



ARANDJELOVAC

INTERCULTURAL CITIES INDEX ANALYSIS 2024



Diversity, Equality, Interaction, Participation

BUILDING BRIDGES, BREAKING WALLS



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ARANDJELOVAC
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.

At the time of writing (December 2024) more than 160 cities embraced the ICC programme and approach, and 130 (including Arandjelovac) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 39 cities (including Arandjelovac) have less than 100 000 inhabitants and 41 (including Arandjelovac) have less than 10% of foreign-born residents.

This document presents the results of the Intercultural Cities Index analysis for Arandjelovac, Serbia, in 2024, and provides related intercultural policy conclusions and recommendations.

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):

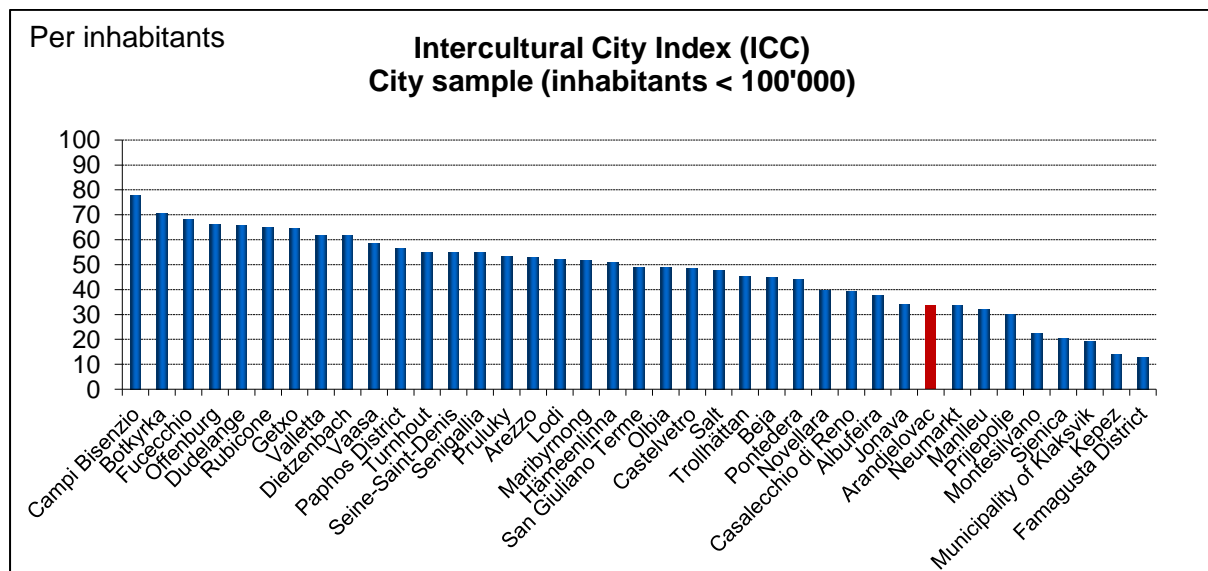
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming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

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, 57 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Arandjelovac. 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, Arandjelovac has an aggregate Intercultural Cities Index result of 34 out of 100 possible points. The details of this result will be explained below.¹

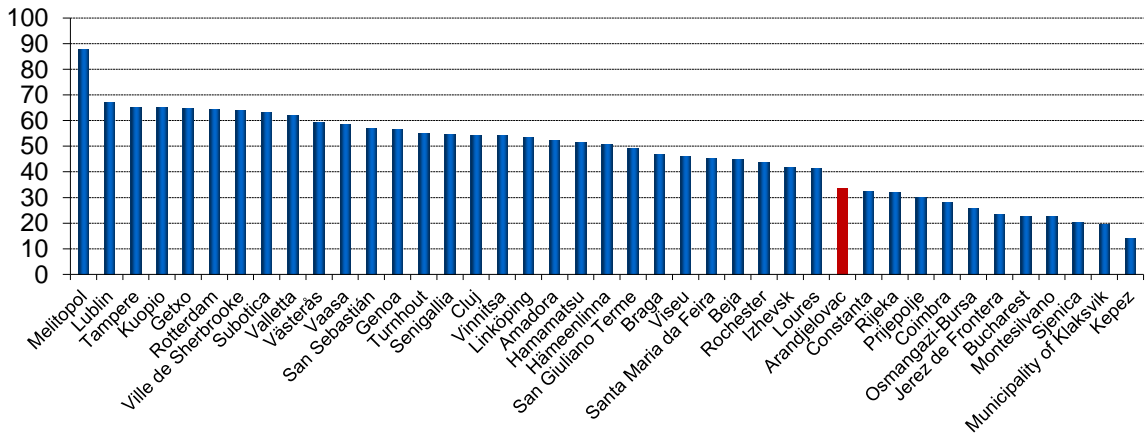


¹ The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in the extended 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.

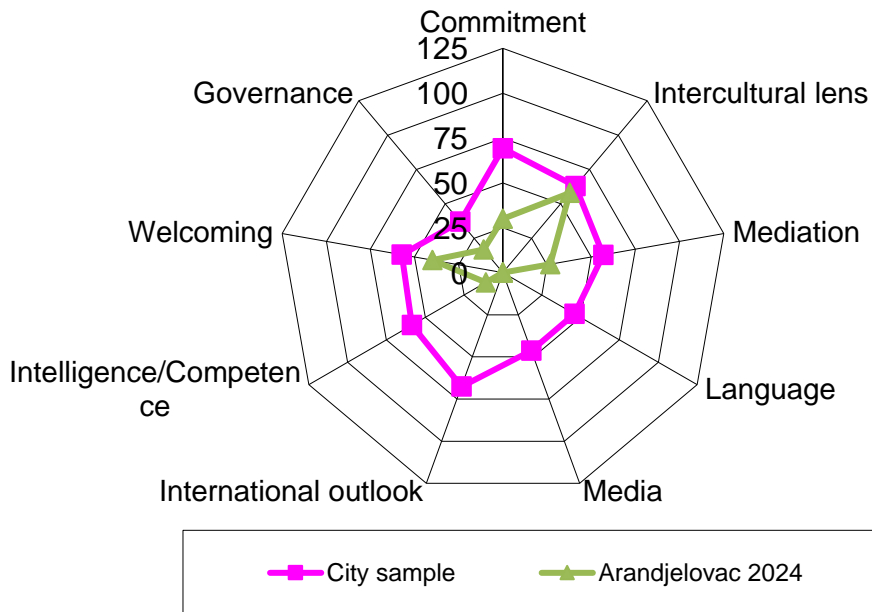
In addition, the scoring from the extended Intercultural Cities Index is provided in an explanatory footnote for all indicators where it is relevant. This scoring encompasses the assessment of the questions of the original Intercultural Cities Index as well as the new questions of the extended Intercultural 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.

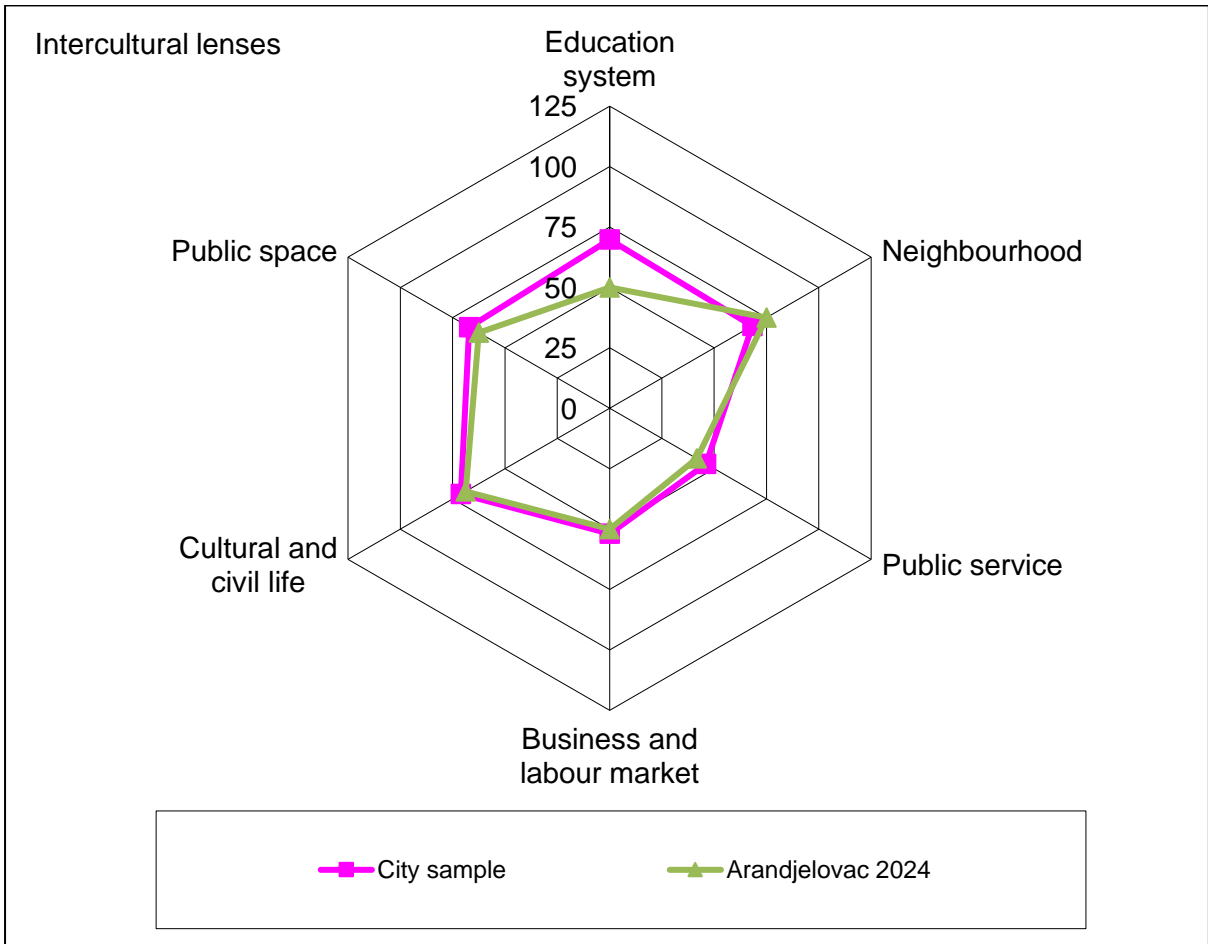
Per diversity

Intercultural City Index (ICC) City sample (non-nationals/foreign borns < 10%)

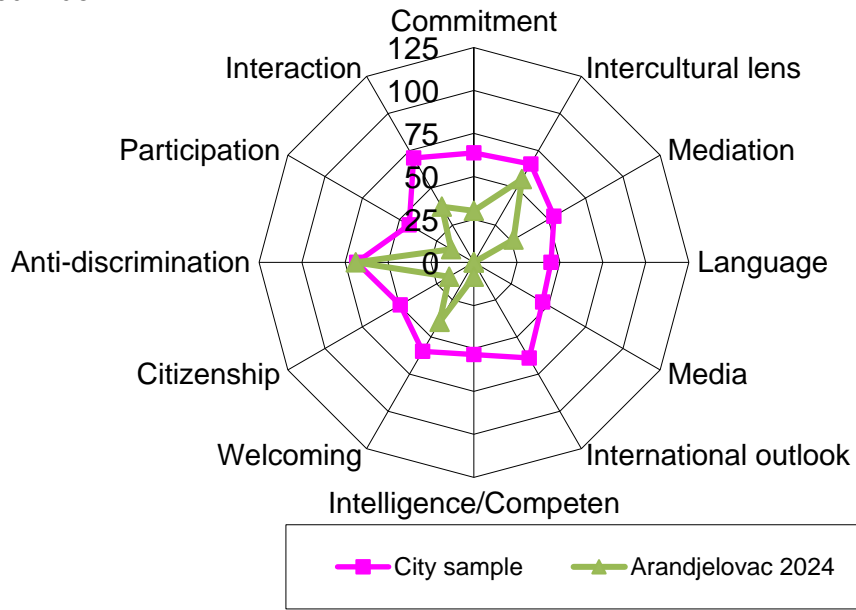


Original Index

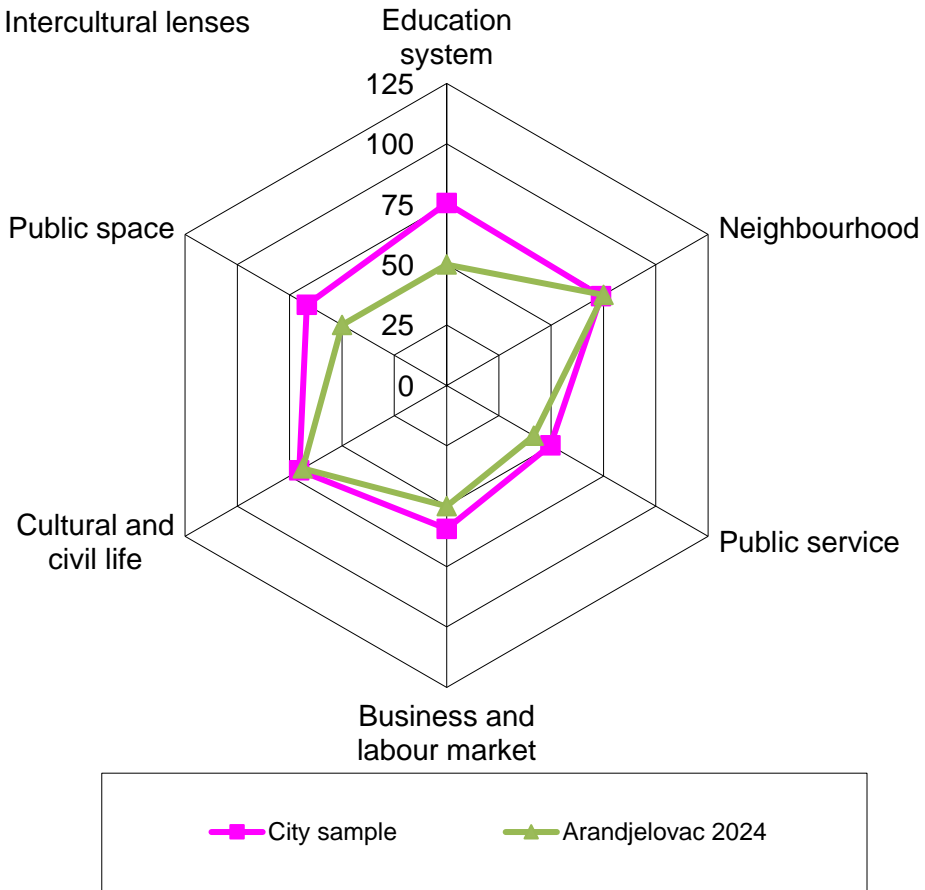




Extended Index



Extended Intercultural lenses



ARANDJELOVAC: AN OVERVIEW

Arandjelovac, a municipality in central Serbia, is a dynamic blend of natural beauty, cultural heritage, and economic activity. Nestled at the foot of Bukulja Mountain and near the source of the Banja River, the town is surrounded by picturesque landscapes of rolling hills and lush greenery. This setting, combined with the presence of mineral-rich springs, has established Arandjelovac as a prominent spa town, attracting visitors seeking wellness and relaxation. The municipality is administratively divided into 20 local communities, encompassing both urban and rural areas, with a total population of 41,297 residents. The majority population of Serbs (93.17%) is complemented by smaller communities, including Roma, Montenegrins, and Russians, contributing to its multicultural fabric.

