

FAMAGUSTA (DISTRICT)



INTERCULTURAL CITIES INDEX ANALYSIS 2022



Diversity, Equality, Interaction

**BUILDING BRIDGES,
BREAKING WALLS**



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Famagusta (District)
INTERCULTURAL CITIES INDEX ANALYSIS

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INTRODUCTION

Intercultural Cities is a Council of Europe flagship programme. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view.

In the past, this review has taken the form of narrative reports and city profiles – a form which was rich in content and detail. However, narrative reports alone were relatively weak as tools to monitor and communicate progress. Thus, an “Intercultural Cities Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

While this report is being written (March 2022) 154 cities embraced the ICC programme and approach, and 123 (including Famagusta District) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 30 cities (including Famagusta District) have less than 100,000 inhabitants and 37 (including Famagusta District) have less than 10% of foreign-born residents.

This document presents the results of the Intercultural Cities Index analysis for Famagusta District, Cyprus, in 2022, 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 two new indicators in bold):

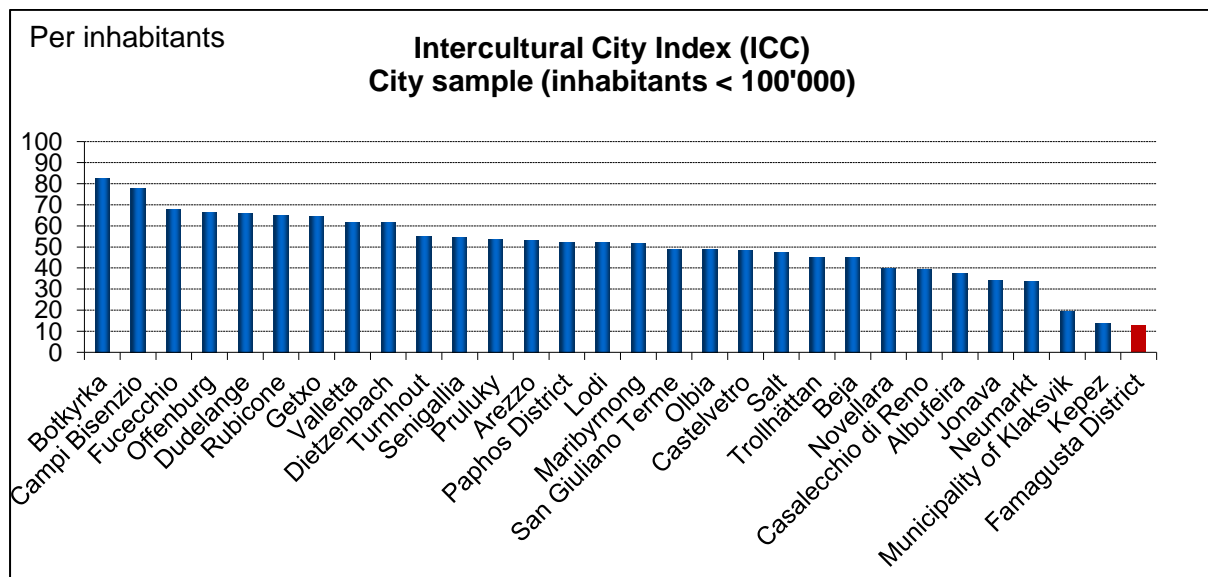
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming 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, 38 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Famagusta District. 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, Famagusta District has an aggregate Intercultural Cities Index result of 13 (out of 100 possible points). The details of this result will be explained below.¹

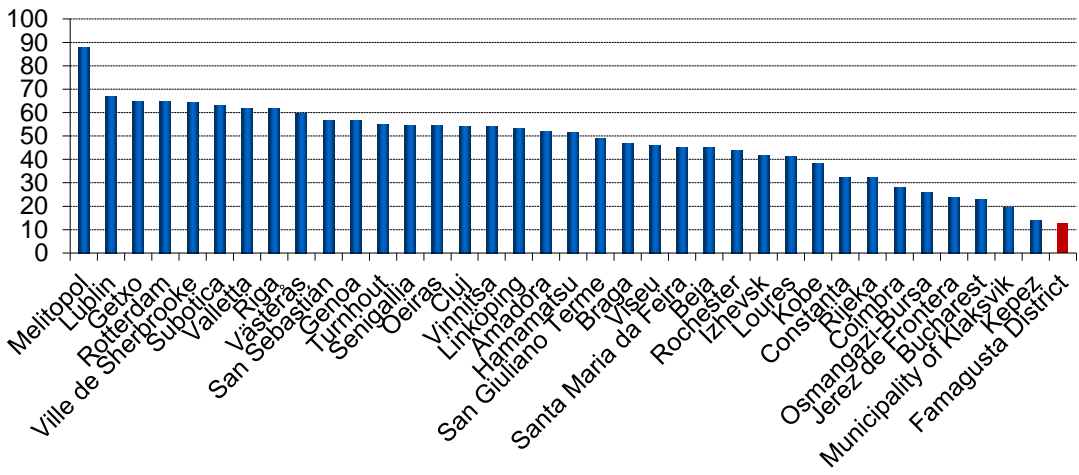


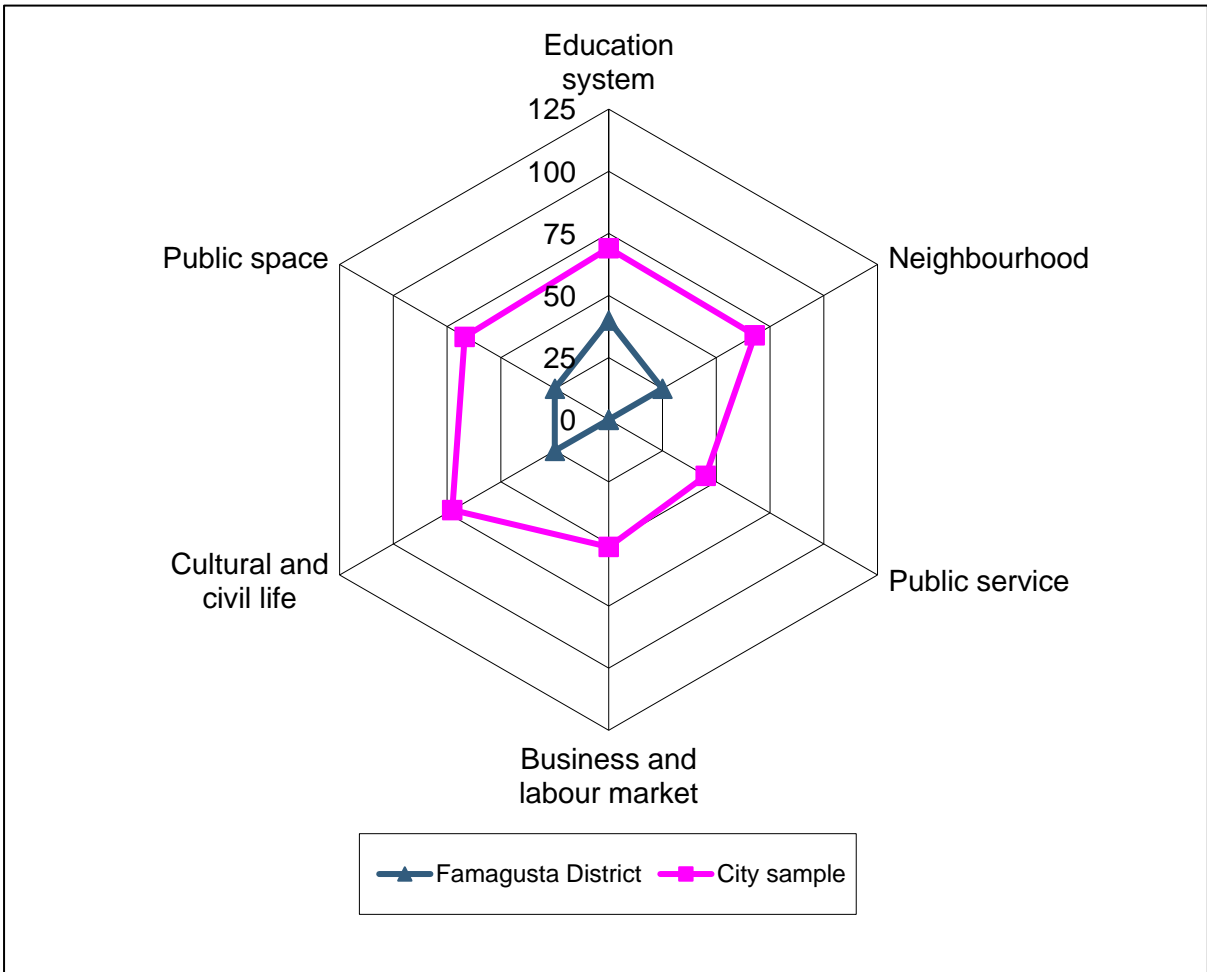
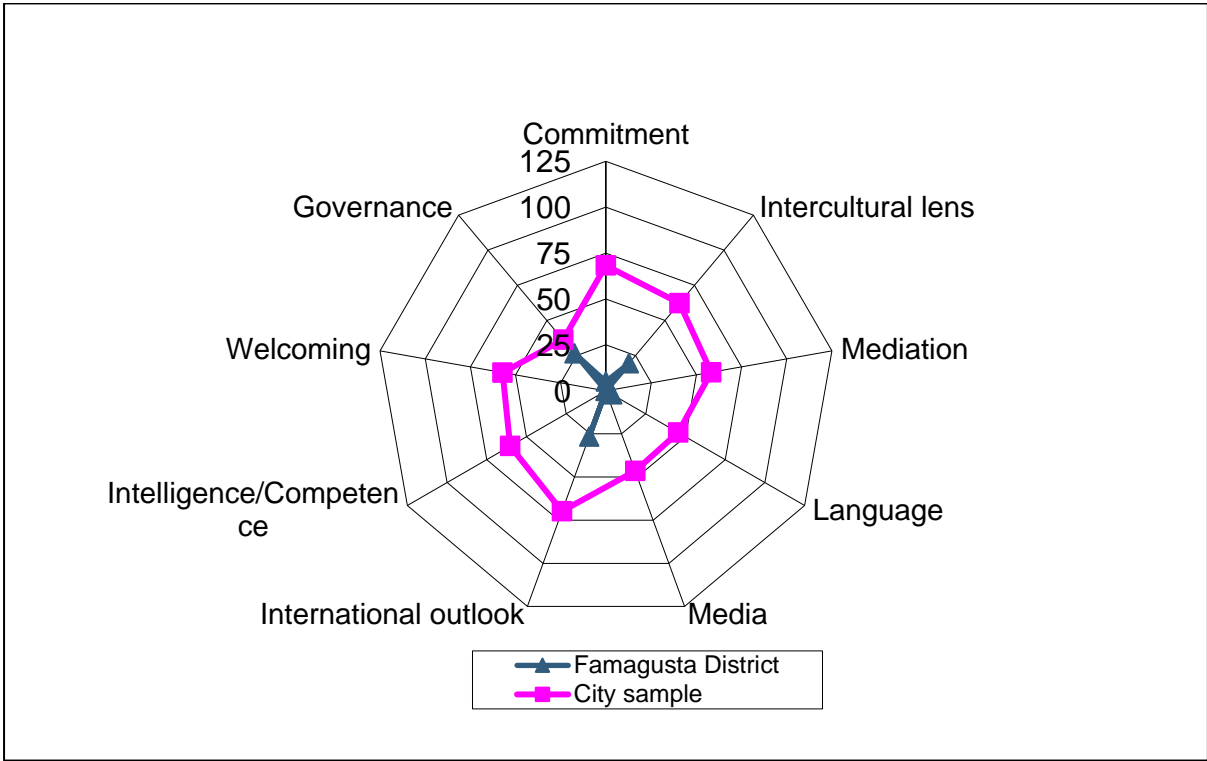
¹ The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in the extended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

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.

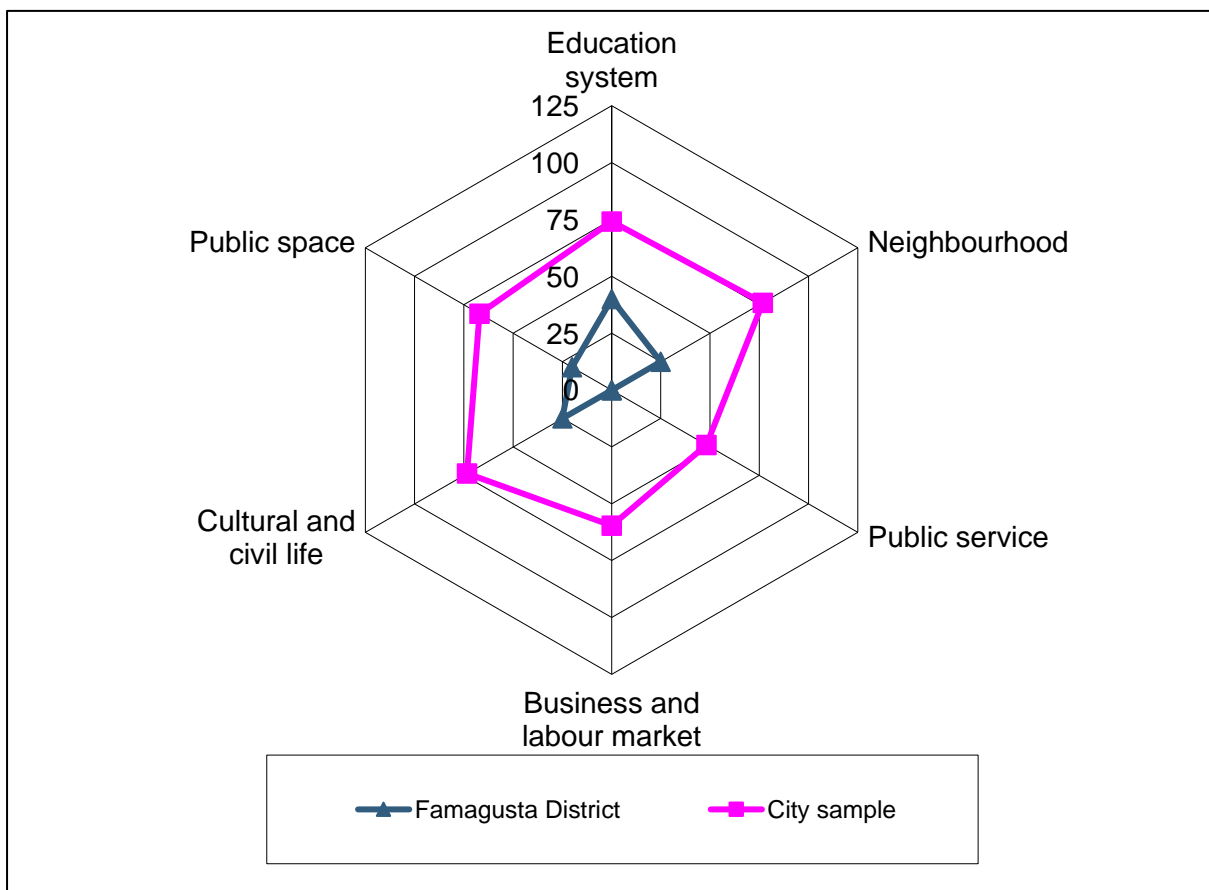
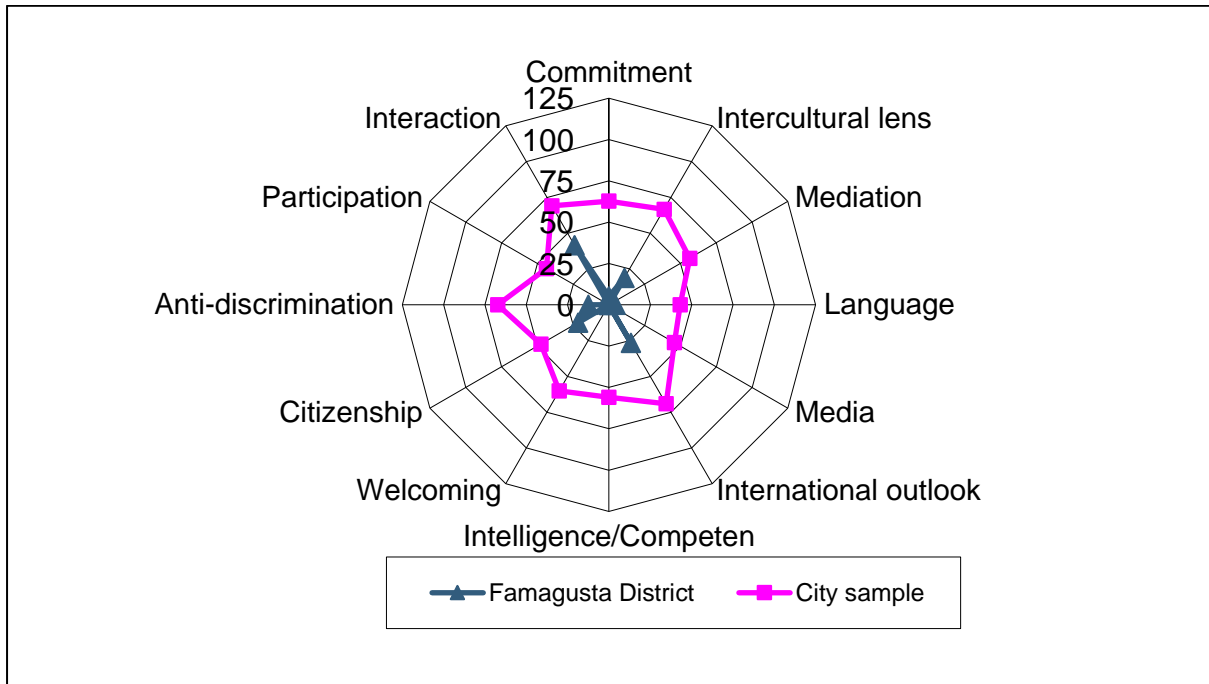
Per diversity

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





Including new indicators:



FAMAGUSTA DISTRICT: AN OVERVIEW

Famagusta District (in [Greek](#): Επαρχία Αμμοχώστου) is one of the six [Districts of Cyprus](#). Its main town is the island's most important port, Famagusta. A district administration in "exile" exists on the Republic of Cyprus-controlled part of the island. It is located to the east of Nicosia and possesses the deepest harbour of the island. During the Middle Ages (especially under the maritime republics of Genoa and Venice), Famagusta was the island's most important port city and a gateway to trade with the ports of the Levant, from where the Silk Road merchants carried their goods to Western Europe.

