



NICOSIA (DISTRICT)

INTERCULTURAL CITIES INDEX ANALYSIS 2022



Diversity, Equality, Interaction

**BUILDING BRIDGES,
BREAKING WALLS**



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NICOSIA (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 in March 2022, 154 cities embraced the ICC programme and approach, and 120 (including Nicosia) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 30 cities (including Nicosia District) have between 200,000 and 500,000 inhabitants and 31 (including Nicosia) have more than 20% of foreign-born residents.

This document presents the results of the Intercultural Cities Index analysis for the Nicosia 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.

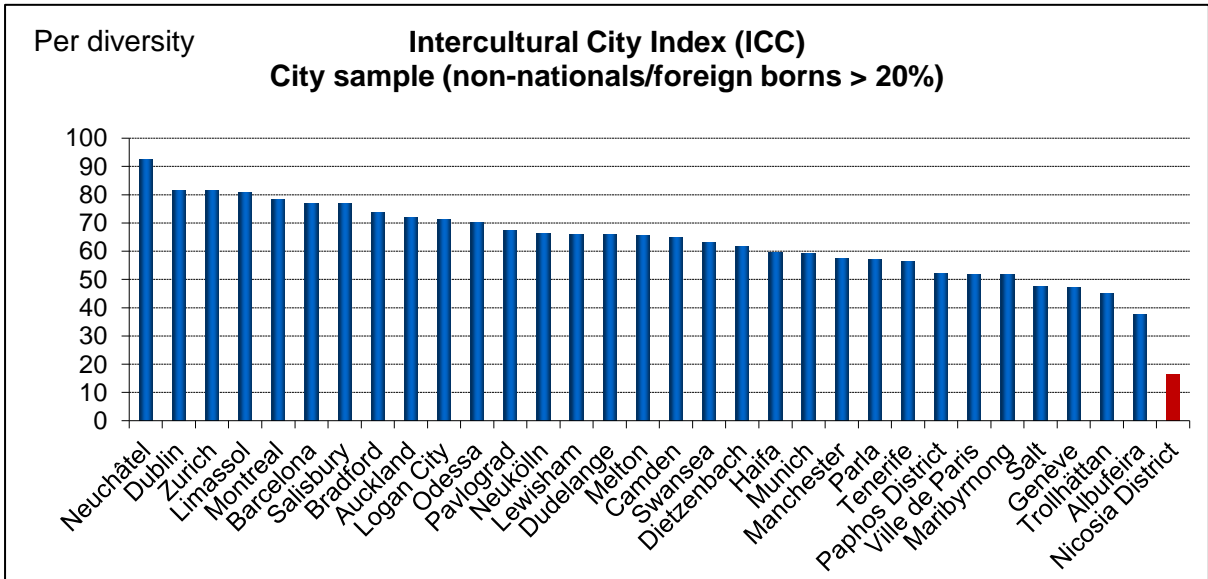
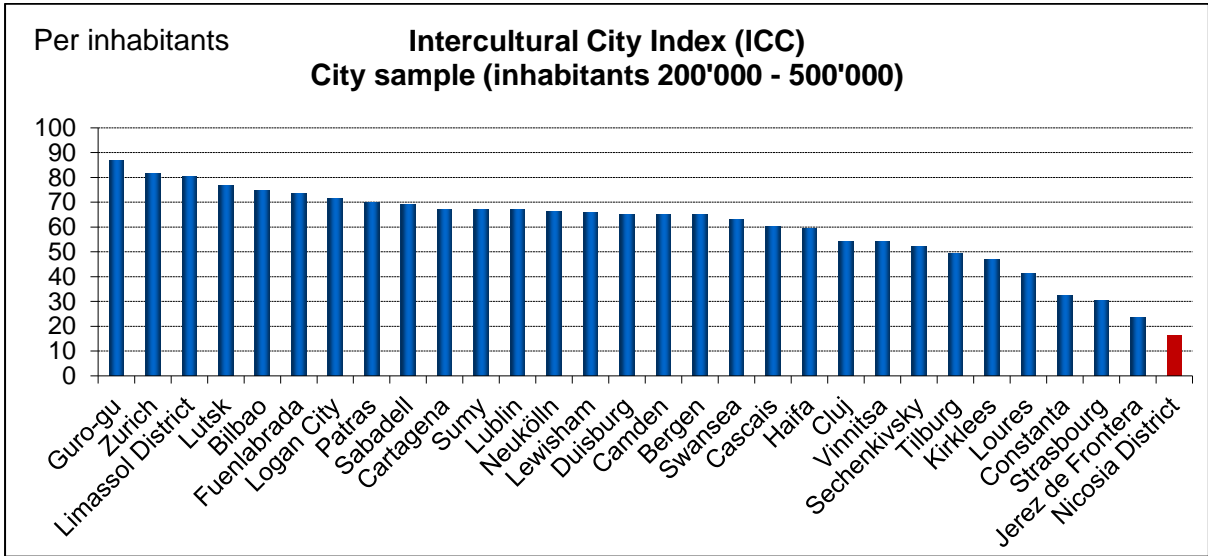
So far, 35 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including the Nicosia District. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

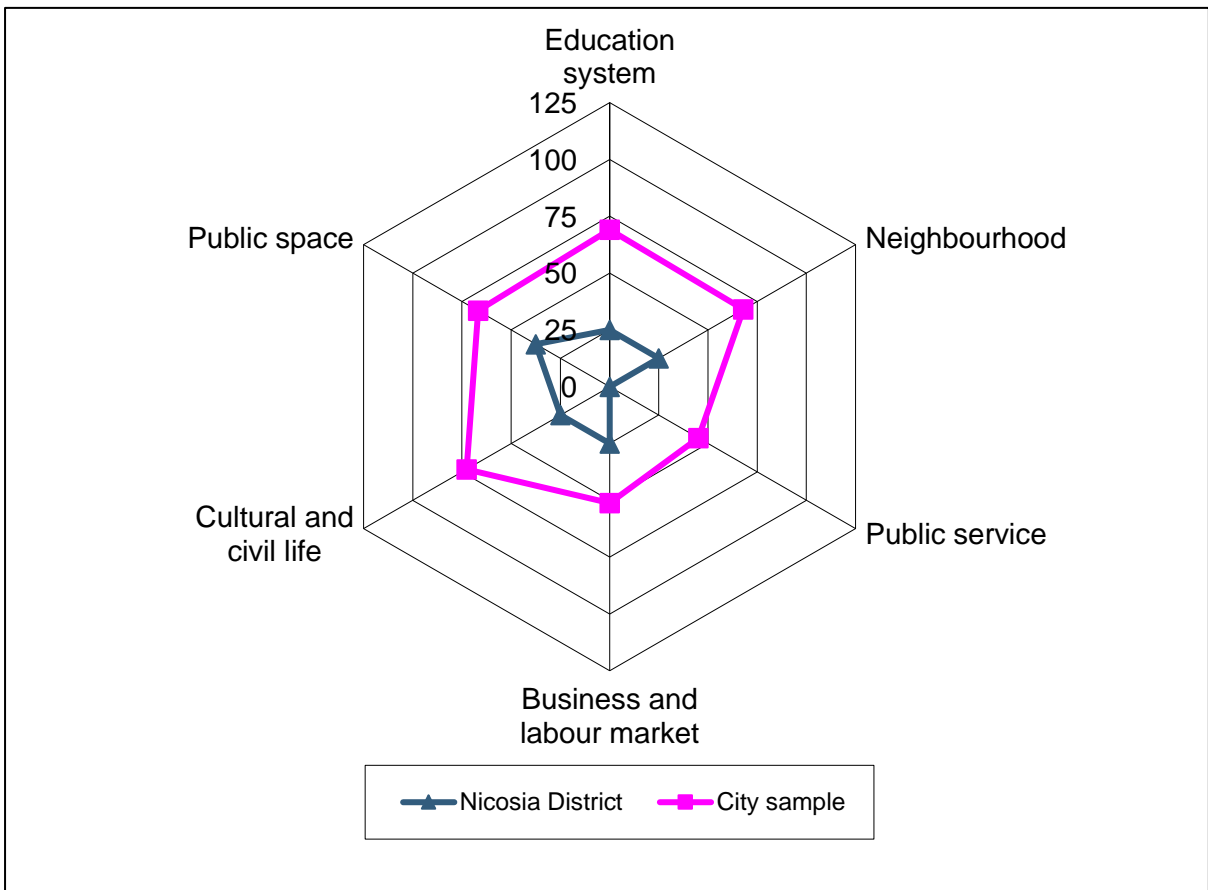
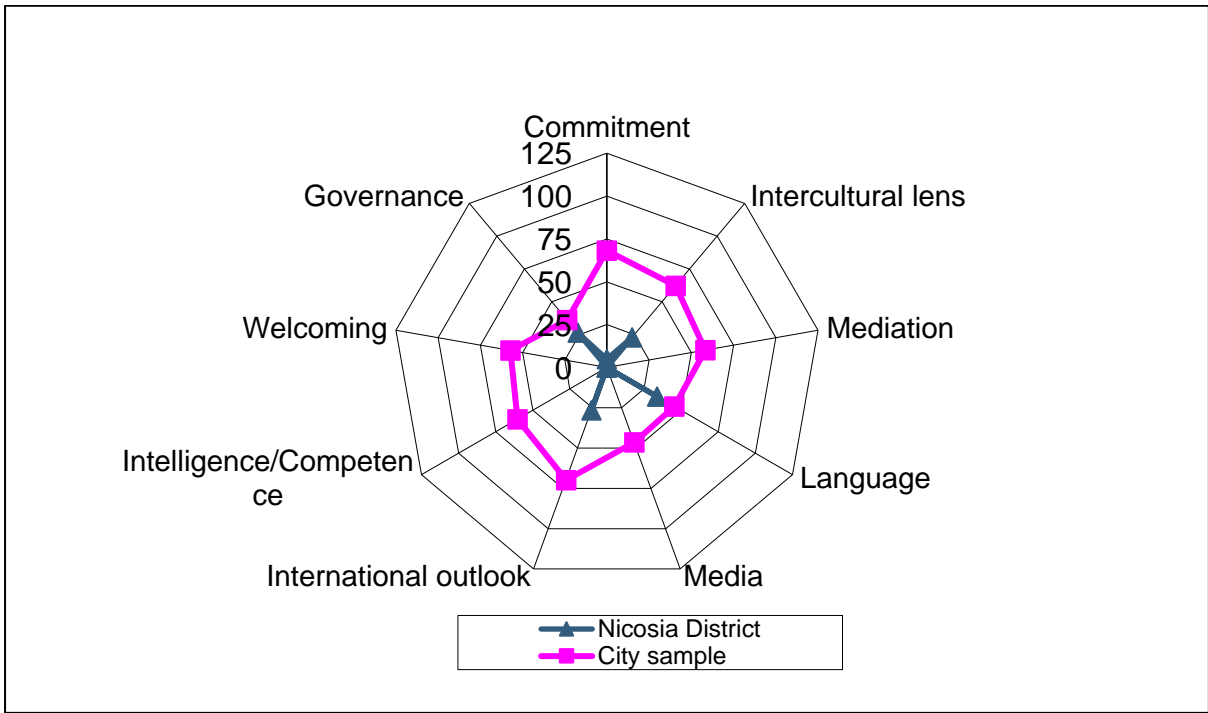
According to the overall Intercultural Cities Index results, Nicosia District has an aggregate Intercultural Cities Index result of 16 (out of 100 possible points). The details of this result will be explained below.¹

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.