Historically, Arandjelovac holds a special place in Serbian cultural heritage. It is home to Bukovička Banja, a renowned spa with a rich history of attracting visitors since the 19th century for its therapeutic mineral waters. The municipality also cherishes its artistic traditions, hosting cultural festivals, exhibitions, and events that celebrate its past and present. These activities highlight Arandjelovac's status as a center for arts and culture in the region, fostering community spirit and attracting tourists. Landmarks like Orašac, a nearby historical site, add to its historical allure, marking the town's connection to significant moments in Serbian history.

Economically, Arandjelovac is diverse and resilient. With an estimated GDP per capita of €14 000–15 000, it thrives on a combination of tourism, manufacturing, and agriculture. The spa and wellness industry remains a cornerstone of the local economy, leveraging the natural mineral springs and scenic beauty. Additionally, the municipality is known for its industrial contributions, including ceramics production and the bottling of mineral water, which are recognized both nationally and internationally. These industries provide employment and contribute to the region's economic stability, while small-scale agriculture supports local food production and sustains rural livelihoods.

Demographically, Arandjelovac reflects a predominantly Serbian identity while embracing its minority communities. The presence of migrant and minority populations, although small, enriches the cultural tapestry of the area. The local government actively engages in fostering inclusivity, supporting anti-discrimination policies, and promoting cultural diversity. Public initiatives include intercultural events and educational programs aimed at strengthening communal harmony and ensuring equitable participation in civic life.

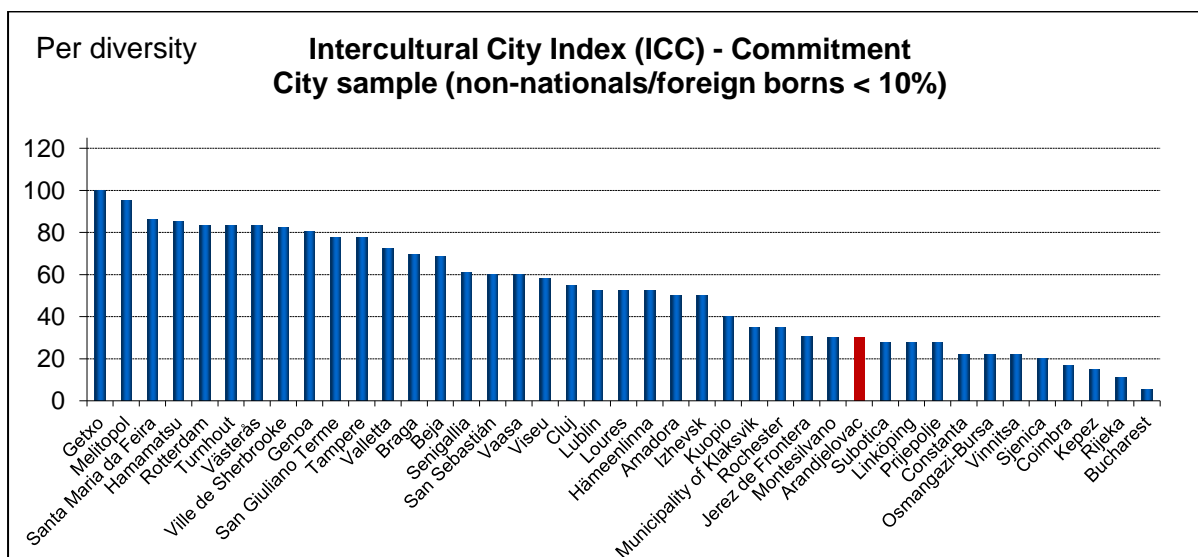
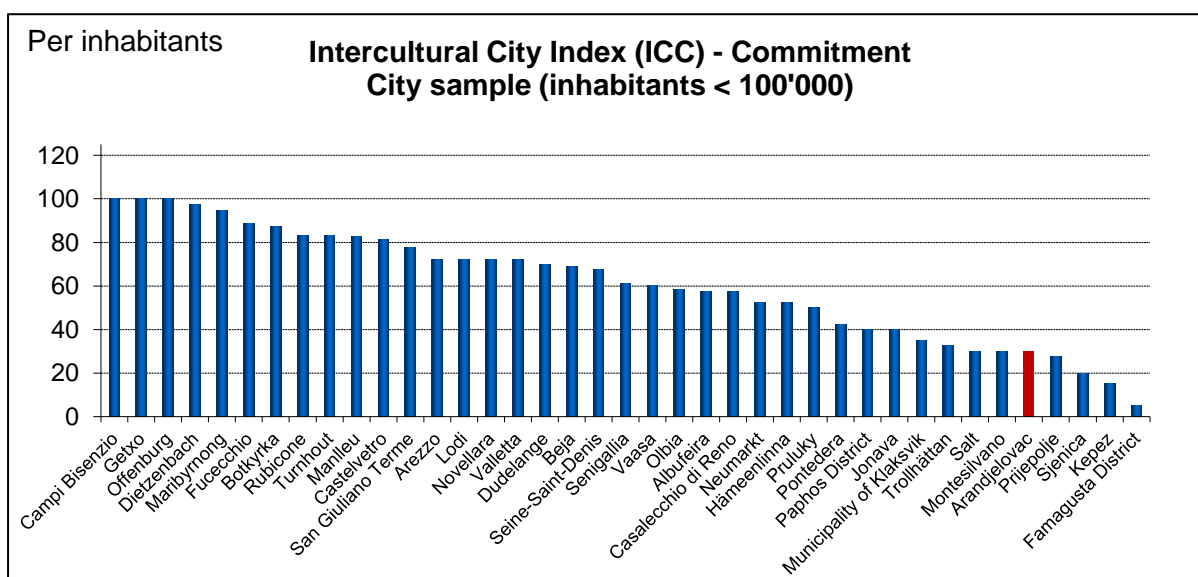
In summary, Arandjelovac stands out as a harmonious blend of natural charm, historical significance, and economic vitality. Its strategic combination of leveraging natural resources, preserving cultural heritage, and fostering economic growth ensures its relevance as a regional hub. Whether through its spa tourism, industrial output, or cultural offerings, Arandjelovac continues to leave an indelible mark on Serbia's landscape.



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.

Arandjelovac achieved a rate of **30**, which is **considerably lower** than the city sample's achievement rate of **69**. This figure highlights an opportunity for Arandjelovac to further formalize its intercultural efforts by adopting a dedicated strategy and allocating resources to achieve visible progress.



Arandjelovac has taken commendable steps toward fostering a commitment to intercultural inclusion, particularly through its adoption of an [Anti-Discrimination Code](#). This document, which reflects the municipality's dedication to equality and diversity, is publicly accessible, emphasizing transparency and inclusivity. The city systematically engages diverse groups through public consultations and hearings, ensuring that citizens of all backgrounds can contribute to strategic planning. While a comprehensive intercultural strategy and action plan are not yet in place, Arandjelovac demonstrates a strong foundation for future development in this area. By building on its existing

efforts, such as creating a dedicated intercultural action plan and allocating resources for its implementation, the city has the opportunity to further enhance its role as an inclusive and forward-thinking community.

Recommendations

Arandjelovac could draw inspiration from the [Intercultural City Strategy](#) in Ballarat (Australia), a smaller city with a similarly modest percentage of migrants. Ballarat developed an intercultural strategy that includes the active participation of residents in creating a welcoming and inclusive community through dialogue, leadership training, and cultural initiatives.

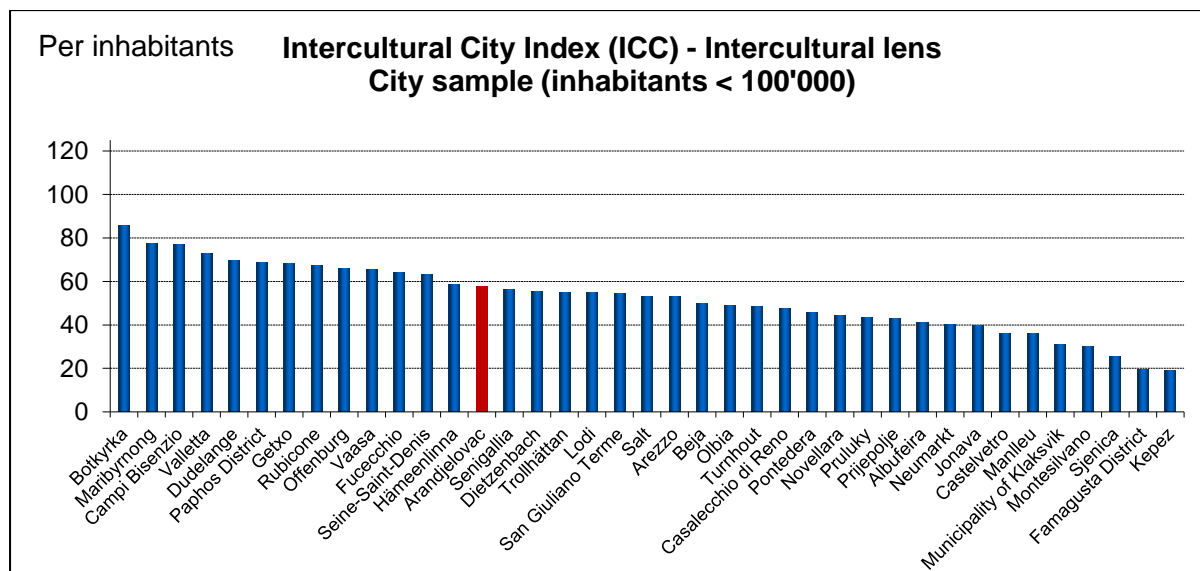
Arandjelovac could also take inspiration from Bergen's (Norway) [Action Plan for Inclusion and Diversity](#), which provides a structured framework for fostering inclusion and intercultural dialogue. The plan focuses on creating equitable opportunities for all residents through targeted initiatives, such as training programs to enhance intercultural competencies, campaigns to combat stereotypes, and active collaboration with local organizations to co-design inclusive policies. This comprehensive approach ensures that diversity is seen as a resource for the city's social and economic development.

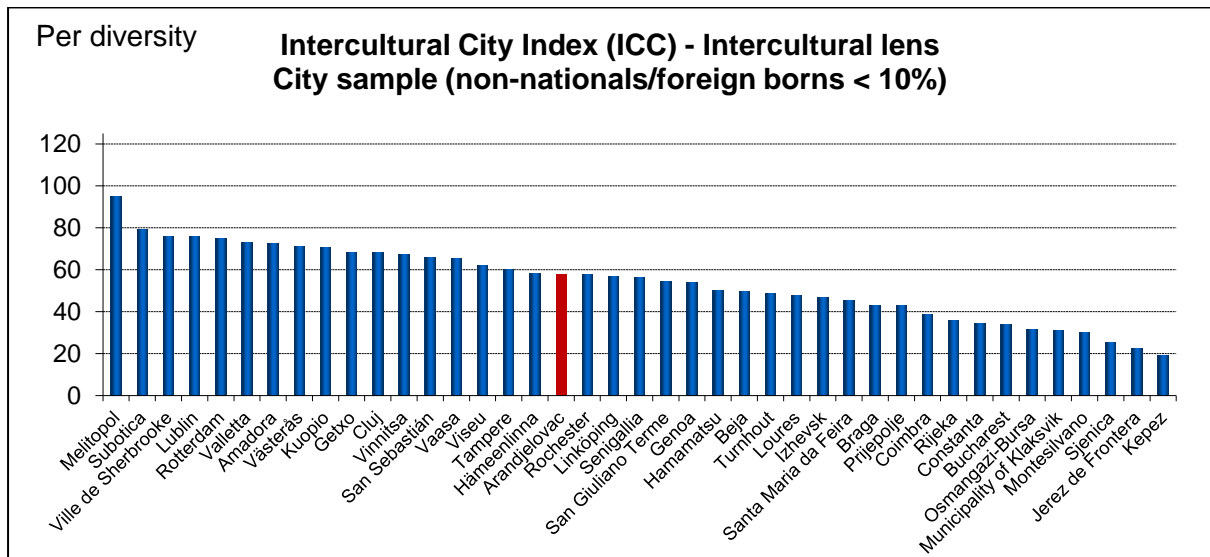
By adopting such practices, Arandjelovac could strengthen its intercultural framework, ensuring that its policies and actions foster inclusivity and equality in a way that aligns with its demographic context.

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 Arandjelovac, assessed as a whole through an "intercultural lens" is slightly lower to that of the model city: **58** of these objectives were achieved while the rate of achievement of the model city reaches **63**.

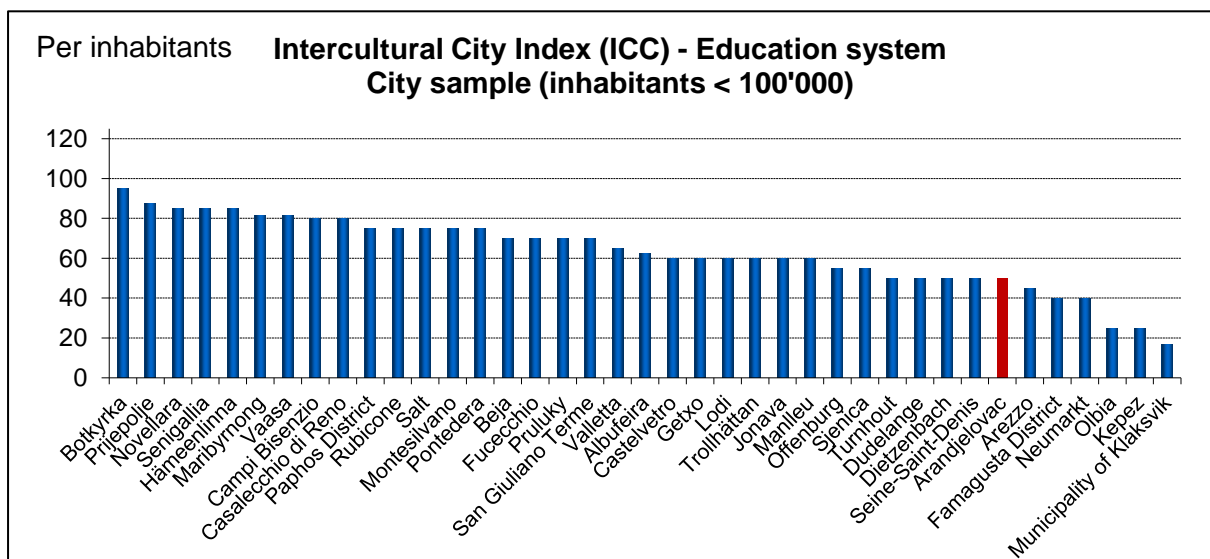


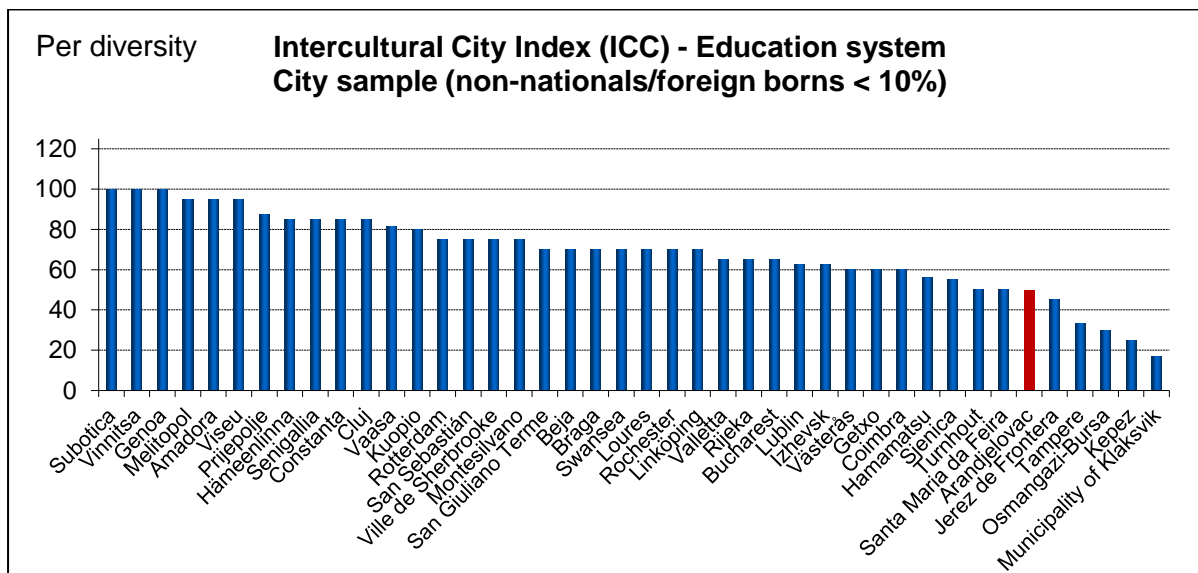


EDUCATION

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.

