

2025



Intercultural Cities **Annual survey report**





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Executive summary

The work of the Intercultural Cities (ICC) Programme is based on thorough research, a range of international legal instruments, the experiences and collective insights of the whole ICC community of some 170 cities since 2008. To guide the ICC Secretariat in supporting local actors at different stages of creating truly inclusive societies, the ICC Programme has put in place an annual survey sent to all its members.

The results of this survey show that, whilst the use of ICC key tools (Index, anti-rumours methodology, intercultural strategies and intercultural competences training) is still strong within the network, members are facing new challenges in new areas due to the evolving national and international context.

The overall results of the survey seem stable, compared to previous years. This is true, for instance, for participation in the ICC Programme's activities. At the same time, members indicated that the support of the ICC Secretariat will be deemed important in the coming years, in view of increasingly hostile political environments or diminution of resources.

Collaboration among members is increasingly implemented, either through events of the ICC national networks or by participating in ICC capacity-building events or the annual ICC coordinators meeting. Mutual and peer exchanges are particularly appreciated by members and should continue.

Positive developments include the reported progressive institutionalisation of intercultural inclusion in member cities, with the formalisation of the role of the intercultural coordinator, increased mainstreaming of inclusion in members' work and plans, and an effort to co-operate across administrative structures.



Introduction

From 17 December 2024 to 24 January 2025, the Intercultural Cities (ICC) Programme of the Council of Europe conducted a survey among its members to collect information about the intercultural work they are currently carrying out or planning for the future. Through the survey, members could express their expectations of the Programme and reflect on what worked well for them. The survey is also a means for respondents to share their views, proposals and examples of their experiences with the wider network.

The results presented below are a summary of the data collected from the following 37 respondents out of 169 ICC members¹: Asan (Republic of Korea); Ansan (Republic of Korea); Barcelos (Portugal); Besançon (France); Bilbao (Spain); Casalecchio di Reno (Italy); Donostia/San Sebastian (Spain); Dudelange (Luxembourg); Erlangen (Germany); Freguesia de Paranhos (Portugal); Hamamatsu (Japan); Lisbon (Portugal); Loures (Portugal); Lublin (Poland); Melton (Australia); Montesilvano (Italy); Montreal (Canada); Neumarkt (Germany); Paris (France); Patras (Greece); Pontedera (Italy); Porto (Portugal); Portomaggiore (Italy); Reggio Emilia (Italy); Repentigny (Canada); Reykjavik (Iceland); Riga (Latvia); Sabadell (Spain); Salisbury (Australia); Seine-Saint-Denis (France); Sherbrooke (Canada); Stavanger (Norway); Strasbourg (France); Tenerife (Spain); Vila Verde (Portugal); Vinnytsia (Ukraine); Wroclaw (Poland). These 37 respondents come from 16 countries out of 36².

The ICC Programme Secretariat would like to warmly thank all respondents that took the time to reply to this survey.

In 2024, the ICC Programme expanded its network by welcoming eight new members from Europe and overseas (Asan (South Korea), Besançon (France), Department of Seine Saint Denis (France), Pamplona (Spain), Parma (Italy), Porto (Portugal), Portomaggiore (Italy) & Zagreb (Croatia)). It also continued to assess cities' progress in managing diversity through the Intercultural Cities (ICC) Index, with eleven cities completing the Index³ and seven expert visits taking place⁴. Capacity building and peer exchanges among members covered areas such as intercultural integration and welcoming, placemaking, intercultural and inclusive communication, anti-rumour, and intercultural competence. In addition, Council of Europe standards and ICC Programme tools on intercultural inclusion were made available in new languages (Finnish and Polish) to further their use and dissemination.

¹ At the time of the survey.

² Overview of the members demographics in annex

³ Asan (South Korea), Department of Seine St. Denis (France), Hämeenlinna (Finland), Kuopio (Finland), Krakow (Poland), Manlleu (Spain), Melton (Australia), Montesilvano (Italy), Pontedera (Italy), Reggio Emilia (Italy), Tampere (Finland), Turku (Finland) and Vaasa (Finland).

⁴ Botkyrka (Sweden), Hämeenlinna (Finland), Kuopio (Finland), Riga (Latvia), Tampere (Finland), Turku (Finland) and Vaasa (Finland).

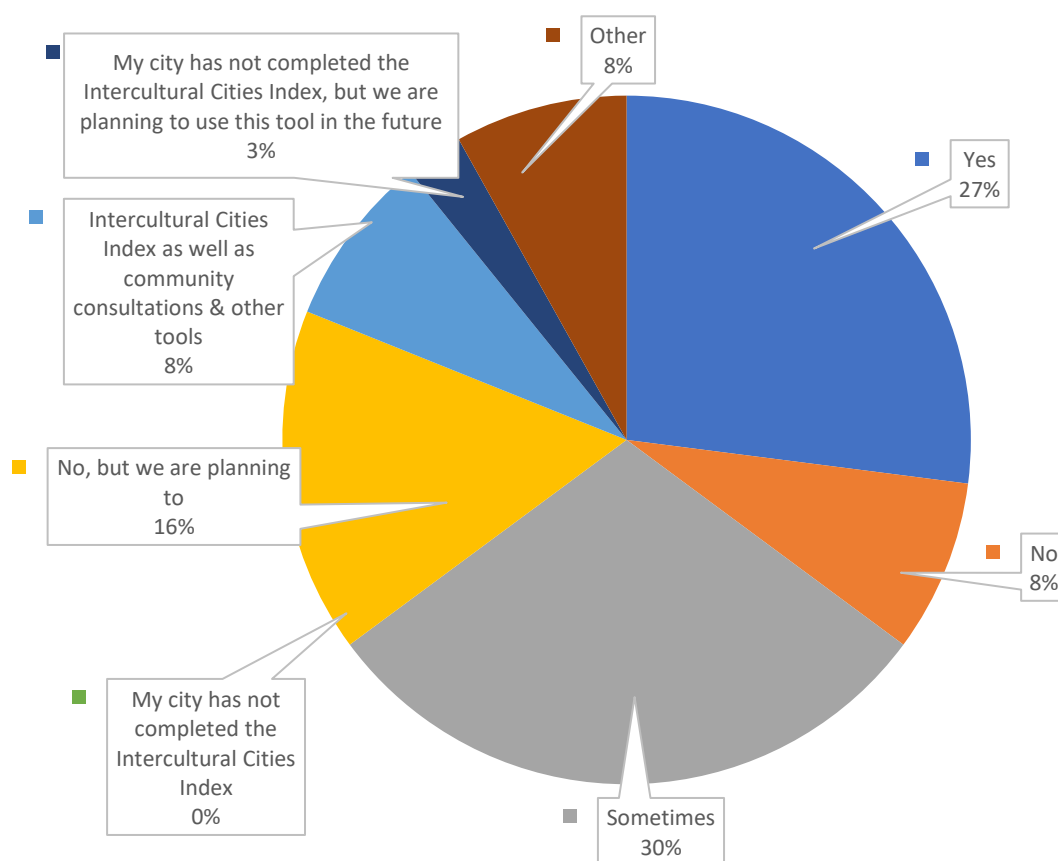


1. ICC members and intercultural instruments

The ICC Programme provides several intercultural tools and instruments to its members and supports them in devising their own, in particular intercultural strategies and action plans. ICC tools include the Index and the Anti-rumours methodology.

The following replies show the ongoing intercultural work among members, the use they make of ICC tools and instruments and how relevant they are for their work.

Use of the Intercultural Cities (ICC) Index to measure progress on intercultural policies



When joining the ICC Programme, members take stock of their achievements and challenges as a point of departure for the development of their intercultural strategies. The ICC Index allows members to discern upward or downward patterns in the key indices and, consequently, make much more informed judgements about the long-term impact of their policies and investment.

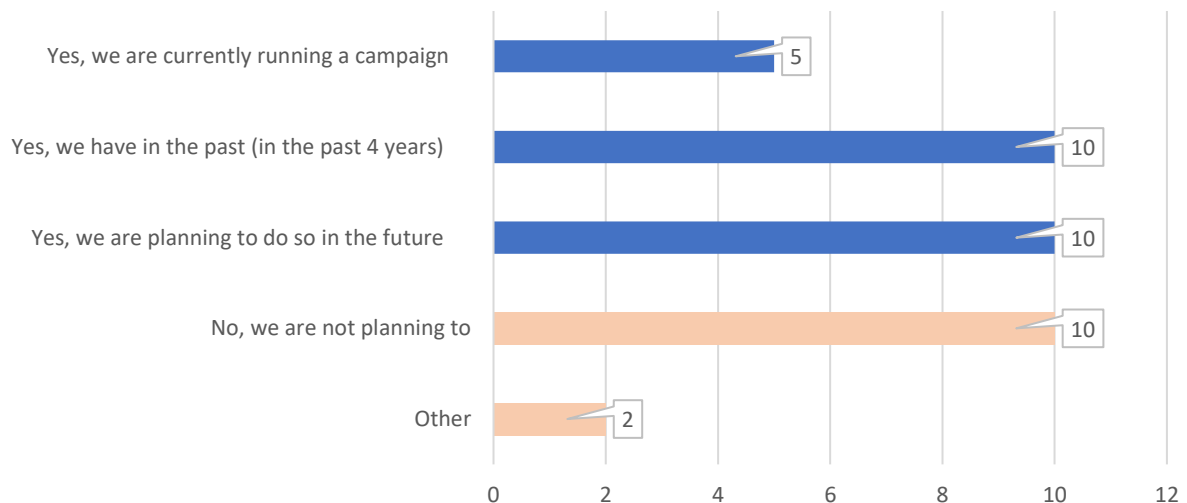
65% of the respondents are currently using the ICC Index to monitor their progress, while another 16%, even though they are not using the Index for the time being, plan to do so in the future. The



three members grouped under “other” have either filled in the index and are currently waiting on the results back or face political indecision.