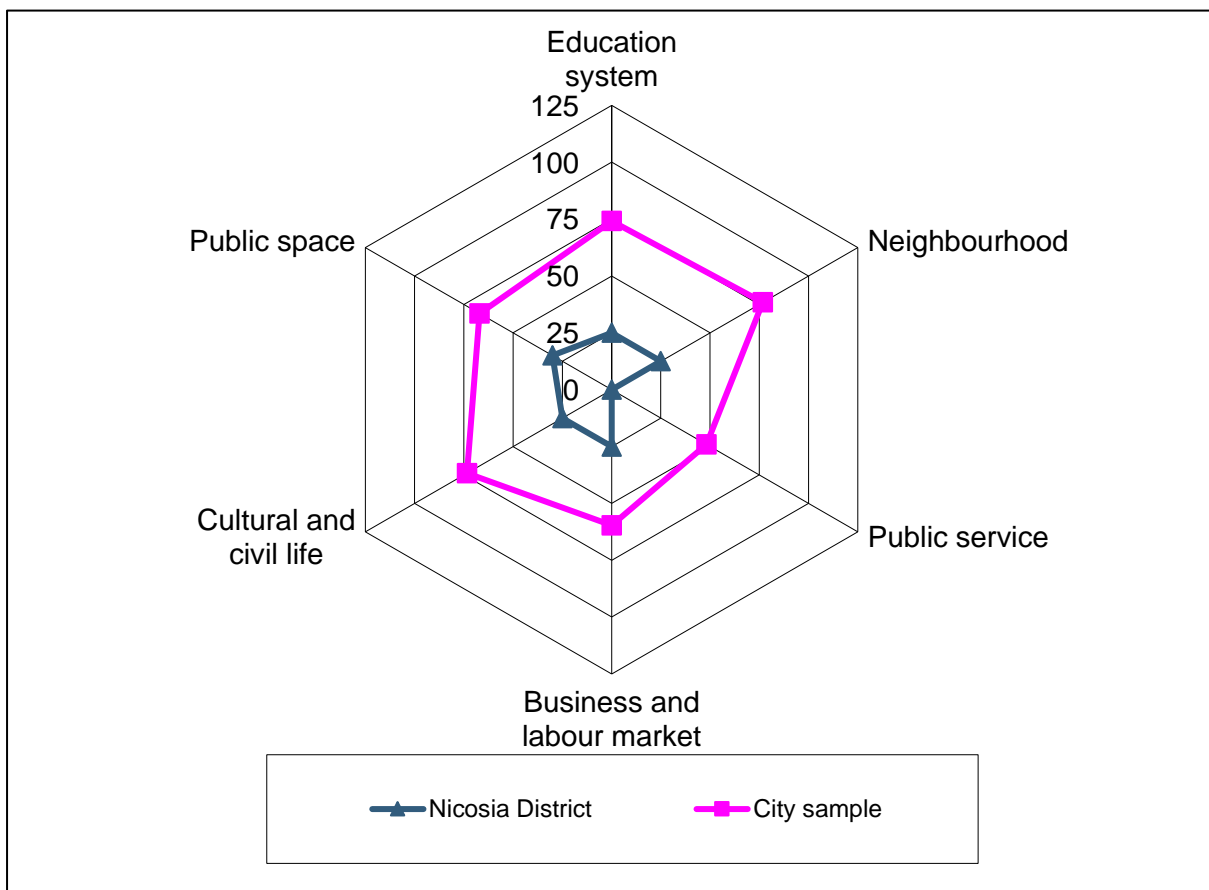
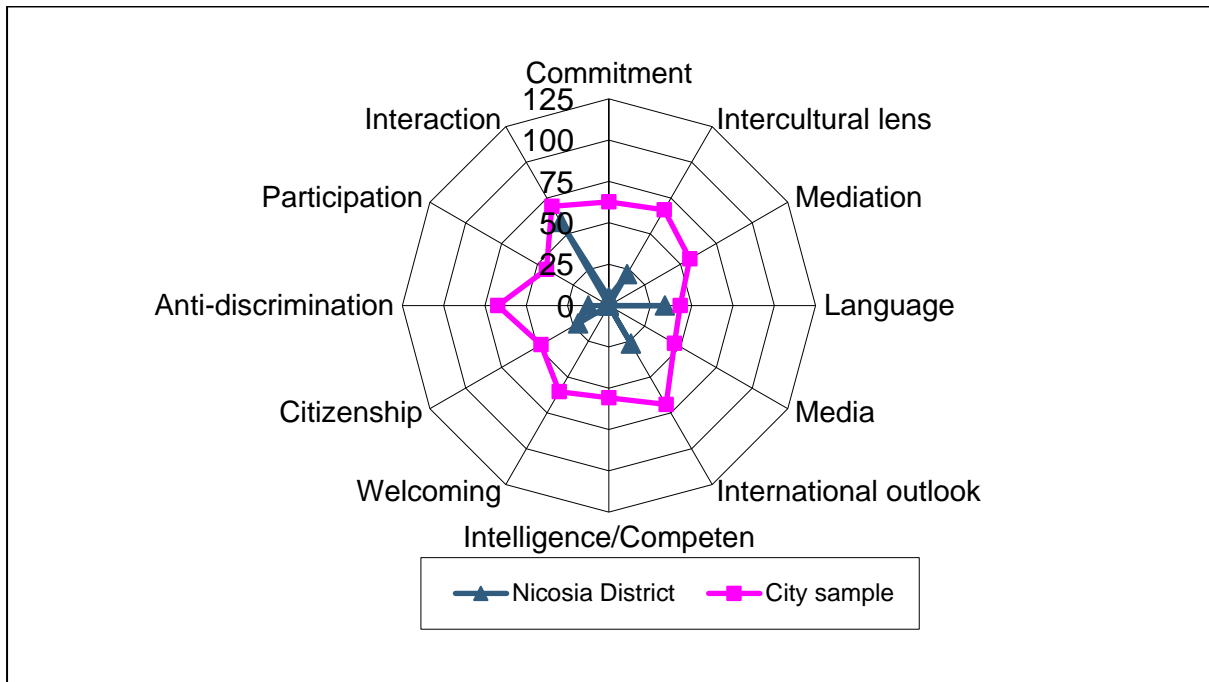
In addition, the scoring from the extended Intercultural Cities Index is provided in an explanatory footnote for all indicators where it is relevant. This scoring encompasses the assessment of the questions of the original Intercultural Cities Index as well as the new questions of the extended Intercultural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

Nicosia's score in the extended Intercultural Cities Index is 17/100.





Including new indicators:



NICOSIA DISTRICT: AN OVERVIEW

Nicosia District is one of the six districts of Cyprus. Its largest town is the country's capital city, Nicosia, and is the seat of the Government of Cyprus. It is located near the centre of the Mesaoria plain, on the banks of the River Pedieos.

Nicosia is the most south-eastern of all EU member states' capitals. It has been continuously inhabited for over 4,500 years and has been the capital of Cyprus since the 10th century. The Greek Cypriot and Turkish Cypriot communities of Nicosia segregated into the south and north of the city respectively in early 1964. This separation became a militarised demarcation line after Turkey invaded the island in 1974, occupying the north of the island, including northern Nicosia.

The District of Nicosia has 14 Municipalities, but 2 Municipalities are in the occupied areas of the island however, they still have representation within the Republic of Cyprus acting as legal entities in their own right. Greater Nicosia is administered by several municipalities. In the centre is the city municipality of Nicosia itself. The other municipalities are Strovolos, Lakatamia, Latsia, Aglandjia, Engomi, Agios Dhometios and the newly formed (as of 2011) Yeri & Tseri.

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. In accordance with the 2011 census, the District of Nicosia has a total population of 326,980 inhabitants².

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 taken from the population census of 2011 and are for the Republic of Cyprus as a whole.

There are 170 383 foreign nationals who are permanent residents of the Republic of Cyprus (approximately 20% of the population), of these 106 270 or 62.4% were nationals of European Union countries, EU (27), and 64 113 or 37.6% were 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 for the district of Nicosia, it is estimated that non-national residents of the City/District account for 34.1% or (58 130). Among the non-nationals residing in the District of Nicosia, 55% are from EU-EFTA countries or 33 089 approximately. According to the Asylum Service of the Ministry of Interior of the Republic of Cyprus (2017- 2020), the number of refugees/asylum seekers in the city of Nicosia is 10 849. However, this figure is not certain since the system allows the change of address before notifying the state.

According to the 2011 census the largest migrant/minority groups of Nicosia are: i) EU/EFTA Countries: United Kingdom (4 249), Romania (10 208), Bulgaria (6 223), Greece (8 732), Poland (760), Germany (553), ii) Eastern Europe Countries: Russia (2 555), Ukraine (1 071), Georgia (4 398), Armenia (634), Moldova (721), iii) Middle East (Israel & Arab States): Syria (1 181), Egypt (1 631), Lebanon (656), iv) Asia: China (741), Vietnam (2 429), Philippines (5 248), Sri Lanka (3 634), India (1 413), Bangladesh (898), Pakistan (1 056), v) Sub-Saharan Africa (761), vi) United States of America & South America (various) (894), vii) Australia (Commonwealth of Australia) (540), viii) Others: citizens from other countries in smaller numbers (1 678).

Apart from its legislative and administrative functions, Nicosia has established itself as the island's financial capital and its main international business centre. In 2018, Nicosia was the 32nd richest city in the world in relative purchasing power. The city hosts the headquarters of all Cypriot banks, namely the Bank of Cyprus and the Hellenic Bank, and the Central Bank of Cyprus is located in the Acropolis area of the Cypriot capital. A number of international businesses base their Cypriot headquarters in Nicosia, such as the big four audit firms PWC, Deloitte, KPMG and Ernst & Young. International technology companies such as NCR and TSYS have their regional headquarters in Nicosia. The city is also home to local financial newspapers such as the Financial Mirror and Stockwatch. According to a UBS survey, in 2011 Nicosia was the wealthiest per capita city of the Eastern Mediterranean and the tenth richest city in the world by purchasing power.

Nicosia has a large student community as it is the seat of five universities, the University of Cyprus (UCY), the University of Nicosia, the European University Cyprus, the Open University of Cyprus and Frederick University.