Arandjelovac achieved a rate of 50, which is lower than the city sample's achievement rate of 70. Expanding intercultural principles within the school system and supporting teacher training can build on the city's existing efforts.





Intercultural education in Arandjelovac shows promising foundations through specific initiatives and measures. Schools occasionally organize cultural festivals and exhibitions, showcasing artifacts, decorative art, and traditions from various backgrounds, creating opportunities to celebrate diversity. Efforts have been made in some schools to engage parents from migrant or minority communities, including festive events where families share their culinary and cultural heritage. Teachers' backgrounds largely reflect the city's demographic, and while training in intercultural communication is not yet provided, such efforts could significantly enhance inclusion. By building on these initiatives and introducing systematic policies, such as teacher training in intercultural competencies and expanding cultural projects in schools, Arandjelovac is well-positioned to strengthen its commitment to a vibrant and inclusive educational environment.

Recommendations

Arandjelovac could draw inspiration from the [Stronger Communities: The Schools Linking Network](#) from Bradford (United Kingdom), which connects students from different schools and backgrounds to foster mutual understanding and shared learning. This initiative enables students to work collaboratively on projects that celebrate cultural diversity and develop intercultural competencies. The program also supports teachers with resources and training to facilitate these exchanges.

Another valuable example is the [Erlangen Friedrich Alexander Universität Initiative](#), from Erlangen (Germany), which focuses on enabling access to education for refugees. This initiative provides tailored programs to support refugees in integrating into the education system, such as preparatory courses, language training, and mentoring. By addressing barriers to education, the program promotes inclusion and equal opportunities for all.

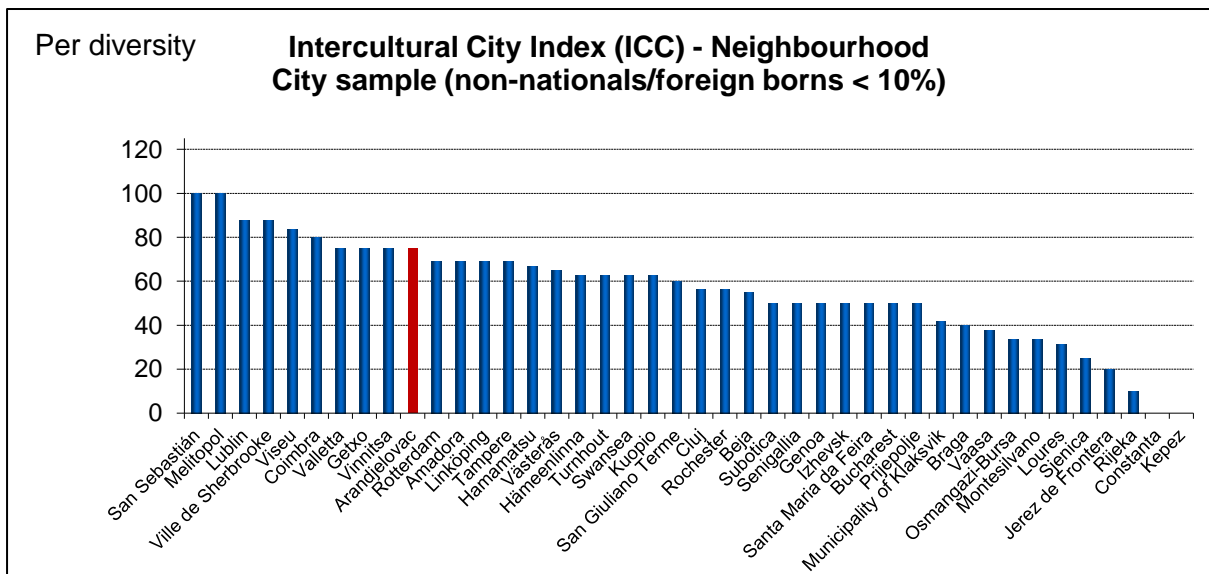
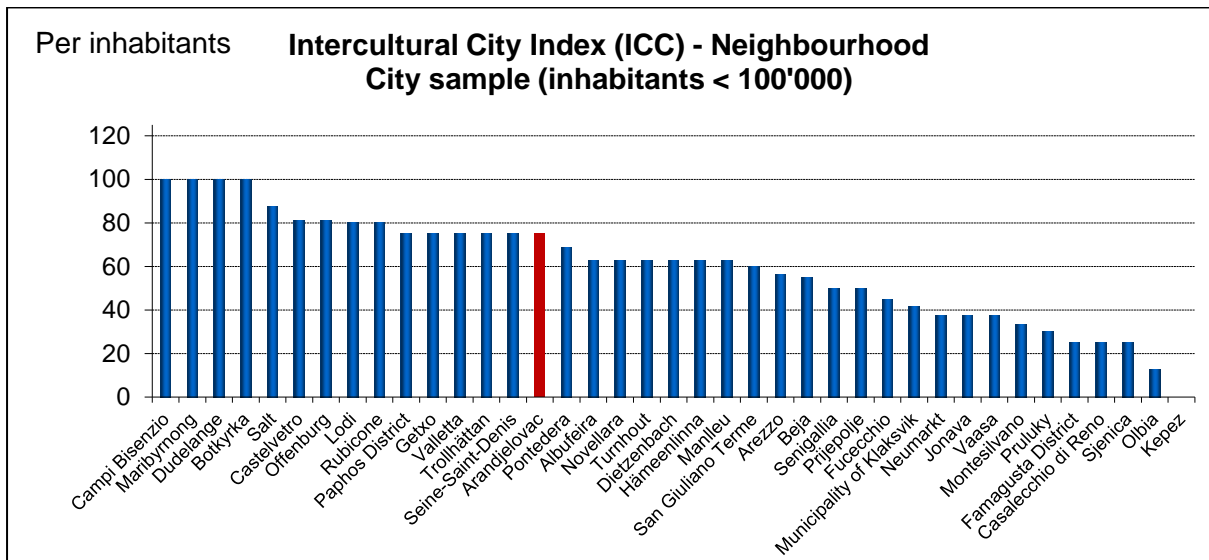
By implementing similar initiatives, Arandjelovac could strengthen intercultural education, promote mutual understanding, and ensure that its schools provide a welcoming and inclusive environment for all students.

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.

Arandjelovac achieved a rate of **75**, which is **slightly higher** than the city sample's achievement rate of **68**. This is an encouraging result, reflecting the city's strong focus on creating inclusive and accessible neighbourhoods.²

² Arandjelovac's achievement rate in the extended Intercultural Cities Index is 75, while the city sample achievement rate is 74.



Arandjelovac's neighbourhoods are a testament to the city's cohesive and inclusive character. The city does not experience significant issues with ethnic concentration or socio-cultural segregation, which reflects a strong foundation of harmony and integration among its residents. The absence of segregated areas ensures that ideas, opportunities, and social interactions flow freely across the city.

While there are currently no formal policies aimed at increasing diversity in residential areas, the municipality has demonstrated a commitment to designing and managing public spaces that cater to the diverse needs of its population. This includes considerations for families, women, elderly people, children, and teenagers in urban planning and infrastructure projects. Such measures promote inclusivity and ensure that public services are accessible and welcoming to all.

Recommendations

Arandjelovac could benefit from adopting approaches inspired by the [Neighbourhood Plan](#) by Barcelona (Spain). This initiative promotes inclusive development in urban neighbourhoods by addressing social inequalities, enhancing public infrastructure, and encouraging participation from diverse communities. The plan actively involves residents in the decision-making process, ensuring that their needs and perspectives shape local policies. This approach fosters stronger connections between communities while enhancing the overall quality of life in neighbourhoods. More details can be found here:.

Additionally, Arandjelovac could consider implementing [Neighbourhood Pacts](#) similar to those developed in Reggio Emilia (Italy). These agreements bring together residents, local authorities, and other stakeholders to co-create actionable commitments that improve living conditions, promote intercultural interaction, and address local

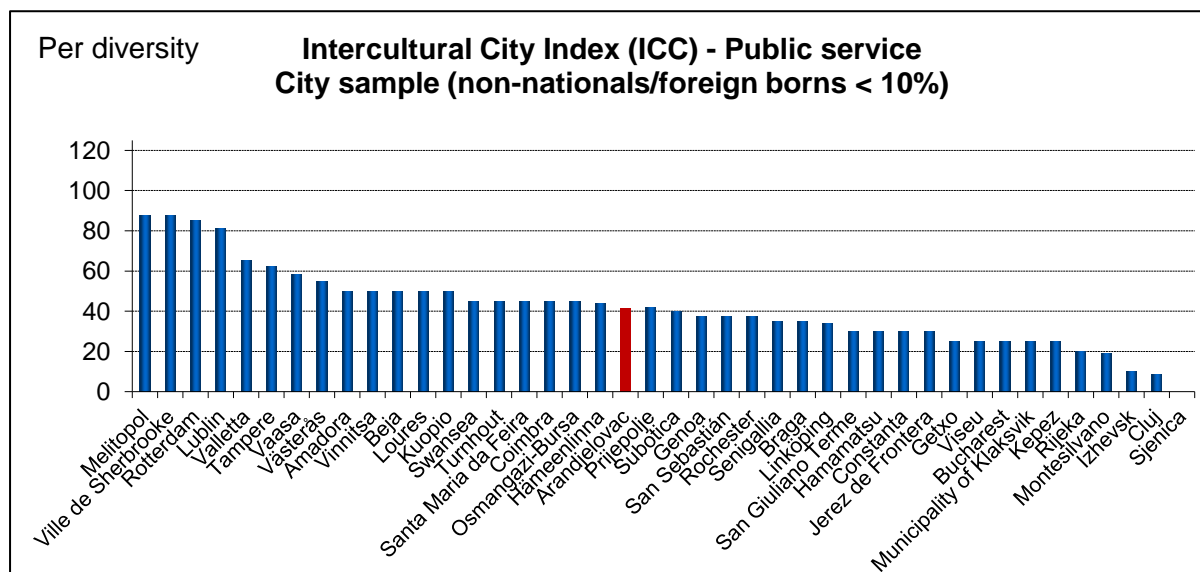
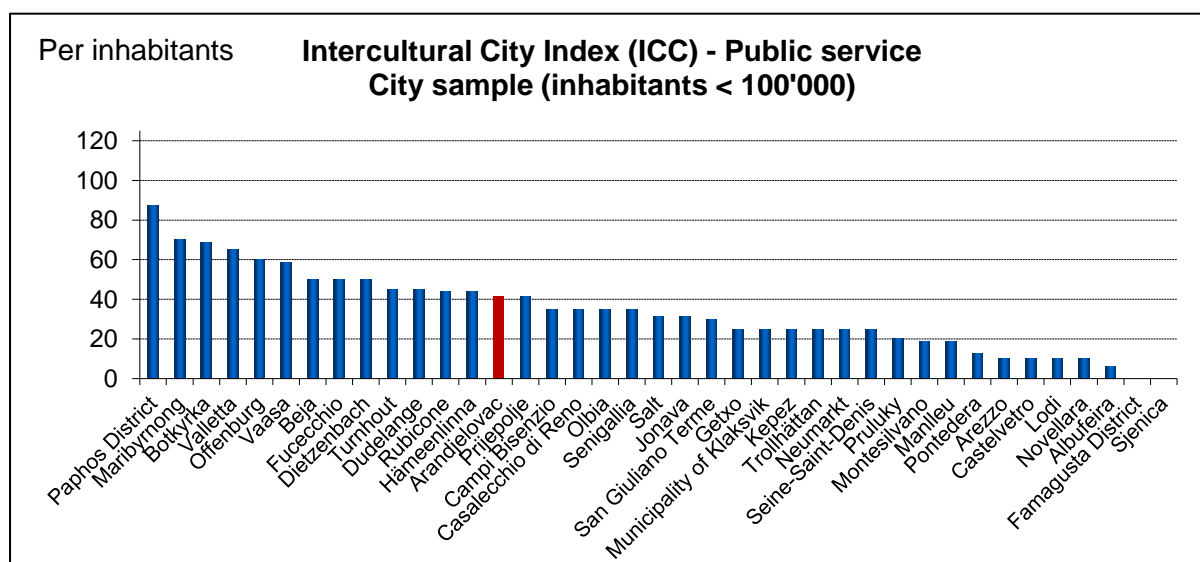
challenges. This collaborative model ensures that neighbourhood policies are inclusive and responsive to the diverse needs of residents while fostering trust and cohesion.

By adopting such practices, Arandjelovac could promote stronger community ties, enhance neighbourhood inclusivity, and ensure that all residents actively contribute to shaping their local environment.

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.

Arandjelovac achieved a rate of **42**, which is **slightly lower** than the city sample's achievement rate of **46**. This shows that public services are on the right track, with room to enhance inclusivity for minority groups.³



³ Arandjelovac's achievement rate in the extended Intercultural Cities Index is 42, while the city sample achievement rate is 50.

Arandjelovac demonstrates a commitment to inclusivity through public policies that consider the diverse needs of its residents. The city ensures that public services, such as funeral and burial arrangements, are adapted to accommodate religious and cultural customs, highlighting its respect for diversity. Additionally, the municipality has adopted an Anti-Discrimination Code, which serves as a cornerstone for fostering equality and addressing potential biases in public service delivery. While there is no recruitment plan to promote diversity within the city administration, the adoption of inclusive measures in public services lays a strong foundation for future efforts. By further developing policies to encourage workforce diversity and intercultural competence in both the public and private sectors, Arandjelovac can continue to build a more inclusive and dynamic environment for all its residents.

Recommendations

Arandjelovac could benefit from establishing a multicultural resource center, inspired by the [EMPO Multicultural Resource Center](#) in Bergen (Norway). This center acts as a hub for intercultural exchange and provides services tailored to the needs of residents from diverse backgrounds, including legal advice, employment support, and cultural orientation. Such a resource center could serve as a focal point for supporting minority communities and fostering interaction between different groups in the city.

