Asan City has a charter proscribing discrimination against persons or groups of persons on the ground of race, colour, language, religion, nationality, or national/ethnic origin in the municipal administration and services. The city has enacted several ordinances and charters to prevent various forms of discrimination and establish binding regulations. The "Asan City Basic Gender Equality Ordinance" prohibits discrimination based on gender, and the "Asan City Ordinance on Prohibition of Discrimination against Persons with Disabilities and Guarantee of Human Rights" guarantees the social participation and equal rights of persons with disabilities. In addition, the "Asan City Basic Human Rights Ordinance" prohibits discrimination based on race and nationality, and the "Chungcheongnam-do Ordinance on Prohibition of Discrimination in Employment" prohibits discrimination based on various reasons such as gender, religion, age, and social status.

Asan City furthermore has a dedicated system that advises and supports victims of discrimination, and provides the following dedicated services for victims of discrimination:

- Asan City Human Rights Centre: Opened in 2019, operates human rights protection projects in seven areas: women, seniors, children, youth, disabled, migrants, farmers, and labour.
- Asan Migrant Workers Centre: Strengthening the rights of migrant workers by protecting their human rights and supporting conflict resolution.
- Legal Home Doctor System: Provides legal consultation and structural support for economically vulnerable groups regarding debts, employment contracts, wages, etc.

The city provides financial and/or logistical support to civil society organisations that advise and support victims of discrimination. As a measure to protect human rights for migrant workers, Asan City supports a shelter with approximately 24 million won [approx. 16 000 EUR] per year for migrant female workers who suddenly quit their jobs and have nowhere to go, and also operates a shelter for women who are victims of violence. In addition, it signed an MOU with the Asan City Medical Association to provide free dental checkups and treatment services to foreigners who are experiencing economic difficulties, and also provides support for places to ease their financial burden.

Asan City regularly monitors and researches the extent and character of discrimination in the city by conducting a human rights survey targeting Asan City residents every second year. This survey is conducted through interviews to investigate human rights awareness, human rights violations and discrimination, and rights awareness, and the results are used as basic data for Asan City's human rights policy.

Asan City regularly runs anti-discrimination campaigns or raise awareness on discrimination in other ways; it conducts various campaigns and educational activities to protect citizens' human rights and prevent discrimination such as:

- Human Rights Education on the Go: provides human rights education to citizens.
- UN International Day for the Elimination of Racial Discrimination Campaign: a campaign to eradicate racial discrimination at Onyang Hot Springs Station Square.
- Asan Migrant Workers Centre Campaign: a campaign to protect migrant workers' rights and eliminate discrimination.
- Gender Equality Campaign: to spread a culture of gender equality through the Commute Campaign.
- Civil servant human rights training: to provide human rights awareness training to city hall civil servants.
- Convention on the Rights of Persons with Disabilities: A convention to protect the human rights of persons with disabilities.
- Human rights education for people with disabilities.

Asan City participates in regional or national organisations that address the issue of discrimination. The city participates in several national organisations to resolve discrimination issues. The Chungnam Human Rights Council consists of 32 human rights organisations, 15 human rights support organisations, the Chungcheongnam-do Provincial Office, and 4 public institutions, and conducts training to handle discrimination against vulnerable groups. In addition, the city participates in the Korean Human Rights City Council and acts as a cooperative organisation for improving human rights. Asan City joined the National Multicultural City Council in 2012 and participates in the work on anti-discrimination policies and multicultural policies.

Moreover, Asan City has an anti-rumour strategy and anti-rumour activities based on the official Council of Europe methodology. Asan City is establishing an anti-rumour strategy based on the Council of Europe's methodology and is operating social media in accordance with the "Ordinance on Social Media Management and Operation" in order to support administrative participation and provide quality services to its citizens. This includes implementing Internet filtering restriction standards to ensure a healthier online environment by blocking or deleting posts that violate laws, spread false information or contain inappropriate content. In addition, Asan City invites expert lecturers to provide education on gender equality and violence prevention. The educational content focuses on improving gender sensitivity, analysing hate culture and recognising power dynamics, contributing to building a gender-equal organisational culture and preventing rumours and false information. Recent initiatives include hate crime prevention training for players of the Chungnam Asan Football Club.