Famagusta District is the second largest district in Cyprus covering 1,985 square km. Since the Turkish invasion of 1974, most of the district's eight municipalities and 90 communities are under occupation and the Republic of Cyprus controls only the southeast section which has four municipalities and five communities, some of which are only partly under the control of the Republic. The four municipalities under the control of the Republic of Cyprus are: Ayia Napa, Paralimni, Derynia and Sotira. The free Famagusta District areas are made up of lowland with two faces – the primarily rural hinterland and the lively, bustling coastal zone famous for its wonderful beaches and crystal-clear waters. One example is Fig Tree Bay, which featured in the 2019 list of the top 50 beaches in the world, the famous resort of Nissi Beach, one of the most famous beaches in the area and the protected Cape Greco national forest park. Cape Greco is a headland in the southeastern part of the district. It is at the southern end of Famagusta Bay. It is visited by tourists for its natural environment and is a protected coastal nature park.. According to local legend, it is also the home of the Ayia Napa sea monster. The area includes the fertile agricultural area known as the 'red villages' (Kokkinochoria), named after the distinct red colour of the soil.

The main economic sectors in the district are tourism, agriculture, construction and light industry.

The last official census in Cyprus was carried out in 2011. The demographic situation has changed during the last decade. The next official census in Cyprus is that of 2021 and it will be formally published in June 2022. However, according to the 2011 census, the District of Famagusta has a total population of 46 629 inhabitants. The main native and ethnic/cultural religious groups which are recognised by the Republic of Cyprus are the Greek Cypriots, Turkish Cypriots, Armenians (1 831 or 0.3%), Maronites (3 656 or 0.43%), Latins (208 or 0.02%), and other small groups (1 460 or 0.17%). The numbers indicated above represent an approximation based on the 2011 census and are for the Republic of Cyprus as a whole.

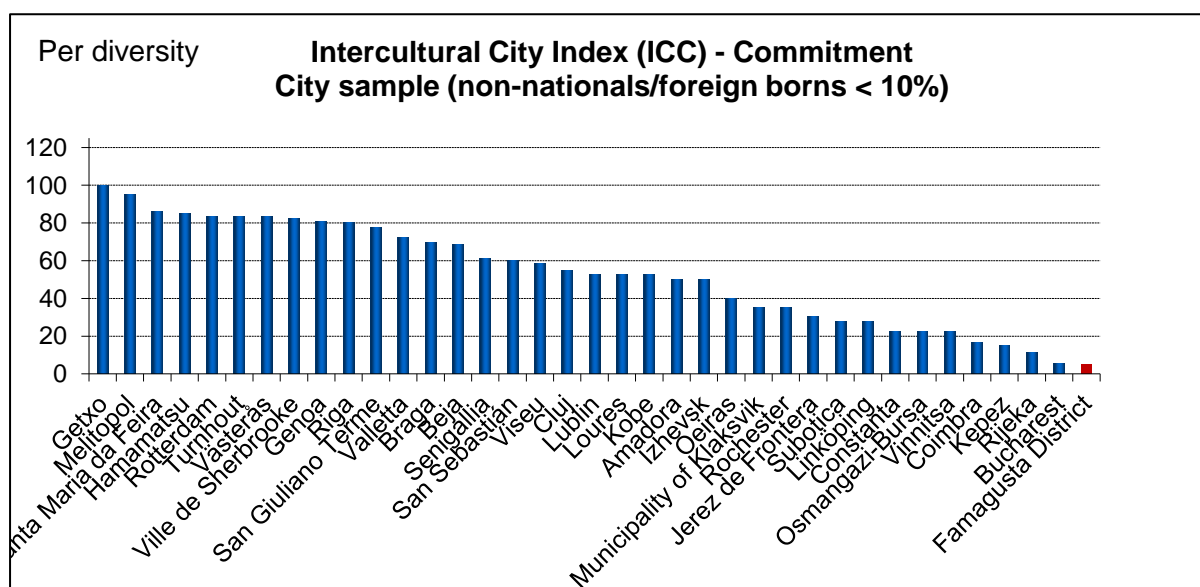
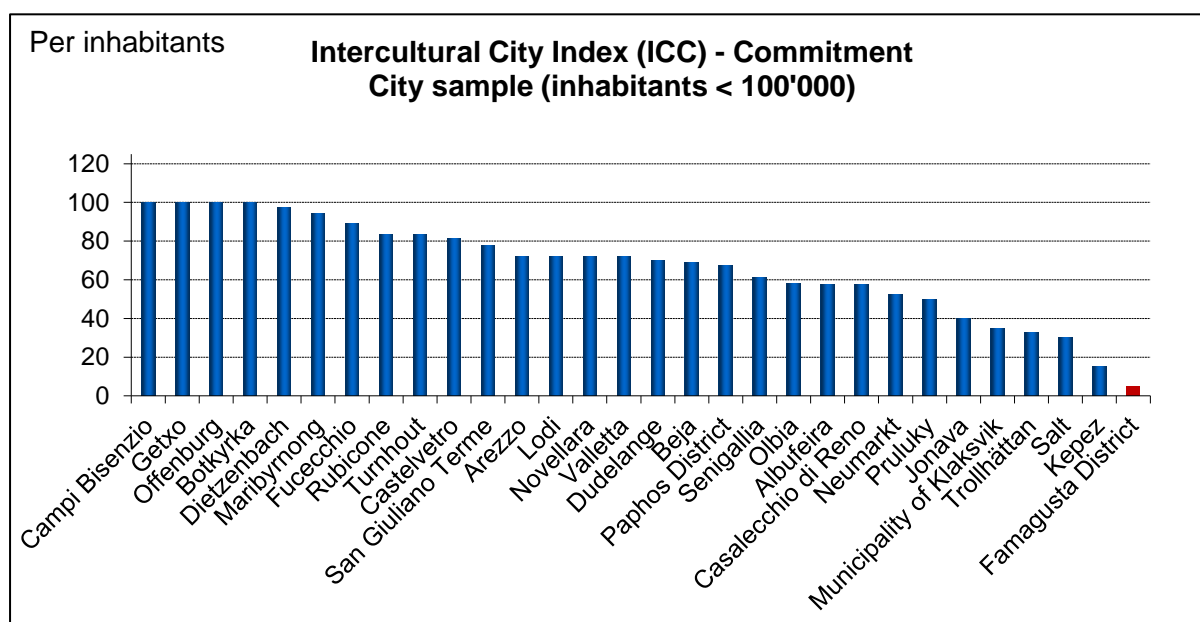
There are 170 383 (approximately 20% of the population) foreign nationals who are permanent residents of the Republic of Cyprus, and approximately 106 270 or 62.4% of them are nationals of European Union countries (pre-Brexit), and 64 113 or 37.6% are nationals of other countries. 2 626 persons or 3% of the population of Cyprus did not define their country of origin or nationality. According to the 2011 census, the population in the District of Famagusta is estimated to be 2 496, 753 of them being refugees/asylum seekers, but these numbers are much higher in 2022.

According to the 2011 census the largest migrant groups in Cyprus are nationals of: i) EU/EFTA Countries: United Kingdom, Romania, Bulgaria, Greece, Poland, Germany, ii) Eastern Europe Countries: Russia, Ukraine, Georgia, Armenia, Moldova, iii) Middle East (Israel & Arab States): Syria, Egypt, Lebanon, iv) Asia: China, Vietnam, Philippines, Sri Lanka, India, Bangladesh, Pakistan, v) Sub-Saharan Africa, vi) United States of America & South America (various), vii) Australia (Commonwealth of Australia), viii) Others which includes citizens from other countries in smaller numbers.

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.

Famagusta District achieved a rate of 5%, which is considerably lower than the city sample's achievement rate of 68%. According to this result, Famagusta District is just starting its intercultural journey.²



Municipalities in the Famagusta District did not yet adopt any intercultural public statement, strategy or action plan. They also did not yet adopt a process of policy consultation including people of diverse cultural backgrounds and do not yet have dedicated webpages communicating municipal intercultural policies. As a consequence, there is

² Famagusta's score in the extended Intercultural Cities Index for Commitment 5/63.

not yet a dedicated body or a cross departmental coordination structure. There is no evidence that municipal communication makes positive references to the towns' diversity and intercultural commitment, sometimes the persons contributing to the community are acknowledged and honoured. The municipalities host a small number of civil society organisations (CSOs) working in the fields of integration and interculturalism which might prove to be an advantage in developing further inclusive integration policies. Still, some of the municipalities have made a firm commitment (namely Derynia) in developing them through a consultation process.

Recommendations

It seems that the Famagusta municipalities are at the beginning of their intercultural journey. Following some good practices from the [Intercultural city Step by Step](#) guide, the towns in the Famagusta District might start by adopting an intercultural statement and continue the efforts on consultation mechanisms through the newly created Intercultural Network for the Famagusta Region³ leading to the development of an intercultural strategy and action plan. These activities would need to clarify towns' commitment for funding and the implementation body/ies, as well as other parameters including a communication plan, evaluation and renewal process in order to ensure the long-term sustainability of the activities. The Famagusta District might be inspired by the Limassol Intercultural Council, which developed the city's [Intercultural Strategy](#) 2018-2020, covering 11 fields from education through culture, public services, policing and safety, parenting, public image, media and successfully implemented it. In addition, Famagusta District might learn from the example of Bergen (Norway), which designed an [integration strategy with intercultural elements](#) and has developed an integration action plan. Another example would be [Barcelona strategic framework for interculturality and integration](#), based on three strategic axes: promote equity, recognise diversity and motivate interaction in order to create common areas within the city.

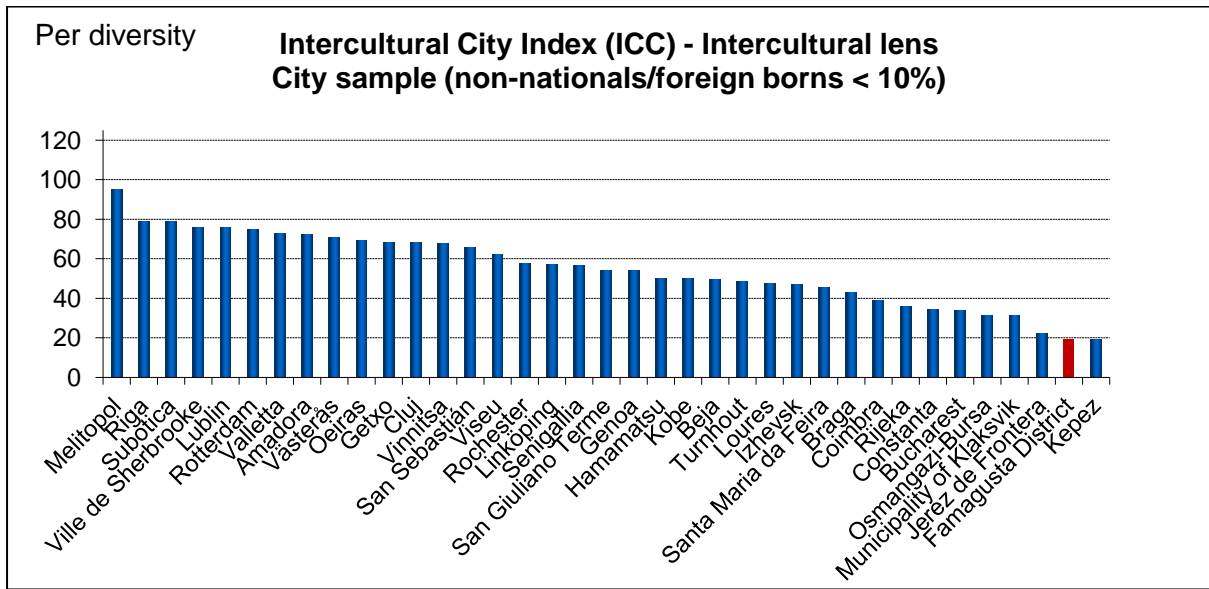
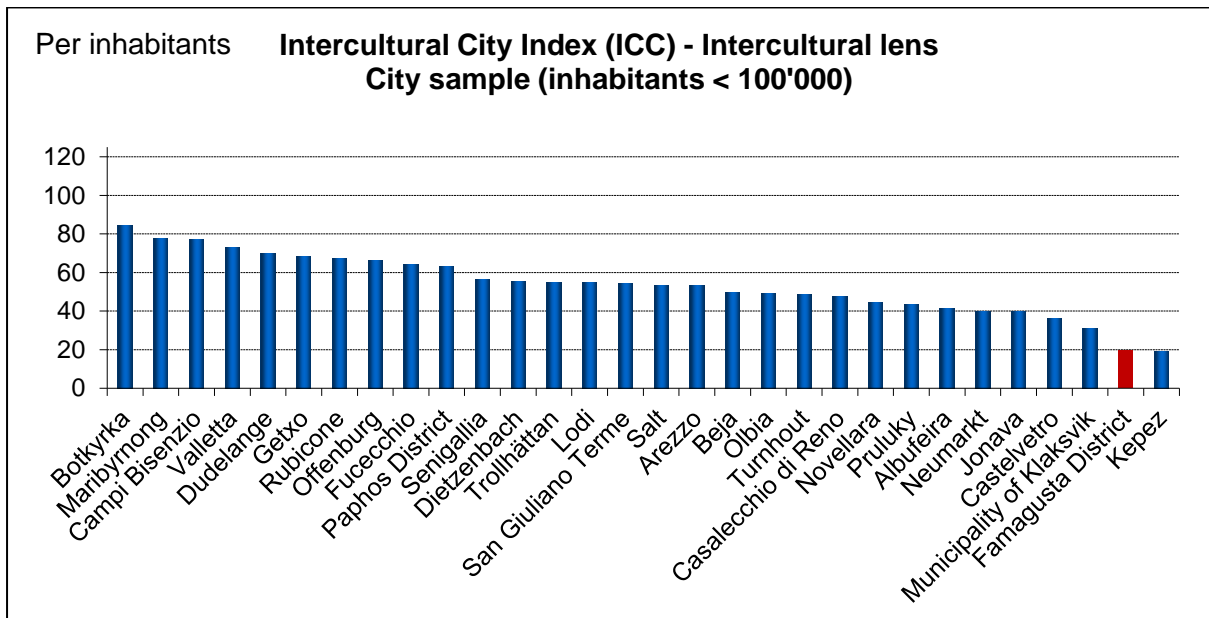
THE CITY THROUGH AN INTERCULTURAL LENS

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 the Famagusta District, assessed as a whole through an "intercultural lens" is considerably lower to that of the model city: 20% of these objectives were achieved while the rate of achievement of the model city reaches 62%.⁴

³ The creation of the Famagusta Region Intercultural Network was supported by the ["Building structures for intercultural integration in Cyprus"](#) project which is being carried out with funding from the European Union, via its Structural Reform Support Programme, and in co-operation with the European Commission's DG for Structural Reform Support.

⁴ Famagusta's score in the extended Intercultural Cities Index for Intercultural Lenses is 19/67

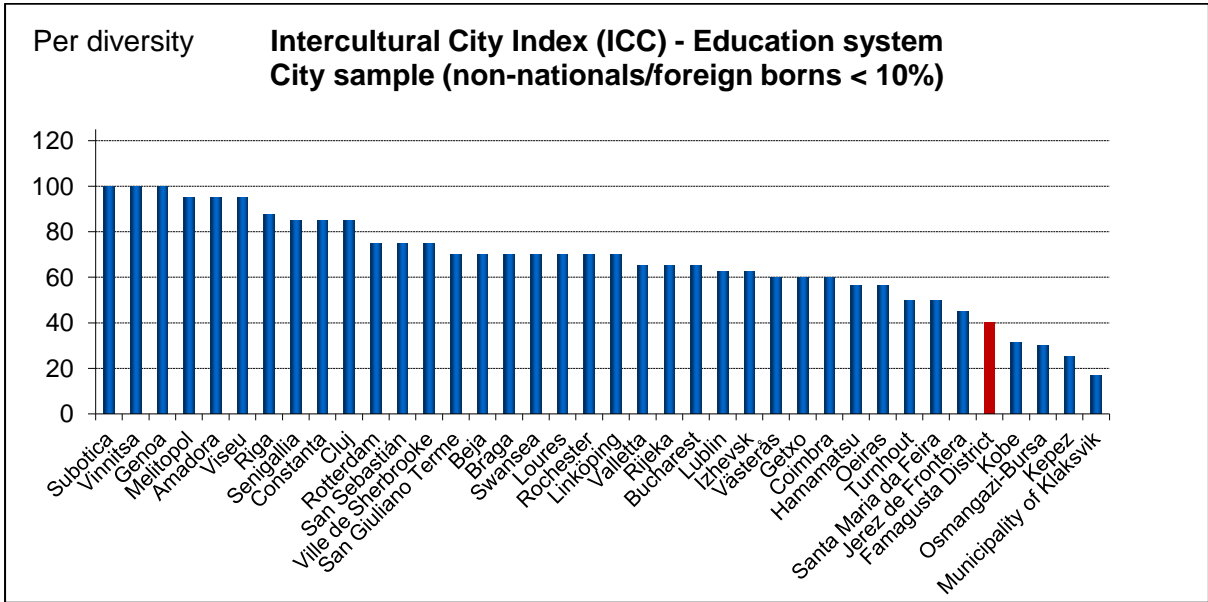
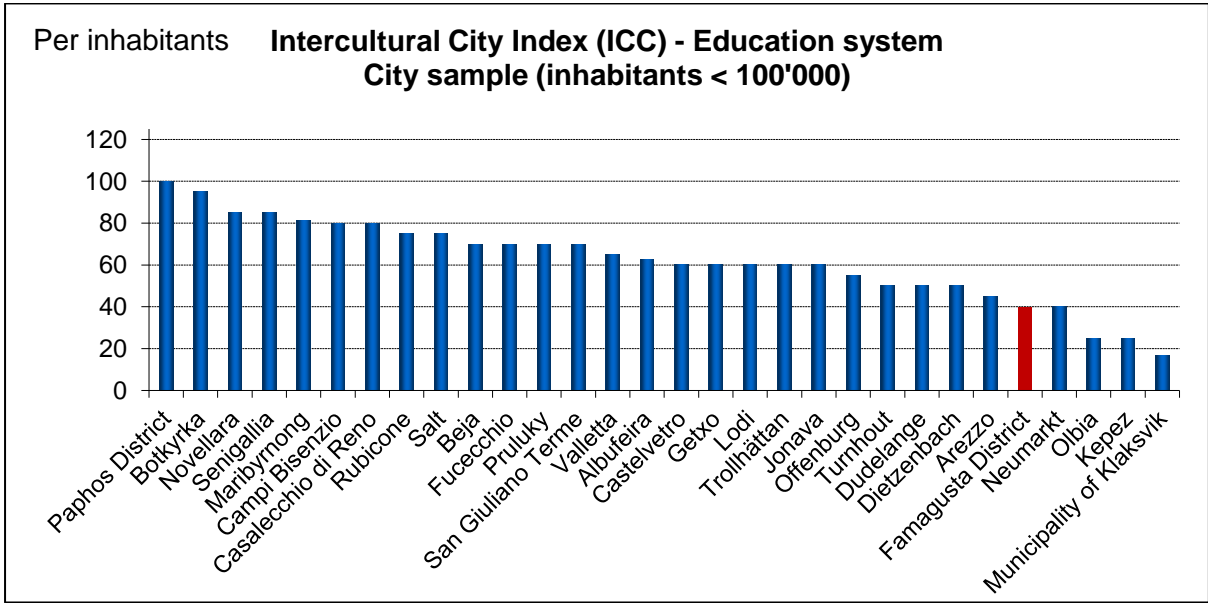


EDUCATION

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.