Another example Arandjelovac could consider is the [Urban Response Coordination Initiative](#) in Ioannina (Greece). This initiative brings together local government, civil society, and community organizations to address the needs of refugees and minority groups by providing coordinated public services. These include access to healthcare, housing support, and integration programs tailored to the specific challenges of diverse populations. By implementing a similar model, Arandjelovac could enhance the inclusivity and responsiveness of its public services.

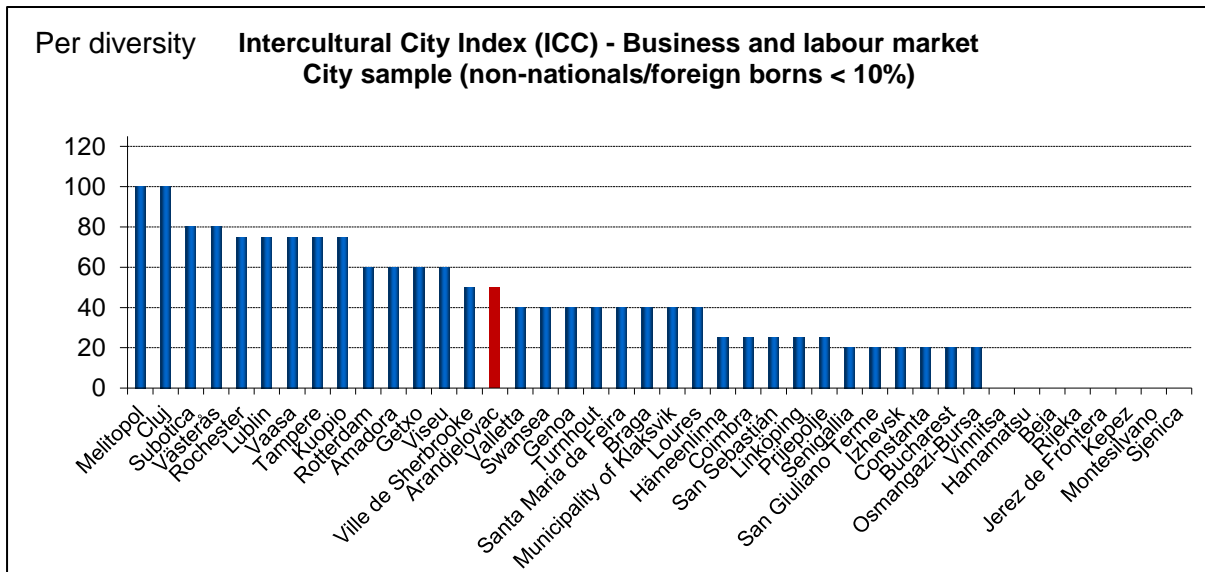
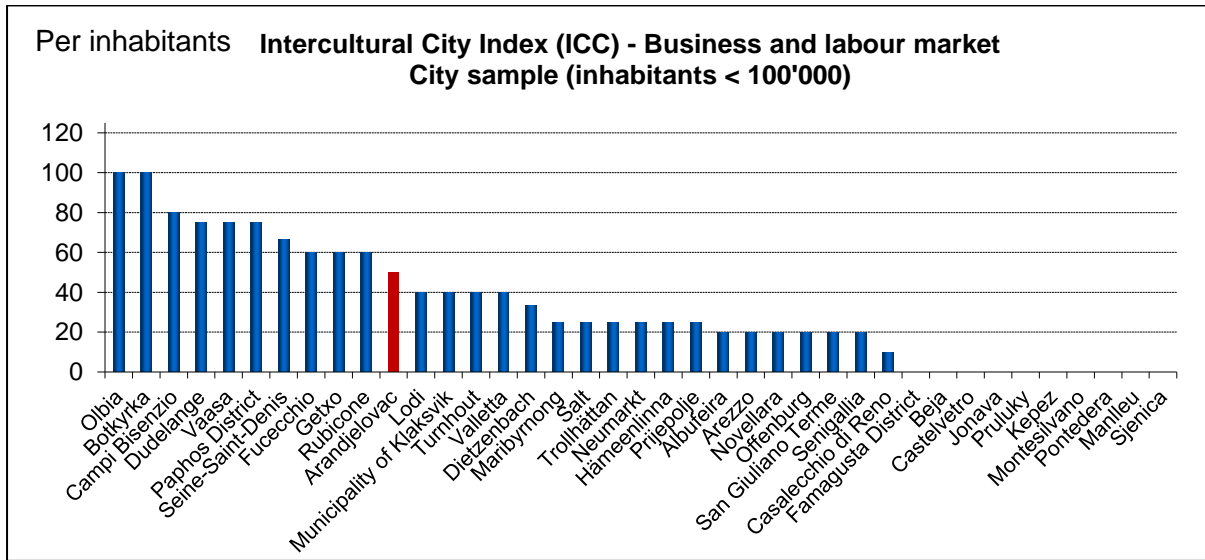
By adopting these practices, Arandjelovac could make its public services more inclusive and accessible, fostering an environment where all residents feel supported and valued.

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.

Arandjelovac achieved a rate of **50**, which is **slightly lower** than the city sample's achievement rate of **52**. Encouraging diverse recruitment practices and supporting minority entrepreneurs can help the city further strengthen this area.⁴

⁴ Arandjelovac's achievement rate in the extended Intercultural Cities Index is 50, while the city sample achievement rate is 59.



Arandjelovac's local economy reflects a diverse range of industries, including manufacturing, agriculture, and small-to-medium enterprises (SMEs). While the city has a stable economic foundation, there is limited evidence of specific initiatives aimed at promoting intercultural diversity within the business environment. Current practices focus primarily on supporting local entrepreneurship through business development programs and vocational training. However, these efforts are not yet tailored to address the needs of minority groups, migrants, or women entrepreneurs.

There is also no formal strategy to encourage inclusive recruitment practices or to promote cultural diversity as an asset within the private sector. While the city provides general support to entrepreneurs, targeted measures to leverage the benefits of diversity in the business environment could significantly enhance economic innovation and inclusivity.

Recommendations

Arandjelovac could draw inspiration from the [Creative Approach to Promote Entrepreneurship](#) in Cascais (Portugal). Cascais has implemented a program that supports innovative startups and small businesses by providing mentoring, financial assistance, and networking opportunities. The initiative specifically targets underrepresented groups, including women and migrants, ensuring that entrepreneurship is accessible to all. Additionally, it organizes intercultural events to foster connections between entrepreneurs from diverse backgrounds.

Another valuable example is the [Fostering Inclusive Recruitment Project](#) in Amadora (Portugal). This initiative provides a guidebook and training sessions for employers to encourage inclusive recruitment practices and

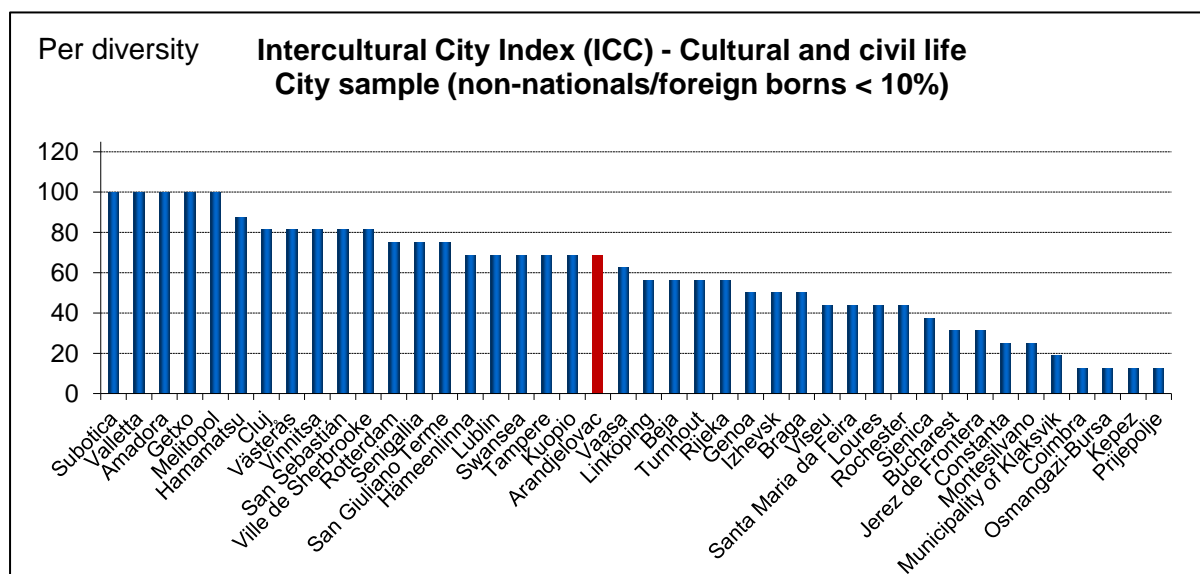
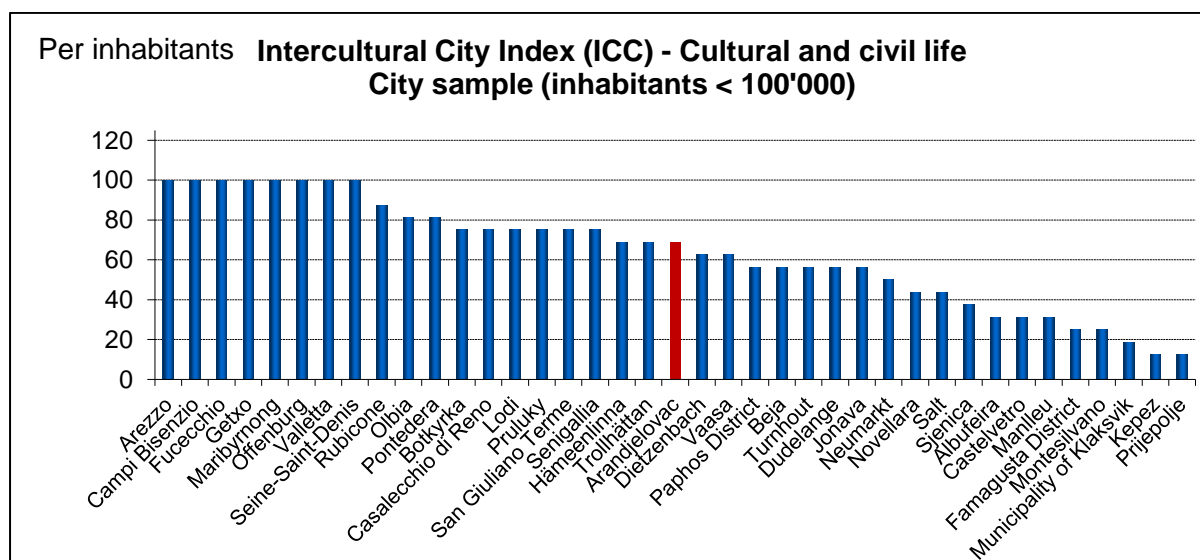
promote diversity within the workforce. The project highlights the economic benefits of diverse hiring and equips businesses with tools to address unconscious bias in recruitment. It also includes networking opportunities to connect employers with talented candidates from underrepresented backgrounds. More details are available here:.

By implementing similar initiatives, Arandjelovac could unlock the full potential of its diverse population, fostering innovation and creating a more inclusive and vibrant local economy.

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.

Arandjelovac achieved a rate of **69**, which is **slightly lower** than the city sample's achievement rate of **71**. This result demonstrates strong engagement in cultural activities, with opportunities to broaden the scope to include more diverse voices.⁵



⁵ Arandjelovac's achievement rate in the extended Intercultural Cities Index is 69, while the city sample achievement rate is 70.

Arandjelovac has shown notable efforts in fostering an inclusive cultural and social environment. The city organizes various cultural events, including festivals and exhibitions, that celebrate its rich traditions and heritage. These events often feature contributions from local minority groups, showcasing their cultural practices and promoting dialogue among different communities. Furthermore, the municipality has supported initiatives that integrate cultural education into schools, encouraging students to appreciate the diversity of their peers. Public spaces such as libraries and community centers are also used to host workshops, concerts, and intercultural activities that foster mutual understanding.

Despite these achievements, there is potential to expand the reach and impact of these initiatives. For example, the inclusion of intercultural programming in public cultural policies could help institutionalize diversity as a central theme of the city's cultural life. Additionally, targeted initiatives to involve underrepresented groups more actively in cultural events would ensure greater inclusivity and participation.

Recommendations

Arandjelovac could draw inspiration from Barcelona's [Art, Music, and Theatre Initiatives](#), which use creative platforms to prevent social exclusion and democratize access to culture. This program includes workshops, community art projects, and theater performances aimed at engaging marginalized communities. By adopting similar approaches, Arandjelovac could provide inclusive opportunities for creative expression, ensuring that cultural participation is accessible to all.

Another example is the [Multicultural Ambassadors Program](#) in Ballarat (Australia). This initiative empowers community leaders from diverse cultural backgrounds to act as ambassadors, promoting inclusion and intercultural understanding through public events and workshops. The ambassadors serve as role models and facilitators, fostering connections between different communities and building bridges of trust and collaboration. Arandjelovac could adapt this program by engaging local leaders from minority groups to promote intercultural awareness and actively involve them in shaping the city's cultural activities.