### Suggestions

Asan City has a broad and coherent strategy to combat anti-discrimination. Yet, there is always room for activities to target this important issue, for instance a more systematic review of municipal rules and regulations. A best practice for inspiration may be [Planned and Systematic Approach to Equality](#) as developed by the city of Galway in Ireland. Galway City Council (GCC) is progressing a planned and systematic approach to equality and human rights. This is based on developing an internal infrastructure to drive its implementation of a statutory duty on public bodies to have regard to the need to eliminate discrimination, promote equality, and protect human rights. A planned and systematic approach by an organisation to equality and human rights seeks to sustain a focus on equality and human rights that is integral to its strategic planning cycle. It enables the organisation to move beyond merely implementing a set of discrete actions on specific equality and human rights issues. The initiative is rooted in the Irish Human Rights Equality and Human Rights Act 2014 which makes provision for the statutory duty on public bodies. This requires public bodies to make an evidence-based assessment of the equality and human rights issues relevant to all their functions, take steps to ensure these issues are addressed as they prepare workplans and internal policies, and report on the progress made in addressing these issues. The duty covers people in poverty and social exclusion as well as those covered by the grounds under equal treatment legislation: gender (including trans people); civil status; family status (including lone parents and carers; age; disability; sexual orientation; race; religion; and membership of the Traveller community. Galway City Council set out its commitment to equality and human rights in its Corporate Plan 2019-2024. It appointed a senior official to take responsibility for its planned and systematic approach. It provided training on the statutory duty to senior officials from each of its departments. An Equality and Human Rights Values Statement was developed to underpin a values-led approach to equality and human rights in its planning and internal policy making. This identifies and defines the values that motivate GCC in its concern for equality and human rights, and it establishes the practical implications of each of these values for the priorities and for the processes of GCC. An action plan has been prepared to roll out training

for and implementation of the statutory duty across all departments. A network of champions, drawn from each department will be convened to promote and support implementation of the statutory duty. The Equality and Human Rights Values Statement will be communicated and engaged in a manner that the values become integral to the organisational culture.

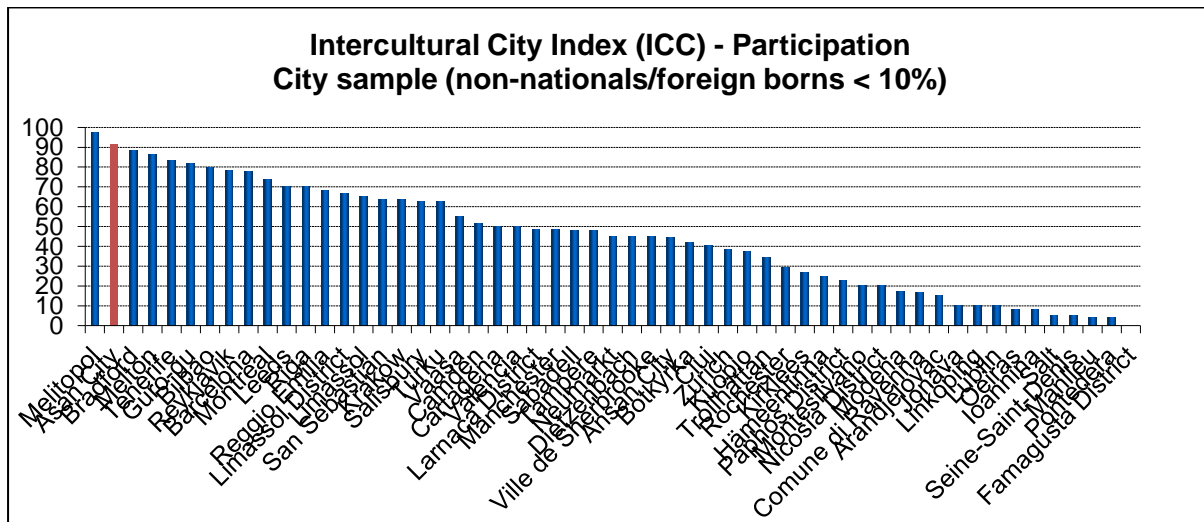
Another best practice is [Integrated Impact Assessment](#) as it is developed in Kirklees in UK. Kirklees Council has developed an Integrated Impact Assessment process that is implemented when new services, policies or strategies are being developed or existing ones being changed or when reviews or audits are being conducted in the organisation. The Integrated Impact Assessment allows for an assessment of likely impact on people and on the environment to be considered in the development of services, policies, and strategies. This enables an early identification and prevention of any systemic discrimination that might be involved in these. This initiative is rooted in and goes beyond obligations under the Equality Act 2010 and the Public Sector Equality Duty to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations. It reflects the commitment in Kirklees Council's 'Inclusion and Diversity Strategy and Action Plan 2017-2021' that all key decisions made by the Council are supported by an Equality Impact Assessment. The equality element of the impact assessment is concerned with the grounds of: age; disability; gender reassignment; marriage or civil partnership (employment only); pregnancy and maternity; 'race'; religion or belief; sex; sexual orientation; unpaid carers; and people on low income or experiencing poverty. The Integrated Impact Assessment allows a focus on the interactions between environmental and social policy to be recognised and addressed. It allows consideration of the distribution of environmental quality among groups; the groups driving environmental quality; and the equity of environment policy. The Council has developed guidance and a toolkit to support the implementation of an Integrated Impact Assessment process. Staff involved in implementing the process must have completed training on its implementation, and the mandatory corporate Equality and Diversity training. The process is designed to have influence and be integrated all the way through the development of a plan, service or strategy. It is evidence-based and the toolkit provides access to a range of relevant data sources. It is participative with a draft of the assessment made available for public comment. It looks beyond equality of opportunity to emphasis an ambition for equality of outcomes for groups. The 2021-2023 Inclusion and Diversity Strategy aimed to build on developments to the Integrated Equality Impact Assessments (IEIAs), undertake a full rework of the assessments process, incorporating improvements to the collection and use of intelligence. Activities included: Redeveloping Integrated Equality Impact Assessments (IEIAs), through an integrated online platform where officers can access relevant insight to enable them to develop services in partnership with communities; Scope new opportunities for the application of data to all inclusion work; Use IEIA development to create a tableau of data, where IEIAs can be utilised and evaluated as dynamic documents and systems.