Famagusta District achieved a rate of 40%, which is considerably lower than the city sample's achievement rate of 69%. The district already provides a number of programmes in the field intercultural education, but this might be further developed.⁵

⁵ Famagusta's score in the extended Intercultural Cities Index for Education is 40/74.



Despite the fact there is no district-specific evidence on the diversity in Famagusta District schools, there are strong indicators that the number of students with a migrant background is around 20%. Like in all other cases in Cyprus, the local authorities do not have competences regarding formal education. Still, various synergies are possible and could provide additional intercultural education content for students, parents and teachers. The schools in Famagusta District are taking part in the project "School and Social Inclusion Actions" which is co-funded by the European Social Fund to mitigate the negative impact of the economic crisis on education and to prevent social exclusion of vulnerable groups of pupils. The various measures offered in 96 schools (at national level) at pre-primary, primary, secondary and technical education levels in Cyprus and include, among others, the following: provision of morning and afternoon programmes for reinforcing learning and creativity of pupils and their families; psychosocial support for pupils and their families through the establishment of "Information and Social-emotional Support Centres); and supporting technological school equipment. So far, 14% of the total student population (15 000 students across Cyprus) have benefited from actions provided by the project. Like all other districts in Cyprus, teachers working in the Famagusta District regularly receive training in intercultural education. Teachers do not reflect the ethnical background of students (except in the case of Greek Cypriots). Intercultural education in Famagusta District schools is provided by individual initiatives. Most of the initiatives on this matter are decided by the willingness of school principals, and parent and teacher associations. Mostly these initiatives are from private schools and civil society. In addition, some public schools may involve parents with migrant/minority backgrounds, but they often require interpretation which makes it much more difficult. A number of schools participate in the

European funded programme “Mathainw Ellinika!” which offers mediation services to schools, through the training of parent-mediators.

Recommendations

In order to enrich the intercultural education offer, while overcoming the lack of competences in the field of formal education, the Famagusta District towns might consider developing further synergies with the national educational instances and local schools. They may also do so by further utilisation of EU, national and international funds. As an example, that the district might follow, the intercultural city of Reggio Emilia (Italy) is leading a similar European project, with the involvement of the Intercultural Centre Mondinsieme, which encourages the social integration of foreign families through initiatives that involve local schools with diverse students. [SAFE project](#) is operated in partnership with the Italian municipalities of Arezzo and Torino, the City of Lewisham (UK), and the Efus (European Forum on Social Security) and is co-financed by the European Fund for the Integration of non-EU immigrants and the Italian Government. SAFE aims to reach and involve public servants, intercultural mediators, school principals and families. It has been developed to give the school a central role in the process of social integration of foreign families and to value the competences and social capital of second-generation youth, which represents 35% of the whole foreign population in Italy. Moreover, the project aims to find the suitable means for families' social inclusion and to stimulate dialogue and networking between the participating cities. The project aims to: increase knowledge and analysis of good policy and practices about supporting foreign families inside the school and through educational processes, both at national and European levels; foster exchanges, debates and a structured benchmarking actions between the more advanced European experiences; promote and broaden a structured portability of good practices in order to implement new policies supporting foreign families through school.

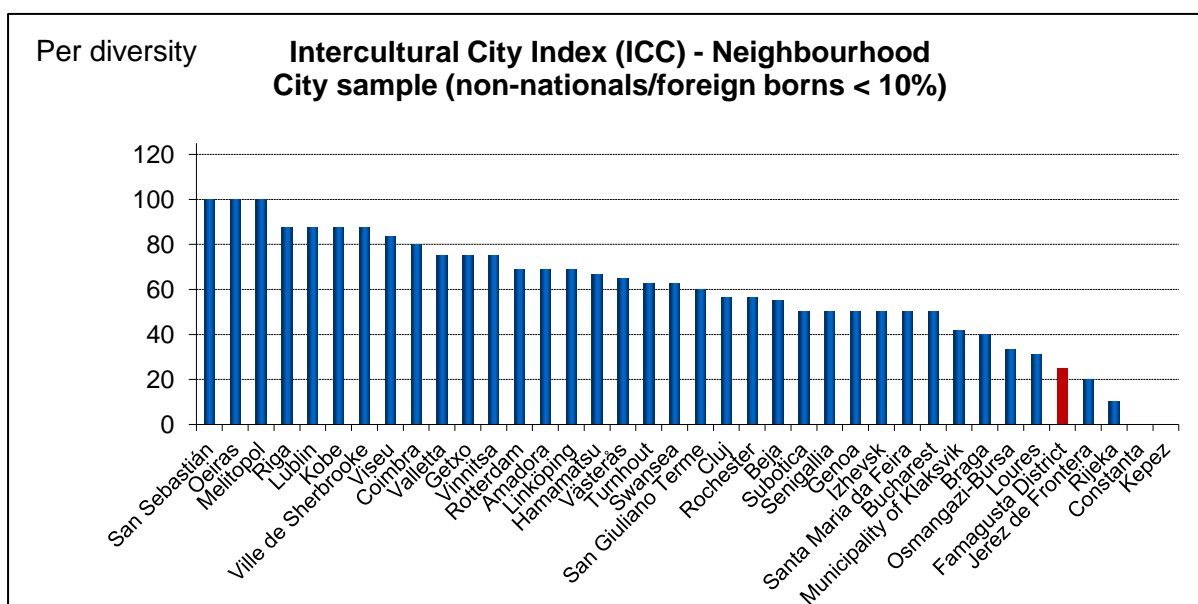
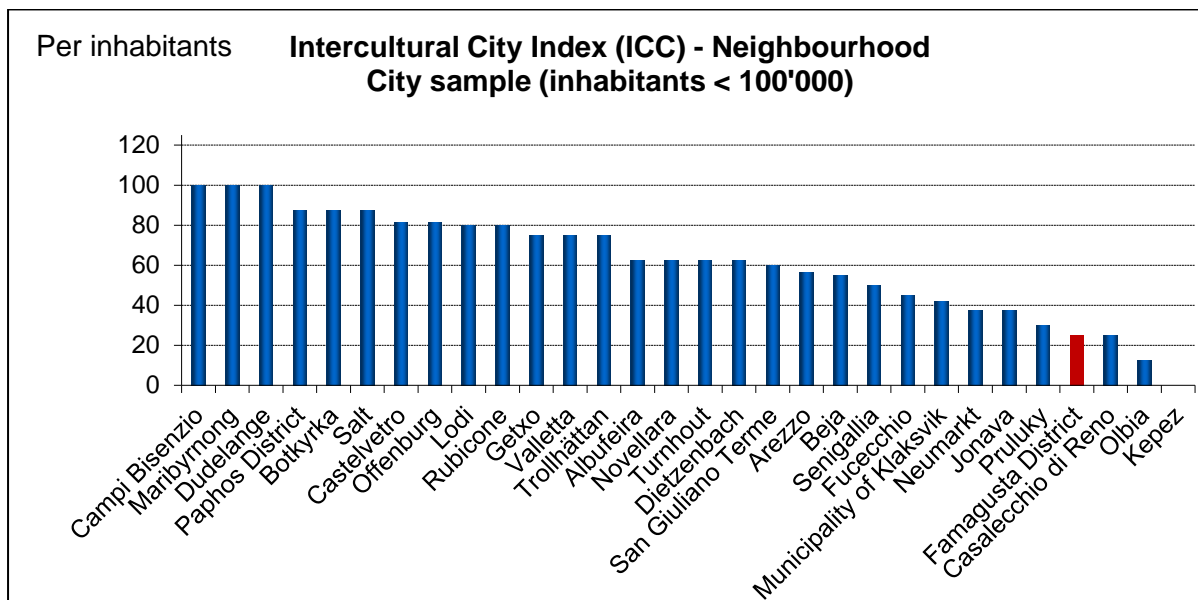
Donostia/San Sebastian (Spain) also offers a good example where a primary school started a very interesting programme called [“Ongi etorri eskolara”](#), consisting of the appointment of (volunteer) mentor families to help newcomer families to become part of the local community. Usually, families have children in the same class so that the two-year programme of support can include both scholar and extra-scholar/social activities. The interaction and exchange of cultures is crucial for the programme, but the main focus is to be found in the shared situation (parents with children at the same school and in the same classes). The programme has so far positively impacted teachers, classes, students and parents, while raising awareness about the diversity advantage for the overall population. The programme identifies families in the class meetings at the beginning of the year to mentor and to be accompanied, and several activities are planned during the year. Most of the families organise social activities (via WhatsApp groups) to share leisure time, and to strengthen social capital for all. Specific instruments for the programme as well as evaluation processes have been developed over time.

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.

Famagusta District achieved a rate of 25%, which is considerably lower than the city sample's achievement rate of 68%. The occasional actions that already exist provide a solid ground for further advancement of mixing at the neighbourhood level.⁶

⁶ Famagusta's score in the extended Intercultural Cities Index for Neighborhood is 25/77.



Due to fact that the Famagusta metropolitan/urban area is not under the control of Cyprus national authorities, and that the towns in Famagusta District are dispersed and grouped into smaller settlements, the concept of intercultural neighbourhoods in Famagusta's case differs from many other European cities. The towns of Derynia, Paralimni, Ayia Napa and Sotira have all relatively large numbers of foreigners and migrants. Some of them are heavily dependent on tourism, while others have an economy mainly based on agriculture. In all cases, there is an increased mobility of residents between the towns, which creates a unique ecosystem, that might be further developed by implementing an intercultural integration methodology.

As described above, due to the relatively small size of urban settlements, the towns in the Famagusta District do not have policies regulating and avoiding ethnic concentration, this question might seem irrelevant at the moment. Thus, the encouragement of actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods might also seem irrelevant for the towns' authorities. Still, such activities exist on the ground, but they are based mainly on private initiatives. The towns' also host events encouraging the interaction between the residents in the same areas, through community festivals organised by private and public stakeholders through EU-funded projects.

Recommendations

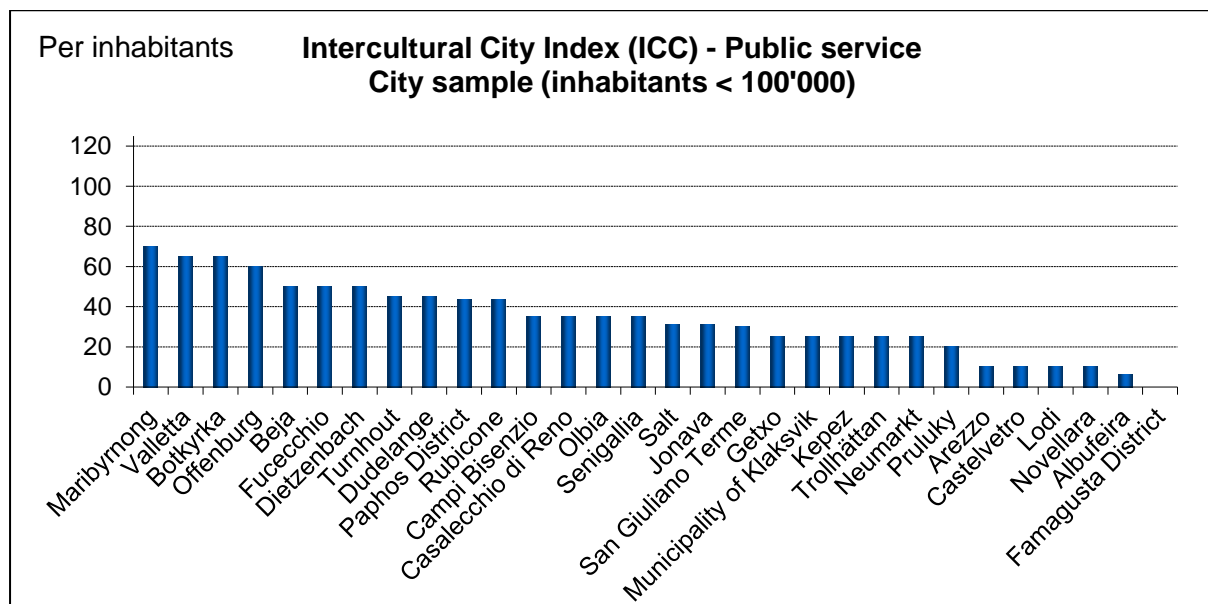
In order to improve the interaction at the local level between the diverse residents in Famagusta District and to improve the quality of life and equal level of development among them, local municipalities might be inspired by the [\(Re\)Writing our neighbourhood](#) project developed by the city of Braga (Portugal). It is a 3-year project, which

in addition to the physical improvement of the social housing neighbourhoods of Enguardas, Santa Tecla and Picoto, the project has eight measures to be implemented in the field, among the communities. They include actions in the fields of arts, culture, education and many other fields. One example of these measures is the Enguardas Community Centre being implemented by Associação Famílias and which prioritises the family and the community, by developing integrated responses, aimed at mitigating social exclusion and isolation and enhancing civic involvement, social development and local solidarity.

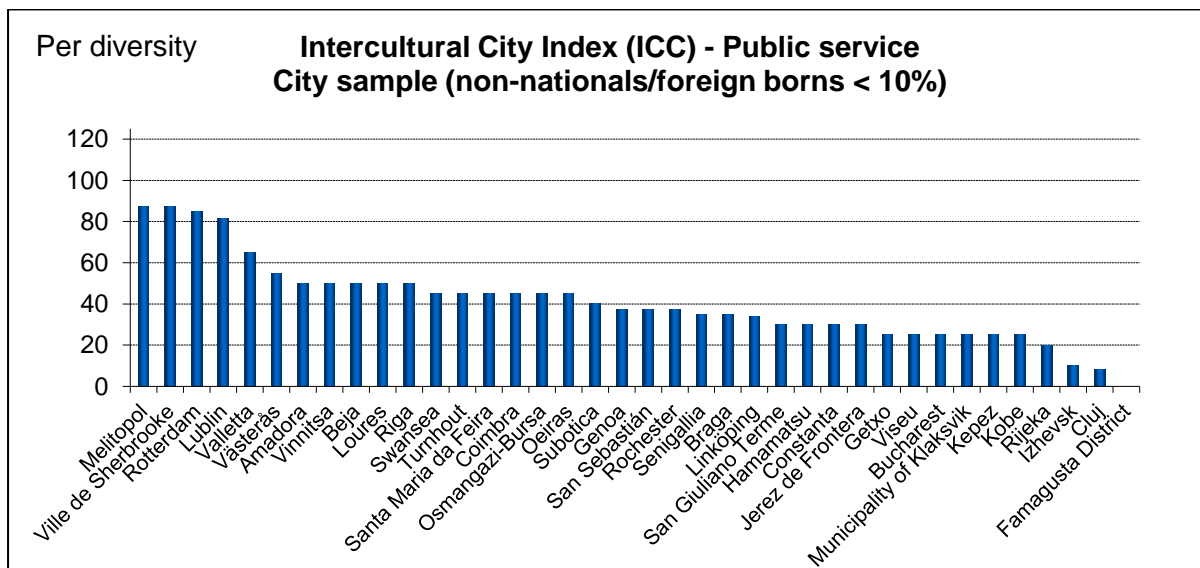
PUBLIC SERVICES

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.

Famagusta District achieved a rate of 0%, which is considerably lower than the city sample's achievement rate of 45%. The Famagusta District is at the beginning of its journey towards the development of public services for its diverse population as an intercultural region.⁷



⁷⁷ Famagusta's score in the extended Intercultural Cities Index for Public Services is 0/48.



Although the migrant/minority background of public employees does not reflect the composition of the district's population and towns do not yet have a recruitment plan to ensure an adequate rate of diversity within its workforce, and do not yet take any action to promote intercultural mixing at the workplace, still such activities are done by the many private stakeholders especially in the tourism sector. There is no evidence that towns take into account the migrant/minority backgrounds when providing burial/funeral services, schools meals or provide gender-sensitive sport-related services.

Recommendations

The municipalities of Famagusta District need to develop the area of equal access to public services for their migrant communities. The synergies with local tourism and cultural sectors might be allies in reaching that goal.

The [Equality Impact Assessment](#) process undertaken in Manchester (United Kingdom) provides a useful support for public services to be culturally appropriate and to achieve benefits for all groups in society. This is a legal requirement in the UK but can be pursued in the absence of a legal imperative. Service areas are analysed for their impact on different groups, with changes introduced as necessary to ensure fitness for purpose and prevent disadvantage arising.