Compared to previous years, the situation seems to have remained stable with a slight increase in the Index realisation.

Running of an anti-rumours campaign (or similar)



The results indicate many cities are planning on acting within this area during the upcoming year(s). As the past two years, the highest number of respondents is either running a campaign, has run a campaign or plans to run one in the future, confirming that anti-rumours is a relevant and important topic for ICC network members. Concerning the campaigns, some cities are including the work on anti-rumours among either their intercultural strategy or in campaign against racism and anti-discrimination at large.

27% of the respondents affirm not to be running a campaign nor planning to. This percentage rose by three points since last year. One city mentioned that the project will depend on the new political leadership after local elections. Another city mentioned that budget cuts may compromise the ability to continue delivering anti-rumours work.

For example, the city of Bilbao experience in implementing an anti-rumours strategy for more than 10 years now can be seen as a good practice and can be summarised in five main actions:

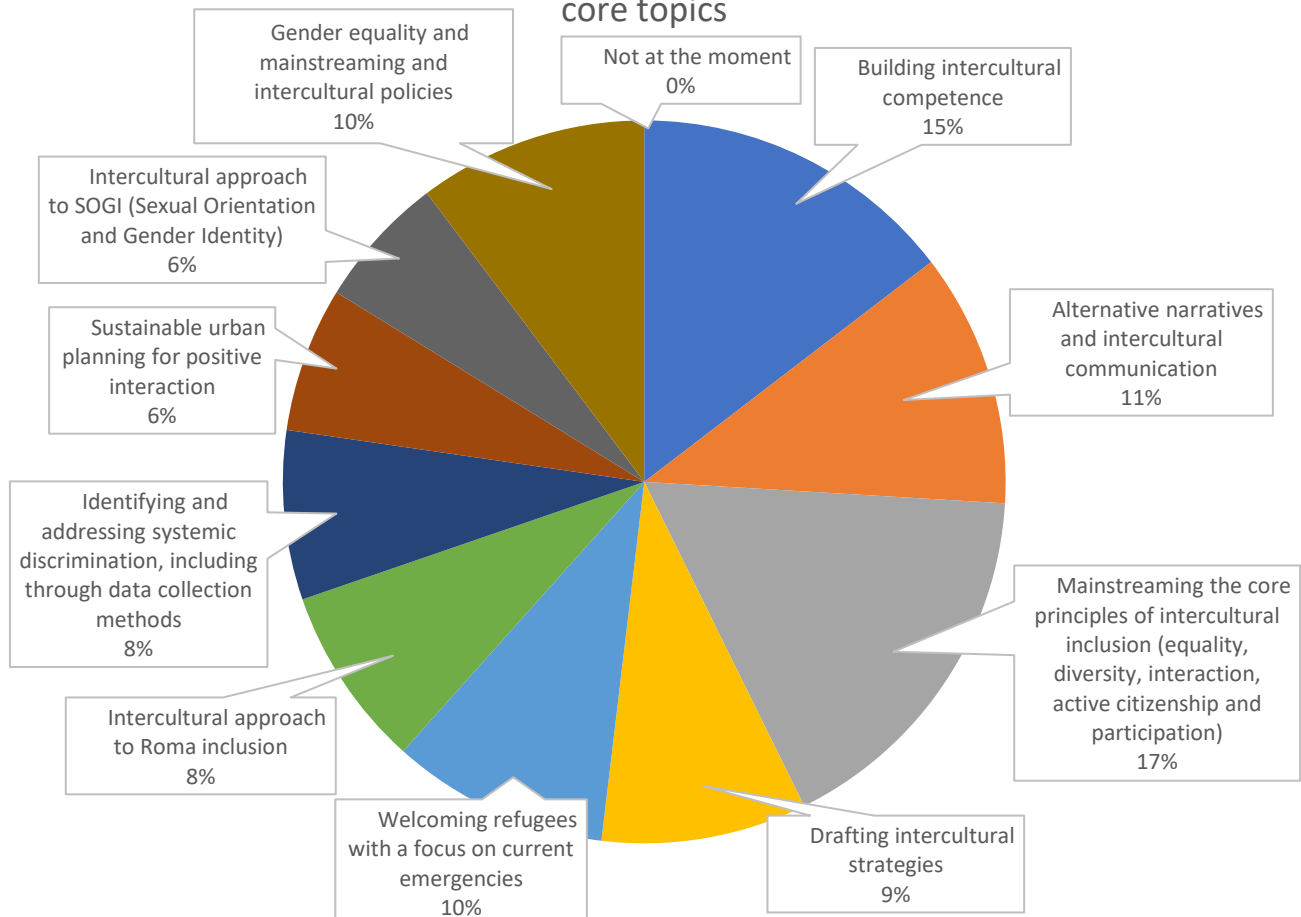
- Construction and dynamisation of the network of Anti-rumour Agents Bilbao (more than 500 people are connected to the strategy)
- Citizen training and capacity building
- Citizen awareness actions at neighbourhood and district level
- City events
- Anti-rumour communication actions.

The ICC Programme wished to gain further insight into what value the Programme brings to the member cities and what core topics are of interest for the members. This information will be used to assess in which areas the Programme undertakes actions in the future to ensure it best supports the



needs of the members. At the same time, it allows the ICC Programme Secretariat to identify which cities are already working on which topics and thus potential peer-to-peer learning opportunities.

Specific work carried out by the city in one or more of the following ICC core topics



The areas of work of ICC members in 2024 appear to be similar to previous years, with the 5 main topics being mainstreaming the core principles of intercultural integration, building intercultural competence, alternative narratives and intercultural communication, welcoming refugees and gender equality.

It should be noted, however, that the difference in scores between most cited topics and less cited topics is rather small with most members working on at least 2 ICC core topics at local level. Concerning the type of work which members carry out around these ICC core topics, most respondents use different actions that can be summarised as follow:

- Projects (either at local level or even at European level)
- Workshops and training courses
- Communication (media campaigns, use of website or social media)
- Consultation actions with the residents
- Support to civil society organisations working in a specific field

Furthermore, several respondents have indicated that some of the work is carried out by other units or departments at local level and ensuring coordination among them is also enhancing the impact of such activities. It is the case in Tenerife where an Interdepartmental Commission of the Cabildo of