## PARTICIPATION

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*Inclusion, power-sharing and participation are the golden keys of intercultural policy-making. A range of studies have demonstrated that inclusive integration policies produce better outcomes in terms of social cohesion, trust in the administration, safety, quality of services, welfare, good governance and economic growth. People with different backgrounds and experiences can bring innovative solutions to common challenges, as well as anticipate problems that might arise. Conversely, when people encounter barriers to participation, or otherwise choose intentionally not to participate, they may, passively, withdraw from social and public life or choose, actively, to live outside prevailing social customs and law. An intercultural city actively seeks the participation of all residents in the various decision-making processes that affect life in the city. By doing so, it increases support, and thereby the sustainability of local policies, while at the same significantly reducing the economic costs of social exclusion and instability.*

Indicators on participation have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 55 cities have replied to this new Intercultural Cities Index chapter. Asan City's rate of achievement in the field of participation is 92%, making it stand out as the second highest scoring city in the ICC program.



Asan City has adopted a strategy of intercultural integration and diversity/inclusion as the pledge of the 8th elected Asan mayor. To this end, the city is conducting a service to join the intercultural city to reflect the opinions of multicultural families and foreign residents, and is in the process of consultation by forming a support council for foreign residents and multicultural families.

Asan City has partly adopted an intercultural action plan as a result of a consultation process that includes people with migrant/minority backgrounds. Asan City did not reflect the opinions of migrants in the initial policy decision-making process, but has improved the policy by collecting opinions from foreign residents and the Multicultural Family Support Council during the promotion process. The opinions of migrants are regularly reflected through family centre advisory meetings and program user satisfaction surveys.

Asan City has introduced participatory mechanisms, other than voting rights or consultative body, to enable all city residents, irrespective of their migrant/minority backgrounds, to participate equally in the decision-making process through public participation networks, participatory budgeting, intercultural dialogue platforms, and other. Asan City is introducing various mechanisms to ensure that all residents can equally participate in the policy-making process. According to the "Asan City Foreign Resident and Multicultural Family Support Ordinance," foreign residents are granted the right to participate in policy, and the Participatory Autonomy Committee provides fair participation opportunities through open recruitment and random drawing. In addition, citizens can provide their opinions on budget and policy decisions through the resident participation budget system and citizen proposal system.

Asan City monitors the participation of city residents with migrant/minority backgrounds in the decision-making process. The city legally guarantees the participation of foreign residents in policy according to the "Asan City Foreign Residents and Multicultural Families Support Ordinance." The Foreign Residents and Multicultural Families Support Council monitors policies for migrants and systematically reviews the participation of migrants and minorities in the policy decision-making process.