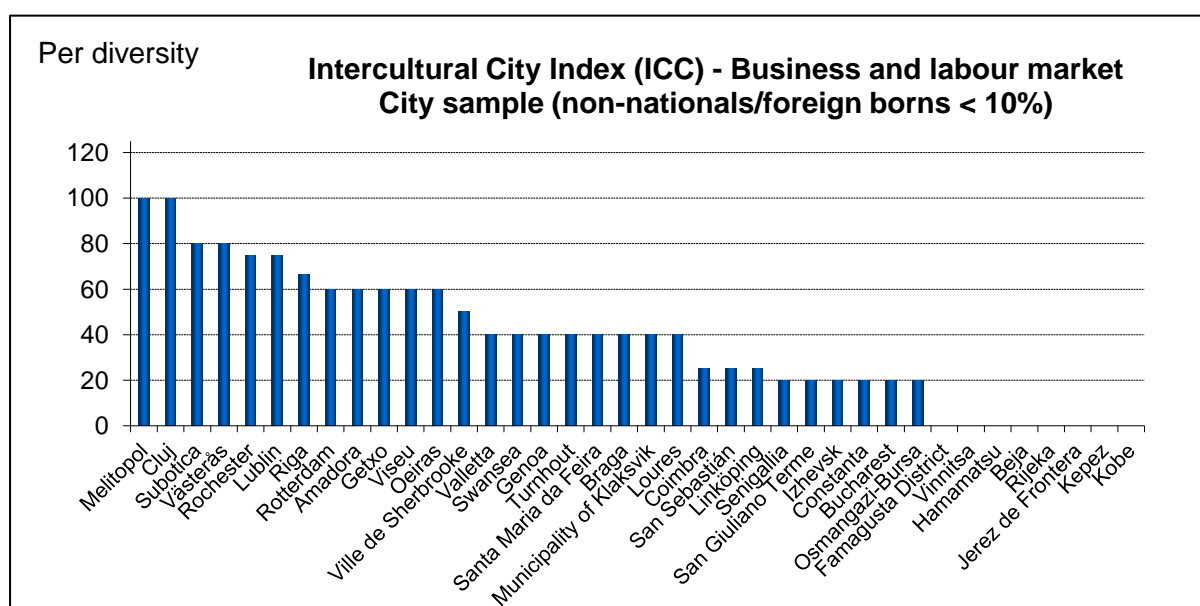
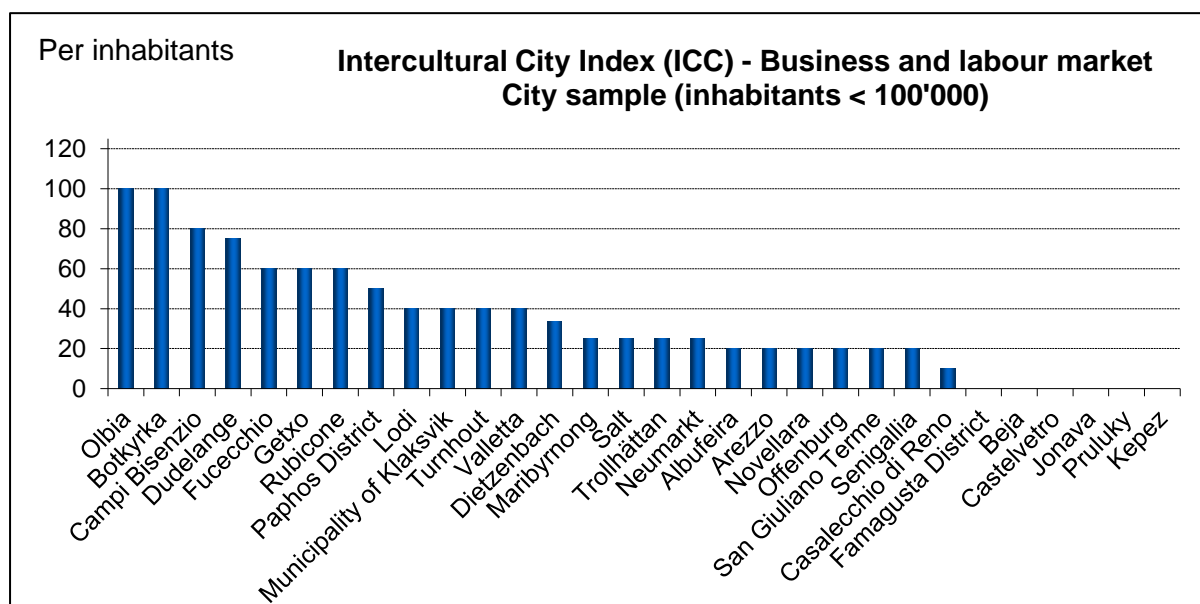
There are good examples from the intercultural city of Montreal (Canada). Its strategic programme [Public service policies for an intercultural Montreal](#) provides an inclusive approach to staffing the public departments with migrants with respective competences. For example, the Human Resources Department has a work sponsorship programme under which candidates facing barriers to employment are able to acquire initial meaningful paid work experience with the city, in the employment sector related to their training. With regard to public employees' intercultural skills, the city provides training for managers to facilitate respect for cultural differences and make them more agile in terms of dealing with problematical situations. For their part, recruitment staff in the staff assignment centre receive training in dispelling misconceptions about cultural differences so as to anticipate and avoid cultural misunderstandings during the process. Following a review of the selection and recruitment process for firefighters, Montreal Fire Department introduced a preferential appointment system for ethnic and visible minorities and changes to the relevant tests so as to eliminate any systemic discrimination in recruitment and facilitate the integration of these groups as firefighters.

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.

Famagusta District achieved a rate of 0%, which is considerably lower than the city sample's achievement rate of 51%. This score reflects the early stage of the districts intercultural journey and the challenge to build a relationship with the private sector.⁸



The Famagusta District economy is heavily dependent on tourism and agriculture, which requires a seasonal foreign labour force. The towns in the Famagusta District probably do not yet use all the possibilities of interculturalism in the field of business and labour, including the possibility to encourage the mainstreaming of business owned by migrants, nevertheless there is a close cooperation between the Famagusta District municipalities and the Employers Federation and Labour Unions. The towns could use the tourism sector to showcase the employment possibilities of migrants who often have a good knowledge of English and other languages.

Recommendations

Sustainable and inclusive tourism could be a powerful way to promote unknown areas and neighbourhoods, provide opportunities for the employment of migrants, and promote intercultural interaction. The towns in the Famagusta District might be inspired by [Diversitours project](#), run by Bilbao and Valencia (Spain) which was based on the model of the European network MIGRANTOUR. Diversitours was developed as a specific intercultural

⁸ Famagusta's score in the extended Intercultural Cities Index for Business and Labour is 0/60.

business model, consisting of an educational and community-led guided walk that contributes to the generation of new narratives for the targeted neighbourhoods, empowering the local community through co-creation and implementation, while dismantling negative perceptions and stereotypes about the territory and its residents. In the course of the project, the two participating cities have developed a methodology for intercultural visits, tours and interactive experiences in neighbourhoods with high numbers of migrants.

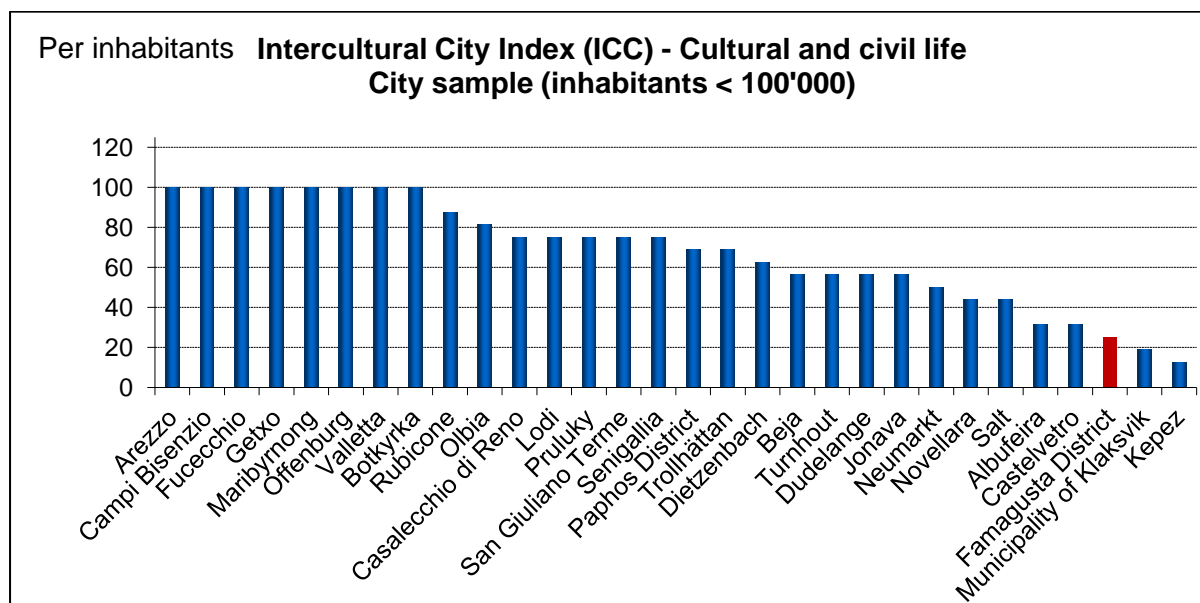
The municipalities could integrate interculturalism and diversity components to their procurement process. As an example, the city of Calderdale (United Kingdom) has committed to social value creation through its [Inclusive Economy Strategy](#). All its procurement activity must be in line with social value requirements and organisational key targets which includes: 1) addressing the climate emergency, 2) reducing inequalities and deprivation and 3) creating thriving municipal economies. As part of the Inclusive Economy Strategy, Calderdale also has some designated initiatives to improve economic activity in the most deprived and diverse communities through community development and project funding to encourage creative and innovative approaches to improving people's economic lives. It has target groups that include the most disadvantaged people in communities with refugees, black and minority ethnic women, black and minority ethnic young people.

On a practical level, it is about adding additional points in the evaluation process of procurement bids for those organisations having clear strategies of diversity, intercultural mixing and equality, not only regarding the gender issues but also the ethnic background. Such measures would bring multiple benefits to society and are the reason why similar horizontal criteria are also used in all EU-funded programmes.

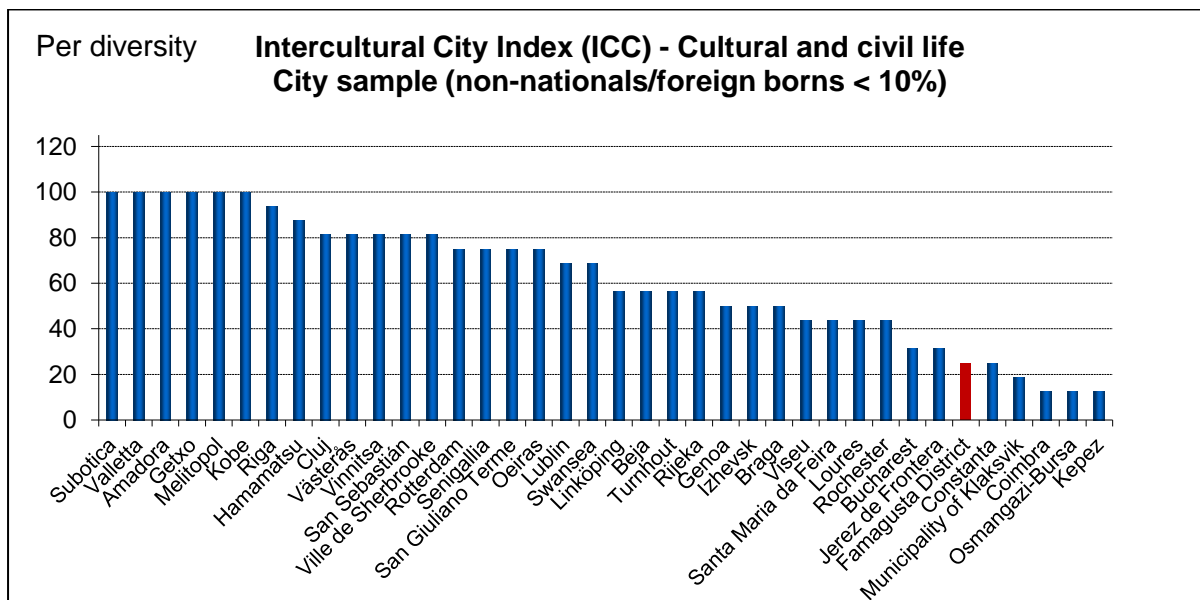
CULTURAL AND SOCIAL LIFE

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.

Famagusta District achieved a rate of 25%, which is considerably lower than the city sample's achievement rate of 73%. The region's EU funded actions provide a solid ground for further utilisation of cultural and social actions in the context of an intercultural region.⁹



⁹ Famagusta's score in the extended Intercultural Cities Index for Cultural and Civic life is 25/73.



Famagusta District private and public stakeholders utilise EU funds in order to develop cultural activities and productions targeting or involving migrants. Despite the lack of interculturalism as criteria for funding by the municipalities of Famagusta District, who also do not often proceed with organising public debates on intercultural themselves, the tourism attractions make it visible on islands cultural life map. Famagusta District might utilise these assets by developing further actions in the field of cultural and social life, increasing the active participation of migrants.

Recommendations

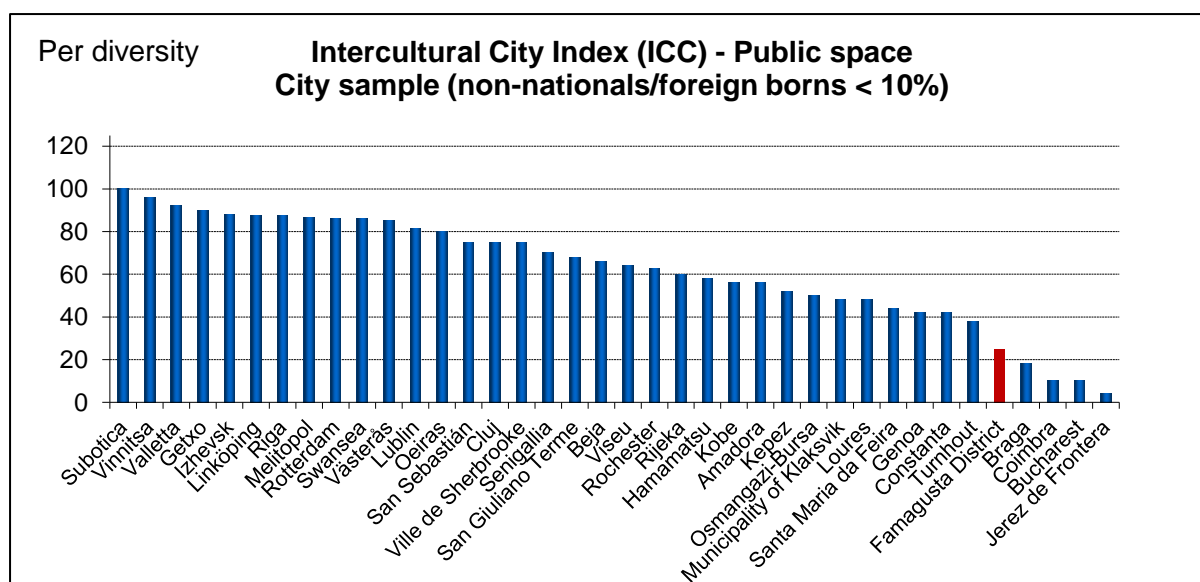
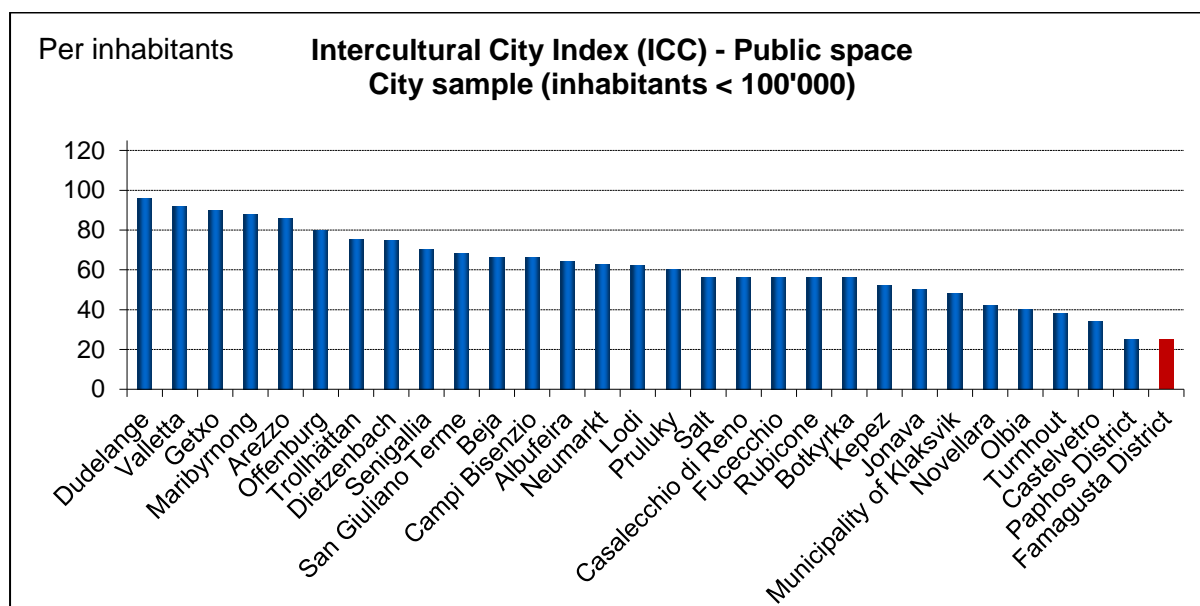
The towns of Famagusta District might consider upgrading existing thematic festivals and mainstream pop-cultural events by adding an intercultural dimension to them. In that way, they might engage migrants into (organisational and artistic) planning and implementation. As an inspiration, towns might follow the example of the city of Ravenna (Italy), which promotes the inclusion of migrants in the city life and raises awareness on interculturalism and integration through the [Festival delle Culture](#) project. The action involves immigrant associations, volunteers and local residents in the organisation of festival activities, coordinated by facilitators from Ravenna's Municipality. The festival aims at fostering social participation and engagement and making the immigrant association protagonists and responsible for the communication about the thematic issues. Each edition of the festival is characterised by a specific theme (global citizenship, combat stereotypes, human rights, cultural identity, etc.), addressed through debates, seminars, exhibitions, and cultural entertainment.

In addition to that, the municipalities in Famagusta District could use their Intercultural Network in order to organise wider public discussions around the issues of the cultural and civic life and interactions between the local population and migrants. Camden (United Kingdom) has several examples of [how it uses cultural projects to reflect and promote the diversity of its communities](#) including organising public debates or campaigns on the subject of cultural diversity and living together.

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.

Famagusta achieved a rate of 25%, which is considerably lower than the city sample's achievement rate of 67%. Although Famagusta does not face the phenomena of high ethnic concentration, there are possibilities for the better use of public space towards the development of more sustainable intercultural policies.¹⁰



Despite the fact that the towns in Famagusta District are not facing the phenomenon of ethnic concentration, there is an evident lack of any action promoting the inclusive use of public space. The small size of the towns provides a feeling of safety for all citizens and their tourism promenade routes offer a good basis for further actions encouraging intercultural mixing. They could also take the advantage of the numerous museums, parks, sports infrastructure, playgrounds, squares, where locals, migrants and tourists meet and encourage intercultural exchanges, dialogue and mutual enrichment and interaction.

Recommendations

The Famagusta District towns could consider taking measures of deeper and more inclusive public consultations when developing new or reconstructing existing infrastructure.

In order to utilise their public spaces in a more intercultural manner, the municipalities of Famagusta District might be inspired by the City of Kirklees (United Kingdom), which has launched a [place based cultural development](#) running from 2018 until 2023, and which is dealing with public spaces and community engagement through arts and culture. It aims to deliver district wide cultural initiatives, rooted in place that engages with all the towns and

¹⁰ Famagusta's score in the extended Intercultural Cities Index for Public space is 20/67.

villages. There are two large programmes: WOVEN, a textile festival, and the Year of Music 2023, an initiative to deliver transformational place-based system change in line with the regional year of cultural celebration.

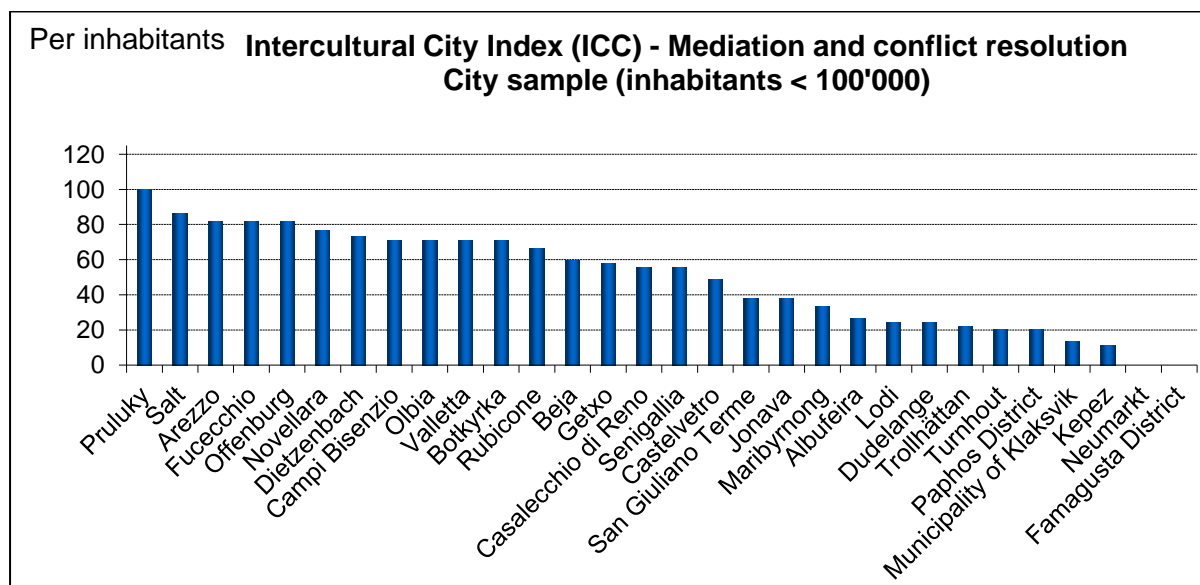
The [Anti-Rumour Picnic Banquet](#) hosted by Erlangen (Norway) is another example of using a public space to promote intercultural mixing. A giant picnic was set along the main street with about 1,000 residents and asylum-seekers involved. A ‘Living Library’ along the tables offered open conversations with asylum seekers. Placemats were used to present and debunk rumours.