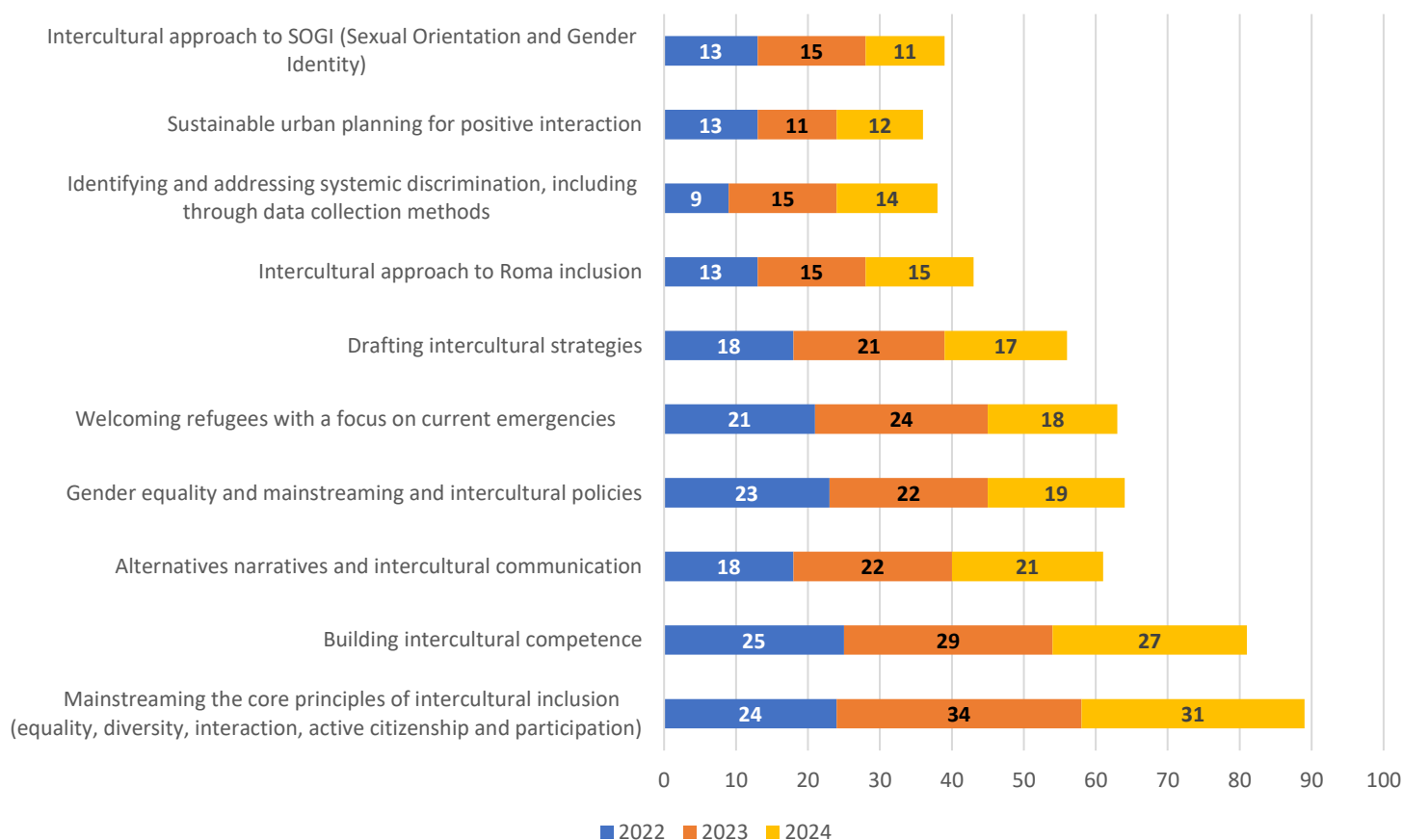
Tenerife was created to transfer intercultural competences to other departments of the island and include intercultural competences training within the framework of the Cabildo's annual training plan.

Among members practices, we could note Besançon “petits-dejeuners de l’interculturalité” (interculturality breakfasts) organised by the municipality to facilitate exchanges between civil society organisations, concerned city departments (education, welcoming, etc. ...) and elected representatives.

The relatively consistent share of work being done on mainstreaming core intercultural principles, is encouraging as it shows a trend towards making intercultural inclusion systemic and breaking fragmentation within administrations.

Comparing results from the last three years, we can note a more harmonious distribution of topics among members.

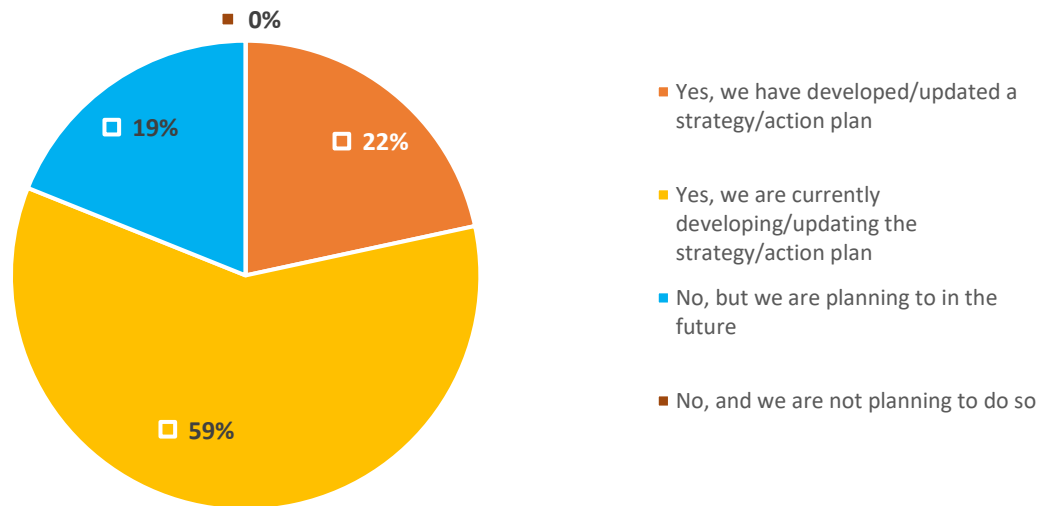
Comparison of areas of work of ICC members in the last 3 years



The transversal approach to implementing actions on those topics is well demonstrated in Porto through the Municipal and Intercultural Mediators Project, implemented since 2019, based on a strategic and multi-territorial partnership. It develops a set of activities that have a multidimensional scope, with a focus on education, culture, civic participation, health, housing and employability, as well as providing a Municipal Mediation Service.



Development, implementation or updating of an intercultural strategy/action plan or a diversity/integration/inclusion strategy with intercultural elements



100% of the respondents replied having already developed and adopted an intercultural strategy, an action plan, or a diversity/integration strategy with intercultural elements, are in the process of doing so or plan to do it in the future.

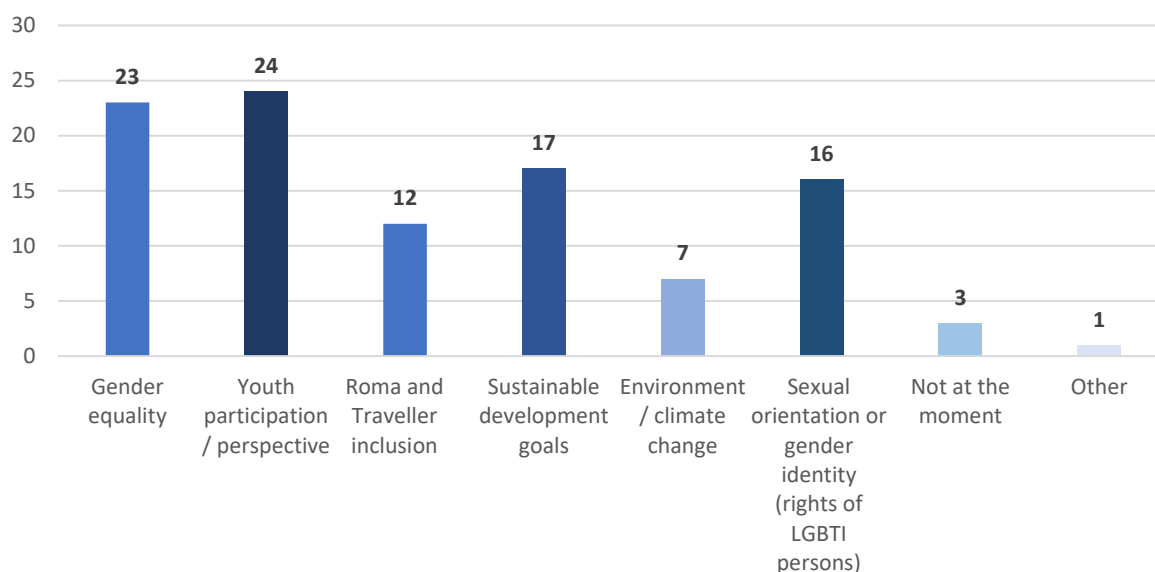
This number is the highest since 2022 and shows the commitment of ICC members to foster intercultural inclusion through policies and strategies.

Among answers received, most strategies or action plans developed have a duration that ranges between two to five years with most of them being a renewal or adaptation of former actions. This demonstrates the use of ICC tools at local level.

It can be noted that among the 8 members having indicated that they had developed/updated a strategy or action plan (Ansan, Erlangen, Hamamatsu, Reggio Emilia, Repentigny, Salisbury, Tenerife, Vinnytsia), all of them are still in the implementing period of their current policy, and none decided (or had to) stop implementing such policies.



Inclusion of any of the following mainstreaming components in your intercultural strategy/action plan/policy



33 out of the 37 respondents indicated that they had included at least one of the mentioned mainstreaming components (Gender equality, Youth participation/perspective, Sexual orientation or gender identity (rights of LGBTI persons), Roma and Travellers inclusion, Sustainable development goals and Environment / climate change) in their intercultural strategy.

One respondent indicated that they were in the process of drafting an intercultural policy and based on feedback received from ongoing consultations, all mentioned components should be included in some way.

Gender equality and youth are topics receiving greatest attention from the respondents and overall, the level of mainstreaming the mentioned issues seems good. It is noticeable that respondents usually do not concentrate their policies on one topic but on several at the same time. In most cases, an intercultural strategy has several main components which reflect the principles being intercultural inclusion.

The respondents which have included **Gender Equality** as a mainstreaming component in their intercultural strategy are: Asan, Barcelos, Bilbao, Casalecchio di Reno, Donostia/San Sebastian, Dudelange, Erlangen, Lisbon, Loures, Melton, Montreal, Neumarkt, Paris, Patras, Porto, Repentigny, Reykjavik, Sabadell, Salisbury, Strasbourg, Tenerife, Vila Verde, Wroclaw.