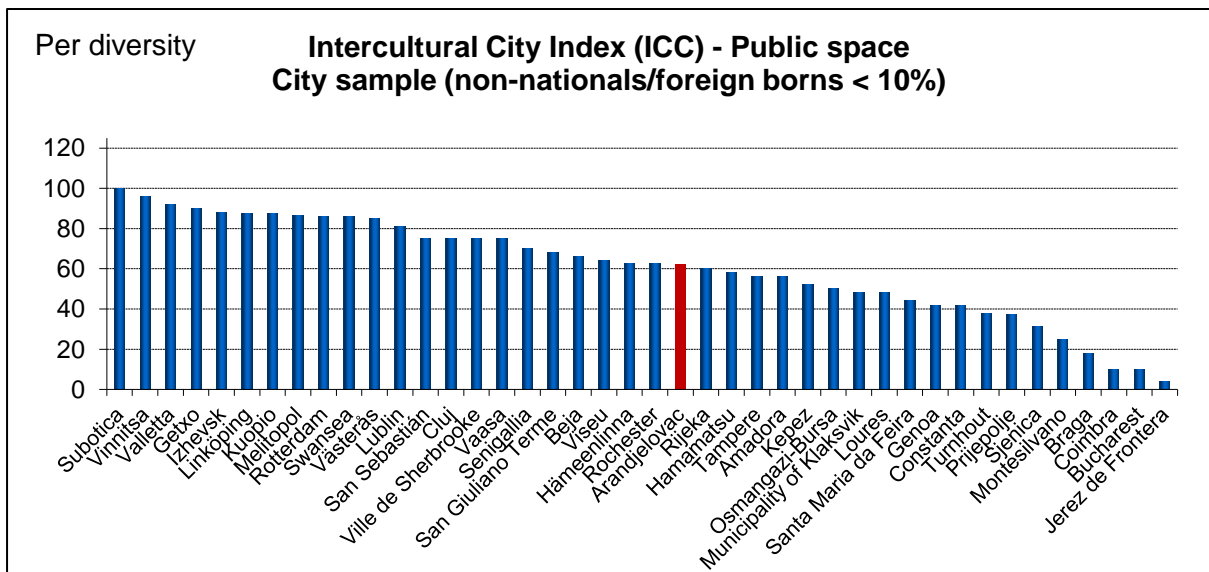
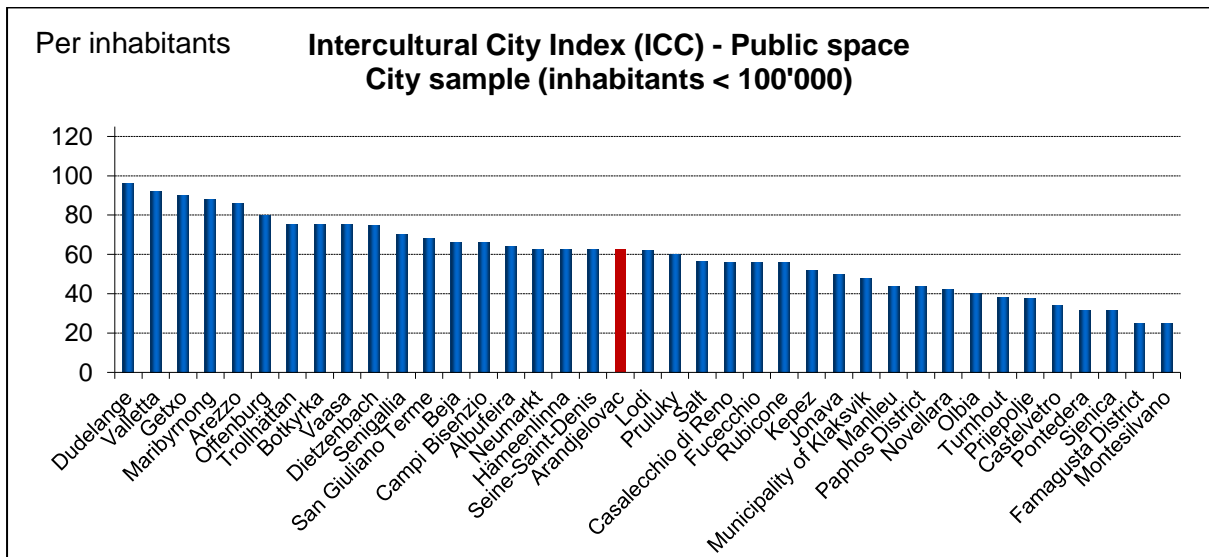
By building on its existing cultural initiatives and drawing from these examples, Arandjelovac could further promote intercultural exchange and ensure its cultural and social life remains vibrant, inclusive, and reflective of its diverse community.

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.

Arandjelovac achieved a rate of **63**, which is **slightly lower** than the city sample's achievement rate of **67**. The city is performing well in this area, with potential to enhance intercultural interaction through thoughtful design and programming.⁶

⁶ Arandjelovac's achievement rate in the extended Intercultural Cities Index is 50, while the city sample achievement rate is 67.



Arandjelovac has made commendable efforts in developing and maintaining public spaces that foster community engagement and accessibility. The city has invested in improving parks, recreational facilities, and pedestrian-friendly areas to provide inclusive spaces for its residents. Public spaces are utilized for community events, cultural activities, and leisure, ensuring that they remain vibrant and welcoming. Additionally, the city encourages public consultation when designing or renovating key urban spaces, ensuring that residents have a voice in shaping their environment.

Despite these achievements, there is an opportunity to enhance the intercultural dimension of public spaces by incorporating design elements and programs that actively encourage interaction and integration among diverse groups. More targeted efforts could ensure that public spaces are inclusive and reflective of the city's multicultural identity.

Recommendations

Arandjelovac could draw inspiration from [Tabakalera](#) in Donostia-San Sebastián (Spain), where the renovation of an industrial building into a cultural and creative hub transformed the surrounding public space into a platform for participation and interaction. This initiative brought together diverse groups for cultural events, workshops, and collaborative projects, fostering a sense of belonging and shared ownership of public spaces. Adapting similar practices could enhance the inclusivity and vibrancy of public spaces in Arandjelovac.

Another relevant example is the [Intercultural Public Space Initiative](#) in Barcelona (Spain), which incorporates intercultural design principles to create inclusive and participatory urban spaces. This program ensures that public spaces are welcoming to all residents by embedding elements that celebrate cultural diversity, such as multilingual

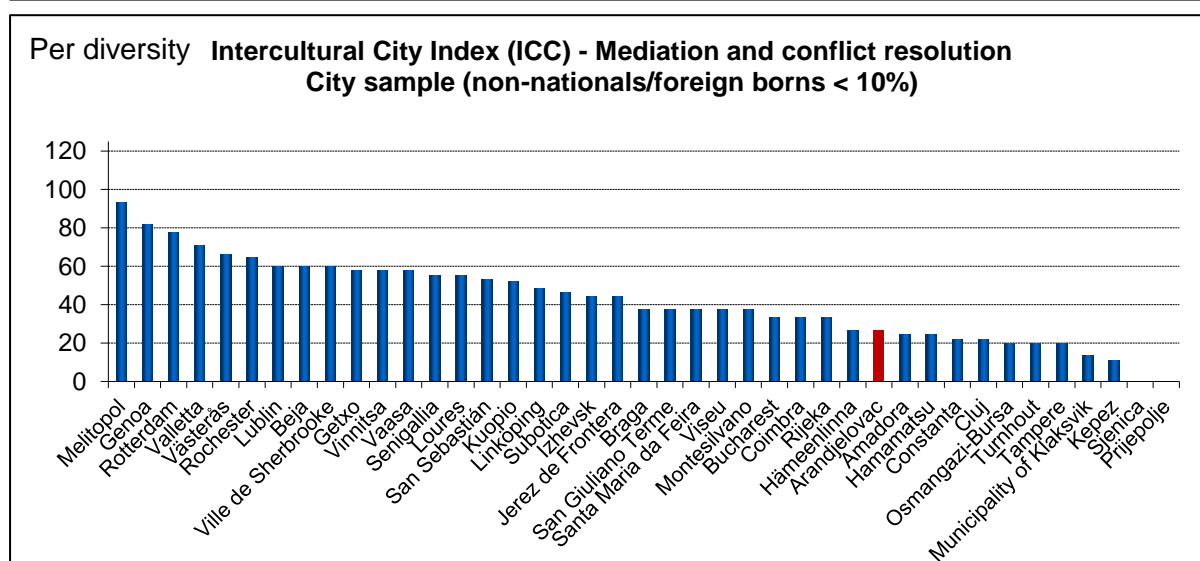
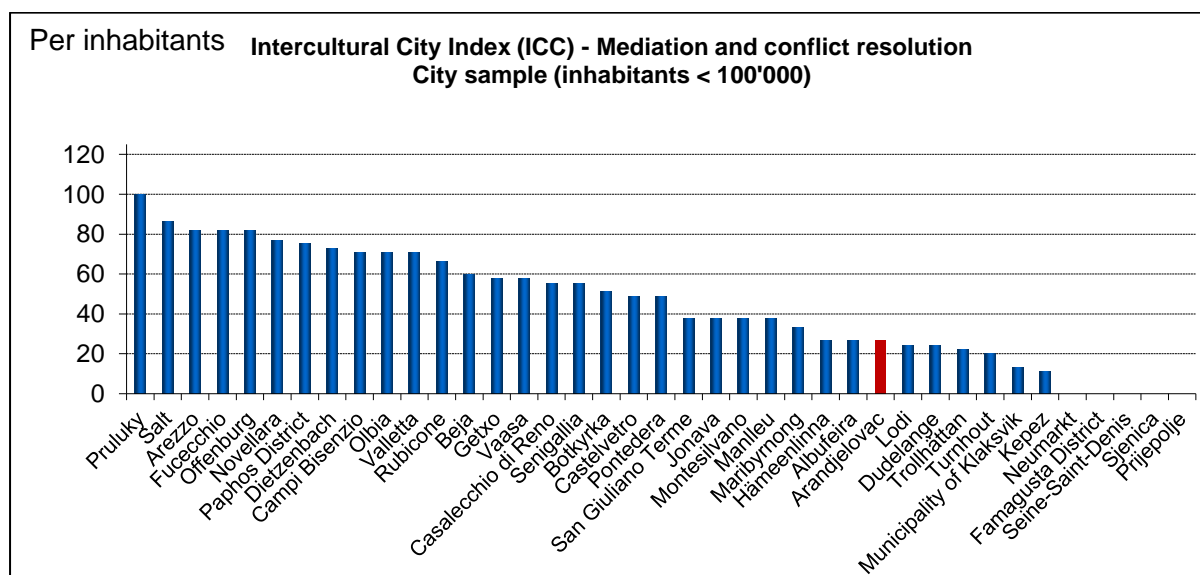
signage, cultural symbols, and inclusive programming. By adopting these principles, Arandjelovac could enhance the intercultural appeal of its public spaces and strengthen community cohesion.

By adopting these practices, Arandjelovac can transform its public spaces into inclusive hubs that reflect and celebrate the diversity of its community, fostering greater participation and intercultural interaction.

MEDIATION AND CONFLICT RESOLUTION

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.

Arandjelovac achieved a rate of **27**, which is **considerably lower** than the city sample's achievement rate of **57**. This indicates a need for structured mediation programs and training to help address conflicts in a culturally sensitive way.



Arandjelovac demonstrates a strong commitment to fostering harmony among its residents by promoting dialogue and understanding. The city has implemented informal practices of conflict resolution, particularly through

community leaders and local organizations, to address disputes and tensions within neighbourhoods. However, these efforts remain ad hoc and lack a structured framework to ensure long-term sustainability and consistency. Additionally, there is currently no dedicated intercultural mediation program or specialized training for mediators to address intercultural conflicts. Expanding these initiatives and institutionalizing mediation mechanisms would further strengthen Arandjelovac’s capacity to address conflicts effectively and inclusively.

Recommendations

Arandjelovac could draw inspiration from the [Intercultural Mediation Program in Leeds \(United Kingdom\)](#). This program employs trained intercultural mediators who work with local communities to resolve conflicts and build trust between diverse groups. The mediators are equipped to handle disputes arising from cultural misunderstandings and provide tailored interventions to promote mutual understanding. Adopting a similar program in Arandjelovac could enhance the city’s capacity to address intercultural tensions proactively.

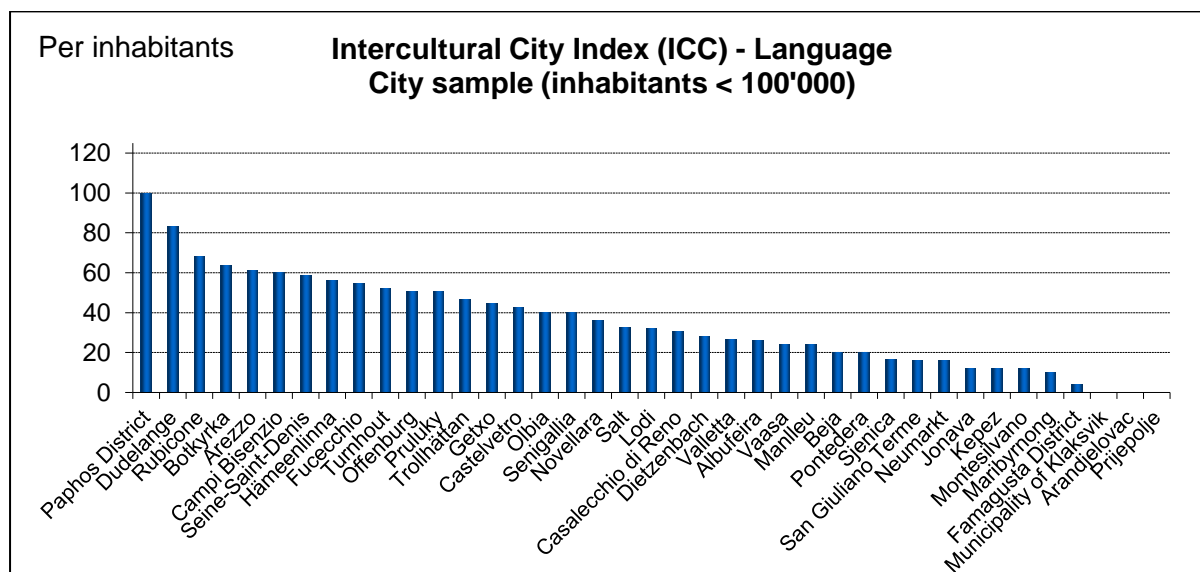
Another good example is the [Intercultural Mediation at Rixdorfer Primary School in Berlin-Neukölln \(Germany\)](#). This initiative integrates intercultural mediators into the school environment to support students, parents, and teachers in navigating cultural differences and resolving conflicts. By embedding mediation services into schools, this program fosters a more inclusive educational environment and strengthens intercultural competencies among young people. Arandjelovac could adapt this approach to its local context, focusing on schools as key sites for intercultural interaction and understanding.

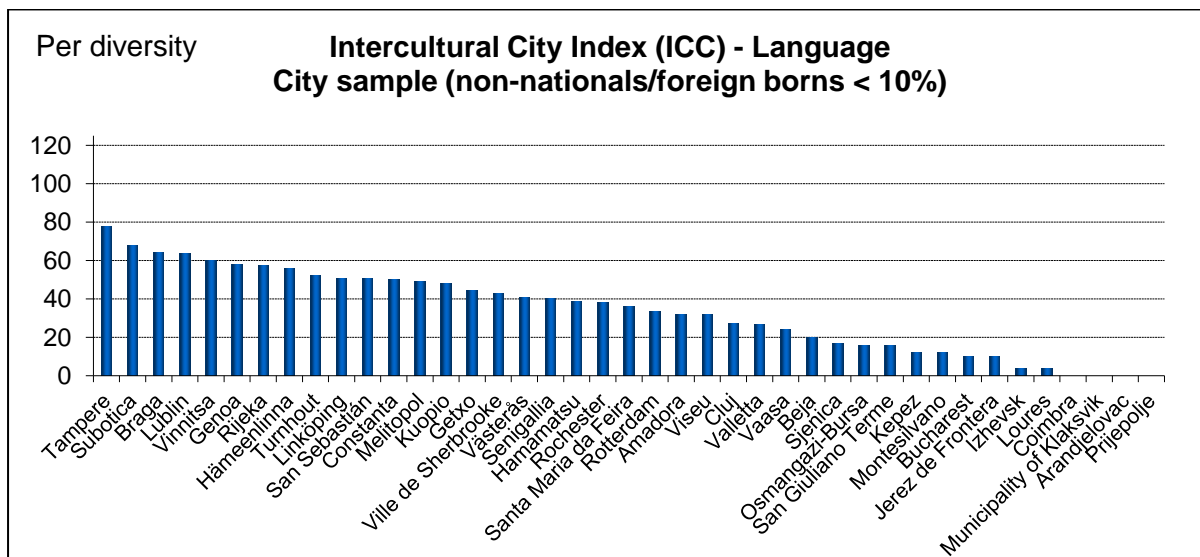
By adopting these practices, Arandjelovac could develop a robust framework for mediation and conflict resolution, ensuring that its efforts are both inclusive and sustainable while fostering harmony among its diverse communities.

LANGUAGE

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.

Arandjelovac achieved a rate of **0**, which is **considerably lower** than the city sample’s achievement rate of **46**. While there are no initiatives in this area yet, introducing language programs and promoting multilingualism would present a major step forward.