The towns in Famagusta District could be inspired by the Cascais (Portugal) where they have implemented the project [Muraliza](#), the city is transformed through street art, which shows the many cultures of the city. The event attracts many tourists every year that also have the opportunity to take part in guided visits to achieve a deeper understanding of the pieces.

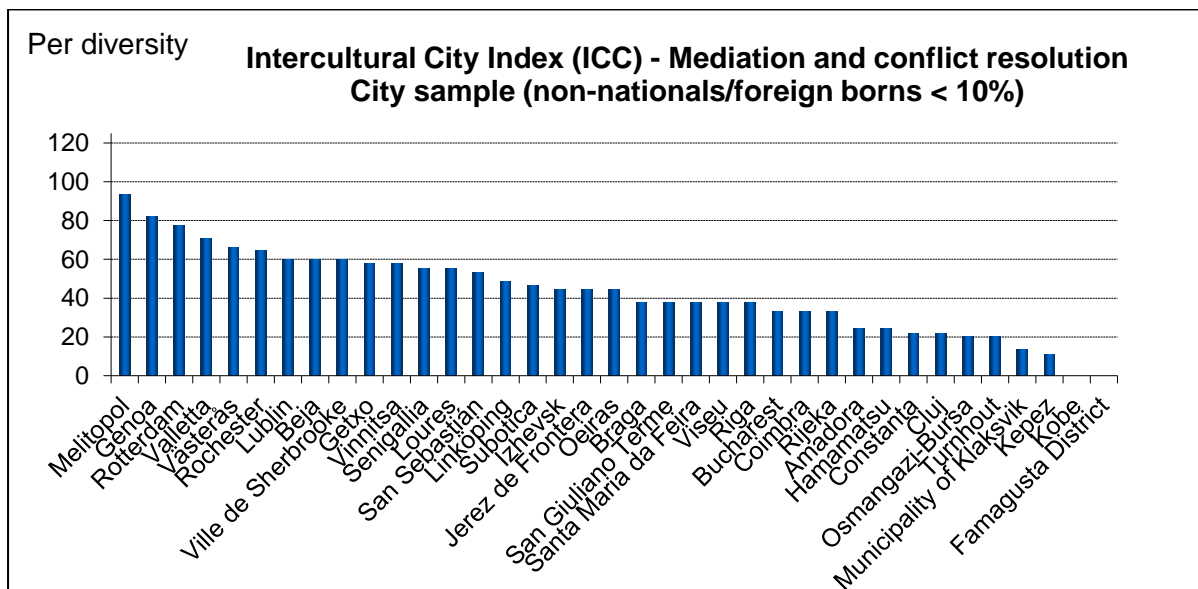
MEDIATION AND CONFLICT RESOLUTION

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.

Famagusta achieved a rate of 0%, which is considerably lower than the city sample’s achievement rate of 58%. Since there is no evidence of mediation and conflict resolution services, this field would need to be further developed during region’s intercultural path.¹¹



¹¹ Famagusta’s score in the extended Intercultural Cities Index for Mediation is 0/56.



Although the municipalities of Famagusta District do not provide professional or general services for mediation of intercultural communication and/or conflict, and there is no formal inter-religious body, some of them run inter-religious and inter-communal programmes between Greek Cypriots and Turkish Cypriots. One example is [Garage Space](#) in Derynia. Also an important, island-wide initiative called [Religious Track of the Cyprus Peace Process](#), run by the Swedish Embassy offers a good platform bringing together representatives of all major religious confessions on the island for dialogue and joint actions.

Recommendations

The appointment of a specialised body providing intercultural mediation and conflict prevention could provide multiple services to the Famagusta District municipalities. Such a body could be developed either between the municipalities, or in cooperation with other public or political instances.

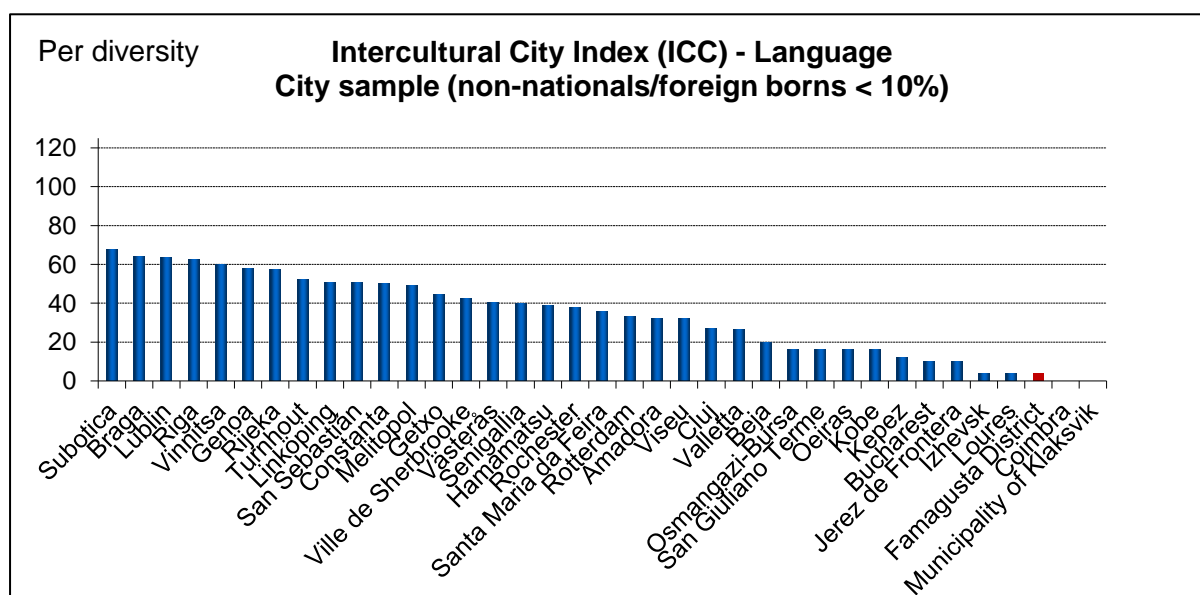
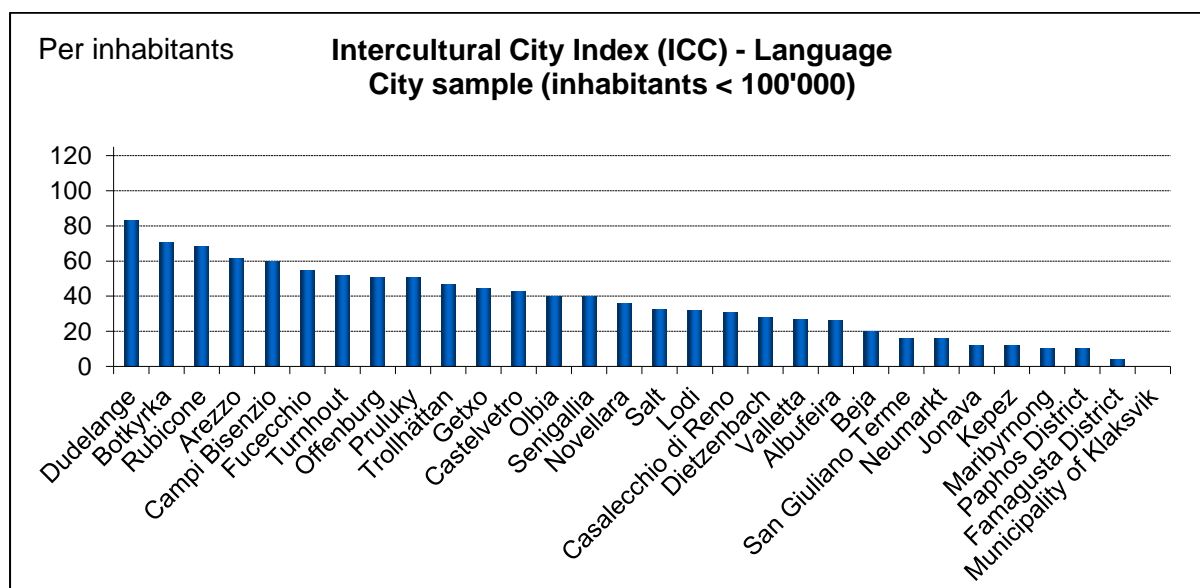
For example, the city of Bergen (Norway) has introduced many initiatives to achieve its mediation and conflict resolution policy objectives. The city has set up a [generalist municipal mediation service](#) which also deals with cultural conflicts. Bergen also provides mediation services in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems. The Intercultural Network of the district would be a good place to start a public discussion on this topic and lead the practical implementation of such an idea, through its intercultural strategy and action plan.

The [municipal mediation system of Sabadell](#) (Spain) could also serve as a source of inspiration and learning in this field. Two trained professionals in the council offer intercultural mediation, one works with Maghrebian people and the other with Sub-Saharan people. The service is offered to professionals from the different municipal services (social services, education, economic promotion, housing, etc.) as well as to supra-municipal institutions (hospitals, ambulances etc.) and to entities and associations that require it. In addition, the mediators provide accompaniment whenever necessary to various external services (social security, tax, courts, etc.) across the various municipal services and to other entities that require this service.

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.

Famagusta achieved a rate of 4%, which is considerably lower than the city sample's achievement rate of 45%. The region's initiatives should be a basis for further promotion of multilingualism.¹²



The municipalities of Famagusta District provide support to private/civil sector organisations providing language training in migrant languages. Also, initiatives such as the Migrants Information Centre (MiHub) use EU funded programmes in order to offer Greek language classes. Despite the fact that there is no evidence that towns seek to give a positive image of migrants languages, due to the frequent use of English traditionally, but in recent years the use of other EU languages (German, French) but also Russian, Arabic and many others in Cyprus, in a way multilingualism is becoming a part of local life and culture.

Recommendations

Famagusta municipalities might take advantage of the large number of tourists and travellers in the area in order to develop multilingual content starting from the guides, tourist information to educational content. The life-long learning programmes of the Ministry of Education might be also used to offer courses in the languages of local migrants. As an inspiration, Famagusta municipalities might see the model developed by the city of Stavanger (Norway). [Johannes Learning Centre](#) is Stavanger's main vehicle for building language competence. Although originally all the staff were Norwegians, 40% are now of minority background. The school has developed from being only concerned with using and teaching Norwegian to bilingualism and multilingualism, with mixed staff. To

¹² Famagusta's score in the extended Intercultural Cities Index for Language is 4/43.

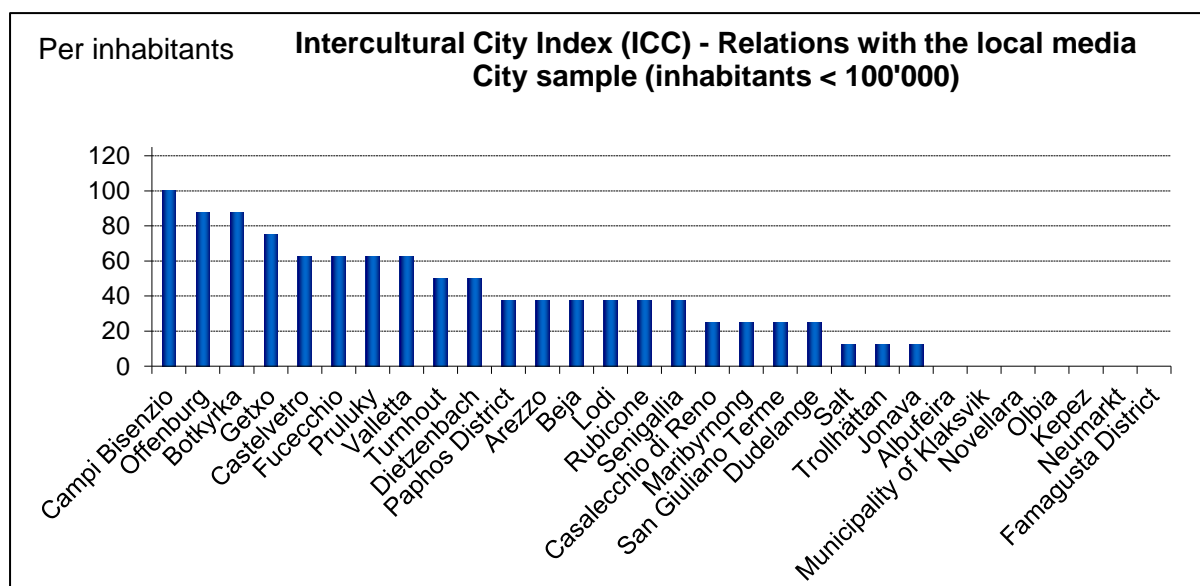
achieve this, they introduced a policy of hiring former students and appointing people with bilingual skills, wherever there was a need. As a consequence, the school has achieved much better results.

Another good practice that can serve as an inspiration comes from Barcelona, Spain where the city deploys steady efforts to [boost the learning of languages that make up the linguistic ecology of its neighbourhoods](#), in accordance with the Universal Declaration of Linguistic Rights. A learning programme for family members' languages - recognising and promoting the linguistic diversity in Barcelona's neighbourhoods - has been launched too. Implemented in different districts of Barcelona, the project has been launched through different actions aiming to encourage children to learn their mother tongues outside school hours.

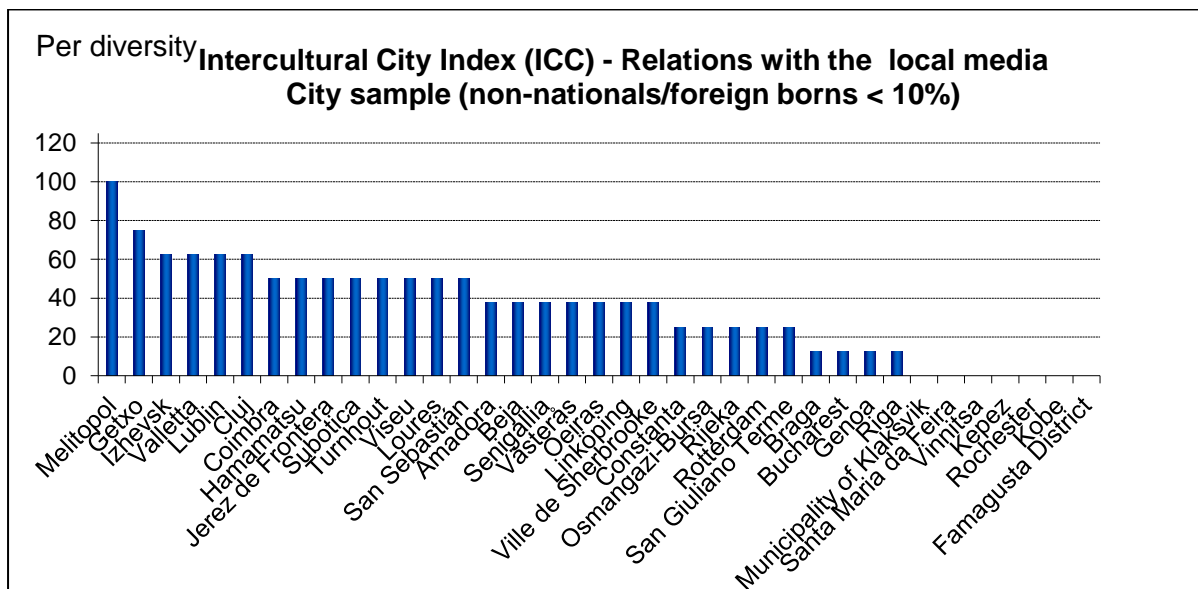
MEDIA AND COMMUNICATION

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.

Famagusta achieved a rate of 0%, which is considerably lower than the city sample's achievement rate of 45%. Although the media sector in Famagusta region might not be very large, there is an evident lack of any coordinated action.¹³



¹³ Famagusta's score in the extended Intercultural Cities Index for Media is 0/46.



Due to fact that Famagusta District does not host many media companies, there is very little evidence of local policies dealing with the image of migration portrayed by local media. More efforts might need to be provided in terms of a strategical move towards a positive communication from the municipalities regarding migration and interculturalism. The participation of journalists and media representatives in the Famagusta Region Intercultural Network, continuous communication with them based on the political commitment and possible training activities are some of the activities that towns in Famagusta District could further develop. Incentives could also be provided to local journalists of migrants' background in order to start electronic and social media.