The respondents which have included **Sexual orientation or gender identity (rights of LGBTI persons)** as a mainstreaming component in their intercultural strategy are: Barcelos, Casalecchio di Reno, Dudelange, Erlangen, Lisbon, Melton, Montreal, Paris, Pontedera, Repentigny, Reykjavik, Sabadell, Salisbury, Strasbourg, Vila Verde, Wroclaw.

The respondents which have included **Roma and Travellers inclusion** as a mainstreaming component in their intercultural strategies are: Barcelos, Besançon, Casalecchio di Reno, Donostia/San Sebastian, Lisbon, Patras, Porto, Sabadell, Tenerife, Vila Verde, Vinnysia, Wroclaw.

The respondents which have included the **Sustainable Development Goals** as a mainstreaming component in their intercultural strategies are: Ansan, Asan, Besançon, Dudelange, Erlangen,



Hamamatsu, Loures, Montreal, Patras, Porto, Portomaggiore, Reggio Emilia, Repentigny, Tenerife, Vila Verde, Vinnytsia, Wrocław.

The respondents which have included **Youth participation / perspective** as a mainstreaming component in their intercultural strategy are: Ansan, Besançon, Casalecchio di Reno, Donostia/San Sebastian, Dudelange, Erlangen, Hamamatsu, Lisbon, Loures, Montesilvano, Montreal, Paranhos, Patras, Pontedera, Reggio Emilia, Repentigny, Reykjavik, Sabadell, Salisbury, Sherbrooke, Strasbourg, Tenerife, Vinnytsia, Wrocław.

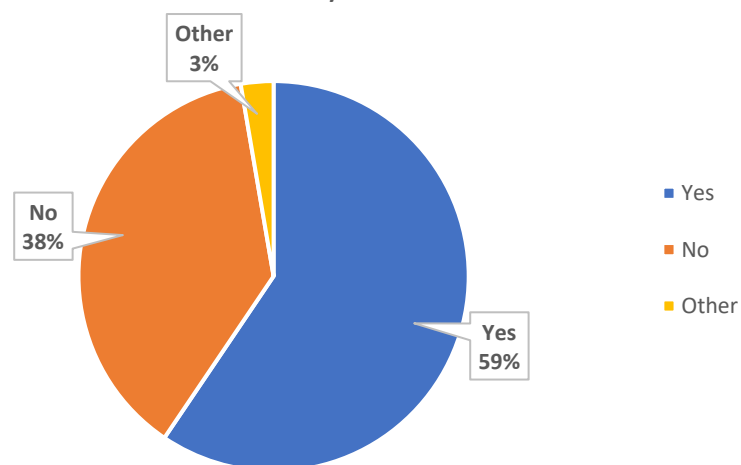
The respondents which have included the **Environment/Climate change** as a mainstreaming component in their intercultural strategies are: Dudelange, Erlangen, Hamamatsu, Montreal, Patras, Sabadell, Salisbury.

While some cities have designed specific policies to cover the above-mentioned areas, for most of them these topics are embedded in a broader, multi-annual strategy or plan for the city.

2. ICC members' engagement with the ICC Programme

When joining the ICC Programme, members are given a membership certificate in three copies for their display in different locations, including City Hall (or equivalent).

Display of the ICC membership certificate at the city hall



A majority of the responding members reported that the ICC certificate is displayed in the city hall or another official location in the city.

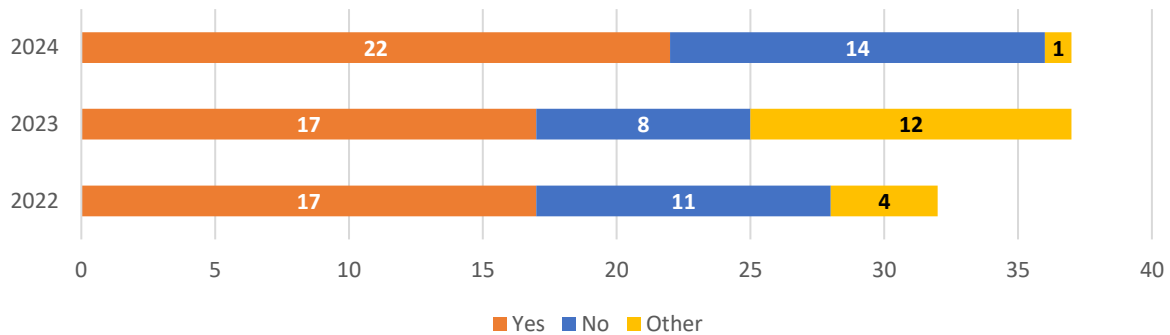
Some cities share that they have not yet displayed the certificate but plan to do so in the future.

Some cities having only joined the ICC Programme recently, had not received (or just received) the certificates at the time of the survey.

In addition, a number of respondents which had not displayed the ICC membership certificate in the city hall explain that they either have it online (on their website or others) or it is not a common practice to display membership certificates in their city.



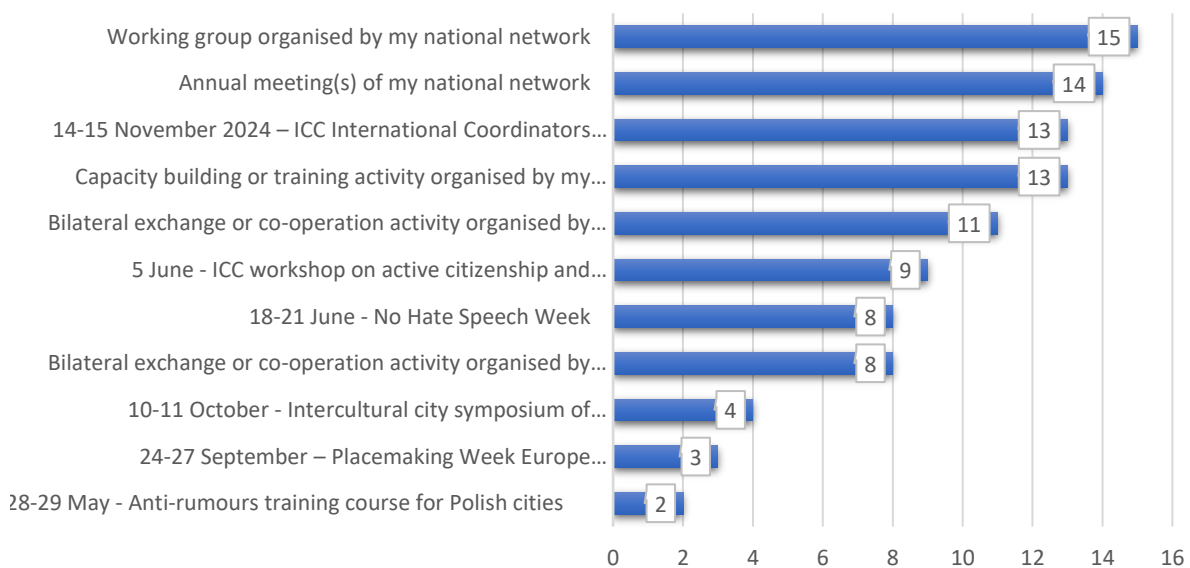
Comparison of display of ICC certificate in the last 3 years



As indicated in the graph, comparing results for the three previous years, the display of the ICC certificate is on the rise.

The survey also serves as a way for the ICC Programme Secretariat to keep a record of participation to its activities, to monitor the knowledge gained by participants and to measure its outcomes. The ICC Programme wished to gain further insight into how the knowledge acquired by participants to ICC activities was used (or planned to be used). The replies will allow the Programme to better tailor any future activities and gain insights on the benefits of activities.

Participation in the in-person and online activities of the ICC programme in 2024





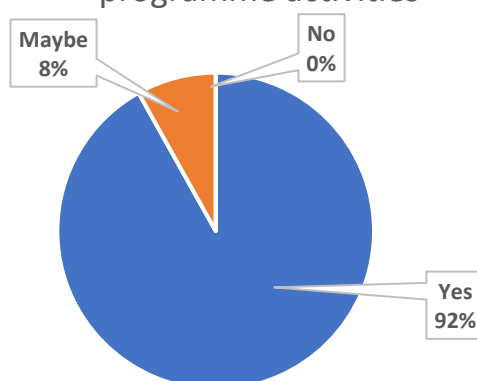
Over 2024, 7 activities were organised by the ICC Programme Secretariat, including training sessions and one annual coordination meeting. In addition, national networks organised activities from their annual meeting to working groups on specific topics throughout the year.

Out of 37 respondents, 22 members participated in at least one event of the ICC Secretariat demonstrating interest in the tools and activities developed by the Programme, while 11 members participated in at least one event of their national networks. When participation was not possible, respondents identified changes in teams, lack of time or recent accession to the Programme as main reasons not to attend. In some instances, also the language barrier, the lack of financial resources or the time differences played a role.

As indicated in the graph, a vast majority of the respondents indicated that they have used or that they will use the knowledge gained through the ICC Programme activities.