Arandjelovac recognizes the importance of language as a tool for inclusion and integration. However, the city does not currently have structured initiatives to promote language learning or multilingualism. While the city provides general support for Serbian language learning for migrants and refugees within the public education system, there is no evidence of broader programs that foster multilingualism or celebrate linguistic diversity. This gap highlights an area of significant opportunity for Arandjelovac to strengthen its intercultural strategy.

Language is a critical tool for integration, social cohesion, and intercultural understanding. The absence of targeted programs to promote language diversity or multilingualism can limit the city's potential to foster deeper connections among its residents and fully embrace its intercultural identity. Addressing this shortfall would require a commitment to building language-focused policies and initiatives.

Recommendations

Arandjelovac could benefit from establishing a [Centre for Linguistic Normalization](#), inspired by Barcelona (Spain). Barcelona's center promotes the learning of the local language while respecting and valuing the linguistic diversity of its residents. The initiative includes community-based language programs, partnerships with local organizations, and campaigns to raise awareness about the value of multilingualism. Such a center in Arandjelovac could strengthen linguistic integration while fostering intercultural dialogue.

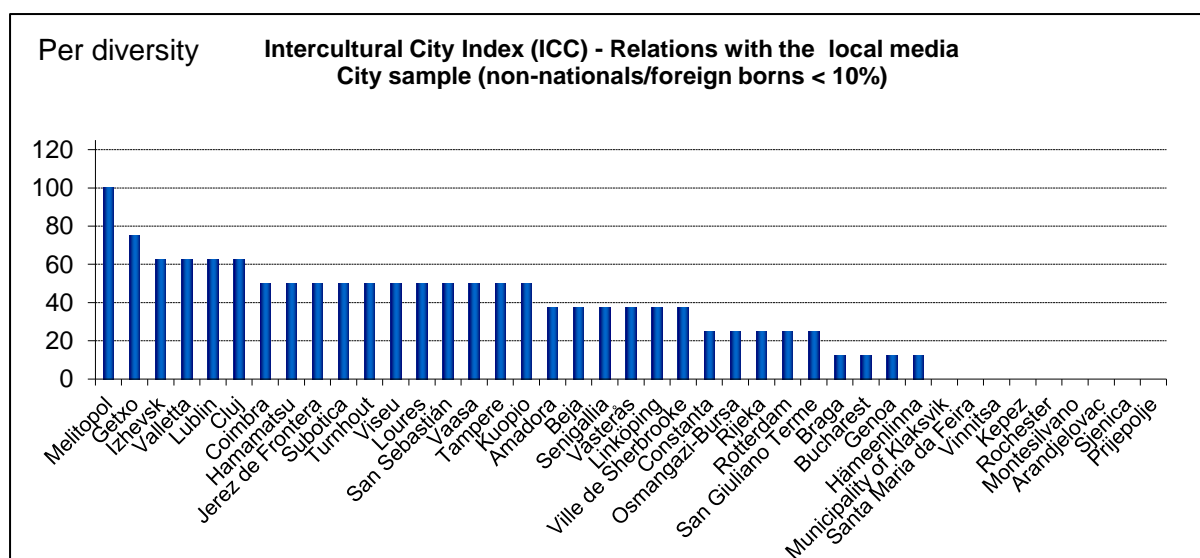
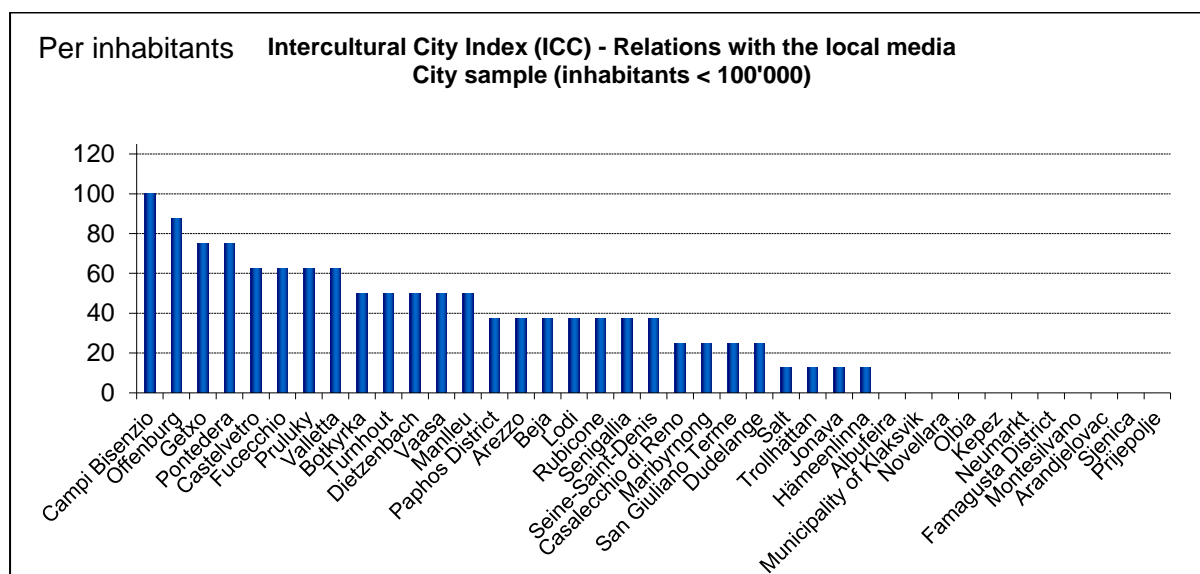
Another initiative to consider is Barcelona's [Promoting Multilingualism at School and in the City](#) program, which integrates multilingual education into school curricula and public life. This program helps students and residents gain proficiency in multiple languages, enhancing their ability to engage in intercultural interactions. A similar approach in Arandjelovac could enrich its educational framework and support the linguistic development of its population.

By implementing these initiatives, Arandjelovac could position language as a cornerstone of its intercultural policies, supporting integration, social cohesion, and mutual understanding.

MEDIA AND COMMUNICATION

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.

Arandjelovac achieved a rate of **0**, which is **considerably lower** than the city sample's achievement rate of **46**. Engaging with local media to highlight diverse contributions and counter stereotypes could help improve intercultural dialogue and foster inclusivity.⁷



Arandjelovac has yet to develop structured policies or initiatives to leverage the role of media in promoting intercultural dialogue. The absence of a defined strategy leaves a gap in the city's efforts to shape public perceptions and narratives around diversity and inclusion. Media plays a pivotal role in informing, educating, and engaging communities, making it an indispensable tool for fostering intercultural understanding and countering stereotypes.

Currently, there are no partnerships with local or regional media outlets to promote stories highlighting the contributions of minority communities or to provide training for journalists on reporting with an intercultural lens. Strengthening the relationship between the municipality and the media sector could significantly enhance the city's capacity to foster an inclusive narrative.

Recommendations

Arandjelovac could draw inspiration from the [Bilbao: City of Values](#) initiative, which integrates media as a key partner in promoting intercultural values. In Bilbao (Spain), the media is engaged to amplify positive stories that reflect the city's commitment to inclusion, diversity, and solidarity. The initiative emphasizes media's role in shaping public opinion by spreading values-based content and organizing campaigns to counter prejudice. Adopting a

⁷ Arandjelovac's achievement rate in the extended Intercultural Cities Index is 0, while the city sample achievement rate is 46.

similar strategy, Arandjelovac could encourage local media outlets to feature diverse voices and promote stories that highlight the benefits of interculturalism.

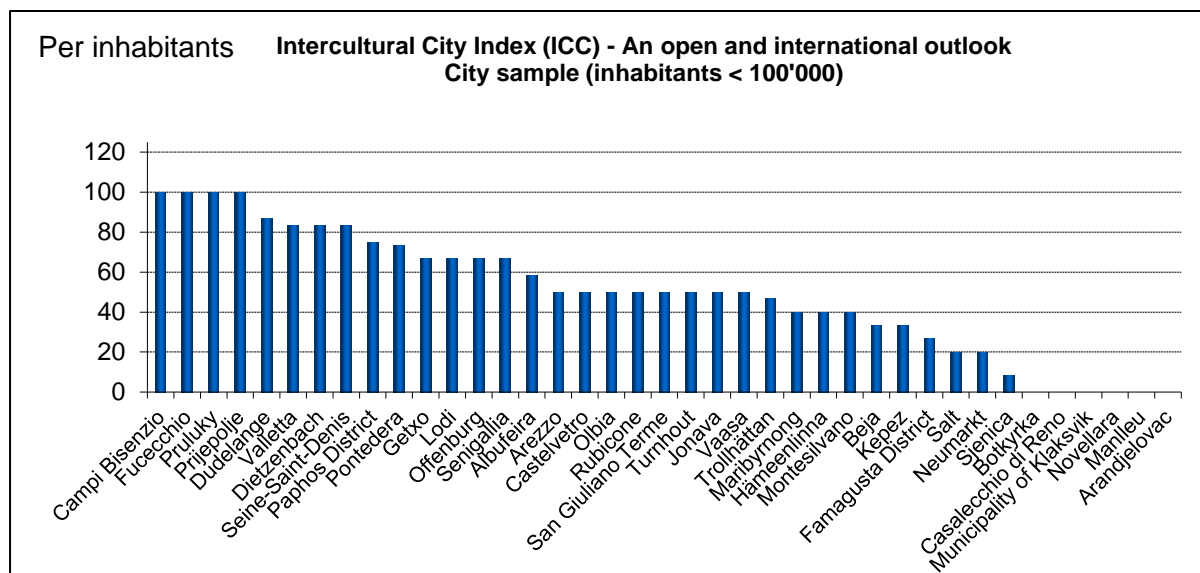
Another example is the [Intercultural Council](#) of Limassol (Cyprus), which acts as a platform for collaboration between the municipality, civil society, and media outlets to promote intercultural dialogue. The council works with media organizations to ensure that diverse perspectives are represented and that journalists receive training on reporting in an inclusive and culturally sensitive manner. Establishing a similar body in Arandjelovac could help institutionalize media’s role in fostering intercultural understanding.

By engaging media partners and establishing mechanisms for collaboration, Arandjelovac can leverage the power of media to promote diversity, challenge stereotypes, and build an informed and cohesive community.

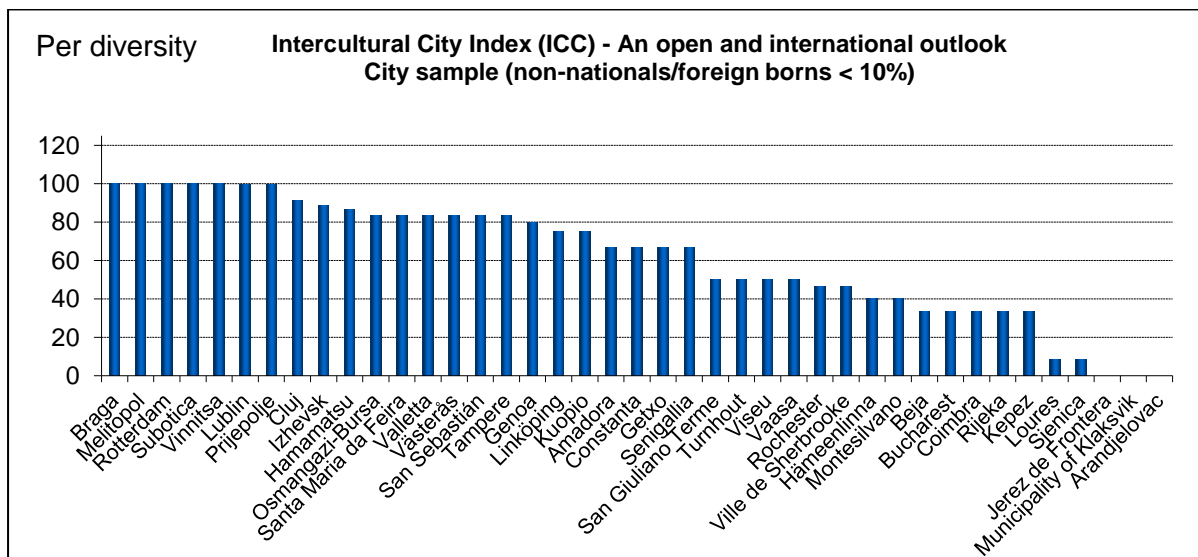
INTERNATIONAL OUTLOOK

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.

Arandjelovac achieved a rate of **0**, which is **considerably lower** than the city sample’s achievement rate of **68**. The city has the opportunity to develop an international strategy and engage in global networks to enhance its intercultural presence.⁸



⁸ Arandjelovac’s achievement rate in the extended Intercultural Cities Index is 0, while the city sample achievement rate is 64.



Despite a great potential in this area, Arandjelovac currently lacks initiatives to engage with international networks or promote global collaboration. The absence of a structured international strategy limits the city's ability to exchange best practices, foster global partnerships, and position itself as a hub for intercultural innovation. Developing a comprehensive international policy would allow Arandjelovac to strengthen its intercultural framework by learning from other cities and showcasing its own achievements on a global stage.

Recommendations

Arandjelovac could benefit from adopting a strategy similar to **Leeds' International Policy (United Kingdom)**, which emphasizes global collaboration to enhance local development. Leeds has established partnerships with cities worldwide to exchange ideas and best practices in areas such as education, business, and culture. The policy includes international networking events, city-to-city cooperation agreements, and cultural exchange programs that promote mutual learning and collaboration. Adopting a similar approach in Arandjelovac could enhance its visibility and access to resources and ideas that support intercultural goals.