² Nicosia is a divided city and the population counts only for the internationally recognised Republic of Cyprus.

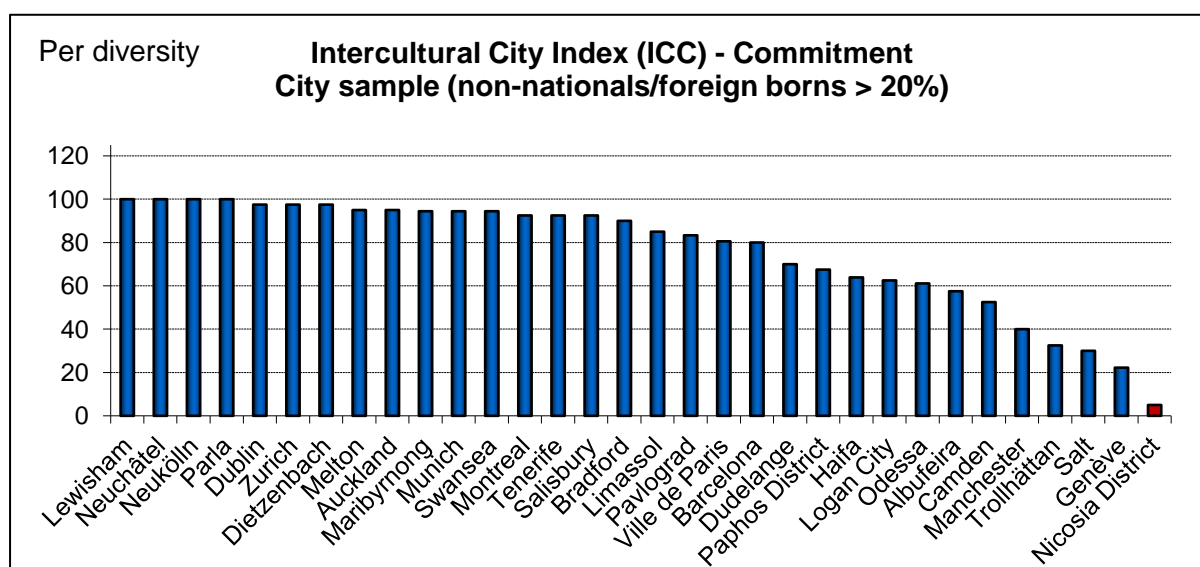
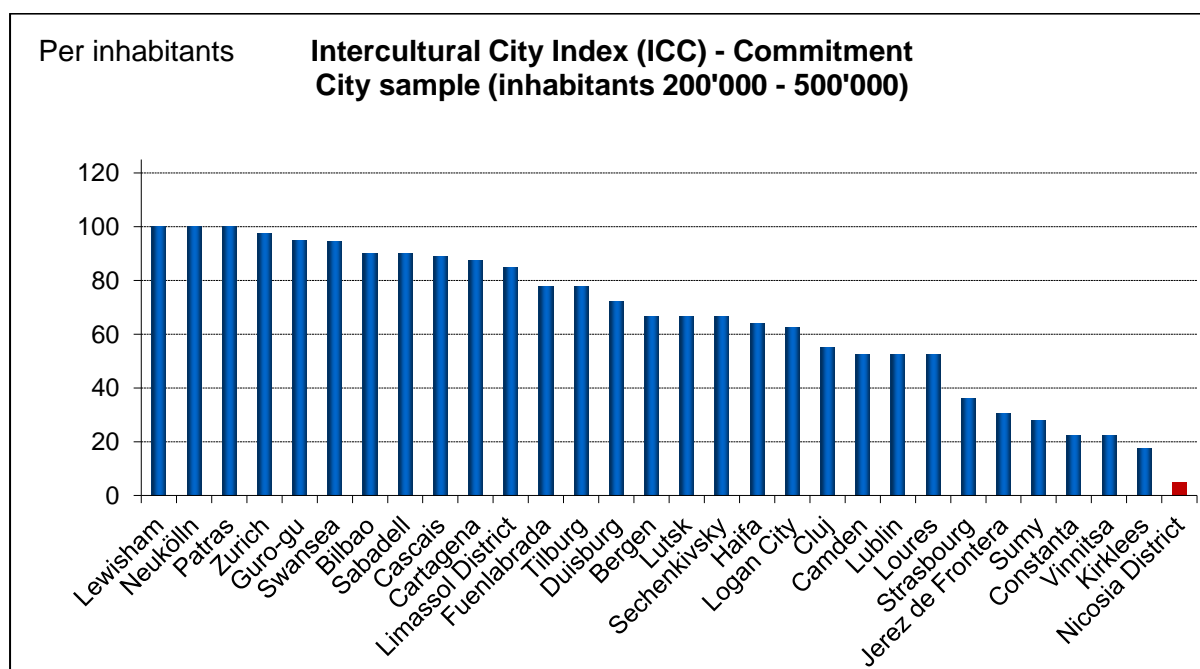
Nicosia was also home to the one of the largest historic Armenian schools, the Melkonian Educational Institute established in 1926 which operated until 2005.

Nicosia has rich cultural life. The Cyprus Museum in Nicosia is the largest and oldest archaeological museum in Cyprus. In old Nicosia, the Ethnological Museum (Hadjigeorgakis Kornesios Mansion) is the most important example of urban architecture of the last century of Ottoman domination which survives in old Nicosia. Today, the mansion, which was awarded the Europa Nostra prize for its exemplary renovation work, functions as a museum where a collection of artifacts from the Byzantine, Medieval and Ottoman periods are displayed. Other museums in Nicosia include the Cyprus Museum of Natural History, the Leventis Municipal Museum of Nicosia, and Von World Pens Hall in the south. In the north, the Dervish Pasha Mansion, similar in architecture to the Hadjigeorgakis Kornesios Mansion, serves as an ethnological museum, displaying Ottoman and archaeological artifacts. Other museums include the Lusignan House, the Mevlevi Tekke Museum, associated with the sect of the Whirling Dervishes, and the Lapidary Museum. Art galleries in Nicosia include the Leventis Gallery, which hosts over 800 paintings from Cypriot, Greek and other European artists.

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.

Nicosia achieved a rate of 5%, which is considerably lower than the city sample's achievement rate of 68%. This score means that the commitment will be the first field that Nicosia might wish to work on as an Intercultural city.³



³ Nicosia's score in the extended Intercultural Cities Index on Commitment is 5/63.

The municipalities in Nicosia District have not yet adopted a public statement, intercultural strategy or action plan. They also did not carry out a process of policy consultation including the people of diverse cultural backgrounds and do not yet have a dedicated webpages communicating their intercultural policies. As a consequence, there is not yet a dedicated body or a cross departmental coordination structure in the district. Still, the municipalities' communication sometimes makes references to their intercultural commitment and sometimes the persons contributing to the community are acknowledged and honoured. The district is home to a large number of civil society organisations (CSOs) working in the fields of integration and interculturalism which provides a solid starting point.

Recommendations

It seems that the Nicosia District is at the beginning of its intercultural journey. Following some good practices from the [Intercultural city Step by Step](#) guide, the local authorities might start by adopting an intercultural statement and continue the efforts on consultation mechanisms through the Nicosia Regional Intercultural Network⁴ which could lead to the development of an intercultural strategy and action plan. These activities would need to clarify 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. Nicosia and other municipalities in the district might be inspired by the Limassol Intercultural Council, which developed and successfully implemented the city's [Intercultural Strategy](#) (2018-2020), which covered 11 fields from education through to culture, public services, policing and safety, parenting, public image, media. In addition, Nicosia 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. Previously, the city council of Bergen has formally adopted a public statement of its intentions as an Intercultural city. An evaluation process for the integration strategy has been planned. The city also provides a diversity award as a mean of acknowledging local services that have succeeded in this field. Bergen is now considering a dedicated cross-departmental co-ordination structure for its integration strategy.

Another good example would be the [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. The Barcelona Interculturality Plan (2010) was a mandate of the City Council's Immigration Working Plan 2008 and its main goal was to define a clear intercultural policy strategy about how the city faces the challenges posed by the increase in sociocultural diversity over the next 15 years. The elaboration of the Plan was in itself intercultural and transversal: over 3 000 people and 250 organisations collaborated to create the plan through an interactive website, in which all sections of the City Council participated along with all residents that need to be involved in the intercultural process. Transversality was one of the key questions in terms of methodology. Every area of the Barcelona City Council participated in the elaboration by observing their policies through intercultural lens and seeing how they could improve their services and policies, and benefit from using an intercultural approach.