Asan City takes action to ensure that residents with migrant/minority backgrounds are fairly represented in the key institutions and organisations, on boards or ruling bodies of trade unions, school boards and other organisations. Various measures are taken to ensure that residents with migrant and minority backgrounds are fairly represented. The Asan Migrant Workers Centre protects the human rights of foreign migrant workers and reflects their opinions. The North Korean Defectors Support Regional Council supports the settlement of North Korean defectors, and 'Wooriwon' officials participate as council members. In terms of activating school participation, migrant parents participate in volunteer activities at elementary schools in Sinchang-myeon and Dunpo-myeon, contributing to the school community.

Asan City has furthermore introduced mechanisms to make sure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds. Asan City is taking the following measures to realize gender equality: In accordance with the Asan City Gender Equality Basic Ordinance, a gender equality fund is created and a gender equality week commemoration event is held from July 1 to July 7 every year. In addition, to expand women's participation in the policy decision-making process, the participation rate of women is maintained at 40% or more in all committees, and gender equality issues are essential to the policy decision-making process.

## Suggestions

Asan City is doing a great job on ensuring participation of migrants and minorities in civil society. Still, the best practices of other countries may inspire new activities, e.g. from [Ensuring political and public participation in Sabadell](#) in Spain, where the City Council deploys different Initiatives to encourage people with migrant/minority backgrounds to engage in political and public life. The Sabadell Intercultural Plan (2020-2023) emphasises, following the intercultural perspective, the importance of promoting spaces and opportunities for positive interaction, participation, the generation of links and intercultural dialogue. The Plan states that an intercultural city also implies the participation of diverse citizens in the different spaces of representation, organisation and decision-making from various spheres of civil society. Citizen participation, understood as a mechanism for building active democracy that implies a sense of belonging, knowledge and mutual recognition, has to reflect the existing diversity in the city and ensure that all voices are heard and taken into account. Within the framework of [Sabadell's Strategic Plan for Participation - Horizon 2025](#), the diversity of participants must be promoted through specific actions, not only with the presence of people from different contexts and origins, but also with the inclusion of diversity in the different participatory mechanisms. More precisely, the Plan includes the objectives within the axis 'Promoting intercultural participation' such as promoting the civic and political participation of foreigners. Special attention should be paid to facilitating the political participation of foreigners with the right to vote in municipal elections through information campaigns and the promotion of registration on the electoral roll. Furthermore, the Plan includes Strengthening the participation of people of different origins and cultural backgrounds in the city's spaces for participation and network of associations. The city has a consultative body where migrants and associations representing migrants discuss integration and inclusion issues. Furthermore, a [Reception Table/Board](#) (previously called New Citizenship Table) is made up of representatives from different organisations representing newly arrived citizens. This roundtable is chaired by the representative of the municipality responsible for welcoming and intercultural policies. In this space, issues related to the citizenship rights and duties, or the legal difficulties encountered by migrants are discussed. Proposals then are transferred to other political, judicial, and social bodies. At the same time, this space allows to elaborate proposals of collective and open activities to the whole citizenship, to put in value and to make visible the diverse cultural groups that coexist in the city and to facilitate exchange, boost respect and knowledge. Finally, the Reception Table is an advisory body that includes different migrant associations and organisations that work in the migration field as well as representation of the local administration. Its functions are: the transfer of information, to find consensus on lines of work, to detect the interests, concerns and problems of the migrants and ethnic minorities and to address those issues in cooperation.

Another best practice from Leeds in the UK is the [Participatory Processes to Ensure Equal Access](#). Leeds organises an Equalities Assembly, participatory budgeting, intercultural dialogue platforms/round tables as well as MAP+ and the Migrant Community Networkers weekly drop-in. Additionally, the city has the Intercultural dialogue platform which was developed in 2010 when creating the 'Vision for Leeds' for the next 30 years. The city then undertook a public consultation to allow people who live and work in Leeds to respond on both short and long-term priorities. This was ground-breaking in terms of equal participation and was the first time the city used social media in the council on a mass scale, including blogging the opinions of each focus group and using people's opinions inform the decision-making on future policy for the city. Further, the MAP+ ran 'U Choose' which provided an opportunity for individuals to apply for a small pot of funding. A community event was run in order to decide on the projects that would receive funding, which included intercultural projects.