Recommendations

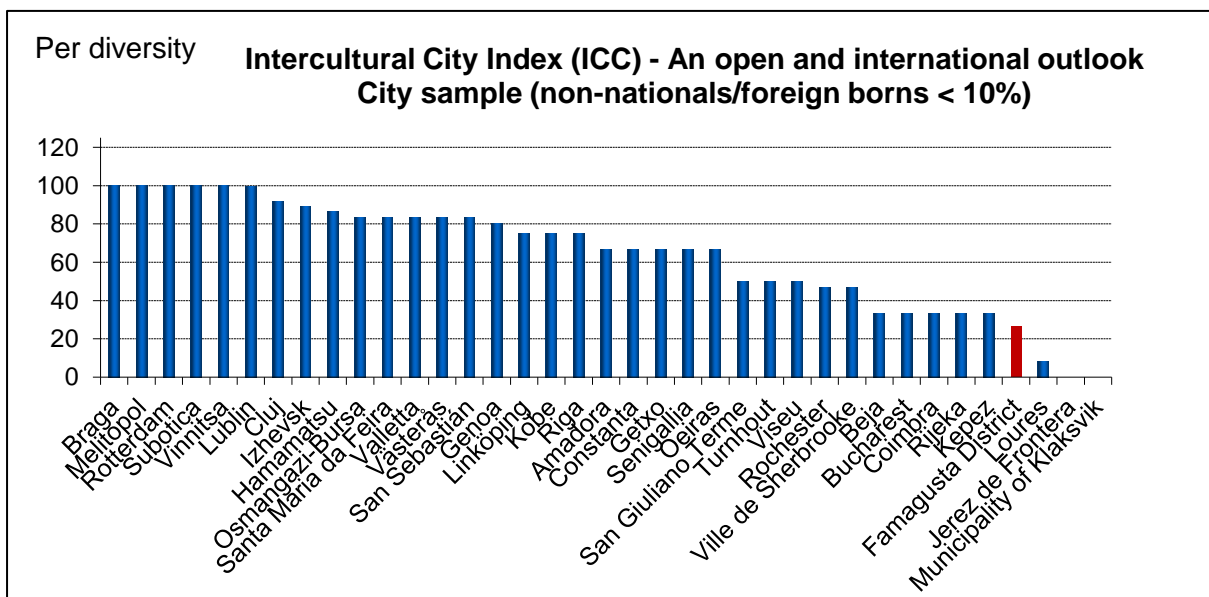
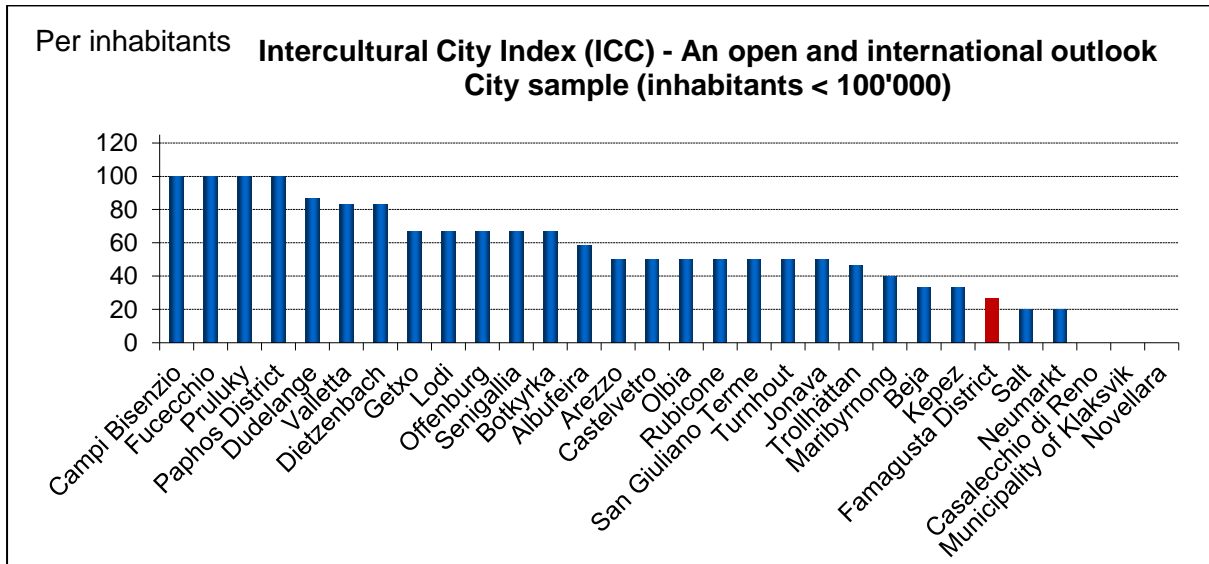
In order to promote the positive culture of diversity in the region, Famagusta District municipalities might be inspired by the city of Sabadell (Spain), which [highlights diversity as an advantage through media and campaigns](#). The city actively monitors local media and social networks to know how they represent migrants or minority groups. So, when local media portray people with migrant/minority backgrounds through negative stereotypes, the communication department contacts the media concerned to explain the City Council's communication policy. Additionally, the city has carried out training sessions addressed to media to avoid negative stereotypes under the [Antirumours Strategy](#) "Sabadell Antirumors". In addition to that, within the Famagusta Region Intercultural Network, the municipalities might collaborate with Cyprus Union of Journalists and the Committee of Journalism Ethics in order to develop monitoring mechanisms and communication with the local media ecosystem.

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.

Famagusta District achieved a rate of 27%, which is considerably lower than the city sample's achievement rate of 70%. Despite the low score, there are examples of municipalities in the district participating in international programmes and connections with cities from where its migrants are originating from.¹⁴

¹⁴ Famagusta's score in the extended Intercultural Cities Index on International Outlook is 27/69.



Despite the lack of explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, or other areas, Famagusta municipalities use EU-funded projects and town-twinning in order to establish connections and collaboration with other European cities. The district does not host many colleges or universities, so the number of foreign students is much lower than in other Cyprus Districts. Still, the existing number of migrants in the region could be further used for the development of business relations with the cities and countries of their origin.

Recommendations

The towns in the Famagusta District could, for example, sign collaboration agreements with foreign towns or organisations based in other countries, offering internships or facilities for young professionals in the tourism sector, or foreign artists, in addition to maintaining the regular contact with the twin cities.

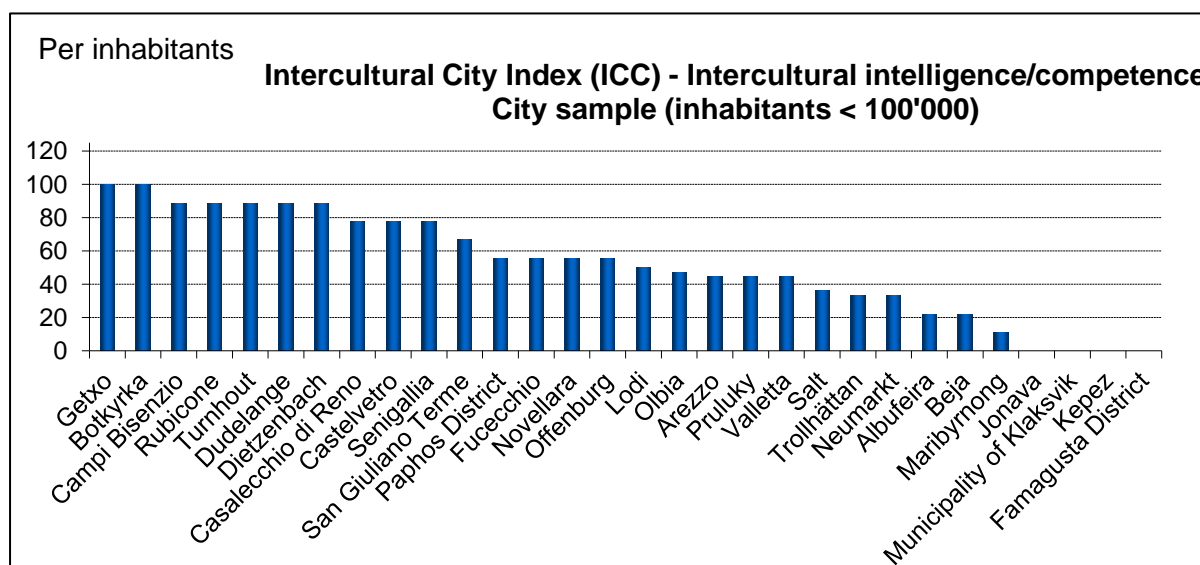
An interesting initiative comes from [Santa Maria da Feira \(Portugal\)](#), where diversity and migration are perceived as a window to explore new opportunities and new markets. For this reason, the municipality is planning the launch of an online platform which will serve as a link between local business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

The municipalities of Famagusta District might consider assigning the task of international cooperation to a joint dedicated team. They might be inspired by the example of the city of Leeds (United Kingdom), which has a concrete and strategic [policy to encourage international cooperation](#) in economic, scientific, cultural, or other areas. The policy further has a specific financial provision, and the city actively takes action to further the international relations. The city has an International Relations Team who work alongside the Visitor Economy (Tourism) and Inward Investment (Economic Attractiveness) teams within the Economic Development Unit. Although structurally the International Relations team sits within Economic Development, it carries out a corporate function to internationalise the city by promoting international cooperation within the council, across partner organisations and involving civil society organisations, cultural organisations and private sector companies. The team also promotes the active involvement of the city council, the universities and other partners in international networks. The team works closely with schools and the Children and Families Directorate to carry out projects which promote a sense of global citizenship in the younger generation. The city also promotes its international cooperation through a website '[Global Leeds](#)'.

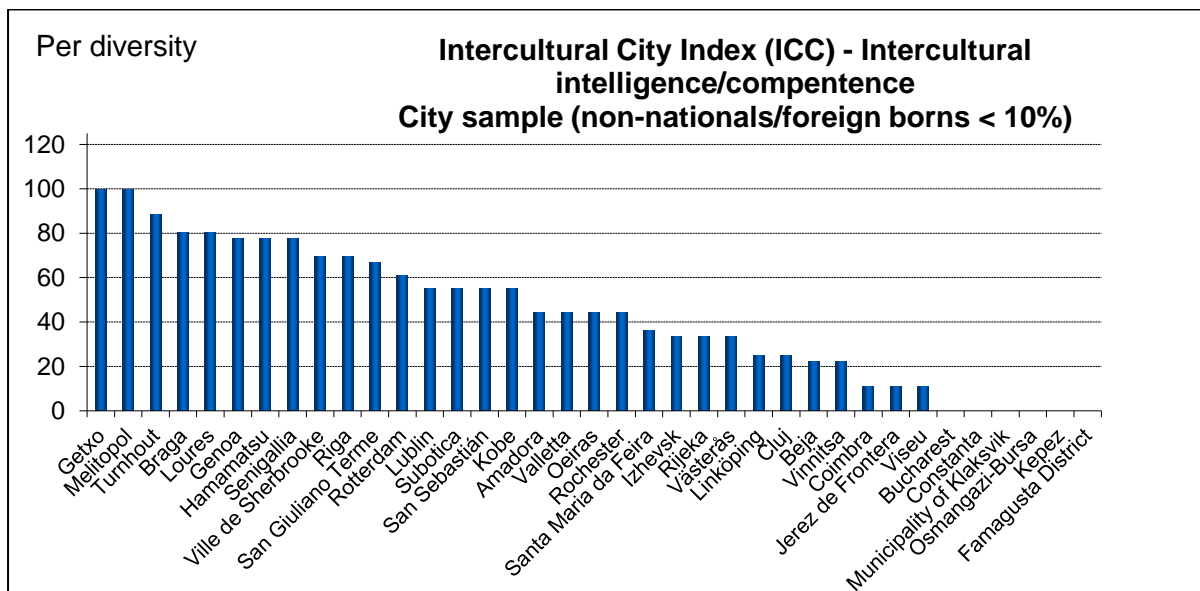
INTERCULTURAL INTELLIGENCE AND COMPETENCE

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.

Famagusta District achieved a rate of 0%, which is considerably lower than the city sample's achievement rate of 60%. The region is at the beginning of its intercultural development in terms of intercultural intelligence/competence¹⁵



¹⁵ Famagusta's score in the extended Intercultural Cities Index on Intercultural Competence is 0/56.



The size and the geographical composition of the municipalities in the Famagusta District makes the collection of statistical and qualitative information about diversity and intercultural relations quite difficult. There is no evidence that municipalities directly or through an external body, carry out surveys about the public perception of migrants or on the feeling of security/safety with respect to people with migrant/minority backgrounds. These occur as a result of private organisations who work directly with refugees and migrants. There is no evidence that local municipalities promote the intercultural competence of its officials and staff, in administration and public services, although there have been some trainings at the national level.

Recommendations

Data collection in Famagusta District might be a particular challenge, due to lack of research institutions, universities and colleges, but also the limited amount of local civil society organisations. In order to be able to develop evidence-based policies, the municipalities in the Famagusta District might consider collaborations with the private sector, national authorities, existing local and national CSOs, while utilising the funding opportunities from EU programmes. The towns might also develop a joint initiatives in order to share the costs of such research.

Regarding the intercultural data collection and intelligence, Famagusta District municipalities might be inspired by the Intercultural city of Ansan (Korea). Korea conducts [a triannual survey of residents on their intercultural acceptance](#). The findings from the survey serve as reference data for policy development. To ensure even more precise information analysis, Ansan City plans to conduct its own intercultural acceptance survey once a year. Ansan was the first local government in South Korea to publish statistics on multicultural and international households, which consist of 98 types of standard statistical data for policy development. The city also publishes annual social survey reports that include a survey on people's awareness of non-nationals, conducts annual fact-finding surveys of Koryo-saram in Ansan and regular surveys on non-nationals' human rights.

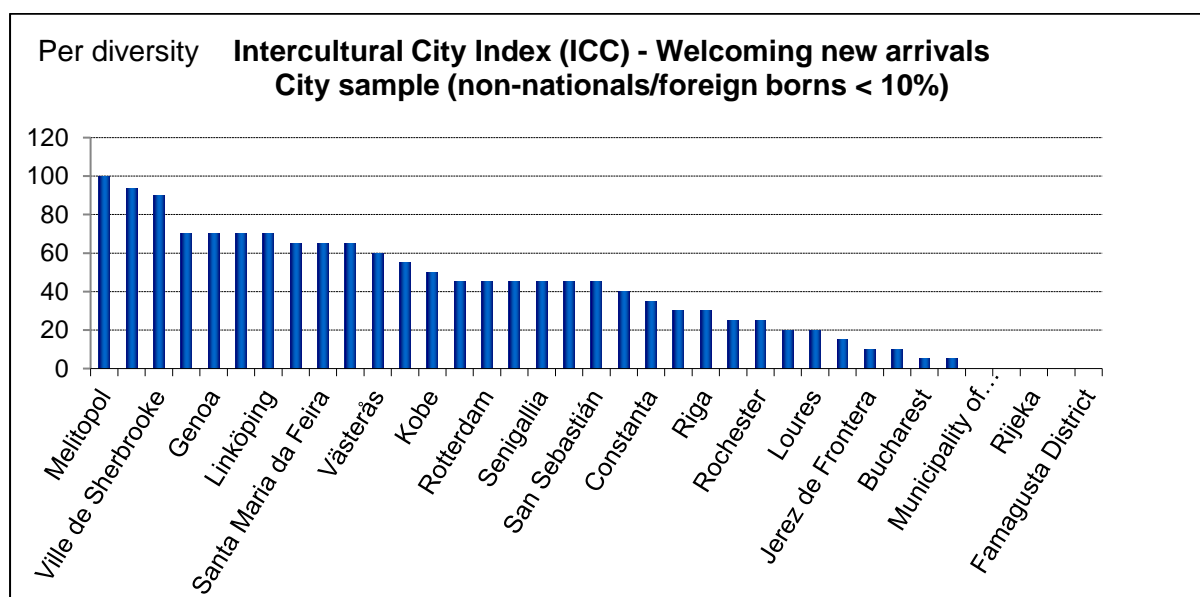
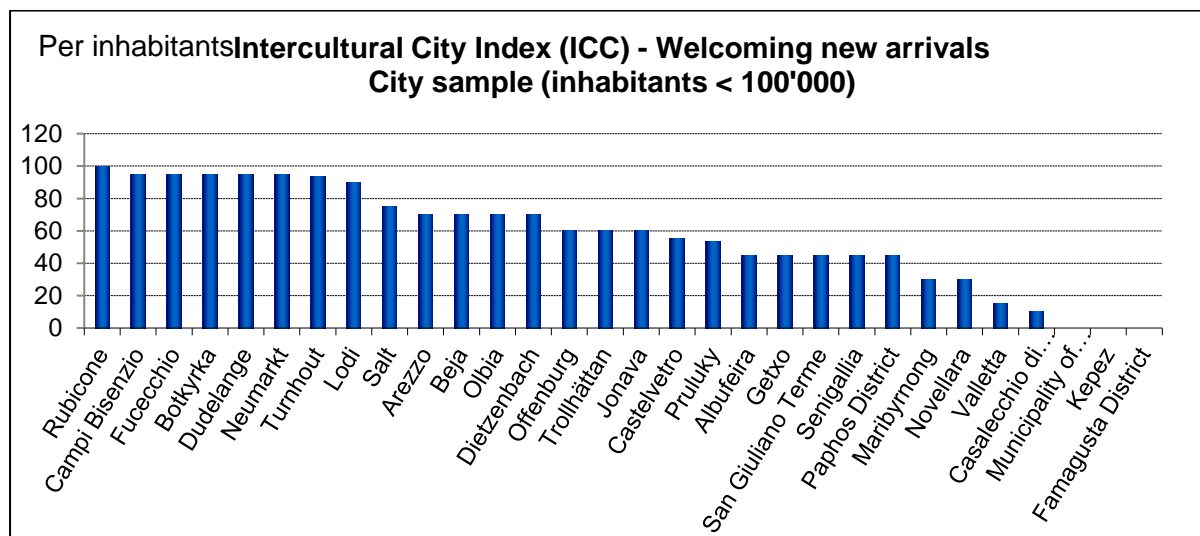
Staff training on intercultural competences enables the administration and public services to reflect intercultural principles in their work. The municipalities could consider providing an ongoing programme of intercultural training for staff members. This would develop a general awareness among staff of intercultural principles and how to put these into practice, alongside strengthening intercultural skills for staff in management and planning positions. For example, Reykjavik (Iceland) has designed a specific training course ["Can't I do or say anything anymore?"](#) for city employees to prevent misunderstandings in a diverse workplace and to open up a dialogue about discrimination, equality, prejudice, and stereotypes. All city departments are targeted. It is specifically workplace oriented in its focus.

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.

Famagusta achieved a rate of 0%, which is considerably lower than the city sample’s achievement rate of 57%. The region might be choosing from a wide range of good practices from other intercultural cities.¹⁶



Developing a town-specific welcome package for newcomers in the Famagusta District might be a challenge bearing in mind their relatively small size and interconnectedness in terms of labour mobility and commuting. The cities evidently lack structures, like a designated agency, unit, person, or procedure to welcome newcomers, probably due to a general lack of municipal staff. It seems that there is no practice of welcoming of supporting specific groups like families, students, minors or workers, neither a specific ceremony organized in order to greet all people arriving to live in the district regardless of origin or nationality.

Recommendations

The provision of the important town-specific information would prevent a number of negative aspects of migration. It would boost the sense of belonging to the local community and the new town of residence. The municipalities of

¹⁶ Famagusta’s score in the extended Intercultural Cities Index on Welcoming Newcomers is 0/60.

Famagusta District might be inspired by the city of Amadora (Portugal). Amadora adopted a Municipal Plan for the Integration of Migrants which is now already in its second edition (until end 2020) and whose general objectives are to promote partnership among all stakeholders, foster synergies between existing resources, implement a coordinated approach to migrant integration, and seek to set shared goals and responsibilities to enhance the opportunities that migration and diversity represent. The MPIM is duly framed in local planning, namely in the 2018-2025 Health and Social Development Plan and - nationally - in the strategies defined by the 2015-2020 Strategic Plan for Migration. In order to further enhance this work, and in a logic of interculturality to encourage a positive perception of diversity and a participatory approach to citizenship, the municipality of Amadora has now prepared and launched a [“Welcoming Guide for the Migrant Population”](#). The guide gathers information on the resources available in the city of Amadora to support migrants and provides basic information about social coexistence, which are fundamental for the proper integration into the host community. The objectives of the Welcoming Guide for the Migrant Population are to inform about existing support resources in the municipality of Amadora; to maximize the articulation between existing resources and actors whose area of intervention may be complementary for the integration of migrants; to promote the active participation of the community in the integration of migrants and to communicate the intercultural reality of the municipality of Amadora to its residents.