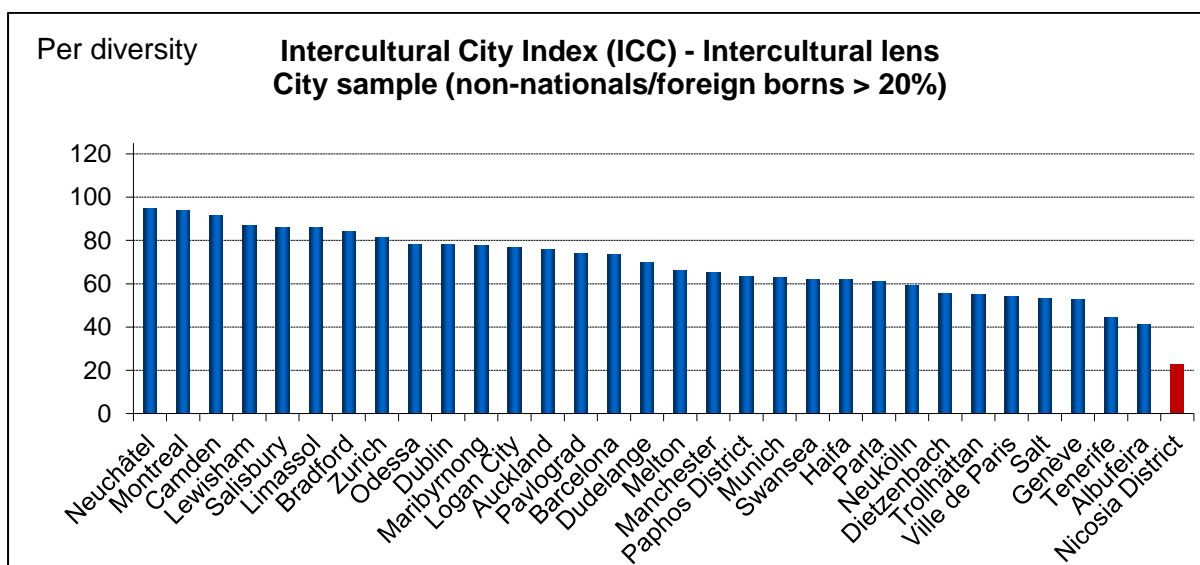
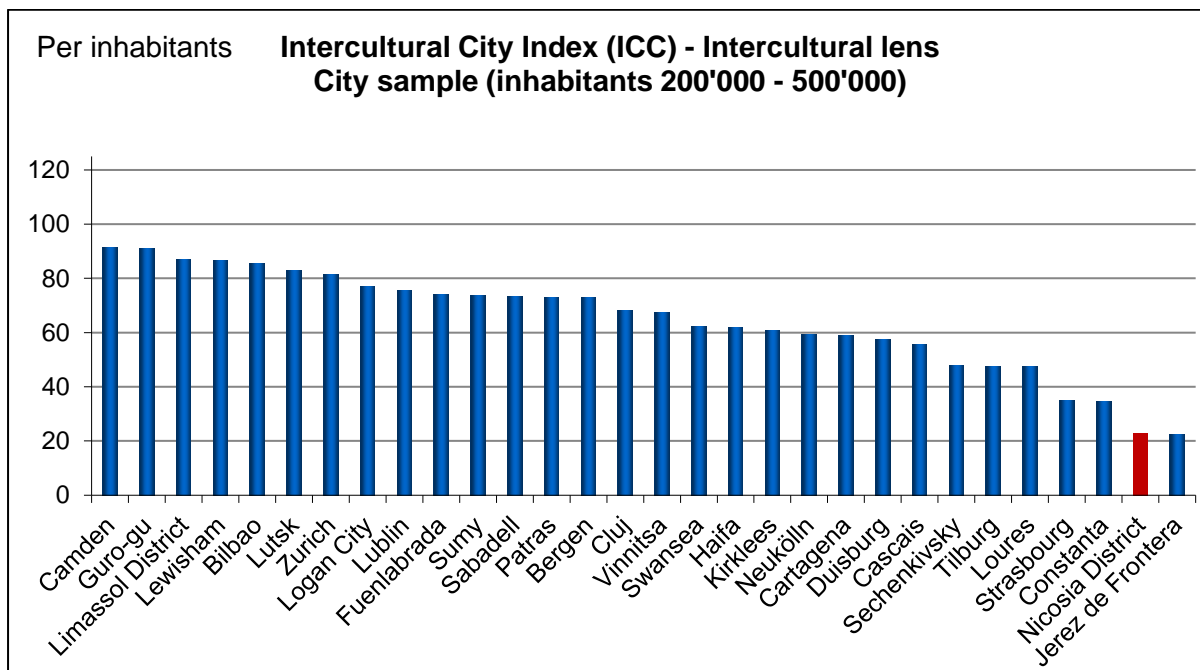
THE CITY THROUGH AN INTERCULTURAL LENS

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 Nicosia District, assessed as a whole through an "intercultural lens" is considerably lower to that of the model city: 23% of these objectives were achieved while the rate of achievement of the model city reaches 62%.⁵

⁴ The creation of the Nicosia Region Intercultural Network has been 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.

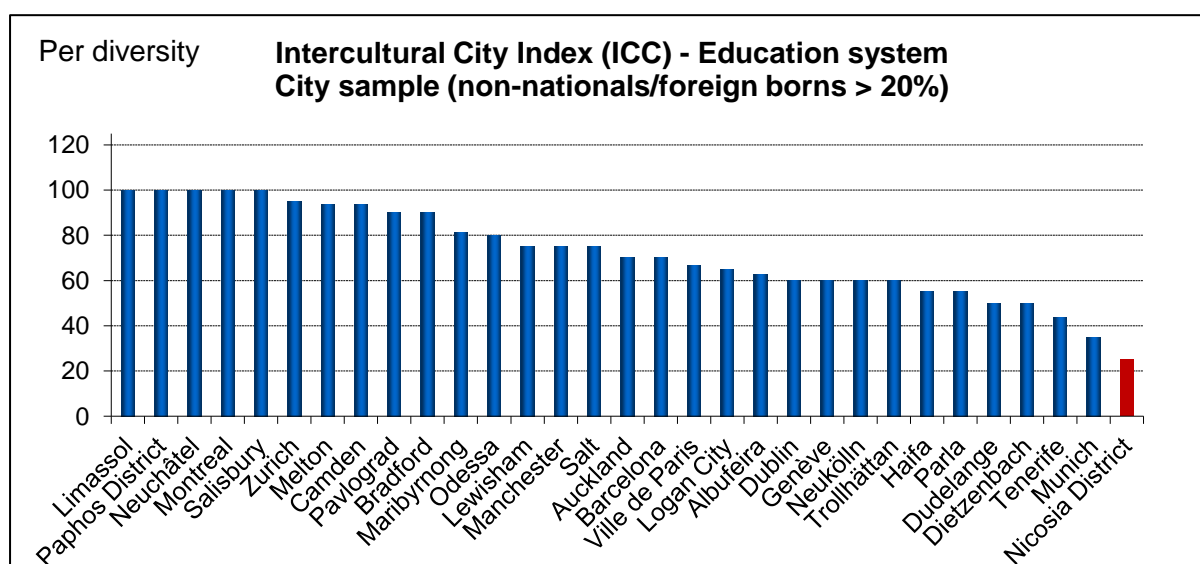
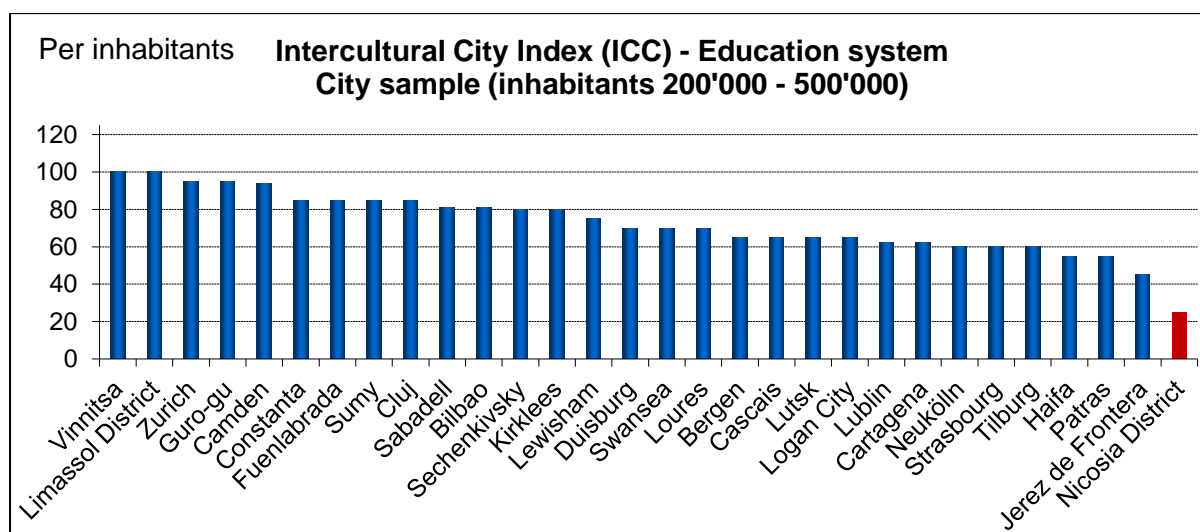
⁵ Nicosia's score in the extended Intercultural Cities Index on Intercultural lenses is 22/67.



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.

Nicosia District achieved a rate of 25%, which is considerably lower than the city sample's achievement rate of 69%. This score means that there is space for further development of intercultural education in the district.⁶



Intercultural education in Nicosia is based on the good will of each school's stakeholders, including principals, teachers and parents. An important activity is the participation in the programme "Mathaino Ellinika!" programme which offers mediation services to schools through the training of parent-mediators. The project is organised by the Cyprus Pedagogical Institute. Special emphasis on intercultural education is given by private schools, which seem to be more involved in intercultural projects. Despite that there is no policy on intercultural mixing, avoiding "white flight" and ethnic concentration. The European Union often provides funding for educational projects, such as DRASE+ which is currently implemented by 92 primary schools. Also, there are good examples of other EU programmes like Erasmus+, and e-twinning, run by public and private schools.

Recommendations

Nicosia District already has a number of intercultural projects thanks to national authorities, EU programmes and local stakeholders. Such trends might be further enhanced by the more active involvement of the local authorities in Nicosia District, following good practices from other countries. For instance the [comprehensive intercultural approach in the schools](#) developed by Donostia-San Sebastian (Spain) provides a good example that Nicosia district could develop even further. "Ongi etorri eskolara!" is a programme running since 2014 in several schools of Donostia-San Sebastián. Its objective is help migrant families feel included, starting with the school community,

⁶ Nicosia's score in the extended Intercultural Cities Index on Intercultural Education is 25/74.

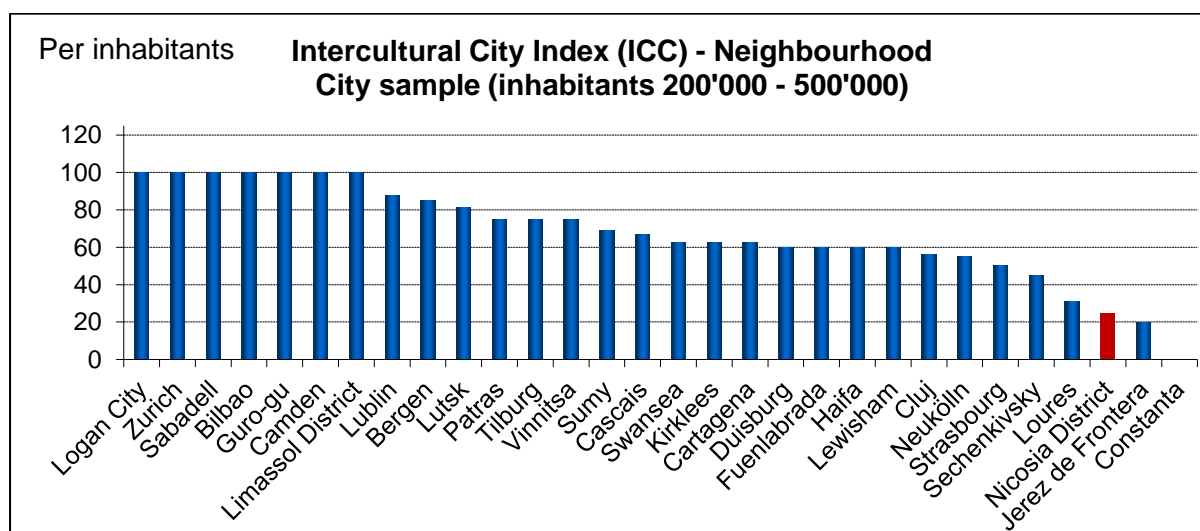
as well as to raise awareness throughout the school about the advantages of cultural diversity. The project was created by parent volunteers, and it was such a success that it now receives funding from the local administration. Interestingly, the first parents got involved in the project as they saw how diversity was present in the school playgrounds, and they wanted to create bonds between children, parents and families, as part of the school community. The programme consists of appointing (volunteer) mentor families to help newcomer families to be part of the local community. Usually, families have children in the same classrooms so that the two-year programme of support can include both school and social activities.