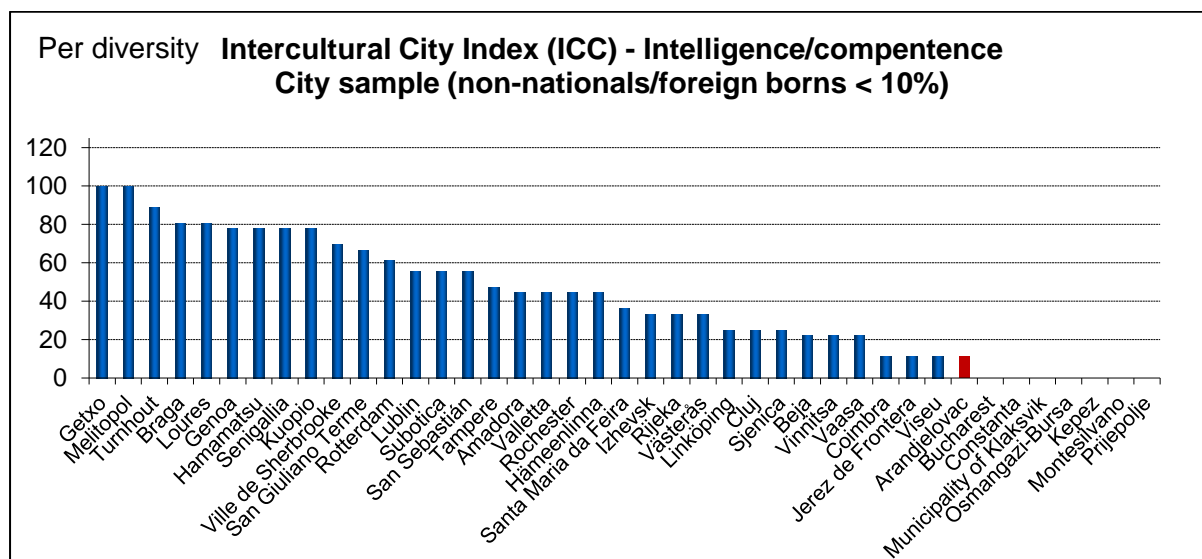
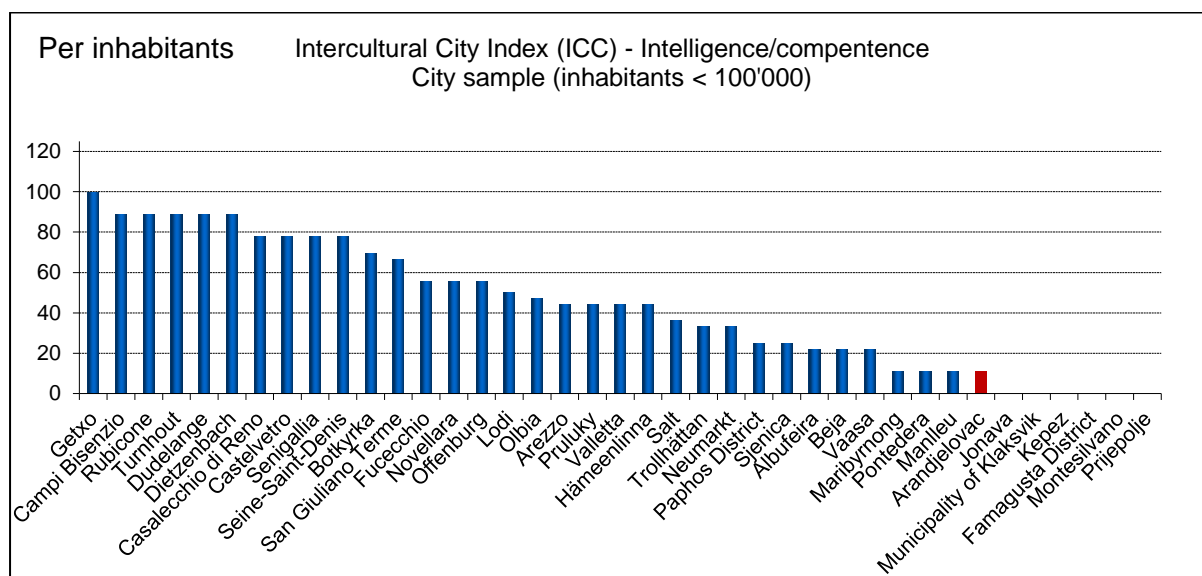
Another example is Sabadell's **Global Welcoming Vision (Spain)**, which combines local inclusion efforts with a global perspective. This initiative positions Sabadell as a welcoming city by fostering international partnerships and promoting the city's commitment to diversity and inclusion. The program includes participation in global networks, hosting international events, and developing projects that connect local and global perspectives on interculturalism. Arandjelovac could adapt this vision by aligning local efforts with international goals and actively participating in global intercultural networks.

By adopting these practices, Arandjelovac could develop a strong international presence, enabling the city to draw inspiration from global initiatives while contributing its own intercultural experiences to the broader community. The Intercultural Cities programme is a great platform for action in this field.

INTERCULTURAL INTELLIGENCE AND COMPETENCE

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.

Arandjelovac achieved a rate of **11**, which is **considerably lower** than the city sample's achievement rate of **59**. By collecting data and providing intercultural training for staff, the city can strengthen its intelligence and competence framework.⁹



Arandjelovac currently demonstrates minimal activity in the area of intercultural intelligence and competence, as reflected in its relatively low score in this domain, mainly via informal meetings with leaders of migrants groups. While there is some awareness of the importance of intercultural skills, the city lacks structured programs or mechanisms to systematically collect, analyze, and use data on interculturalism to inform policies and initiatives. Furthermore, there is no formal training provided to city officials or key stakeholders to enhance their intercultural competencies. Addressing these gaps would significantly strengthen Arandjelovac's capacity to implement effective intercultural policies.

Recommendations

Arandjelovac could adopt a practice inspired by the [Intercultural Acceptance Survey in Ansan \(South Korea\)](#). This initiative involves conducting regular surveys to assess residents' attitudes and perceptions towards diversity, helping the city identify challenges and opportunities for promoting intercultural dialogue. The collected data is used to design targeted programs and policies that address specific needs and enhance residents' intercultural competence. By implementing a similar survey, Arandjelovac could gain valuable insights into the dynamics of its community and create data-driven solutions to foster inclusion.

⁹ Arandjelovac's achievement rate in the extended Intercultural Cities Index is 8, while the city sample achievement rate is 54.

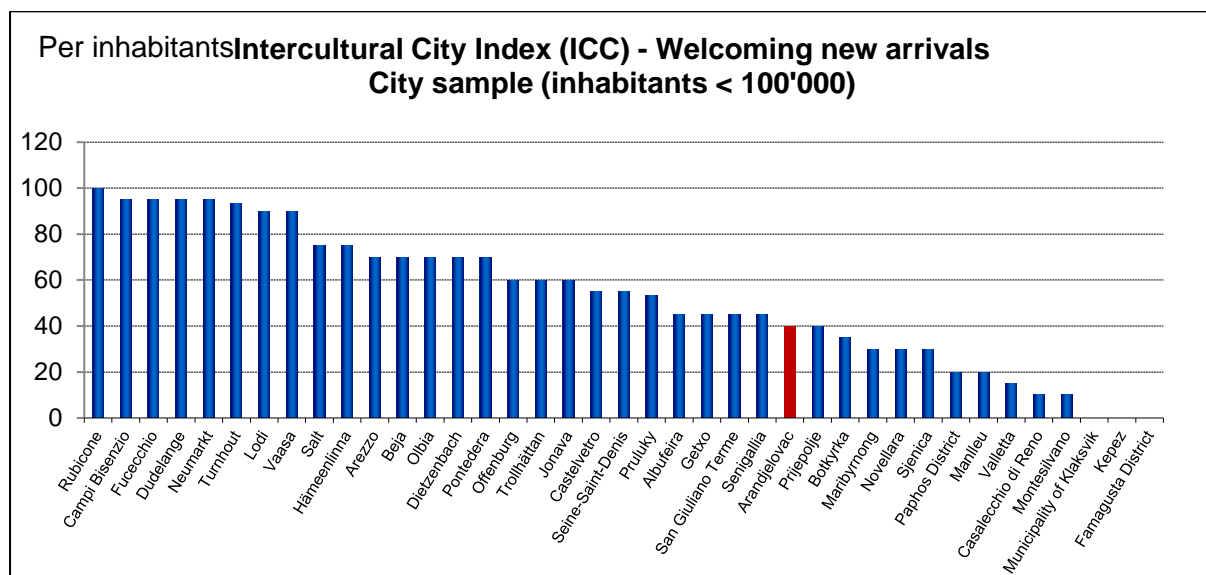
Another effective approach is Barcelona’s [Cartografia de Conocimientos \(Knowledge Mapping\)](#), a comprehensive tool for collecting and analyzing data on interculturalism in the city. This initiative maps existing intercultural resources and identifies gaps to ensure more efficient and impactful policymaking. It also supports collaboration between municipal departments, community organizations, and residents to address shared goals. Arandjelovac could benefit from implementing a similar knowledge-mapping project to align resources and strengthen collaboration among stakeholders.

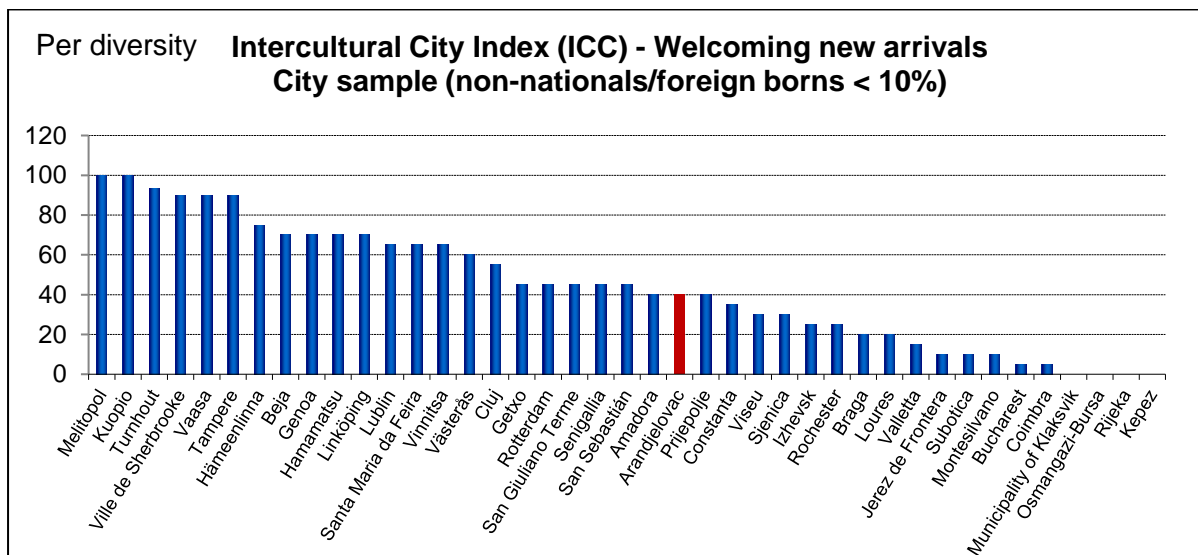
By adopting these practices, Arandjelovac can build a robust foundation for intercultural intelligence, equipping the city with the tools to make informed decisions and enhance its capacity for intercultural competence.

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.

Arandjelovac achieved a rate of **40**, which is **lower** than the city sample’s achievement rate of **57**. This score shows that initial steps to welcome newcomers are in place and can be further strengthened through structured programs and support services.





Arandjelovac has implemented basic measures to welcome newcomers, focusing primarily on orientation support and basic information dissemination. The city provides printed guides and online resources that introduce newcomers to local services, cultural norms, and administrative processes. Local authorities also work with community organizations to offer limited language support and cultural activities aimed at fostering initial connections between newcomers and the local community. However, these efforts lack a centralized structure or long-term integration strategy, leaving significant room for improvement in creating a comprehensive and inclusive welcome framework.

Recommendations

Arandjelovac could draw inspiration from the [EMPO Multicultural Resource Center in Bergen \(Norway\)](#), which serves as a one-stop resource hub for newcomers. The center offers tailored services, including legal advice, employment support, language classes, and cultural orientation, ensuring that migrants and refugees have access to all the resources they need to integrate successfully. Establishing a similar resource center in Arandjelovac could enhance the city's capacity to support its diverse community effectively. More details are available here:.

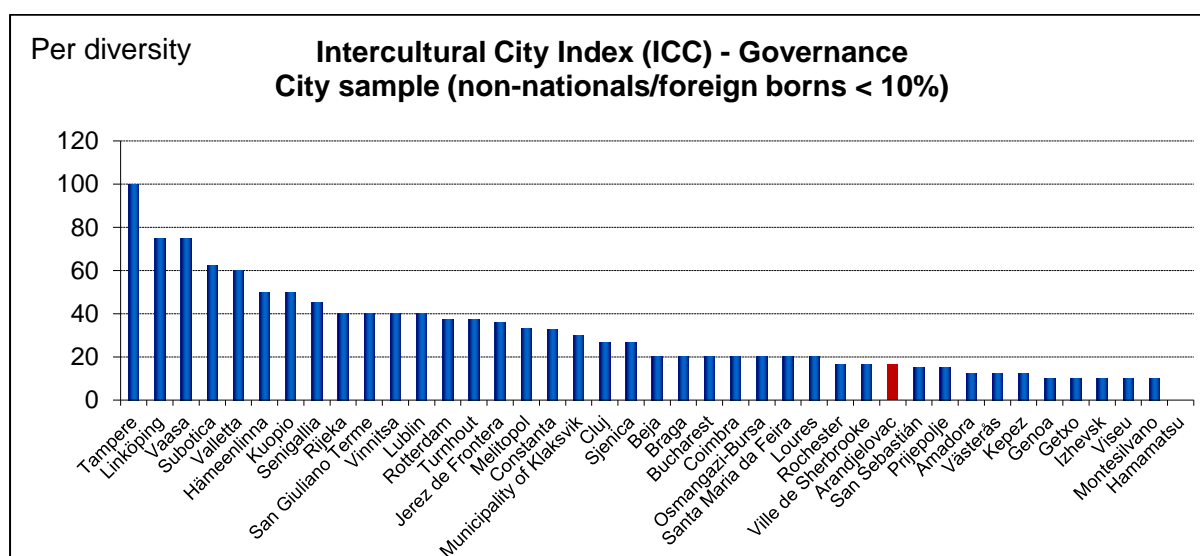
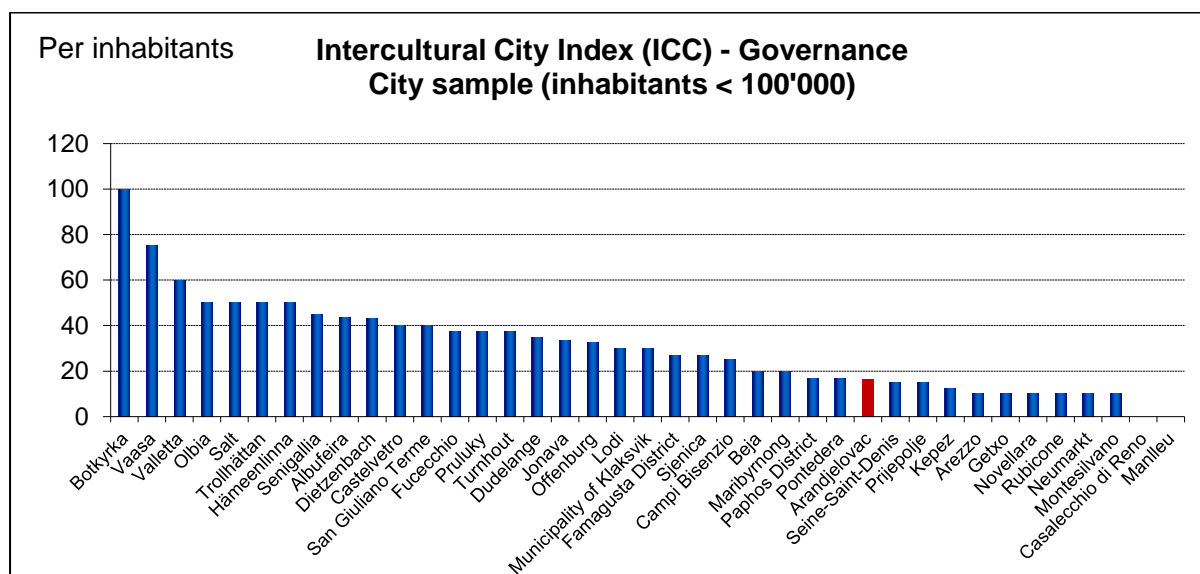
Another valuable example is Reggio Emilia's [First Welcome Program \(Italy\)](#), a personalized initiative aimed at guiding newcomers through their integration journey. This program includes one-on-one counseling, access to cultural mediators, and integration plans tailored to individual needs. Additionally, it promotes interaction between newcomers and long-term residents to foster mutual understanding and solidarity. Adopting a similar approach in Arandjelovac could establish a structured and inclusive welcome process that benefits both newcomers and the local community.

By enhancing its current practices with these initiatives, Arandjelovac could develop a robust and inclusive welcoming strategy that strengthens social cohesion and ensures all residents feel valued and supported.