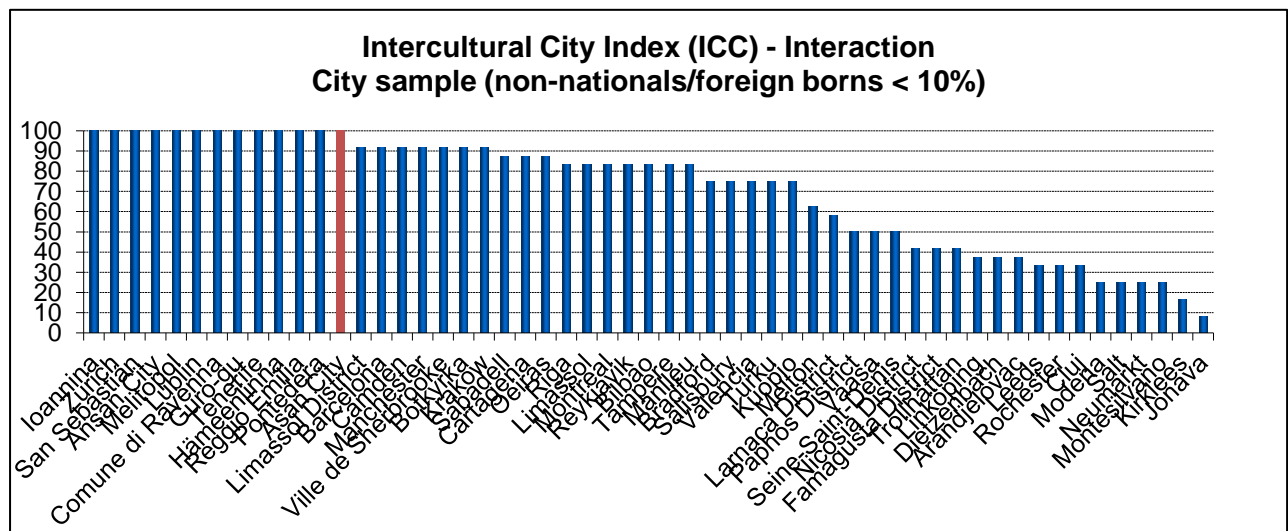
## INTERACTION

*Interaction between people of all kinds is what gives the intercultural city its distinctive value. Identity is not 'given' in a passive sense, but something which is 'enacted' and defined through interaction. In spite of protective laws, prejudice and discrimination can thrive where there is segregation or a lack of contact and dialogue between people. There is ample evidence to prove that, under certain conditions, the more contact people with different backgrounds and lifestyles have with each other, the less likely they are to think and behave in prejudicial ways. Therefore, an intercultural city develops, in partnership with other organisations, a range of policies and actions to encourage more mixing and interaction between diverse groups.*

Indicators on interaction have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 55 cities have replied to this new Intercultural Cities Index chapter.



Asan City's rate of achievement in the field of interaction is 100%, making the city among the highest-scoring cities regarding interaction, and likely to be a best practice example for other cities.



Asan City has a list/database of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion that is permanently updated, includes all stakeholders irrespective of their formal status, and is accessible to the public. The Asan Migrant Workers Centre was founded on March 13, 2001 to protect the human rights and interests of foreign migrant workers. The centre serves as a focal point for migrant workers. The Asan Citizens' Organisation Council was launched on May 18, 2015 and functions as a solidarity organisation for local civil society organisations. The Digital Asan Cultural Encyclopaedia website provides detailed information on Asan's civil society organisations and provides a list of civil society and grassroots organisations working in various fields related to intercultural inclusion.

Asan City furthermore collaborates with civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion, by holding regular meetings with the organisations. The city is working with several civil society and grassroots organisations to support foreign residents and multicultural families.

- Asan City's Employment and Economic Affairs Department and Asan Migrant Workers Support Centre are jointly promoting the Migrant Festival 'Masil' to promote mutual understanding between Asan citizens and migrant workers, and are cooperating through support such as subsidies and awarding plaques of appreciation.
- Asan City is co-hosting the Sinchang Multicultural Festival for mutual cultural exchange with the Sinchang Multicultural Village Community, Asan City Family Centre, and Soonchunhyang University.
- The Foreign Residents and Multicultural Families Support Council holds semi-annual meetings to discuss policies and promote intercultural inclusion.

Teachers in elementary/primary schools receive training in intercultural communication and pedagogy. The Ministry of Education of the Republic of Korea provides legal grounds for multicultural education and supports elementary and secondary school teachers by publishing a teacher's manual. It strengthens the multicultural education system through an annual support plan and conducts multicultural training for teachers at the Multicultural World Citizen Education Centre in Asan City, Chungcheongnam-do.