The example of Montreal (Canada) could also be inspiring to the district. Although, like most cities worldwide, the city of Montreal does not have any powers in the education sector, it does run or promote a very [wide range of activities](#) aimed at pupils from primary to senior secondary level. The city carries out activities aimed at encouraging parent involvement, intercultural mediation, advocating respect for and valuing of cultural diversity, and teaching intercultural dialogue in partnership with other bodies and institutions. For example, the Montreal History Centre, a city-run body, conducts various major intercultural projects in co-operation with schools, which may be interesting for Camden. In particular, “You’re part of the story” is an educational programme conducted between the city of Montreal and the Quebec Ministry of Immigration, Diversity and Inclusion aimed at secondary school reception classes. It aims to build bridges between the past of pupils who have recently arrived and their new lives through the telling of personal stories and recording of personal “treasures” which the pupils share with Montrealers through the museum. The programme fosters learning of the host country’s languages, as well as self-esteem and interaction between the new pupils and other citizens.

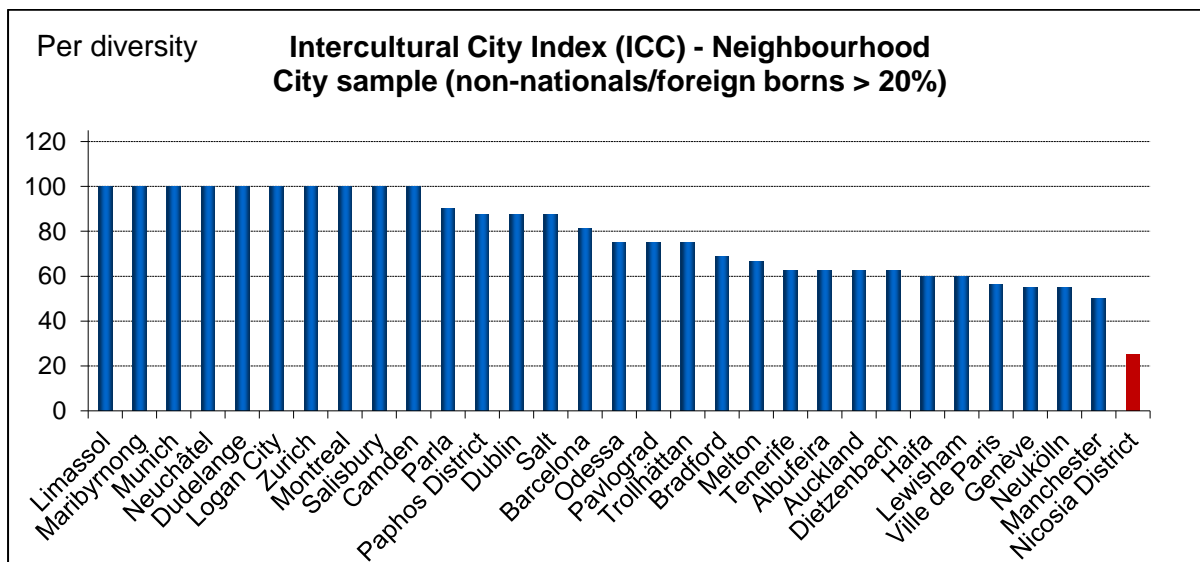
NEIGHBOURHOODS

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.

Nicosia District achieved a rate of 25%, which is considerably lower than the city sample’s achievement rate of 68%. The cities should use their existing actions as a basis for further development of interaction at the neighbourhood level.⁷



⁷ Nicosia's score in the extended Intercultural Cities Index on Neighborhood is 25/77.



Despite the lack of policies encouraging mixing and preventing ethnic concentration, or actions to encourage the mixing between residents from one neighbourhood with the migrant communities of another, there are still many neighbourhood actions in Nicosia District which are organised informally by volunteers and civil society which often go undocumented. Also, there are occasional actions which take place via the implementation of multicultural projects (festivals or events) organised by local authorities.

Recommendations

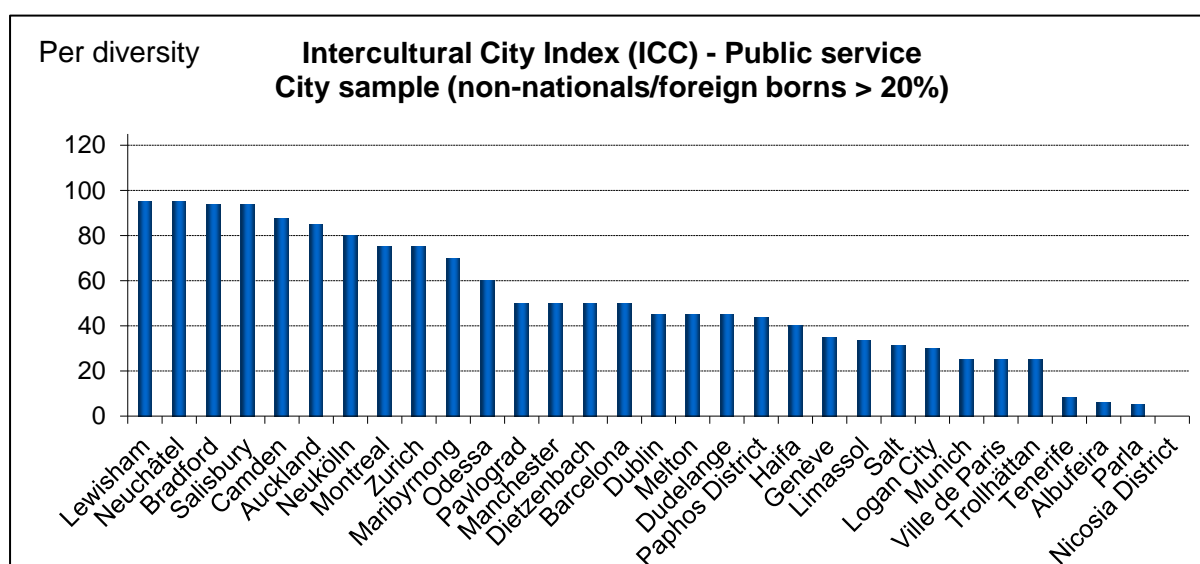
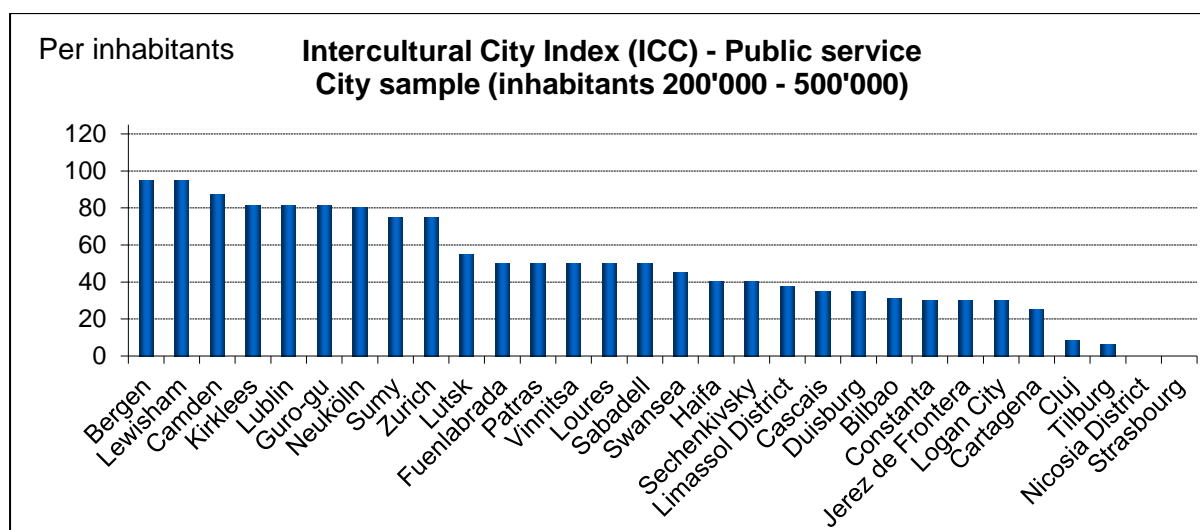
Municipalities in the District of Nicosia could consider further encouraging the interaction between the neighbourhoods through existing cultural and social initiatives, like festivals and intercultural events. For instance, Nicosia might get inspired by the example of the city of Bilbao (Spain), which runs a project promoting sustainable and inclusive tourism as a way to promote unknown areas and neighbourhoods, provide opportunities for employment of migrants, and promote intercultural interaction. Inspired by the model of the European network MIGRANTOUR, [Diversitours](#) has been developed as a specific intercultural business model, consisting of an educational and community-led guided walk that contributes to a 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.

Another example of encouraging mixing on the local level is the project implemented by Donostia-San Sebastian (Spain). The project "[Bizilagunak: La Familia de al lado](#)" (The Family Next Door) started in 2012, and the idea is to gather migrant families and Basque families together. The project operates on a local area, focusing on building relations among families within the same neighbourhood; the final goal is to build a network of connections that will strengthen the feeling of belonging, encouraging acceptance and social cohesion. On the day "de la comida", the host household will cook a meal and will welcome the guests. A mediator will be present and will coordinate the session until everyone feels at ease. Once the ice is broken, children will play together while parents will get to know each other's culture and habits. However, the mediator will monitor the gathering, possibly giving language support in case of misunderstandings.

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.

Nicosia district achieved a rate of 0%, which is considerably lower than the city sample's achievement rate of 68%. Nicosia needs to make more efforts in order to provide access to public services for its diverse population.⁸



Although the migrant/minority background of public employees does not reflect the composition of the city's population and the city does not yet have a recruitment plan to ensure an adequate rate of diversity within its workforce, and municipalities do not yet take any action to promote intercultural mixing in workspace, nevertheless such activities are carried out by the many private stakeholders that have their head-quarters in the capital city of Cyprus. The city does not take into consideration the migrant/minority backgrounds of all residents when providing funeral/burial services, nor schools meals. Gender-sensitive sport-related services are not provided in the district.

Recommendations

In order to develop the field of public services as an intercultural city, Nicosia might consider using the good practice from the city of Ansan (Korea). Guided by its vision "[A Global City and Leader in Korea.](#)" the city of Ansan makes pioneering efforts to develop policies for non-nationals and make the city a place for the co-prosperity of nationals and non-nationals. Ansan City sees its non-national policy as one of its key policy areas and has the nation's only bureau-level organisation responsible for non-national policy with 33 staff members. The city offers one-stop administrative services ranging from administration to civil petition, immigration, labour, health, leisure, and finance and pursues a range of projects intended to improve the quality of their lives and social inclusion in the fields of education, culture, welfare, and human rights. A municipal community service centre for non-nationals, the largest in South Korea, supports 15 languages (English, Chinese, Vietnamese, Indonesian, Russian, Uzbek, Kazak,

⁸ Nicosia's score in the extended Intercultural Cities Index on Public Services is 0/48.