While three members are unsure of the use of knowledge, one member joined recently the ICC Programme and the other two are affected by restructuring in their municipality and drafting of new policies.

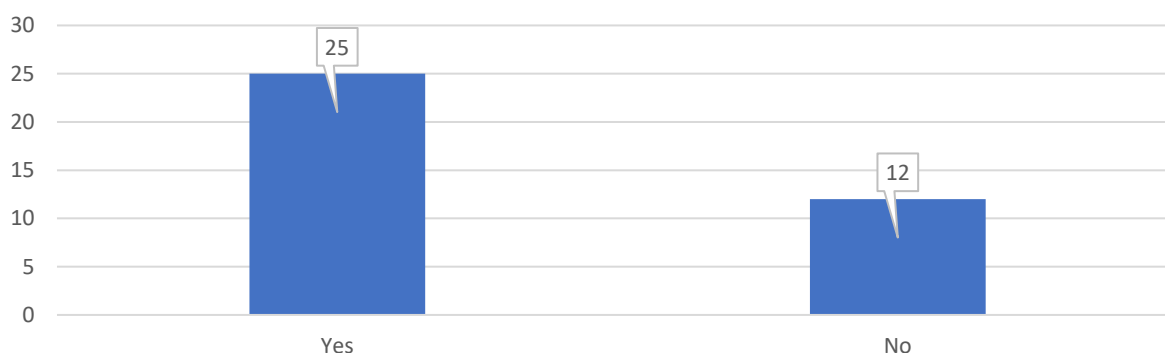
Use, past or future, of the knowledge gained through ICC programme activities



The Intercultural inclusion policy model is based on extensive research evidence, on a range of international legal instruments, and on the collective input of the member of the ICC Programme that share their good practice examples on how to better manage diversity, address possible conflicts, and benefit from the diversity advantage. Therefore, the ICC Secretariat encourages members to send good practices to be added to the [database available on the ICC website](#).



Sending of at least one good practice to the Council of Europe or national network in 2024

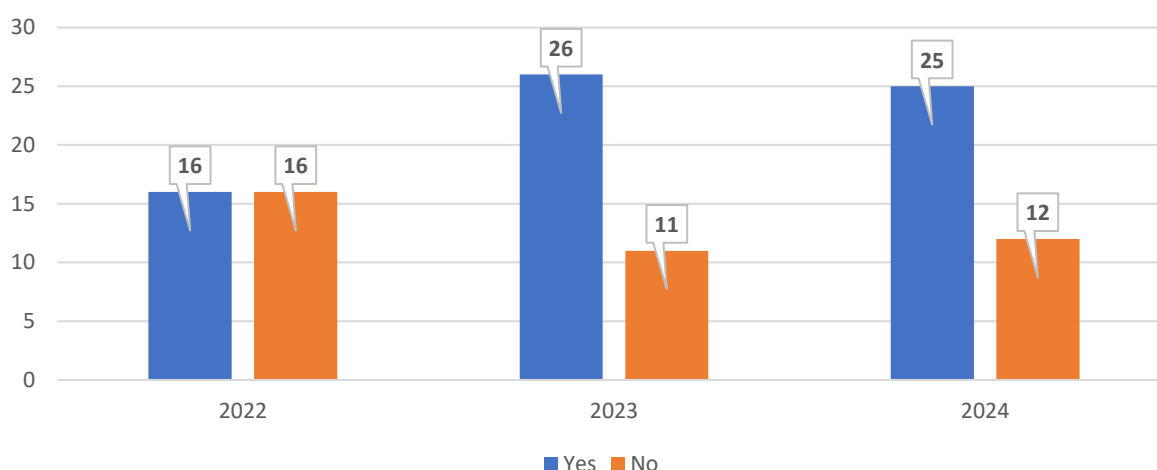


As shown above, 68% of the respondents have shared at least one example of good practice over the past year with the ICC network at large. The percentage is up slightly prior to last year when it was only 66%.

Four respondents mentioned that as they had joined the ICC Programme in 2024, they did not yet have the chance to share one with either the ICC international network or their national network.

In addition, the members that had not shared practices in 2024 mostly mentioned the lack of time and internal restructuration, and the continuation of implementation/updating of former good practices rather than new ones, as reasons for this.

Comparison of sharing of good practices in the last 3 years



An increase in sharing of good practices from members with the ICC Secretariat can be seen from the comparative graph on the left.

The slight decrease in 2024 is explained by new members having joined which did not have time yet to share a practice.

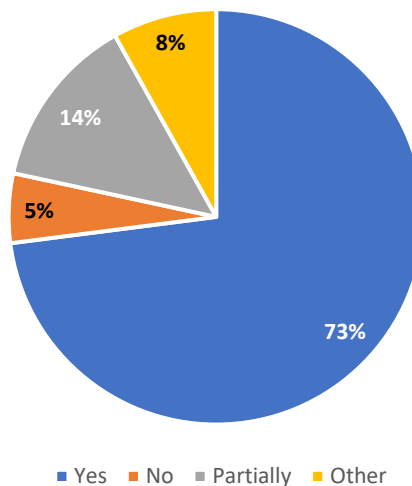
As it appears from comments included in the survey, practice sharing is seen by members as an important added value of the Programme even if they did not actively participate in it.



3. ICC Coordinators and the ICC Programme

The ICC Programme aims to give members the opportunity to learn from a wide pool of international experts as well as from each other, build on tested experiences and create new innovative policies to challenges faced across the globe in diverse societies. To ensure this cooperation, each member has appointed a person or team to act as ICC coordinator whose role is to engage all departments of the city administration in reviewing their policies through the intercultural lens and adopt new approaches. In practice, ICC Coordinators act as points of contact for the ICC Programme.

Alignment of the job description of the person who ensures
the role of ICC coordinator with the tasks they carry out



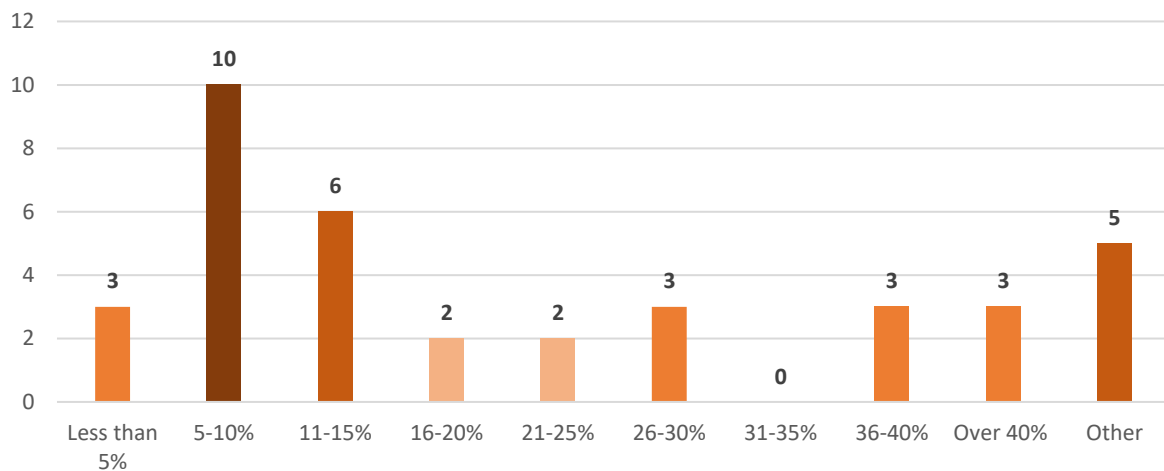
While 27 respondents confirmed that their role as ICC coordinator is included in the job description within the local authority, for some it is more nuanced.

The high share of members having formalised the role of ICC coordinator can be regarded as an encouraging sign of the progressive institutionalisation and recognition of the ICC approach.

For four of them, it appears that there is no specific mention of the role of ICC Coordinator because either the job descriptions are broad and include only a general description of duties or a special request had to be made to management to take up such duties. While another one is in the process of requesting a change in the description to include these tasks.



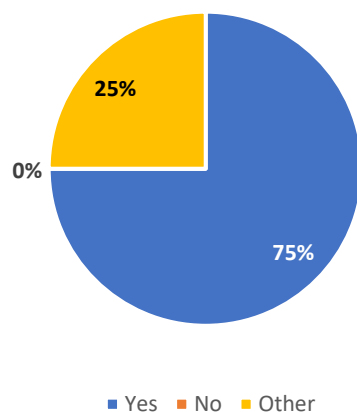
Time devoted by the ICC coordinator of your city to coordinating the city's participation in the ICC Programme



62% of the respondents spent less than 25% of their yearly working time on tasks related to their ICC Coordinator role. For some coordinators, quantifying the amount of time spent coordinating their city's participation in the ICC Programme is a difficult task as it can be embedded in their everyday tasks. Furthermore, the role is often perceived as a transversal one, embedded in their day-to-day job and not as something specific.

It is important to note that the amount devoted by the coordinator(s) to the Programme can vary immensely within a year especially if the member is undergoing the index assessment process which can be time consuming and spread over months, or hosting a visit or activity. Also, to note, the question only addresses the amount of time invested directly with/for the Programme, not on intercultural inclusion related work as such.