### Suggestions

Asan City has a rich variety of activities to produce interaction among different citizens within different levels of society. The city may find inspiration in best practices from other cities participating in the ICC, e.g. [Measuring cultural empathy](#) as carried out by the city of Melitopol in Ukraine, which for more than 225 years, there has been a harmonious coexistence of ethnic-religious and national minorities. Upon the initiative of the NGO "Democracy through Culture" in 2008, Melitopol carried out a representative survey on "The role of the multi-cultural













environment in shaping inter-ethnic tolerance of youth in Melitopol". It revealed discrete patterns of the formation and manifestation of tolerance (or intolerance) towards people of other cultural backgrounds, and also the values and emotional attitudes of young people. The survey was based on the 'scale of social distance' by E. Bogardus (as modernized and adapted by Ukrainian sociologists). It attitudes to identity, openness and tolerance of foreigners. This fed into the development of the "Strategy of Melitopol 2020" which took account not only experts' ideas, but also those of local inhabitants. 10 focus groups with different compositions and an enormous survey of more than 12 000 respondents, revealed that a quarter of people considered interculturality one of the main advantages of Melitopol, compared to other Ukrainian cities. 62% believed that the city's intercultural profile promotes a culture of tolerance and 20% of respondents wanted to see the development of an Intercultural Park of Culture and Leisure as a physical symbol of this. The Laboratory of Sociological Research of the State Pedagogical University of Melitopol then tested methods of measurement of "cultural competence" (based upon the ideas of G. Hofstede and tested by Ukrainian sociologists N. Kostenko and L. Skokova). This involves analysing the interaction of four components, namely: competence motivation (interest, confidence and desire to adapt to different cultures); cognitive (understanding of cross-cultural issues and differences); metacognitive (strategy understanding of cultural diversity and experience); and behavioural (changing verbal and nonverbal actions according to the situation of interaction in different cultures) in different intercultural situations.

## OVERALL CONCLUSIONS






This is the first report on Asan City, which recently joined the Intercultural Cities network. Asan City's aggregate Intercultural Cities Index achievement rate was 87, which is an excellent result.

The following table gives more information on what Asan City does well and areas it could learn more from other cities.

COMMITMENT	✓	Asan City has formally stated its participation in the Intercultural Cities network and often makes clear references to the city's intercultural commitment. The city has adopted an intercultural action plan that is evaluated and updated. Public consultations which involve diverse groups are systematically carried out. Asan City honours residents and organisations who have done exceptional things to encourage interculturalism.
	✗	Asan City achieved almost full score in this field. The city could develop a separate official webpage that specifically conveys the intercultural city strategy and activities. Asan City may wish to consider the experience of Bilbao in Spain and its City of Values project.
EDUCATION	✓	The ethnic and cultural background of teachers in schools often reflect the composition of Asan City's population. Most schools make strong efforts to involve parents with migrant/minority backgrounds in school life, and the schools often carry out intercultural projects.
	✗	Asan City achieved almost full score in this field. The city could develop its activities more directly by addressing majority school children and teachers, e.g. through enhancing cultural sensibilities and interaction between majority and minority students.
NEIGHBOURHOODS	✓	Most districts in Asan City are culturally/ethnically diverse; the city has a policy to increase the diversity of residents in the neighbourhoods and avoid ethnic concentration. The city has a policy to encourage residents with migrant/minority backgrounds to meet and interact with other people living in the same neighbourhood.
	✗	Asan City achieved full score in this field. Nevertheless, the XEIX project in Barcelona may serve as a good example on how to promote commercial associations as a meeting point and generate of neighbourhood identity.
PUBLIC SERVICES	✓	The migrant/minority background of public employees reflect the composition of Asan City's population; the city has a recruitment plan to ensure an adequate rate of diversity within its workforce to some extent. The city takes action to encourage diverse workforce, intercultural mixing and competence in private sector enterprises. The city takes into consideration the migrant/minority backgrounds of all residents when providing funeral/burial services, school meals, women-only sections in sport facilities and language and sociality programs.
	✗	Asan City achieved full score in this field. A suggestion could be to develop the recruitment plan based on experiences in Leeds and Camden (UK).
BUSINESS AND THE LABOUR MARKET	✓	Asan City has a local, regional and national business umbrella organisation, which has among its objectives the promotion of diversity and non-discrimination in the labour market. The city takes action to encourage businesses for ethnic minorities to move beyond the ethnic economy and enter mainstream economy and higher value-added sectors in partnership with regional or national private and public actors. The city has taken actions to encourage business district/incubators to involve an adequate percentage of entrepreneurs with migrant/minority backgrounds and offers activities which encourage them and mainstream entrepreneurs to engage and develop new products/services together.