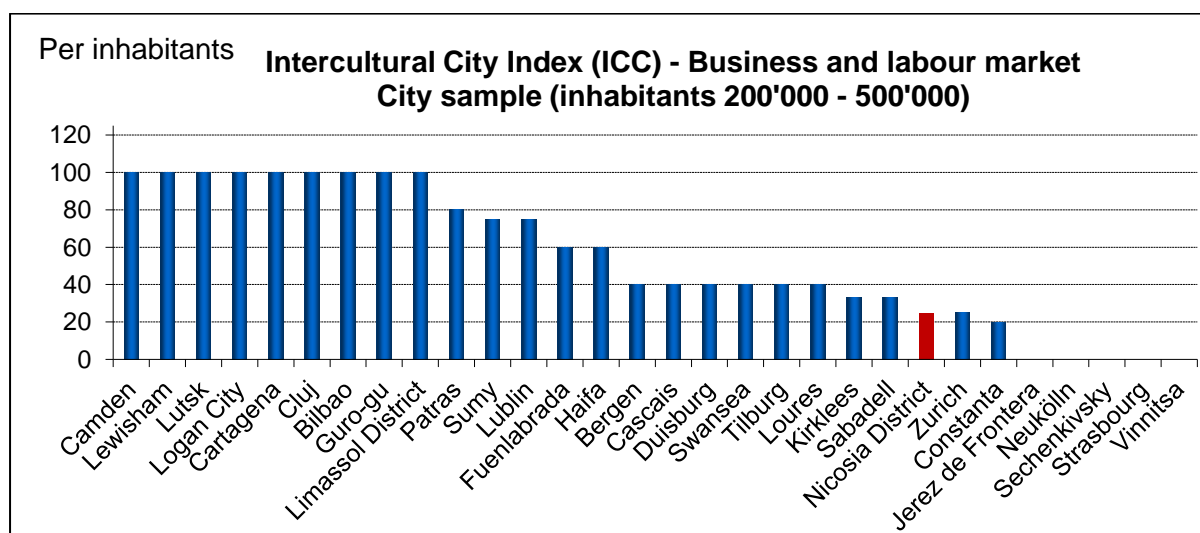
Kyrgyz, Pakistani, Thai, Philippine, Sri Lankan, Cambodian, Mongolian, and Nepalese), and hires native speakers of respective languages in proportion to the sizes of ethnic groups in Ansan.

The Canadian city of [Montreal](#) reports significant success in staff diversity with good practices in various public services such as: specific recruitment calls for minority ethnic groups; professional sponsorship to enable people facing labour market barriers to get their first paid working experience; preferential appointment rate for minority ethnic job applicants; and action to review and address any systemic discrimination in recruitment processes.

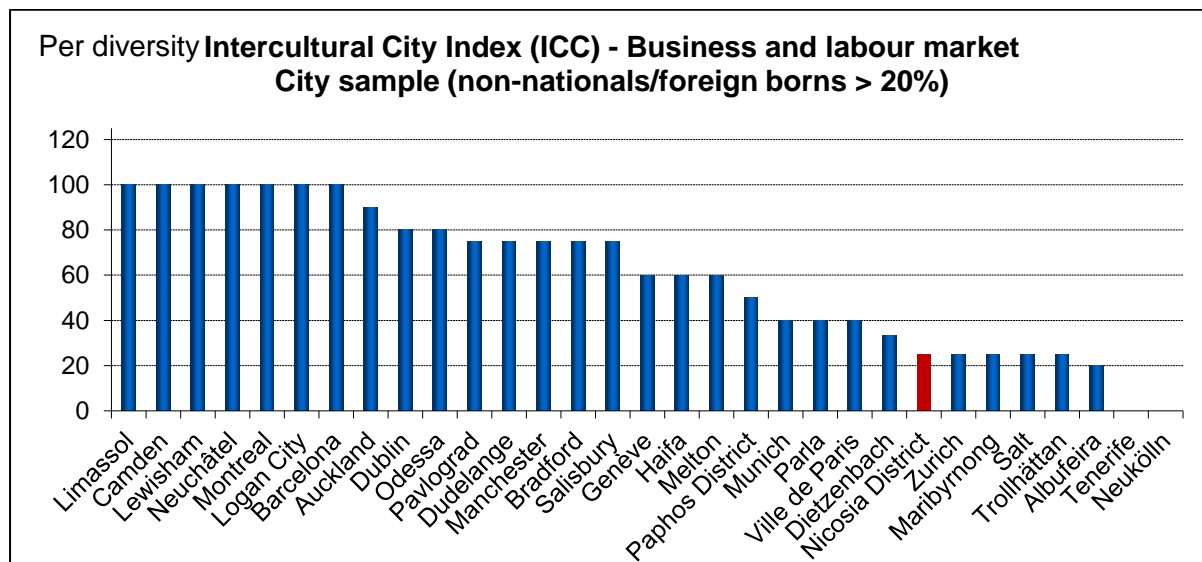
BUSINESS AND THE LABOUR MARKET

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.

Nicosia District achieved a rate of 25%, which is considerably lower than the city sample's achievement rate of 51%. The score confirms that there are some actions promoting diversity on workplace and migrants' entrepreneurship.⁹



⁹ Nicosia's score in the extended Intercultural Cities Index on Business and Labour is 25/60.



Nicosia is the seat of many national business associations and organisations such as the Cyprus Chamber of Commerce, the Employers and Industrialists Federation (OEB), as well as the Labour Unions (SEK, PEO, DEOK), all of them having actions and policies encouraging non-discrimination and entrepreneurship of people of diverse origin and every kind of minorities. The municipalities in the district (as local authorities) do not yet take advantage of all the possibilities, including the possibility to encourage the mainstreaming of business owned by migrants, there are examples of a close cooperation between the municipality and organisations that engage in the integration of migrants (events, food supplies, seminars etc) such as the [Nicosia Migrant Information Centre \(MiHub\)](#). Also, Nicosia hosts a number of business support organisations like business incubators and accelerators (IdeaCY, CYENS, CYRIC etc), which might be further introduced to the inclusive integration concept and intercultural path of the city.

Recommendations

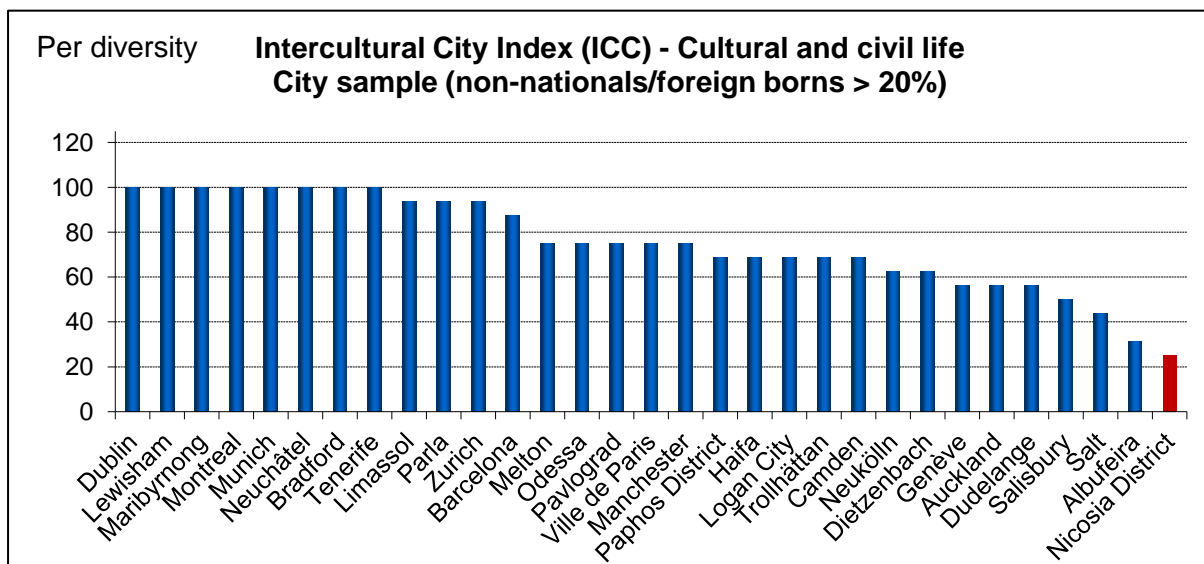
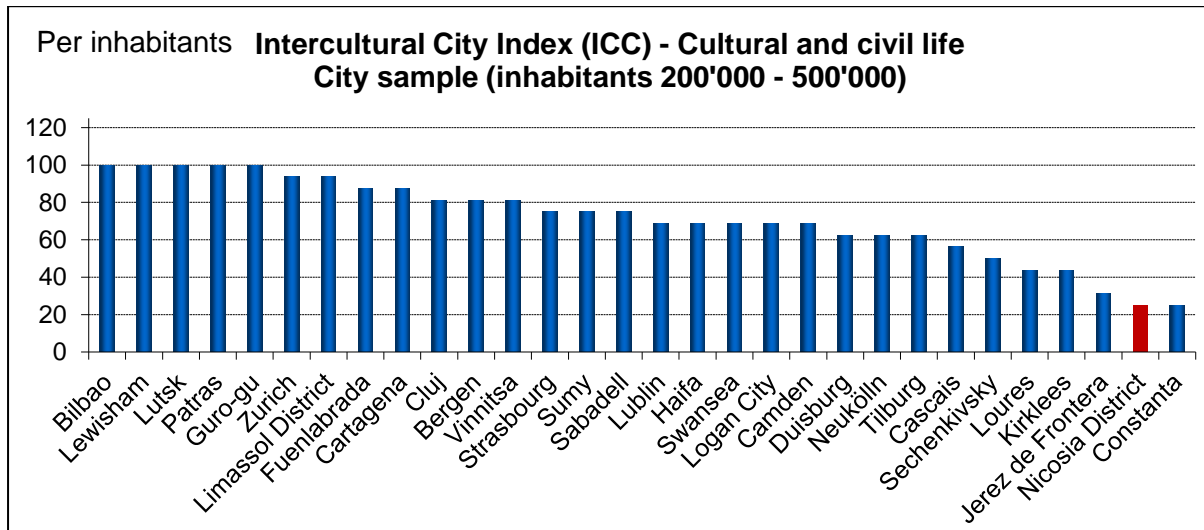
As the capital city of Cyprus, Nicosia might utilise its central national position to connect all respective national instances, business and labour organisations with the migrants' stakeholders, specifically the Nicosia Regional Intercultural Network. In addition to that, Nicosia might be thinking of developing measures to increase migrant employment. It might become inspired by the city of Manchester (United Kingdom). The Manchester International Festival's Factory Academy has partnered with the construction firm Laing O'Rourke to provide [employment opportunities for a diverse range of young people based in Manchester](#). Key to the offer is the support and training provided over the course of a 6-month programme, meaning that those currently furthest from sustained employment can benefit both by gaining experience of paid work and gaining qualifications to take into future roles. This helps to address multiple disadvantages at once, increasing the diversity of those working in the construction sector.