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.

Arandjelovac achieved a rate of 17, which is **lower** than the city sample's achievement rate of 37. Promoting diverse representation in governance and fostering civic participation could help improve the city's governance efforts.¹⁰



Arandjelovac demonstrates a commitment to engaging residents in local governance, offering mechanisms such as public consultations and community meetings to involve citizens in decision-making processes. The city works with local organizations to encourage civic participation and ensure that diverse voices are heard. However, these efforts remain informal, with no structured initiatives specifically targeting minority groups or fostering intercultural representation in governance bodies. The lack of a systematic approach limits the city's ability to fully utilize its diverse community as a resource for inclusive policymaking.

Recommendations

Arandjelovac could benefit from adopting the [Champions for Change Network in Auckland \(New Zealand\)](#). This initiative empowers community leaders from diverse backgrounds to participate in governance and policy development. The network provides leadership training and mentorship to equip participants with the skills needed to advocate for their communities and contribute to decision-making processes. Establishing a similar program in Arandjelovac could help amplify the voices of underrepresented groups and promote intercultural representation in local governance.

¹⁰ Arandjelovac's achievement rate in the extended Intercultural Cities Index (Citizenship) is 17, while the city sample achievement rate is 50.

municipality collaborates with local organizations to encourage the participation of minority groups. However, these initiatives are often informal and lack a structured framework to ensure systematic and sustained participation from all segments of the population. Efforts to involve underrepresented groups, including migrants and minorities, remain limited, highlighting an area for improvement.

Recommendations

Arandjelovac could draw inspiration from Bradford's [Citizen Coin Initiative \(United Kingdom\)](#), which uses a digital rewards system to encourage civic engagement and active participation. Residents earn "coins" by volunteering, attending community meetings, or engaging in other civic activities. These coins can then be exchanged for discounts or benefits at local businesses, fostering a sense of community ownership and incentivizing participation. Introducing a similar program in Arandjelovac could increase civic engagement while strengthening ties between residents and the city.

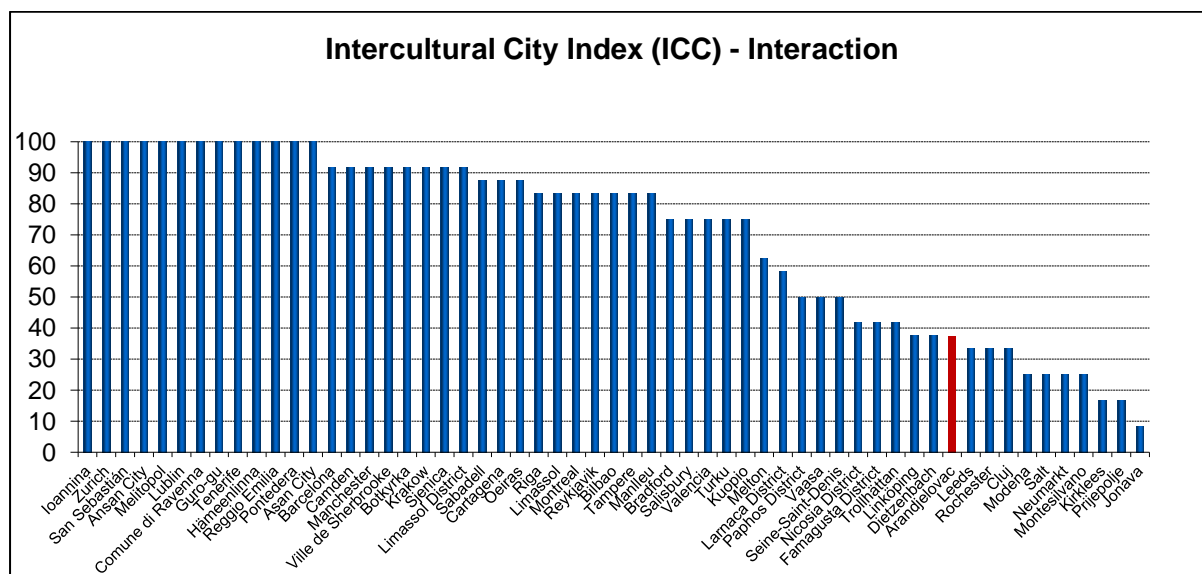
Another example to consider is Dublin's [Public Participation Networks \(PPN\)](#). This initiative from Ireland creates formal networks that connect community groups, non-governmental organizations, and local authorities, providing a structured and transparent framework for civic participation. Through these networks, residents can influence policy decisions, collaborate on community projects, and ensure that their voices are represented in governance. By adopting a similar model, Arandjelovac could enhance the inclusivity and effectiveness of its participatory processes.

By implementing these practices, Arandjelovac can establish a more inclusive and structured approach to participation, empowering all residents to contribute meaningfully to the city's development and fostering a stronger sense of community.

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, 57 cities have replied to this new Intercultural Cities Index chapter. Arandjelovac achieved a rate of **38**, which is **considerably lower** than the city sample's achievement rate of **70**. This highlights the potential for initiatives that promote regular and structured intercultural dialogue, collaborative platforms, and long-term engagement among diverse community groups.



Arandjelovac demonstrates a moderate level of effort in fostering interaction among its residents. The city keeps track on the civil society organisation and intercultural stakeholders. It organizes community events, cultural festivals, and exhibitions that bring people together and celebrate local traditions. These initiatives often involve collaborations with schools and cultural organizations, providing opportunities for dialogue and cultural exchange. However, these events are sporadic and not explicitly designed to promote sustained intercultural interaction. There is also a lack of targeted programs aimed at fostering dialogue between diverse communities, leaving room to establish more structured and impactful initiatives.

Recommendations

Arandjelovac could draw inspiration from the [Diverse Interaction on Display Initiative in Cascais \(Portugal\)](#). This program promotes intercultural interaction through visual arts and public exhibitions that feature contributions from diverse cultural communities. These events not only showcase the city's cultural diversity but also create spaces where residents can engage in dialogue and learn from one another. By organizing similar programs, Arandjelovac could create vibrant platforms for intercultural engagement and strengthen community cohesion.

Another valuable example is Ballarat's [Intercultural Interaction, Collective Healing, and Memory Initiative \(Australia\)](#). This initiative focuses on fostering intercultural understanding and healing through storytelling, workshops, and collective memory projects. By addressing historical challenges and celebrating cultural diversity, the program creates a shared sense of belonging among residents. Arandjelovac could adapt this approach by developing programs that use storytelling and collaborative art projects to build trust and understanding between its diverse communities.

By adopting these practices, Arandjelovac could move beyond one-time events and establish sustainable platforms for intercultural interaction, fostering a sense of unity and mutual respect among its residents.

OVERALL CONCLUSIONS

According to the overall Intercultural Cities Index results, Arandjelovac has an aggregate Intercultural Cities Index result of 34 out of 100 possible points.

COMMITMENT	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Publicly accessible Anti-Discrimination Code showcasing the city's dedication to equality. Public consultations ensuring diverse groups are included in strategic decision-making. Lack of a formal intercultural strategy or action plan. No dedicated budget for intercultural initiatives.
EDUCATION	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Inclusion of intercultural projects such as festivals and exhibitions in schools. Efforts to engage parents from minority backgrounds in educational activities. No systematic integration of intercultural principles into school curricula. Lack of teacher training on intercultural communication.
NEIGHBOURHOODS	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Investment in improving public infrastructure and creating accessible public spaces. Community consultations during urban development projects. Limited initiatives explicitly aimed at fostering intercultural interaction in neighbourhoods. Absence of structured policies to address social inequalities in urban areas.
PUBLIC SERVICES	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Adaptation of services such as funeral arrangements to respect diverse cultural practices. Provision of basic services accessible to most residents. No strategy to promote diversity within the municipal workforce. Lack of targeted programs to address the specific needs of minority groups.
BUSINESS AND THE LABOUR MARKET	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Support for local entrepreneurship through business development programs. Vocational training initiatives. No targeted measures to promote diversity in the private sector. Absence of strategies to support migrant entrepreneurs or women in business.
CULTURAL AND SOCIAL LIFE	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Organization of cultural events, festivals, and exhibitions involving minority groups. Use of public spaces for workshops, concerts, and intercultural activities. Lack of systematic integration of intercultural programming into public cultural policies. Limited outreach to underrepresented groups in cultural activities.
PUBLIC SPACE	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Parks, recreational facilities, and pedestrian-friendly areas developed to encourage community engagement. Public consultations on the design and renovation of urban spaces. Absence of design elements or programs specifically encouraging intercultural interaction. Limited focus on making public spaces reflective of the city's multicultural identity.
MEDIATION AND CONFLICT RESOLUTION	<p>✓</p> <p>✗</p>	<ul style="list-style-type: none"> Informal conflict resolution practices involving community leaders and local organizations. Efforts to address disputes through dialogue. Lack of a structured intercultural mediation program. No specialized training for mediators to address intercultural conflicts.

<p style="text-align: center;">LANGUAGE</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Serbian language courses available for newcomers to facilitate integration. • Inclusion of language learning opportunities in schools. • No programs promoting multilingualism or celebrating linguistic diversity. • Lack of initiatives emphasizing the value of linguistic diversity in cultural and public life.
<p style="text-align: center;">MEDIA AND COMMUNICATION</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Collaboration with local media to share information on cultural activities. • Occasional media campaigns addressing community issues. • No media strategy promoting intercultural dialogue and diverse representation. • Absence of partnerships with media outlets to counter stereotypes and highlight minority contributions. • No training for journalists on inclusive reporting practices.
<p style="text-align: center;">INTERNATIONAL OUTLOOK</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Participation in occasional cross-border cultural events. • Basic connections with some international networks. • No structured international strategy for fostering global partnerships. • Limited engagement in international networks focused on intercultural learning. • Lack of initiatives to position the city as internationally welcoming.
<p style="text-align: center;">INTERCULTURAL INTELLIGENCE AND COMPETENCE</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Awareness of the importance of intercultural skills in local governance. • No systematic collection or analysis of data on interculturalism. • Lack of training programs to build intercultural competencies among municipal staff.
<p style="text-align: center;">WELCOMING NEWCOMERS</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Orientation materials and online resources available to assist newcomers. • Limited language support and cultural activities to ease initial settlement. • No centralized "welcome strategy" or resource hub for newcomers. • Absence of personalized integration plans tailored to newcomers' needs. • Insufficient involvement of local residents in welcoming initiatives.
<p style="text-align: center;">LEADERSHIP AND CITIZENSHIP</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Public consultations and community meetings provide platforms for citizen engagement. • Collaboration with civil society to ensure diverse voices are heard. • No structured initiatives to promote minority representation in governance bodies. • Absence of mentorship programs for underrepresented groups. • Limited integration of diversity management into municipal strategies.
<p style="text-align: center;">ANTI-DISCRIMINATION</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Adoption of an Anti-Discrimination Code prohibiting discrimination across key categories. • Financial and logistical support for organizations combating discrimination. • Awareness-raising campaigns and educational initiatives in schools. • No dedicated anti-discrimination service for reporting and resolving cases. • Limited monitoring mechanisms to track discrimination trends. • Equality goals are not systematically embedded into broader municipal planning.
<p style="text-align: center;">PARTICIPATION</p>	<p style="text-align: center;">✓ ✗</p>	<ul style="list-style-type: none"> • Regular public consultations and community forums encourage citizen input. • Collaboration with local organizations to foster civic participation. • Existing feedback channels for community engagement. • Informal and inconsistent participatory initiatives. • Limited inclusion of underrepresented groups, including migrants and minorities. • Absence of a transparent framework to sustain long-term civic engagement.

INTERACTION	 	<ul style="list-style-type: none"> Organization of cultural festivals, exhibitions, and community events promoting dialogue. Partnerships with schools and organizations to engage youth in intercultural activities. Events are sporadic and not explicitly designed for sustained intercultural interaction. No dedicated programs fostering dialogue between diverse communities. Lack of platforms encouraging long-term interaction and mutual understanding.
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In view of the above, we wish to congratulate Arandjelovac for the efforts taken and we are confident that if the city follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

RECOMMENDATIONS

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

Commitment: We recommend that Arandjelovac formalize its intercultural efforts by adopting a dedicated intercultural strategy or action plan. The city may also consider creating a structured budget to fund intercultural initiatives and ensure sustainability.

Education: Arandjelovac could strengthen its education sector by integrating intercultural principles into school curricula and offering training for teachers in intercultural communication. We recommend the city consider initiatives that promote collaboration between students of different backgrounds and engage parents from minority communities in educational activities.

Neighbourhoods: To foster more cohesive communities, we suggest Arandjelovac introduce policies aimed at encouraging intercultural interaction within neighbourhoods. Initiatives such as neighbourhood plans and pacts can promote inclusivity and address social inequalities.

Public Services: The city may wish to promote diversity within its municipal workforce and develop programs tailored to the needs of minority groups. Establishing resource centers to provide legal, cultural, and employment support could significantly enhance public service inclusivity.

Business and the Labour Market: Arandjelovac could benefit from encouraging diverse recruitment practices and supporting migrant and minority entrepreneurs. The city may consider developing partnerships with local businesses to emphasize the advantages of cultural diversity in the private sector.

Cultural and Social Life: We recommend Arandjelovac institutionalize intercultural programming in its cultural policies and create opportunities for underrepresented groups to participate in cultural events. Collaborative projects and ambassador programs could also enhance intercultural understanding.

Public Space: Arandjelovac may wish to incorporate intercultural design principles into urban planning. Ensuring public spaces reflect and celebrate the city's diversity through inclusive design and participatory programming would be a significant step forward.

Mediation and Conflict Resolution: The city could consider implementing structured mediation programs with trained intercultural mediators to address and resolve conflicts effectively. Embedding mediation services in schools and community spaces can further support harmony.

Language: We recommend Arandjelovac promote multilingualism by creating programs that celebrate linguistic diversity and provide opportunities for residents to learn and use multiple languages.

Media and Communication: The city may want to partner with media outlets to highlight the contributions of diverse communities and counter stereotypes. Training for journalists on inclusive reporting could also be beneficial.

International Outlook: Arandjelovac could enhance its global engagement by developing an international strategy and participating in global networks. Initiatives that foster cross-border collaboration and cultural exchanges would position the city as a welcoming hub for diversity.

Intercultural Intelligence and Competence: We suggest Arandjelovac implement tools such as surveys and knowledge mapping to collect and analyze data on interculturalism. Training programs to build intercultural competencies among municipal staff would also strengthen the city's framework.

Welcoming Newcomers: Arandjelovac may consider establishing a centralized resource hub for newcomers to offer tailored support, including integration plans, legal advice, and cultural orientation. Engaging local residents in welcoming initiatives would further foster inclusivity.

Leadership and Citizenship: The city could adopt programs that empower minority groups to take on leadership roles and actively participate in governance. Mentorship and training initiatives can ensure diverse representation in decision-making processes.

Anti-Discrimination: We recommend Arandjelovac strengthen its anti-discrimination efforts by creating dedicated services for reporting and resolving cases of discrimination. Embedding equality goals in its policies would ensure a comprehensive and systematic approach.

Participation: To foster greater civic engagement, Arandjelovac could introduce formal networks and digital platforms that incentivize participation. Efforts to include underrepresented groups in participatory processes are strongly recommended.

Interaction: The city may consider organizing regular intercultural events and establishing platforms that encourage sustained dialogue and collaboration among its diverse communities.

Arandjelovac 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](#).

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.