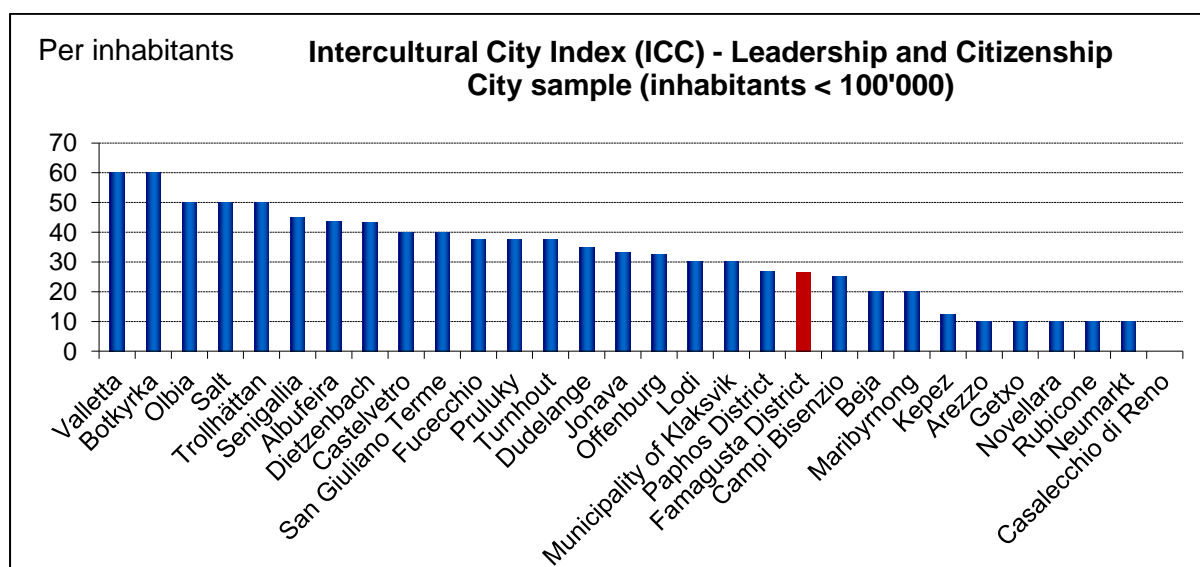
Smaller initiatives can also have an impact in welcoming newcomers such as the regular Migrant Morning Tea organised by Ballarat (Australia). These morning teas have helped establish friendships across cultures, provided settlement information to new migrants regarding assistance that may be available.

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

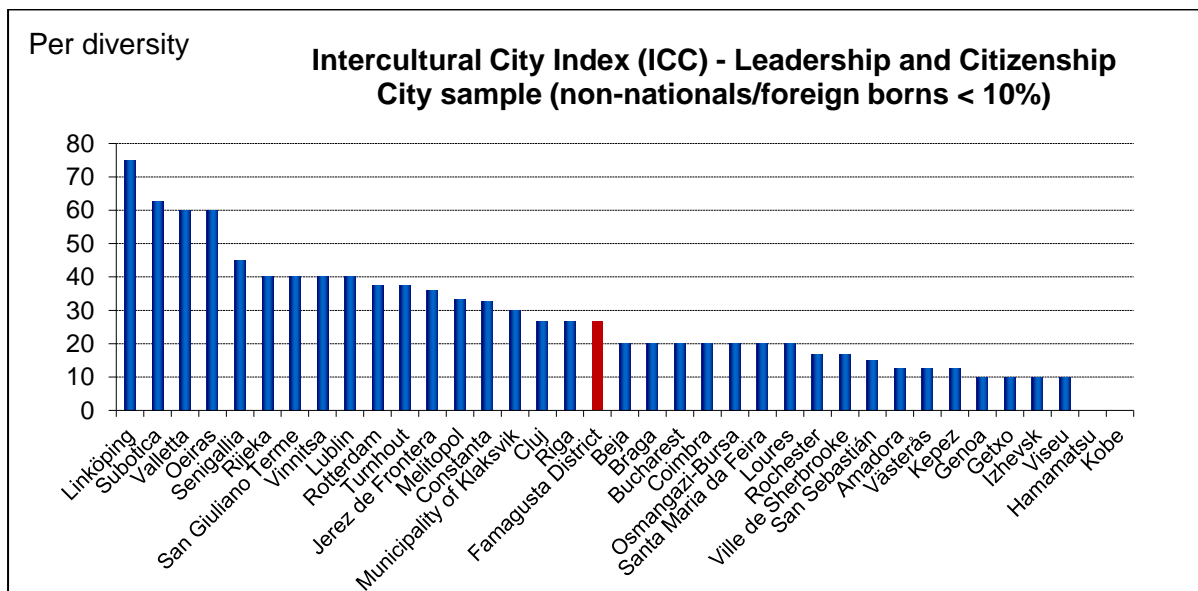
LEADERSHIP AND CITIZENSHIP

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.

Famagusta achieved a rate of 27%, which is slightly lower than the city sample’s achievement rate of 36%. The newly established Intercultural Network for the Famagusta Region might provide a solid ground for further development of citizenship and leadership activities.¹⁷



¹⁷ Famagusta’s score in the extended Intercultural Cities Index on Citizenship is 22/47.



According to Cyprus national legislation only Cypriot and EU citizens have the right to vote and to be elected in local elections. This may create a situation where migrants cannot easily express their concerns and problems. The lack of involvement in the political process might further cause exclusion and discrimination phenomena. Since the change of the voting right legislation might take some time, the development of independent consultative bodies through which people with migrant/minority backgrounds can voice their concerns and advise the municipal council on diversity and integration matters might be a temporary solution. The Intercultural Network for the Famagusta Region provides a solid ground for the development of such structures.

Recommendations

Bearing in mind the small size of the Famagusta District municipalities, they might be inspired by the city of Reykjavik (Iceland). The Human Rights Council of the City of Reykjavik has granted a financial support to the project “[Class in politics for immigrant women](#)” organised by the Icelandic Women’s Rights Association. The project was fulfilling the aims of the City’s Human Rights Policy and both working against gender inequality and supporting the city’s intercultural approach. The classes were spread over seven weeks and the programme consisted of: basics of political system in Iceland both on municipal and governmental level, “unwritten” rules of politics, empowerment training for women, and training in making speeches, contacts with media and interview skills. The participants had the opportunity to meet representatives of all political parties represented in the Icelandic Parliament and visit Alþingi guided by parliament members.

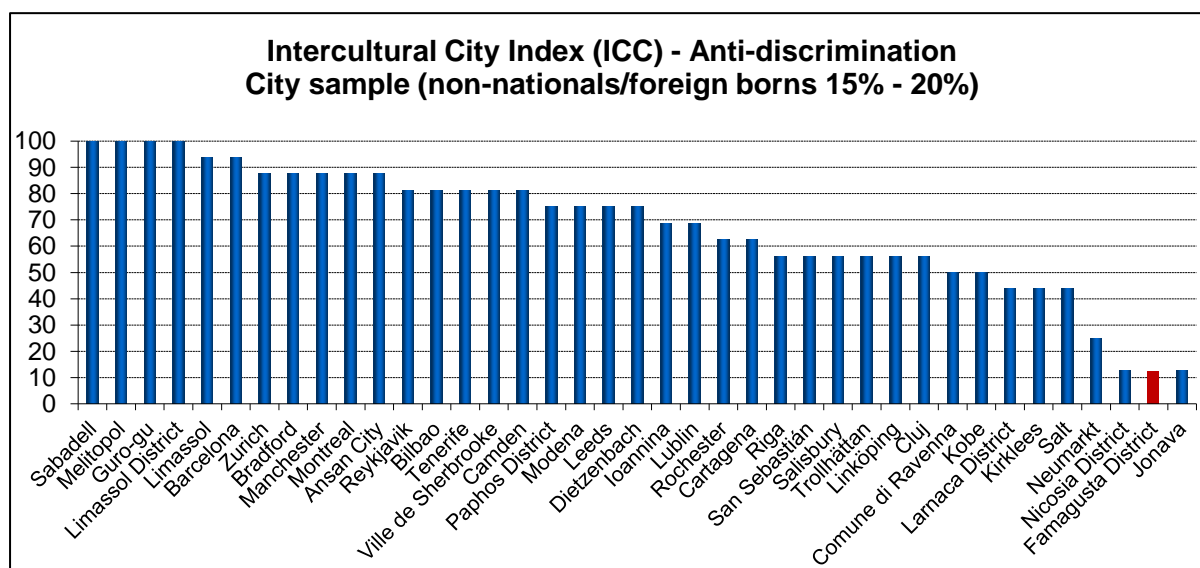
A similar example can be found in the city of Ballarat (Australia) which established the [Multicultural Ambassadors’ Program](#) to provide leadership within the migrant community, by encouraging minorities to participate in the political life of the city. The programme aims to enhance community awareness while fostering social cohesion and mutual acceptance.

ANTI-DISCRIMINATION

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

Indicators on anti-discrimination have been included in the Intercultural Cities Index since 2019. The data collected so far is not yet relevant for statistical purposes. So far, 38 cities have replied to this new Intercultural Cities Index

chapter. Famagusta District's rate of achievement in the field of anti-discrimination is 13%, out of city sample of 67%. This score shows that certain actions on diversity and anti-racism could be a basis for further anti-discrimination actions.



The municipalities in Famagusta District are considering revising municipal rules in order to avoid any kind of discrimination. Despite the lack of an intercultural binding document proscribing any kind of discrimination, a dedicated service to support the victims of discrimination, financial or logistic support for CSOs working in the respective field, or any monitoring mechanism estimating the extent and the character of discrimination in the region. The Famagusta municipalities still sometimes organise campaigns, events, and information days on various themes such as equality, anti-discrimination, and the promotion of social inclusion and/or human rights in collaboration with local CSOs.

Recommendations

Sabadell (Spain) is a good example of [revising municipal rules to prevent discrimination](#). The city signed the European Charter for the Safeguarding of Human Rights in the City, committing itself to incorporate its principles and norms into its local legislation. The charter recognises the guarantee of rights to all persons residing in the city without discrimination on the basis of colour, age, sex, sexual choice, language, religion, political opinion, national or social origin or income level. Municipal regulations have been revised to ensure that they comply with successive legislative changes, such as the law on places of worship and the law to guarantee LGBTI rights. All the new ordinances are elaborated taking into account the perspective of diversity and in particular it is being contemplated as a priority in the legislation on coexistence that is currently being elaborated. Additionally, the Civil Rights and Gender Department is working on the review of all municipal legislation to incorporate the articles of the European Charter for the Safeguarding of Human Rights in the City.

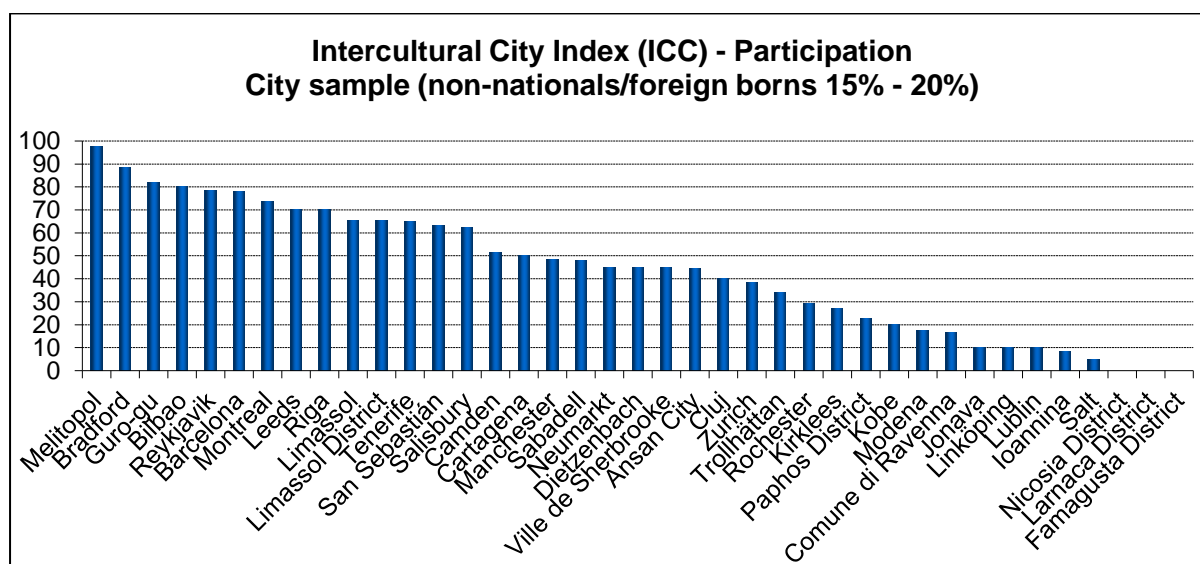
In order to systemically combat any form of discrimination, the municipalities of Famagusta District might develop a joint framework for monitoring the situation on the ground. An example of a strategic approach in anti-discriminatory action can be found in the city of Botkyrka (Sweden), which proceeds with [Equality Planning](#) actions. The municipal council in Botkyrka has developed specific systems to advance the goal of an equal Botkyrka and give expression to its values that include: citizen-focus, diversity as an asset, staff competence, flexibility and adaptability of organisation, and commitment to realising citizen's entitlements. The city combats systemic discrimination through goal-driven and evidence-based processes and activities. This is a comprehensive approach covering the workplace and service provision and encompassing a range of groups experiencing inequality. This approach is rooted in the 'Strategy for Equality in Botkyrka', which sets out the long-term ambitions of the municipality for a more equal Botkyrka. It is based on the Discrimination Act, as amended in 2017, which provides for a duty on employers to take a goal-oriented approach to advance equality on the grounds of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation and age. Employers are required to draw up a plan for equality at work and take active measures for equality based on an

investigation of the current situation in the organisation. Such actions within the municipal mechanisms of Famagusta municipalities would ensure highest anti-discrimination and equality standards.

PARTICIPATION

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

Indicators on participation have been included in the Intercultural Cities Index since 2019. The data collected so far is not yet relevant for statistical purposes. So far, 38 cities have replied to this new Intercultural Cities Index chapter. Famagusta's rate of achievement in the field of participation is 0% and the city sample 44%. More efforts on increasing participation will make Famagusta a more intercultural region.



The municipalities in the Famagusta District are just starting the development of their participation policies. The establishment of the Intercultural Network for the region might be helpful in order to set the basic mechanisms, which might include the intercultural strategy, action plan and a budget. Also, there is no evidence that Famagusta District towns monitor the representation of migrants in the governing and school boards, other working groups or trade unions. Also, the monitoring of equal participation based on gender is still not taking place.

Recommendations

In order to improve the field of participation of its diverse residents, Famagusta District stakeholders should take advantage of the work of the Intercultural Network for Famagusta region. By involving more and more stakeholders in the network, discussing and prioritising objectives and jointly implementing participative actions like an intercultural strategy and action plan, Famagusta District has an opportunity to quickly advance this intercultural goal.

In addition to that Famagusta municipalities might consider good practices of the [Mondinsieme Assembly](#), implemented by the city of Reggio Emilia (Italy). Citizen engagement and citizen participation are key elements for the Municipality of Reggio Emilia. Calling itself “La Città delle Persone” (the City of the People), the City administration has always addressed people’s needs, concerns and interests, by collecting their views and

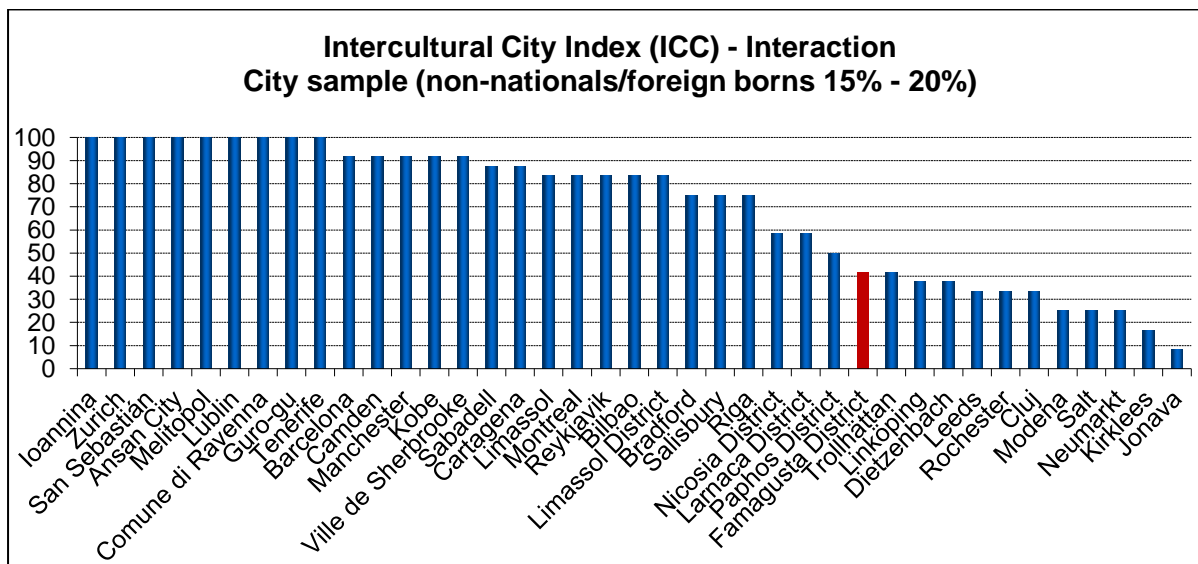
proposals through formal and informal actions and initiatives. In the frame of the city's intercultural strategy, in 2011 the administration transformed the existing intercultural centre Mondinsieme (until then a municipal office) into a Foundation with own administrative bodies. With this decision the Municipality intended to strengthen the immigrant associations' sense of ownership and active participation within the City. The associations are no longer considered as only beneficiaries, they also contribute to shape public policies and actions, in particular through their participation in Mondinsieme Assembly. Convened at least once a year, the Assembly formulates advisory opinions and proposals on Mondinsieme activities, programmes and objectives. Its meetings are always chaired by the municipality, by the Mayor and/or his Deputy. It is, therefore, a key opportunity for an open dialogue between the administration and its residents with a migrant background. The assembly also elects its representative within Mondinsieme's Board of Directors. The board maintains constant exchanges with the administration, with which it co-designs the city's intercultural strategy.

Another approach to increasing participation can be found in Leeds (United Kingdom) the city has implemented the [Leeds Citizens Panel](#), to ensure broad consultation and engagement in co-design involving people with diverse backgrounds in policy formulation. The panel enables the city to engage with diverse groups when considering proposals which have a wider impact on the communities. The city has over 3 000 online members and 600 offline members who engage both via survey and face-to-face consultation. To ensure representation, the city measures the demographics of participants. One example is the development of the domestic violence communication and engagement strategy, where the city worked with the organisation Voluntary Action Leeds to meet the gaps in consultation. The organisation used their links with local community organisations to ensure the city enabled these groups to voice their concerns. This the city highlights, led to a community approach to the development of the strategy, including the co-designing of publicity materials.