Implementation of a team approach to intercultural inclusion in your city administration





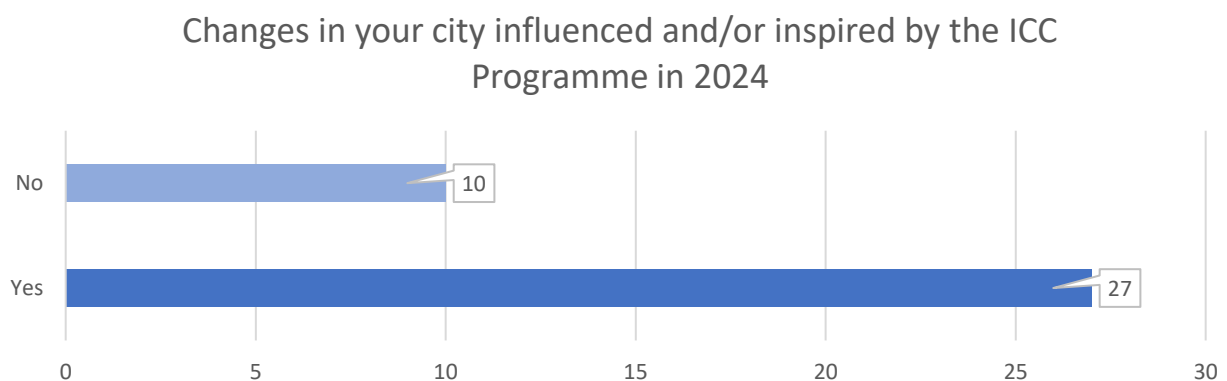
On the last question, it appears that different approaches are implemented among 13 respondents to this question.

For a majority, intercultural inclusion is synonym to collaboration with other departments of their administration. It can take different forms and can be either repetitive or done on an ad hoc basis depending on the topics discussed.

This is also an encouraging sign that intercultural inclusion increasingly permeates transversally city administrations' work.

4. Needs and impact

Following the introduction last year of the assessment of members' needs in the annual survey, two new questions were added on the priorities for 2025 and main challenges for intercultural inclusion in members' community or country in the coming year(s). In addition, it was decided to collect information on the impact of the Programme at local level. The following survey questions refer to these goals.

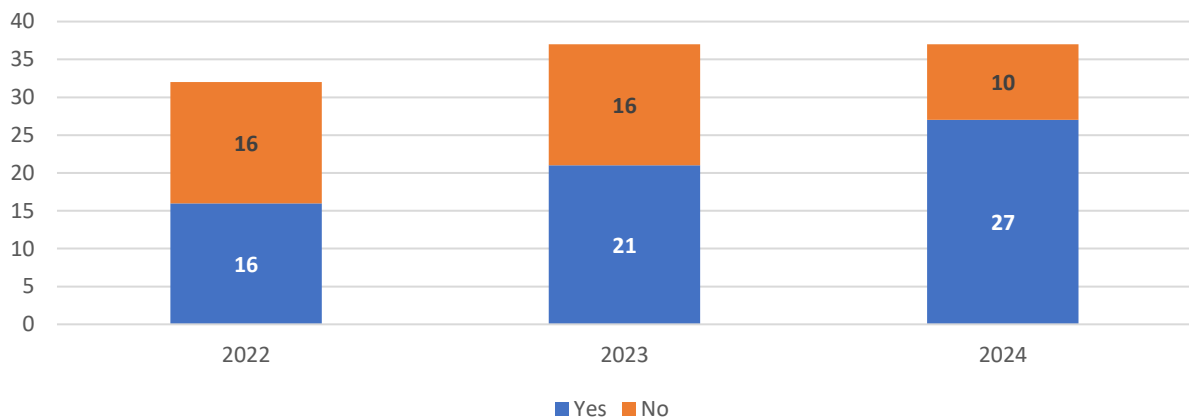


73% of the respondents indicated that changes in their cities were influenced or inspired by the ICC Programme and its activities. These changes include:

- New or revised policy documents: strategies, action plans, etc.
- Introduction of new topics such as Roma inclusion, youth participation and gender perspective in welcoming policies.
- Increased skills on intercultural competences.
- New structures and dedicated staff within the local administration to promote intercultural inclusion.
- New partnerships at national and international level.



Comparison of reported changes in cities inspired by ICC Programme



Respondents having replied “No” mention reasons such as a lack of resources or recent adhesion to the ICC Programme, while others were unable to answer the question.

The impact at local level of the Programme increased by 28.5% between 2023 and 2024.

Overall, members seem to agree that the ICC Programme offers benefits such as peer-to-peer learning and support, as well as increased legitimacy. Some examples of changes incurred are available below.

The perceptions shared by almost three quarters of respondents of positive changes brought about by implementing an intercultural inclusive approach is a very positive signal of the Programme value an effectiveness.

Below are presented some examples shared by respondents.

The “Café des Langues” (languages cafe), an initiative that has been a great success with the people of Dudelange (Luxembourg). It is a time that enables residents not only to learn or practice a language, but also to forge links and meet new people.

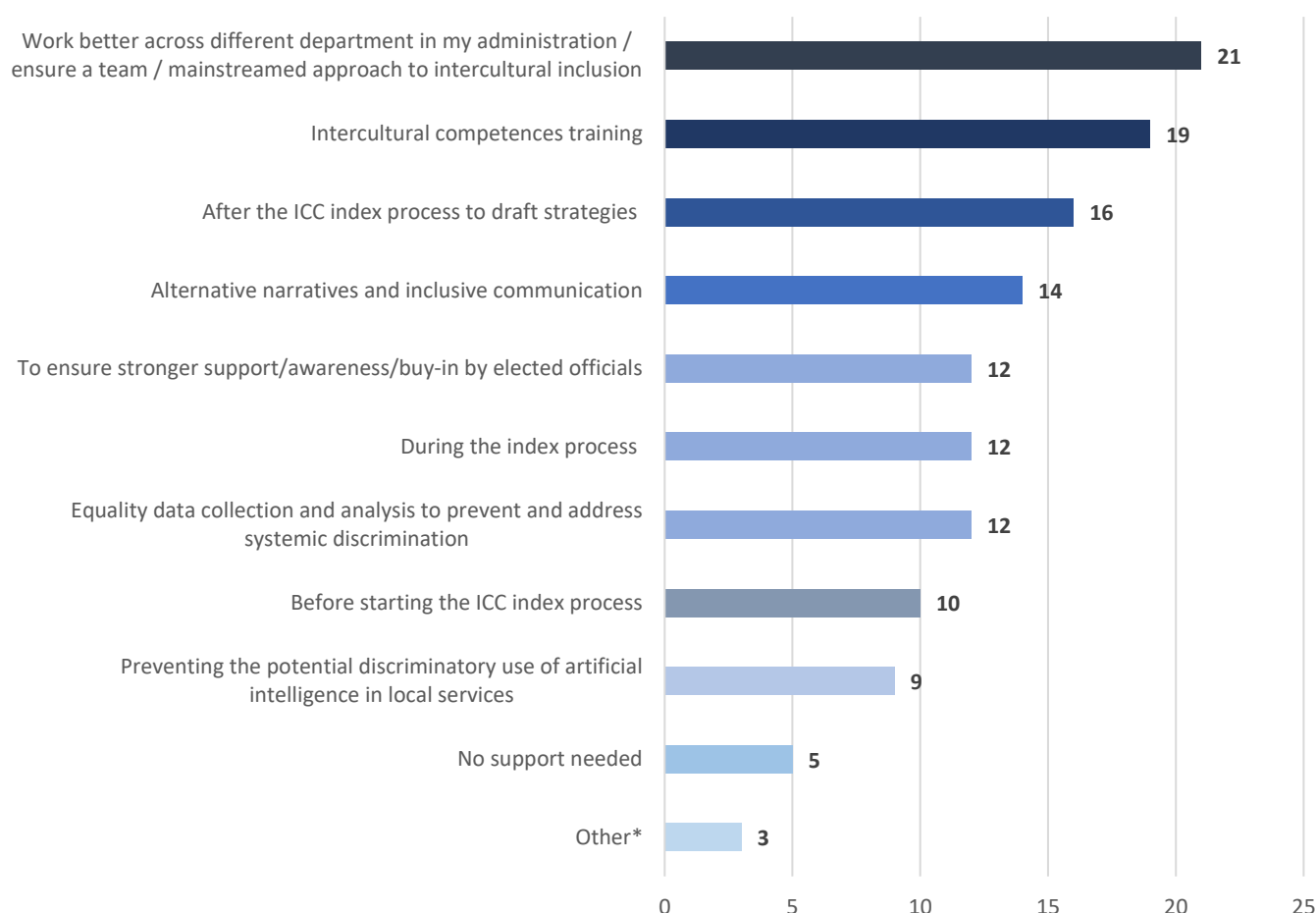
In Reggio Emilia (Italy), following local elections at the beginning of 2024 and the approval of the Action Plan against racism, the municipality included in its employees training Programme a 25-hour course on intercultural competence and anti-discrimination from an intersectional perspective. This training, coordinated by the Mondinsieme Foundation and co-led by several municipal employees working in the areas of welfare policies, intercultural policies and equal opportunities, was a success. Both the first and second editions recorded highly motivated participation and a high level of satisfaction.