Following an innovative example from Reggio Emilia (Italy), Nicosia municipalities may wish to test a pilot methodology used within the Intercultural Cities programme to promote the development of ["Diversity Connectors"](#). Micro-enterprises and SMEs create most of the new jobs in many cities and many of these businesses are owned by people from under-represented groups. Many cities are creating incubators to support these start-ups, and studies show that those who participate in these incubators have a better chance of thriving and lasting. Incubators tend to recruit only trendy high-tech start-ups with added value and high development potential. The "Diversity Connectors for Start-Ups" pilot project aimed to reconfigure these incubators to become workspaces where under-represented start-ups and mainstream start-ups share workspace and services. These Diversity Connectors offer general services such as technical training, access to potential funders, meeting space, etc. as well as specific services for under-represented start-ups. They accelerate the learning curve for under-represented start-ups while providing expertise on untapped markets to other start-ups. There are [guidelines for becoming a diversity connector for start-ups](#) for cities.

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.

Nicosia achieved a rate of 25%, which is considerably lower than the city sample's achievement rate of 73%. The score confirms that the city provides certain inclusive and social actions aiming at intercultural integration of its diverse residents.¹⁰



Nicosia has a central role in Cyprus cultural life. Private and civic stakeholders often 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, which do not organise public debates on interculturality themselves, the city's vibrant civil society make the city the epicentre of the island's cultural life. Nicosia District might utilise these assets on developing further actions in the field of cultural and social life.

¹⁰ Nicosia's score in the extended Intercultural Cities Index on Cultural and Civic life is also 25/73.

Recommendations

Cultural organisations are not only venues for interaction, but also spaces for artists to emerge from minority ethnic communities, and opportunities for exploration of, and new insight into, cultural diversity and intercultural principles. Cultural actions can contribute to building and sustaining interculturality. In addition to the events already organised by the municipalities, this could be a field for further development by the municipalities.

Action might usefully be taken to convene artists and organisations concerned with culture and cultural expression in the city to explore the potential in an intercultural approach within cultural services and productions and establish the steps that might be required in such an approach. This could then be developed into an intercultural arts and culture strand for the integration field of action in its strategy.

The [Danish Centre for Arts and Interculture](#) in Copenhagen offers some pointers as to what might be asked of a cultural sector in a city. Its work includes: supporting intercultural competence in the cultural sector; ensuring the life experience of minority ethnic groups is given expression in culture; encouraging the involvement of minority ethnic artists; and supporting a broadening of diversity among audiences.

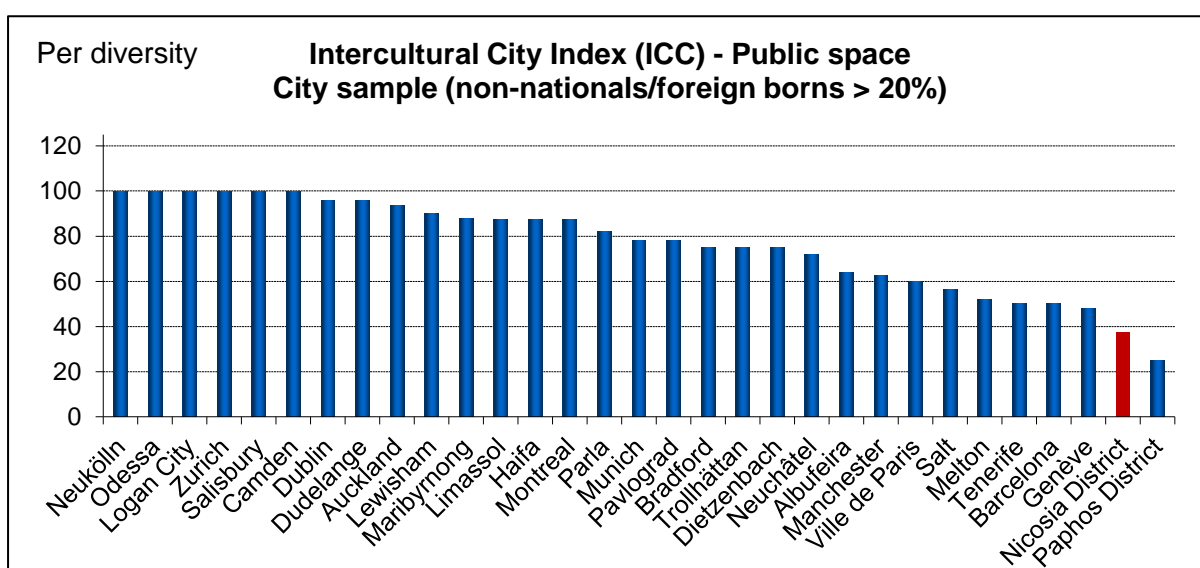
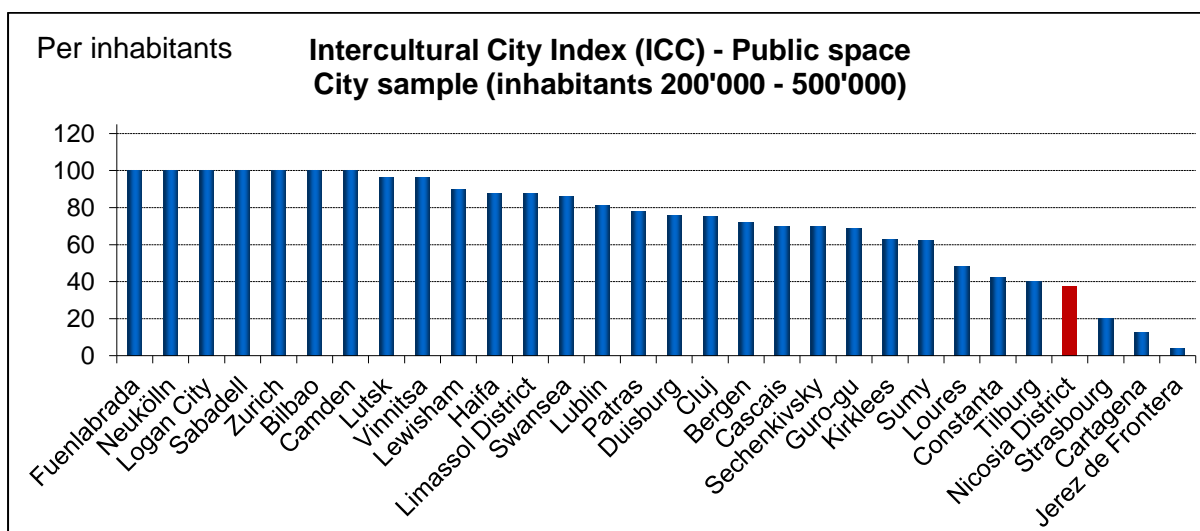
Nicosia district municipalities might also consider including integration and social cohesion criteria as a horizontal priority for the funding of cultural projects. They might also consider further utilisation and scaling of international (EU, COE, UN etc) funds, specifically those related to the education, creative and cultural sectors and civil society, towards migrant groups and communities. Municipalities could also consider organising public discussions and panels around the issues of interculturalism and participation, involving its diverse communities in them. Nicosia's municipalities might get inspired by the example of Neuchâtel (Switzerland). Its initiative [Neuchâtoi](#) is an ongoing campaign and dialogue platform to create an open discussion of how the city of Neuchâtel is evolving over many years of immigration, in terms of its identity and intercultural relations. Neuchâtoi's themes and activities have been renewed every 3 or 4 years since it was launched. The first edition was held in 2006 and was intended to question the Neuchâtel identity. This was followed, in 2009 by a second edition with the theme of youth, and a third in 2013 on diversity in public space. For the 2016 cycle the themes are secularism and religious plurality - increasing the opportunities for citizens to get to know but also to value diversity and respect for the plurality while identifying common values and principles in the community.

PUBLIC SPACE

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

Nicosia achieved a rate of 38%, which is considerably lower than the city sample's achievement rate of 67%. Although there is no strategic approach to consultation on intercultural mixing in public spaces, Nicosia hosts a number of such activities and infrastructures.¹¹

¹¹ Nicosia's score in the extended Intercultural Cities Index on Public Space is 30/67.



Nicosia District offers a wide range of spaces for intercultural mixing. They comprise of parks, squares, playgrounds and museums. A landmark is the newly launched Plateia Eleftherias (Freedom Square), especially designed as a multi-purpose public space, encouraging gatherings, cultural and civic life and interaction. Although there are no examples of public consultation, engagement and meaningful involvement of migrants around the issues of public reconstruction works. Nicosia District has very few areas with strong ethnic concentration. The municipalities might consider developing policies to prevent it, specifically in Old Nicosia and Palouriotissa areas.

Recommendations

In order to avoid long-term danger of ghettoization of certain areas, which seems to be a burning issue in the municipalities of Nicosia, they might proceed with a deeper collaboration and public consultation with migrant communities. An inspiration could be the city of Barcelona, which places enormous importance upon [intercultural public space](#) as the place where a diverse but harmonious community can be built. Barcelona encourages place-making professionals (such as architects, planners, transport managers, constructors etc) within the city council to develop their competence in diversity management. Examples of how this translates into action on the ground include inter-group roundtables that could involve representatives from urban planning and, for example: committee for public spaces, committees for coexistence and inter-group committee for immigration and other consultative tools, leading to the more vibrant and inclusive public space and societies.