		Asan City achieved full score in this field but may learn from experiences in Reggio Emilia to do more.
CULTURAL AND SOCIAL LIFE		The municipality uses interculturalism as a criterion when allocating funds to associations and initiatives. Asan City organises events and activities in the fields of arts, culture, and sport that encourage people from different ethnic/cultural backgrounds to interact. The city encourages cultural organisations to deal with diversity and intercultural relations in their productions. Furthermore, the city organises public debates and campaigns on the subject of cultural diversity and integration.
		Asan City achieved full score in this field and may learn from other cities such as <u>Intercultural Ambassadors</u> from the city of Ballarat in Australia, which offers a festival to encourage its citizens to meet and get to know each other.
PUBLIC SPACE		Asan City takes action to encourage meaningful intercultural mixing and interaction in public libraries, museums, playgrounds, parks and squares. The city takes into account the diversity of the population in the design, renovation and management of some new public buildings and spaces. If certain spaces are dominated by one (majority or minority) ethnic group and are considered unwelcoming or unsafe, the city has a multi-sectorial policy combining policing, social work and communication to deal with this.
		Asan City achieved a high score in this field. The city may consider to develop spaces and opportunities for interaction among diverse residents.
MEDIATION AND CONFLICT RESOLUTION		Asan City has an intercultural mediation service run by civil society organisations, and in addition a region/state-run mediation service. The city provides intercultural mediation in specialised institutions, in the city administration, and in neighbourhoods and streets. The city has a generalist municipal service that also deals with religious conflicts and an inter-religious service run by civil society organisations.
		Asan City achieved a high score in this field. The city may consider to offer a municipal service that also deals more specifically with cultural conflicts.
LANGUAGE		Asan City provides services in teaching migrant/minority languages as part of the regular curriculum in schools, and teaching migrant/minority languages as mother tongue course for migrant/minority children, and furthermore offers support for private/civil sector organisations providing language training in migrant/minority languages. Asan City raises awareness on migrant/minority languages through financial support to initiatives such as education and the publication of guidebooks.
		Asan City achieved a score slightly above average in this field. The city may offer teaching in migrant/minority languages as a regular language option available to everyone. Furthermore, it may develop strategies and activities to create specific training in the official language for hard-to-reach groups (e.g., non-working mothers, unemployed, retired people).
MEDIA AND COMMUNICATION		Asan City has a communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media. The city's PR department is instructed to highlight diversity as an advantage regularly and in various types of communication. The city provides support for media training and mentoring of online media start-ups for journalists with migrant/minority backgrounds. The city itself monitors the ways in which traditional media portray people with migrant/minority backgrounds. Asan City engages directly with local media when they portray people with migrant/minority backgrounds through negative stereotypes.

	✗	Asan City achieved full score in this field but may learn from experiences in Lublin, Poland, to go further in this respect.
INTERNATIONAL OUTLOOK	✓	Asan City has an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural and other areas, and has a specific financial provision for this policy. Through this, Asan City is building global partnerships and promoting various international exchanges. The city also reaches out to foreign students arriving through exchange programs. The city seeks to develop business relations by involving diaspora and mainstream entrepreneurs in international visits and meetings through partnerships/business agreements with countries of origin.
	✗	Asan City achieved a high score in this field. The city may improve its activities by supporting organisations that seek to develop business relations with other countries.
INTERCULTURAL INTELLIGENCE AND COMPETENCE	✓	Statistical and qualitative information about diversity and intercultural relations is sometimes mainstreamed to the local council's process of policy formulation. Asan City carries out surveys including questions about the public perceptions of migrants/minorities, and other surveys on the feeling of security/safety with respect to people with migrant/minority backgrounds. The city promotes the intercultural competence of its officials and staff administration and public services through interdisciplinary seminars and networks and training courses.
	✗	Asan City achieved a high score in this field. The city may consider that qualitative information about diversity and intercultural relations could be mainstreamed to the local council's process of policy formulation at a more regular basis.
WELCOMING NEWCOMERS	✓	Asan City has a designated procedure to welcome newcomers and a comprehensive city-specific package of information and support for newcomers. Various city services provide welcome support for particular groups of newcomers.
	✗	Asan City achieved a very high score in this field. The city may consider to organise a public ceremony to greet all people arriving in the city regardless of origin or nationality.
LEADERSHIP AND CITIZENSHIP	✓	All foreign nationals can vote in local elections after five years of residence or more. people with migrant/minority backgrounds. The city has a consultative body involving migrants/minorities, other citizens, as well as relevant public institutions, organisations and experts. The city sometimes takes initiatives to encourage people with migrant/minority backgrounds to engage in political life.
	✗	Only nationals from certain foreign communities can stand as candidates in local elections. No elected members of the city's municipal council are foreign-born or dual nationals. There is no standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services. Good practices from the London Borough of Camden could serve as inspiration to improve the participation of diverse populations.
ANTI-DISCRIMINATION	✓	Asan City has carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds. The city has a charter proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the municipal administration and services. Furthermore, the city has a dedicated service that advises and supports victims of discrimination. Asan City provides financial support to civil society organisations that support victims of discrimination. The city regularly researches the extent of discrimination, runs anti-discrimination campaigns on discrimination and regularly participate in national organisations that address the issue of discrimination. Furthermore, it is establishing an anti-rumour strategy following the official Council of Europe methodology.