While training and citizens participation are at the core of the ICC Programme, some members worked on alternative ways to engage their population through football for example. Hamamatsu (Japan) organised an event to promote the realisation of an intercultural society through soccer, aiming to build a society where everyone can live comfortably together with local residents. An executive committee composed of people from various nationalities has been established, and communities that rarely have the opportunity to interact normally engage in comprehensive exchanges that transcend language barriers through sports. As a result of this initiative, participants have provided positive feedback such as “I gained a deeper understanding of each other's cultures” and “I made new friends.”



Schools can also be the field of intercultural work, as testified by Lisbon (Portugal) which included an anti-racism pedagogy in projects carried out in schools, with students, teachers and the educational community, which has yielded positive results.

Support needed at any of the following stages/on the following topics



Out of the 37 respondents, 13% (5) considered that no additional support was needed which is lower than the responses from the previous year. This could be explained with the addition in this survey of new areas (Work better across different department in my administration/ensure a team/mainstreamed approach to intercultural inclusion; Alternative narratives and inclusive communication; Preventing the potential discriminatory use of artificial intelligence in local services; Equality data collection and analysis to prevent and address systemic discrimination) which might have gathered the interest of respondents.

As indicated in the graph, the two areas most frequently mentioned as benefitting from secretariat support, namely intercultural strategy design (43%) and intercultural competence training (51%) are still important for ICC members. Intercultural competence training was also identified as a priority area for members and will continue to be an area of focus for the ICC Programme over 2025.

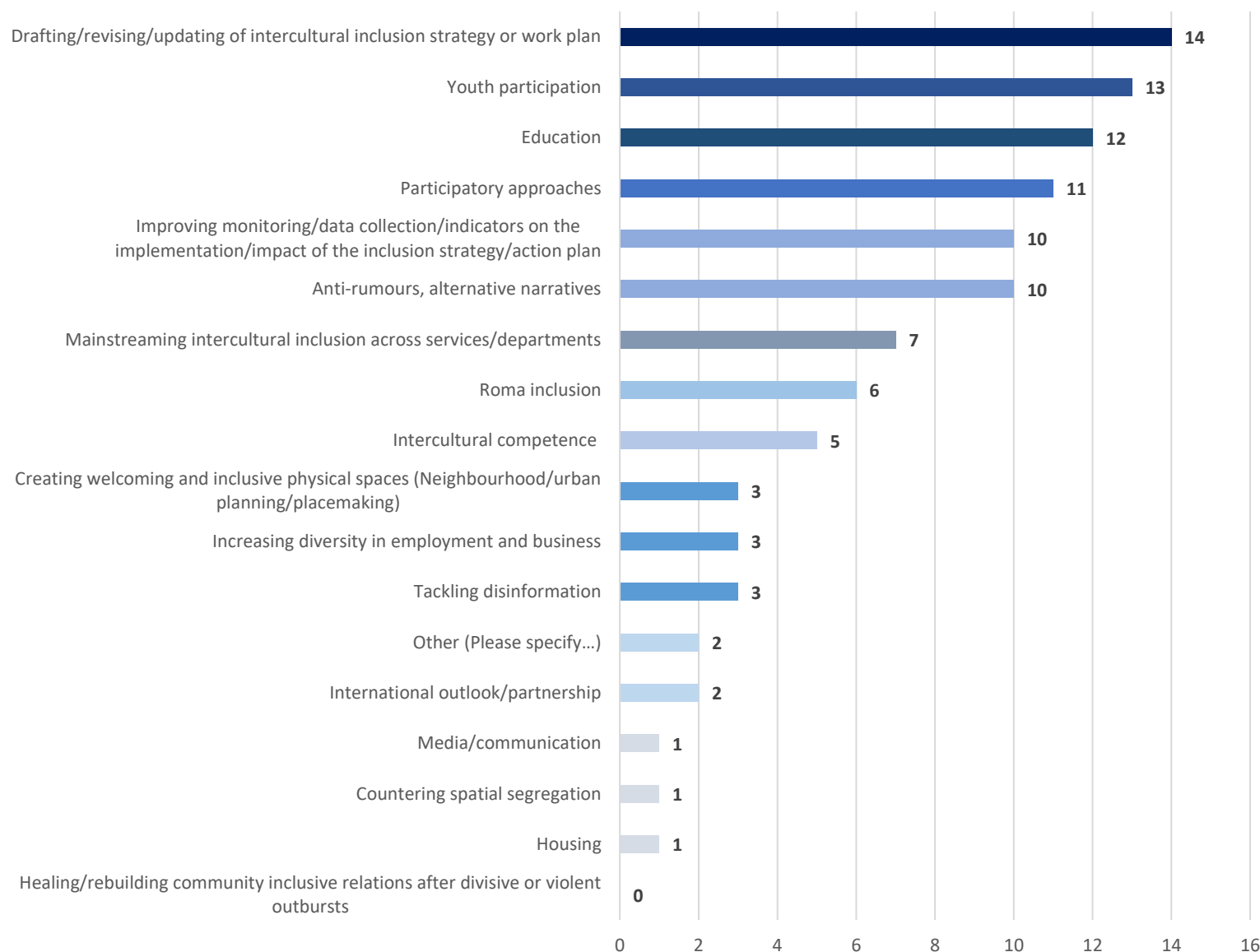


Other areas where members would welcome further support include alternative narratives and inclusive communication and, equality data collection and analysis to prevent and address systemic discrimination.

Furthermore, members are still identifying the ICC Index as an area of work where support is needed (27% would like support before the process and 32% during). The ICC Index is a tool, not only for new members, but for all members who are invited to periodically take stock of their intercultural achievements and challenges. The process – although deemed very beneficial and inspiring by members – can appear complex and lengthy, for newcomers especially, which can explain the high demand for support here as well. The Secretariat will continue to do its best to identify flexible ways to respond to this need.

But ICC members are demanding support from the Programme in terms of working methods in their administrations (57%). This information can be linked to the following question of the survey “what type of activities would you like to be promoted more under the ICC Programme?”. Respondents clearly indicated their wish to increase horizontal cooperation within the network, either through direct exchanges with other members, or being part of transnational working groups on specific topics.

Main areas of work cities plan to focus on with regard to intercultural inclusion in 2025



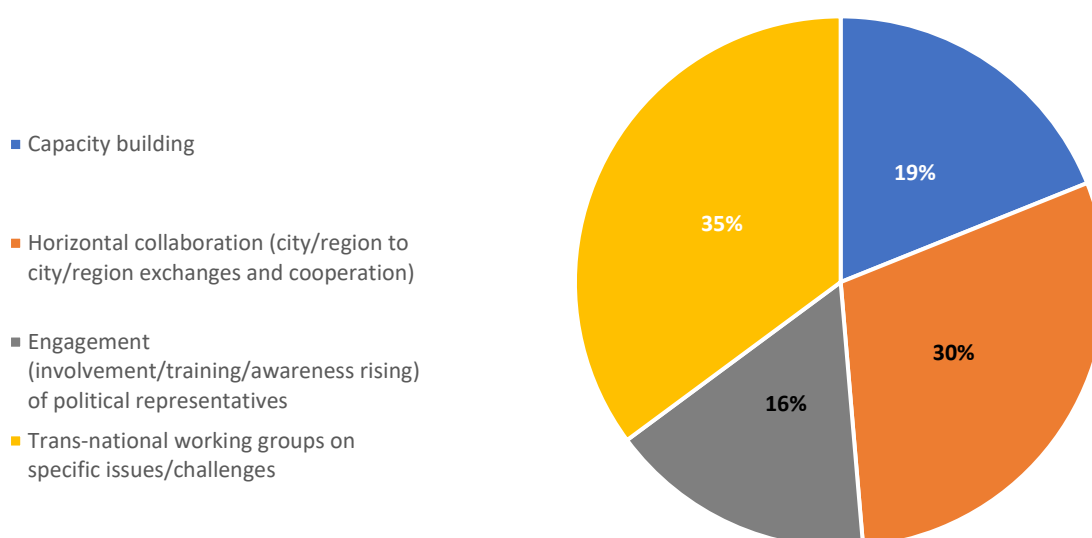


Out of the areas of work suggested for 2025, drafting/revising/updating of intercultural inclusion strategy or work plan, youth participation, education and participatory approaches, as well as Improving monitoring/data collection/indicators on the implementation/impact of the inclusion strategy/action plan, anti-rumours, alternative narratives and mainstreaming intercultural inclusion across services/departments were the most interesting for the respondents, closely followed by tools on how to promote Roma inclusion and intercultural competences.