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 since 2019. The data collected so far is not yet relevant for statistical purposes. So far, 38 cities have replied to this new Intercultural Cities Index chapter. Famagusta District's rate of achievement in the field of interaction is 42% with a city sample of 69%. The occasional interactive actions might be spread throughout the region, especially the intercultural training of the teachers and data collection on civil society.



The municipalities in the Famagusta District collect data on civil society organisations but not in an organised way, so there is no a formal list of civil society active in the various fields concerned by intercultural inclusion. Still the towns collaborate with local and national CSOs within the framework of EU-funded programmes. The teachers of the Famagusta District as the Ministry of Education, Culture, Athletics, and Youth is focusing on helping students with migrant backgrounds to integrate into the district’s schools. In close cooperation with the Cyprus Pedagogical institute who offer a variety of trainings and seminars.

Recommendations

The municipalities in the Famagusta District might wish to increase the interaction between the locals and migrants starting from making and updating the lists of civil society organisations working in the intercultural fields. A good basis for that would be close collaboration with the Famagusta District Intercultural Network. The municipalities might be inspired by the Municipality of Cascais (Portugal), which created a [webpage to share the stories of persons with migrant backgrounds](#) who are residing in the city. Any group of two or more persons, where one of the participants is born in Cascais and the other person is not, can share their stories on the website. There, they can tell the story of how they arrived in Cascais, how they met the other person in the presentation, about their lives and how they interact in their city. The storytelling is done in text with supporting images. This initiative aims to celebrate local diversity by showcasing the diverse interactions in the city.













Also, Famagusta municipalities might follow the example of the intercultural city of Patras (Greece), which in order to increase the interaction between local and migrants communities initiated a [synergy scheme](#) consisting of 21 local stakeholders who co-organised a series of events in the sectors of education, culture, justice/law, media and civil society, including creative workshops, creative writing, discussions around the issues of anti-discrimination, solidarity, anti-stereotypes and equality and workshop dedicated to the narration (in a theatrical way) of intercultural stories.

OVERALL CONCLUSIONS

Famagusta District achieved a rate of 13%, which confirms that its local authorities are on the beginning of the development of their intercultural integration policies. The table below lists many of Famagusta’s strengths and selected areas where there could be interesting mutual learning to be gained together with other cities.

COMMITMENT	✓	Some of district municipalities host a number of CSO working in the fields of integration and interculturalism which might be an advantage in developing further inclusive integration policies. There is a verbal commitment by certain municipalities towards developing intercultural integration policies.
	✗	The municipalities in the district have not yet adopted any commitment document, intercultural strategy or action plan.

EDUCATION	✓	The rich offer of various national and EU-funded intercultural education programmes provided by national authorities or civic/private stakeholders.
	✗	Participation and synergies with local authorities in intercultural education programmes; programmes are based on individual initiatives, not in a common strategic scope.
NEIGHBOURHOODS	✓	The towns host events encouraging the interaction between the residents through community festivals organised by private and public sector stakeholders through EU funded projects.
	✗	Due to the small size of the towns, there are not many actions encouraging the interaction of citizens from different neighbourhoods.
PUBLIC SERVICES	✓	Activities promoting the diversity advantage are carried out by many private stakeholders, especially in the tourism sector.
	✗	The ethnic composition of public servants does not reflect the diverse population. Towns do not yet have a recruitment plan to ensure an adequate rate of diversity within its workforce and does not take any action to promote intercultural mixing in the workspace. There is no evidence that towns provide burial, schools meals that take into account migrant needs or gender-sensitive sport-related services.
BUSINESS AND THE LABOUR MARKET	✓	The dependence on tourism and foreign investments provides an opportunity for promoting the diversity of local businesses and labour market.
	✗	There are no activities promoting the business of migrants and their access to higher value and mainstream economy by local authorities like business incubators and accelerators for migrants enterprises.
CULTURAL AND SOCIAL LIFE	✓	District private and civic stakeholders utilise EU funds in order to develop cultural activities and productions targeting or involving migrants. Local authorities are organising a number of cultural events targeting the general public and are open for everyone.
	✗	Interculturalism is not a criterion in evaluating and supporting cultural projects by local authorities.
PUBLIC SPACE	✓	Good potential and infrastructure of public spaces mainly targeting tourists.
	✗	Lack of actions promoting the inclusive use of public space like museums, parks, sport infrastructure, playgrounds, squares, where locals, migrants and tourists meet.
MEDIATION AND CONFLICT RESOLUTION	✓	Certain mediation services are provided by local police within their standard tasks.
	✗	Lack of professional or general services for mediation of intercultural communication and/or conflict; lack of a body or council on inter-religious matters.
LANGUAGE	✓	Provision of certain language trainings by national and private/civil stakeholders.
	✗	Lack of involvement of local authorities and tailor-made programmes reaching hard-to-reach groups (i.e. women, unemployed, refugees or asylum seekers).
MEDIA AND COMMUNICATION	✓	There are some examples of activities related to private initiatives by migrant activists and informal journalists on the social media.
	✗	No evidence on the local policies dealing with the image of migration among local media. Lack of strategic efforts towards communicating a positive attitude towards diversity and interculturalism.
INTERNATIONAL OUTLOOK	✓	High branding and visibility of local tourism sector, namely Ayia Napa. The municipalities use EU-funded projects and town-twinning in order to establish connections and collaboration with other European cities.
	✗	Lack of explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural or other areas.

INTERCULTURAL INTELLIGENCE AND COMPETENCE	 	<p>The intercultural intelligence is based on private and civil society organisations which work directly with refugees and migrants.</p> <p>Lack of systematic collection of statistical and qualitative data about diversity and intercultural relations in order to inform the municipal councils' process of policy formulation. Lack of training on intercultural competences for municipal staff.</p>
WELCOMING NEWCOMERS	 	<p>Certain welcoming activities exist, mainly done by private and civil sector organisations through EU-funding.</p> <p>No practice of welcoming or supporting specific newcomers such as families, students, minors, or workers. There is no specific ceremony organised to welcome newcomers. No district-specific welcome info-package.</p>
LEADERSHIP AND CITIZENSHIP	 	<p>Development of Famagusta District Intercultural Network provides a solid ground for the development of migrants' consultative bodies.</p> <p>Lack of representation of migrants in the (public sector) boards of directors, schools boards and other governing bodies. Lack of actions encouraging the participation of migrants in political life.</p>
ANTI-DISCRIMINATION	 	<p>The district stakeholders are considering the revision of municipal rules in order to avoid any kind of discrimination. There are some campaigns and actions promoting equality and combating discrimination.</p> <p>The municipalities do not have: an intercultural document proscribing any kind of discrimination; a dedicated service to support the victims of discrimination, financial or logistic support for CSOs working in the field; or any monitoring mechanism estimating the extent and the character of discrimination in the district.</p>
PARTICIPATION	 	<p>The district stakeholders are starting the development of their participation policies through the establishment of the Famagusta District Intercultural Network.</p> <p>No evidence that towns in the Famagusta District monitor the representation of migrants in the governing and school boards, other working groups or trade unions; the monitoring of equal participation based on gender is still not taking place.</p>
INTERACTION	 	<p>Certain level of data-collection on civil society organisations and collaboration with them. Intercultural education training is provided to schoolteachers.</p> <p>The towns do not have a formal list of active civil society in the various fields concerned by intercultural inclusion</p>

In view of the above, we wish to congratulate Famagusta District for the efforts taken and we are confident that if the municipalities follow 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, Famagusta could enhance the sectors below by introducing different initiatives:

Commitment: Following some good practices from the [Intercultural city Step by Step](#) guide, the towns of Famagusta District might start by adopting an intercultural statement and continue the efforts on consultation mechanisms through Famagusta Intercultural Networks leading to the development of an Intercultural Strategy and Action plan. Those activities would need to clarify towns' commitment for funding and the implementation body/ies, as well as other parameters including the communication plan, the evaluation and the renewal process in order to ensure the long-term sustainability. In addition, Famagusta District might become inspired by the City of Bergen (Norway), which adopted the has designed an [integration strategy with intercultural elements](#) and has developed an integration action plan. Another example would be [Barcelona strategic framework for interculturality and integration](#), based on three strategic axes: promote equity, recognize diversity and motivate interaction in order to create common areas within the city.

Education: In order to enrich the intercultural education offer, while overcoming the lack of competences in the field of formal education, the Famagusta District municipalities might consider developing further synergies with the national educational instances and local school. It may also do so by further utilization of EU, national and international funds. As an example that Famagusta might follow, the intercultural city of Reggio Emilia (Italy) is leading a similar European project, with the involvement of the Intercultural Centre Mondinsieme, which encourages the social integration of foreign families through initiatives that involve local schools with diverse students. [SAFE project](#) aims to reach and involve public servants, intercultural mediators, school principals and families. It has been developed to give the school a central role in the process of social integration of foreign families and to value the competences and social capital of second generation youth, which represents 35% of the whole foreign population in Italy. Donostia/San Sebastian (Spain) also offers a good example where a primary school started a very interesting programme called "[Ongi etorri eskolara](#)", consisting of the appointment of (volunteer) mentor families to help newcomer families to become part of the local community.

Neighbourhoods: In order to improve the interaction on the local level between the diverse residents of Famagusta District and improve the quality of life and equal level of development among them, local municipalities might be inspired by the [\(Re\)Writing our neighbourhood](#) project developed by the city of Braga (Portugal). It is a 3-year project, which in addition to the physical improvement of the social housing neighbourhoods of Enguardas, Santa Tecla and Picoto, will integrate eight measures to be implemented in the field, among the communities.

Public services: The municipalities of Famagusta District need to develop the area of the access to public services for their migrants communities. The synergies with local tourism and cultural sectors might be allies towards that goal. In that path, the good examples from the intercultural city of Montreal (Canada). Its strategic programme [Public service policies for an intercultural Montreal](#) provides an inclusive approach to staffing the public departments with migrants with respective competences. The [Equality Impact Assessment](#) process undertaken in Manchester (United Kingdom) is an example of measuring if public services are culturally appropriate and can achieve benefits for all groups in society.

Business and the labour market: Sustainable and inclusive tourism could be a powerful way to safeguard citizens well-being during touristic routes, promote unknown areas and neighbourhoods, provide opportunities for employment of migrants, and promote intercultural interaction. In order to utilize its dependants on foreign labour force to promote the diversity advantage. Following that path, the towns of Famagusta District might get inspired by [Diversitours project](#), run by Bilbao and Valencia (Spain). Diversitours has been developed as a specific intercultural business model, consisting of an educational and community-led guided walk that contribute to the generation of new narratives for the targeted neighbourhood, empowering the local community through co-creation and implementation, while dismantling negative perception and stereotypes about the territory and its residents.

The municipalities could also integrate interculturalism and diversity components into the procurement process. As an example, the city of Calderdale (United Kingdom) has committed to social value creation through its [Inclusive Economy Strategy](#).

Cultural and social life: The municipalities of Famagusta Districts might consider a methodology of upgrading of existing thematic festivals and mainstream pop-cultural events by adding to them an intercultural dimension. They could make efforts to engage migrants into (organisational and artistic) planning and implementation. As an inspiration, Famagusta might use the methodology of the city of Ravenna (Italy), which promotes the inclusion of migrants in the city life and raise awareness on multiculturalism, integration through [Festival delle Culture](#) project. The action involves immigrant associations, volunteers and local residents in the organisation of festival activities, coordinated by facilitators from Ravenna's Municipality. The methodology applied aims at fostering social participation and engagement and making the immigrant association protagonists and responsible of the communication about the topic issues. Camden (United Kingdom) also has several examples of [how it uses cultural projects to reflect and promote the diversity of its communities](#) including organising public debates or campaigns on the subject of cultural diversity and living together.

Public space: The Famagusta District towns could consider the measures of deeper and inclusive public consultation when developing new or reconstructing existing infrastructure, especially those related to the interculturalism and diversity. In order to utilize its public spaces, the municipalities of Famagusta District might be inspired by the City of Kirklees (United Kingdom), which has launched a [place based cultural development](#) running from 2018 until 2023, and which is dealing with public spaces and community engagement through arts and culture.

It aims to deliver District wide cultural initiatives, rooted in place that engages with all the towns and villages. The [Anti-Rumour Picnic Banquet](#) hosted by Erlangen (Norway) is another example of using a public space to promote intercultural mixing. The towns in Famagusta District could also be inspired by the Cascais (Portugal) where they have implemented the project [Muraliza](#), the city is transformed through street art, which shows the many cultures of the city. The event attracts many tourists every year that also have the opportunity to take part in guided visits to achieve a deeper understanding of the pieces.

Mediation and conflict resolution: The appointment of a specialized body providing intercultural mediation and conflict prevention would provide multiple offers to the Famagusta municipalities. Such body could be developed either between municipalities, or in cooperation with other civic or political instances. For instance, the city of Bergen (Norway) has introduced many initiatives to achieve its mediation and conflict resolution policy objectives. The city has set up a [generalist municipal mediation service](#) which also deals with cultural conflicts. The [municipal mediation system of Sabadell](#) (Spain) could also serve as a source of inspiration and learning in this field. Two trained professionals in the council offer intercultural mediation. The service is offered to various municipal services and to entities and associations that require it.

Language: Famagusta municipalities might take advantage of the large number of tourists and travellers in the region in order to develop multilingual content starting from guides, tourist information to educational content. The life-long learning programmes of the Ministry of Education might be also used to offer courses in the languages of local migrants. As an inspiration, Famagusta municipalities might see the model developed by the city of Stavanger (Norway). [Johannes Learning Centre](#) is Stavanger's main vehicle for building language competence. Although originally all the staff were Norwegians, 40% are now of minority background. The school has developed from being only concerned with using and teaching Norwegian to bilingualism and multilingualism, with mixed staff. Another good practice that can serve as an inspiration comes from Barcelona (Spain) where the city deploys steady efforts to [boost the learning of languages that make up the linguistic ecology of its neighbourhoods](#), in accordance with the Universal Declaration of Linguistic Rights.

Media and communication: In order to promote the culture of diversity in the region, Famagusta municipalities might be inspired by the city of Sabadell (Spain), which [highlights the diversity as an advantage through media and campaigns](#). The city actively monitors local media and social networks to know how they represent migrants or minority groups. So, when local media portray people with migrant/minority backgrounds through negative stereotypes, the communication department contacted the concerned media to explain the City Council's communication policy.

International outlook: The towns in the Famagusta District could, for example, sign collaboration agreements with foreign towns or organisations based in other countries, offering internships or facilities for young professionals in the tourism sector, or foreign artists, in addition to maintaining the regular contact with the twin cities.

The municipalities of Famagusta District might be thinking about assigning the task of international cooperation to a joint dedicated team. As an inspiration, they might consider following the example of the city of Leeds (United Kingdom), which have a concrete and strategic [policy to encourage international cooperation](#) in economic, scientific, cultural, or other areas. The policy further has a specific financial provision and the city actively takes action to further the international relations. The city has an International Relations Team who work alongside the Visitor Economy (Tourism) and Inward Investment (Economic Attractiveness) teams within the Economic Development Unit.

Intercultural intelligence and competence: The municipalities could consider providing an ongoing programme of intercultural training for staff members. For example, Reykjavík (Iceland) has designed a specific training course ["Can't I do or say anything anymore?"](#) for city employees to prevent misunderstandings in a diverse workplace and to open up a dialogue about discrimination, equality, prejudice, and stereotypes. All city departments are targeted. It is specifically workplace oriented in its focus.

In order to be able to develop evidence-based policies, the municipalities of Famagusta District might consider collaborations with private sector, national authorities, existing local and national CSOs, while utilising the funding opportunities from EU programmes. The towns might also develop a joint initiatives in order to share the costs of such researches. Regarding the intercultural data collection and intelligence, Famagusta District municipalities might be inspired by the Intercultural city of Ansan (Korea). The Republic of Korea conducts [a triannual survey of locals on their intercultural acceptance](#). The findings from the survey serve as reference data for policy

development. To ensure even more precise information analysis, Ansan City plans to conduct its own intercultural acceptance survey once a year.

Welcoming newcomers: The provision of the important town-specific information could prevent a number of negative aspects of migration. It would boost the sense of belonging to the local community and the new town of residence. The municipalities of Famagusta District might be inspired by the city of Amadora (Portugal). Amadora adopted a [Municipal Plan for the Integration of Migrants](#) which is now already in its second edition (until end 2020) and whose general objectives are to promote partnership among all stakeholders, foster synergies between existing resources, implement a coordinated approach to migrant integration, and seek to set shared goals and responsibilities to enhance the opportunities that migration and diversity represent.

Leadership and citizenship: Bearing in mind the small size of the Famagusta District municipalities, they might be inspired by the city of Reykjavik (Iceland). The Human Rights Council of the City of Reykjavik has granted a financial support to the project "[Class in politics for immigrant women](#)" organised by the Icelandic Women's Rights Association. The project was fulfilling the aims of the City's Human Rights Policy and both working against gender inequality and supporting the city intercultural approach. The school took place over seven weeks and the programme consisted of: basics of political system in Iceland both on municipal and governmental level, "unwritten" rules of politics, empowerment training for women, and training in making speeches, contacts with media and interview skills.

Anti-discrimination: In order to systemically combat any form of discrimination, the municipalities of Famagusta District might develop a joint framework for monitoring the situation on the ground. An example of a strategic approach in the anti-discriminatory action could be found in the city of Botkyrka (Sweden), which proceeds with [Equality Planning](#) actions. The municipal council in Botkyrka has developed specific systems to advance the goal of an equal Botkyrka and give expression to its values that include: citizen-focus, diversity as an asset, staff competence, flexibility and adaptability of organisation, and commitment to realising citizen's entitlements.

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Participation: In order to improve the field of participation of its diverse citizens, Famagusta District stakeholders shall take advantage of the work of the Famagusta Intercultural Network. By involving more and more stakeholders to the network, discussing and prioritising the objectives and jointly implementing the participative actions like intercultural strategy, action plan and budget, Famagusta has an opportunity to quickly advance this intercultural chapter. In addition to that Famagusta municipalities might consider good practices [Mondinsieme' Assembly](#), implemented by the city of Reggio Emilia (Italy). Citizen engagement and citizen participation are key elements for the Municipality of Reggio Emilia. Calling itself "La Città delle Persone" (the City of the People), the city administration has always addressed people's needs, concerns and interests, by collecting their views and proposals through formal and informal actions and initiatives.

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Interaction: The municipalities of Famagusta District might wish to increase the interaction between the locals and migrants starting from making and updating the lists of civil society organisations working in the intercultural fields. A good basis for that could be the Famagusta Intercultural Network. In addition to that, the municipalities shall consider the ways of collaboration with them. In that term, they might get inspired by the Municipality of Cascais (Portugal), which has created a [webpage to share the stories of persons with migrant backgrounds](#) who are residing in the city. Any group of two or more persons, where one of the participants is born in Cascais and the other person is not, can share their stories on the website.

Famagusta District 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 good practice 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. A decade 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.

The Member States of the European Union have decided to link together their know-how, resources and destinies. Together, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

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