		Asan City achieved full score in this field.
PARTICIPATION		Asan City has adopted an intercultural integration and diversity/inclusion strategy intercultural action plan as a result of a consultation process including people with migrant/minority backgrounds. Asan City has introduced participatory mechanism such as networks, budgeting, intercultural dialogue platforms and citizen proposal systems. The city monitors the participation of city residents with migrant/minority backgrounds in the decision-making process. The city takes action to ensure that residents with migrant/minority backgrounds are fairly represented in trade union boards, school boards, and other organisations. Asan City has introduced mechanisms to make sure that gender equality re respected in organisations that participate in the decision-making processes on matters related to the inclusion of city residents with migrant/minority backgrounds.
		Asan City achieved a very high score in this field. The city may consider to take action to ensure that residents with migrant/minority backgrounds are fairly represented in public service organisations.
INTERACTION		Asan City has a list of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion, which includes all stakeholders irrespective of their formal status and is accessible to the public. with migrant/minority backgrounds. The city collaborates with these civil society and grassroots organisations by holding regular meetings. Furthermore, teachers in elementary and secondary schools receive training in intercultural communication and pedagogy.
		Asan City achieved a very high score in this field.

In view of the above, we wish to congratulate Asan City for the great efforts taken in this first Intercultural Cities survey. Overall, it was an excellent result with several fields such as neighbourhoods, public services, business and the labour market, media and communication and anti-discrimination having a full score. The most evident gap was the field of leadership and citizenship.

## RECOMMENDATIONS

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

**Commitment:** Asan City may wish to develop a separate official webpage that specifically conveys the intercultural city strategy and activities.

**Education:** Asan City may consider developing its activities more directly by addressing majority school children and teachers, e.g. through enhancing cultural sensibilities and interaction between majority and minority students.

**Public services:** The municipality may consider to develop the recruitment plan to ensure an adequate rate of diversity within its workforce to some extent.

**Public space:** Asan City may wish to develop spaces and opportunities for interaction among diverse residents.

**Mediation and conflict resolution:** The municipality may consider offering a municipal service that also deals more specifically with cultural conflicts.

**Language:** Asan City may want to look into offering teaching in migrant/minority languages as a regular language option available to everyone. Furthermore, it may consider to develop strategies and activities to create specific training in the official language for hard-to-reach groups (e.g., non-working mothers, unemployed, retired people).

**International outlook:** Asan City may wish to improve its activities by supporting organisations that seek to develop business relations with other countries.

**Intercultural intelligence and competence:** The municipality may consider that qualitative information about diversity and intercultural relations could be mainstreamed to the local council's process of policy formulation at a more regular basis.

**Welcoming newcomers:** The municipality may wish to organise a public ceremony to greet all people arriving in the city regardless of origin or nationality.

**Leadership and citizenship:** This area is least developed among the intercultural initiatives of Asan City. The municipality may consider to work on the representation and participation of migrants and minorities in leadership and citizenship, in politics and public services.

**Participation:** The municipality may consider to take action to ensure that residents with migrant/minority backgrounds are fairly represented in public service organisations.

Asan City may wish to consider further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided above for each sector as well as in the Intercultural cities [database](#).

The Intercultural Cities Programme congratulates Asan City on the results of its first index report, and stands ready to support Asan in developing further its intercultural inclusion policies and practice.



Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

The Council of Europe and its partner cities have developed and validated an intercultural approach to integration and inclusion which enables cities to reap the benefits and minimise the risks related to human mobility and cultural diversity. Almost two decades after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing and economic development.

The Intercultural Cities (ICC) Programme invites cities in Europe and beyond to explore and apply policies that harness diversity for personal and societal development.

The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