Several members reported preliminary work and interest in the following areas:

- A new policy planning document on integration is planned to be elaborated and the aspects of intercultural inclusion, participation and inclusive physical spaces to be included there (Riga).
- Starting a Campaign about positive narratives of migrants (Erlangen).
- Include youth issues in the next immigration action plan and working on the implementation of the anti-rumour strategy (Sherbrooke).
- In the field of education, the municipality wants to have the intercultural education pact approved by the city executive board and to define a transversal strategic planning (Reggio Emilia).
- Organization of an intercultural weekend on 6, 7 and 8 June, co-constructed with the network's associations (Besançon).
- Start of work on the renewal of the Strategic Plan for Intercultural Coexistence 'Tenerife Lives Diversity' (Tenerife).
- Welcoming policies for new citizens with a participatory and community approach, continue to promote the intercultural perspective in schools and family inclusion and, review of intercultural strategy (Donostia/San Sebastian).

Type of activities to be promoted more under the ICC Programme



The Secretariat wishes to gain a better understanding of which types of services and events best serve the members' interests and needs. A number of new methods are under discussion to provide more tailored services to members when needed and a stronger involvement in the Programme's activities.



In terms of sharing of experiences, the city of Besançon offers to other members to explain how the “intercultural breakfasts” are organized. Three times a year, representatives of around twenty associations – each representing a different community – meet to discuss a collectively chosen theme. This event is organised by the coordinator of the Interculturality mission, who invites the relevant municipal services and elected representatives to participate in these meetings.

Breakfast format:

- Day: Saturday morning
- Duration: 3 hours
- 1 hour: Intercultural breakfast (sweet/savoury buffet with specialities from different countries) and informal discussions between participants.
- 2 hours: Participatory workshops bringing together associations, municipal services and elected representatives to discuss the topic. These workshops enable:
 - o Evaluate the actions already implemented by people from the various communities represented
 - o Jointly develop areas for improvement and initiatives promoting better integration of interculturality in public policies.

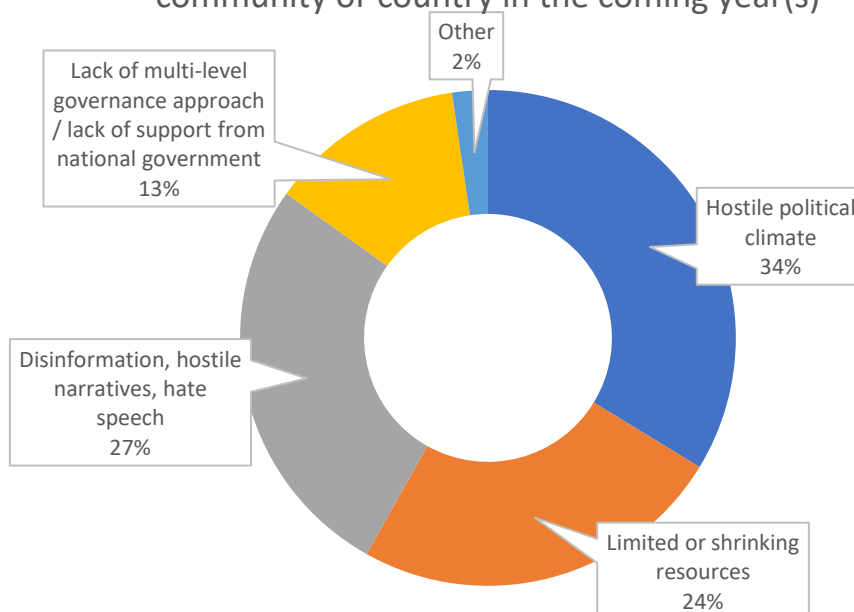
Reykjavik could also be a source of inspiration with the presentation of the "Velkomin í hverfi þitt" (welcome to your neighbourhood) programme. As part of this project, the municipality welcome the whole family, targeting children, who moves to a given neighbourhood, with representatives of the social services and people responsible for children, such as language teachers and the school principal, to personally share all the information that is essential for a good start for the whole family.

Showcasing diversity needs to be done in cooperation with relevant civil society organisations. Which is what Erlangen is doing with the project “Diversity of India”. It aims to organise, together with other relevant municipal services, Indian communities and associations, events to show the diversity of India as a sub-continent and promote exchange between the Erlangen population and the Indian community (Erlangen's largest immigrant group).

Horizontal collaboration can lead to the adaption of a good practice in a different county, as it is the case in Salisbury. The ICC team is currently replicating the Diversitour organised and showcased by Bilbao during the annual coordinators meeting of 2023 to their local setting. Examples as such are legion and the ICC Programme aims to encourage and replicate them as much as possible.



Main challenges to intercultural inclusion in ICC members community or country in the coming year(s)



Two topics, which are interlinked, represent more than half of the challenges identified by the respondents: hostile political climate and limited or shrinking resources. For at least 3 respondents, this is linked to local elections being held in 2025 or beginning of 2026 which could lead to a change in the political orientation of their administration and potential budget cuts in areas such as intercultural inclusion.

Other respondents are facing cases of disinformation, hostile narratives or hate speech in their communities, in Europe and beyond, sometimes leading to a culture of conflict against particular communities, based on falsehoods.

One respondent's challenge lies with their geographical position, being one of the southern border of the European Union and facing specific challenges with regard to welcoming refugees and migrants.

5. Conclusions

The last survey open question was about additional or general feedback about the ICC Programme. A number of respondents reiterated their thanks to the ICC Programme Secretariat, for its support and for the benefits of the network.

Additional feedback also includes the following requests and ideas:

- more international training opportunities and projects.
- more support to cities, especially geared toward future challenges.
- increased possibilities to participate remotely in ICC events.

As indicated by one respondent, a major challenge is building coherent multi-level governance on intercultural policies. Administrations should start working toward a cross-sectoral, integrated and forward-looking view of intercultural resources and policies.



Another respondent indicated that poverty is rising (energy poverty included) and the resources at municipal level are very limited compared to the tasks transferred to cities by the central government, without being combined with additional funding and human resources.

It is worth noting that 37 out of the 169⁵ ICC members filled in this survey. We therefore acknowledge that the feedback reported here might not be representative of the whole ICC network. However, the 37 respondents geographically cover the whole ICC network territory which in a way strengthens the validity of these results. The ICC Programme Secretariat would like to encourage all ICC members to participate in the next survey.

The opportunity to observe the activities and solutions of other cities, valuable training, support and opportunities provided by ICC membership are invaluable.

Merci :)

The ICC Programme and its tools (webinars, index, meetings, working groups, transnational projects), as well as those of the national network, are essential and very useful in facilitating the implementation of policies and initiatives in the intercultural field in our city.

It is noteworthy, that my city feels proud and "lucky" being an ICC member. The network is a previous source of expertise.

⁵ At the time of the survey

Annex – Respondents to the survey

COUNTRY	NAME	GOVERNANCE LEVEL	TYPE OF MEMBERSHIP	POPULATION
Australia	Melton	Local authority	International network	178 960
	Salisbury	Local authority	International network	41 820
Canada	Montreal	Local authority	International network	1 760 000
	Repentigny	Local authority	National network	73 900
	Sherbrooke	Local authority	International network	172950
France	Besançon	Local authority	International network	119 200
	Paris	Local authority	International network	2 100 000
	Seine-Saint-Denis	Department (regional authority)	International network	1 670 000
	Strasbourg	Local authority	International network	291 310
Germany	Erlangen	Local authority	International network	116 560
	Neumarkt	Local authority	International network	40 810
Greece	Patras	Local authority	International network	215 922
Iceland	Reykjavik	Local authority	International network	138 800
Italy	Casalecchio di Reno	Local authority	National network	35 500
	Montesilvano	Local authority	National network	53 200
	Pontedera	Local authority	National network	29 700
	Portomaggiore	Local authority	National network	11 895
	Reggio Emilia	Local authority	International network	378 000



BUILDING BRIDGES, BREAKING WALLS

Japan	Hamamatsu	Local authority	International network	780 000
Latvia	Riga	Local authority	International network	605 000
Luxembourg	Dudelange	Local authority	International network	21 950
Norway	Stavanger	Local authority	International network	148 680
Poland	Lublin	Local authority	International network	330 000
	Wroclaw	Local authority	International network	674 000
Portugal	Barcelos	Local authority	National network	46 680
	Freguesia de Paranhos	Local authority	National network	45 900
	Lisbon	Local authority	International network	567 000
	Loures	Local authority	National network	26 769
	Porto	Local authority	National network	249 600
	Vila Verde	Local authority	National network	46 446
Republic of Korea	Asan	Local authority	International network	332 000
	Ansan	Local authority	International network	644 000
Spain	Bilbao	Local authority	National network	347 000
	Donostia/San Sebastian	Local authority	International network	186 670
	Sabadell	Local authority	National network	196 700
	Tenerife	Cabildo insular (Autonomous Community of Canary Islands)	National network	931 600
Ukraine	Vinnytsia	Local authority	International network	352 000