Another good example of public consultation on the use of public spaces comes from the city of Auckland (New Zealand), which devised a method of partnering with appropriate community organisations to engage with the communities affected. The Auckland Council included the communities of South Auckland in an [integrated area plan](#) to prepare for future development in the area. The engagement strategy included:

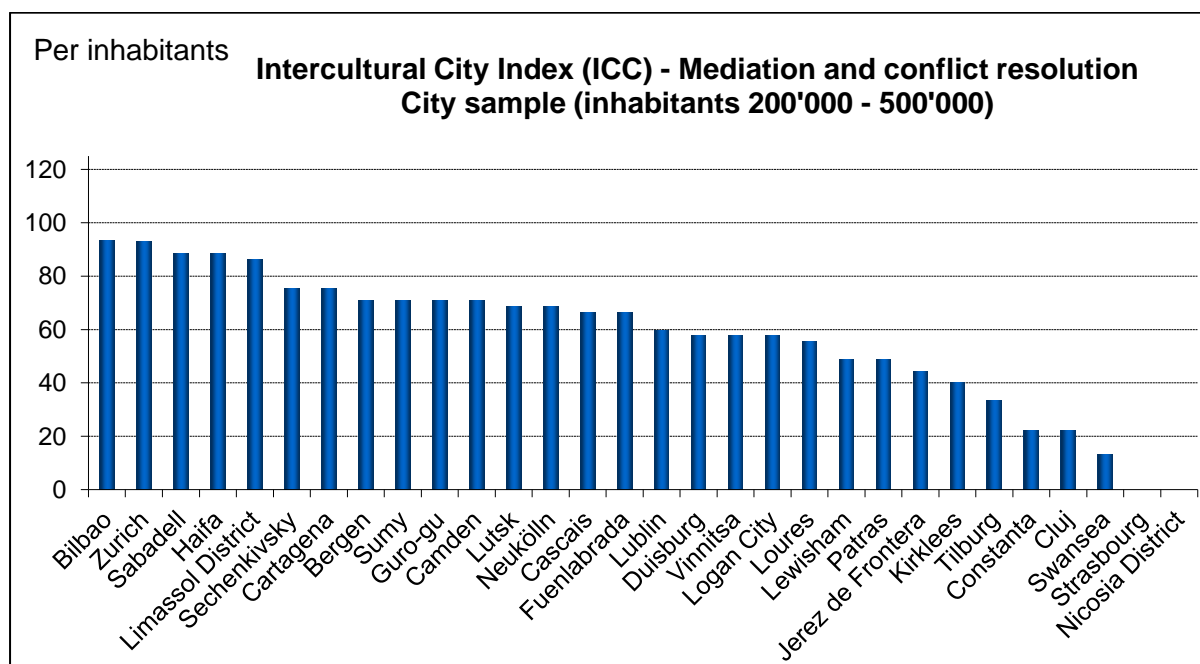
- Gathering feedback at local community events, shopping malls, train stations and other hubs;
- Utilising an 'All Our Ideas' web platform (championed by a local youth council);
- Running public workshop sessions (world-cafe style).

A key objective of this engagement strategy was to challenge the norm of community engagement and create effective ways to reach out to different ethnicities, age groups and communities in the area that typically do not engage or participate in a council-lead planning process. The Council received over 5000 pieces of feedback from the community, of which more than a third were submitted by the minority group of Māori residents and half from people aged below 34 years. This successfully matched the ethnic and age profile of the area.

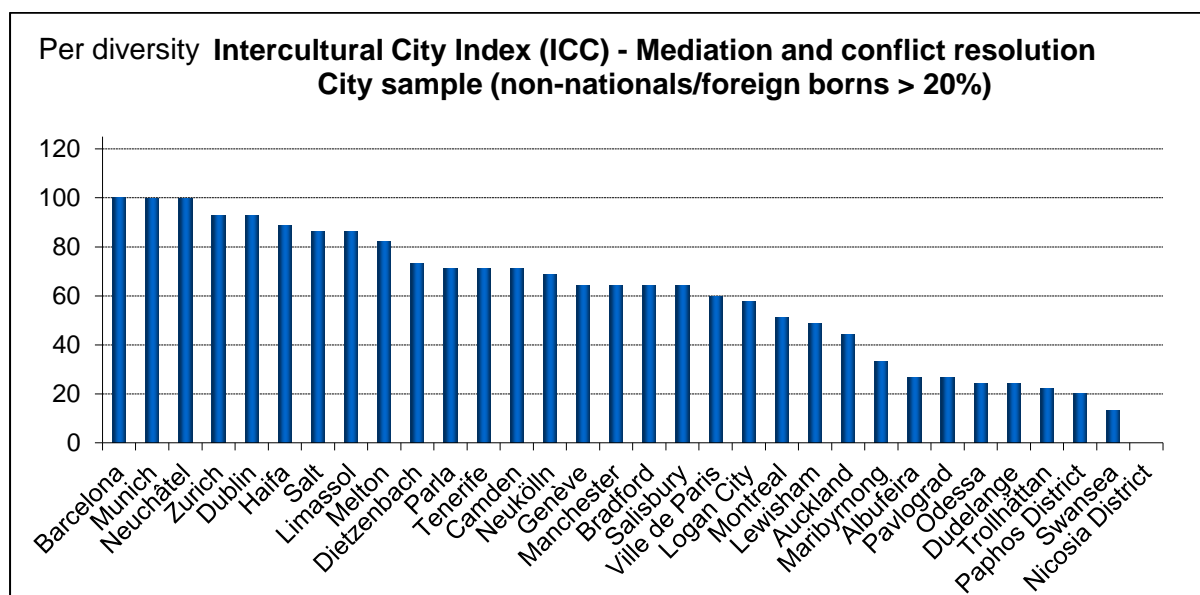
MEDIATION AND CONFLICT RESOLUTION

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.

Nicosia achieved a rate of 0%, which is considerably lower than the city sample's achievement rate of 58%. The city needs to provide more efforts in order to prevent conflicts among its diverse residents.¹²



¹² Nicosia's score in the extended Intercultural Cities Index on Mediation is 0/56.



Although Nicosia municipalities do not provide professional or general services for mediation of intercultural communication and/or conflict, and there is no formal inter-religious body, the city hosts an important, island-wide initiative called [Religious Track of the Cyprus Peace Process](#), run by the Swedish Embassy. The platform brings together representatives of all major religious confessions in the island for dialogue and joint actions.

Recommendations

The appointment of a specialised body providing intercultural mediation and conflict prevention would provide multiple services to the district. Such a 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. Bergen also provides mediation services in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems.

Another good example can be found in the London Borough of Camden (United Kingdom). In Camden, intercultural mediation is provided in neighbourhoods and on the streets through coordinators actively seeking to meet residents and discuss problems.

The [Family Group Conference](#) provides independent coordinators and advocates originating from multiple cultural and ethnic backgrounds including Bangladeshi, Black British, Irish, Scottish, Ghanaian, Somali and Syrian. Indeed, matching the coordinators cultural background and language to that of the family can provide a common ground; it can provide a better understanding of a culture, its perspective.

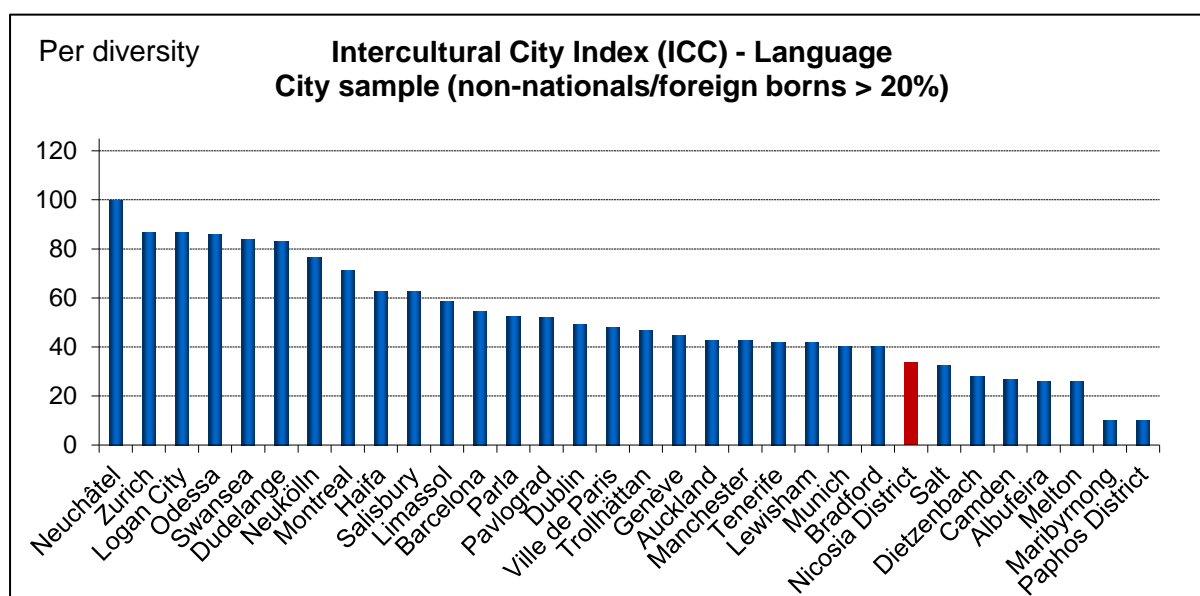
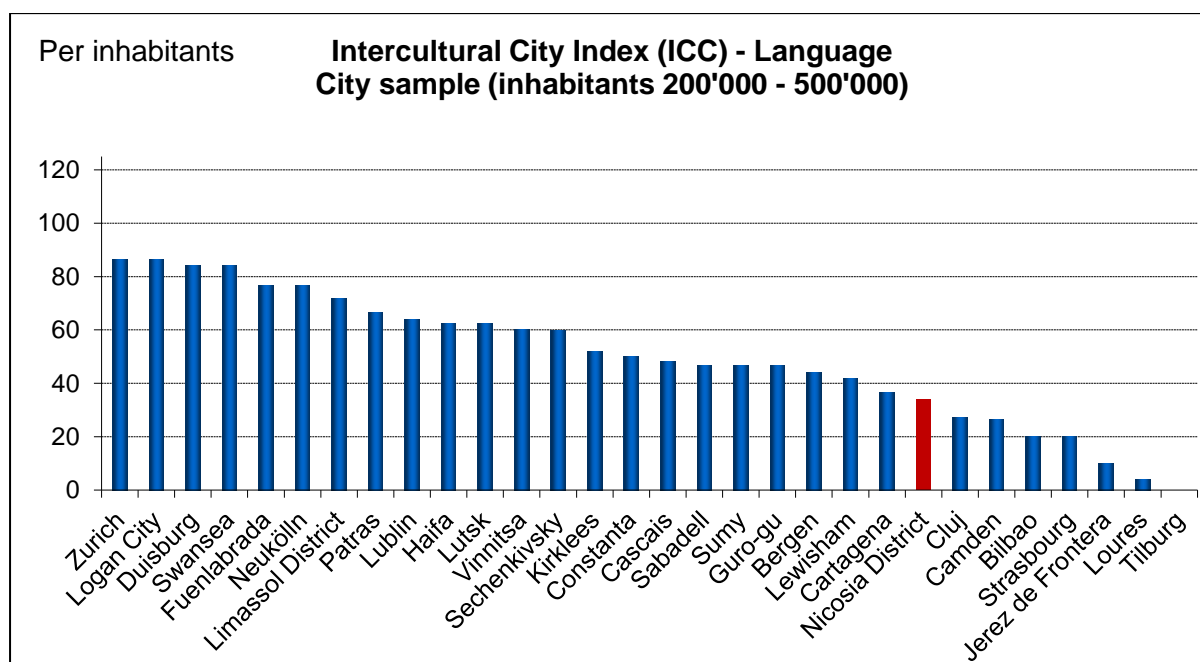
Also, as part of Camden's anti-social behaviour support service, [Contact Victim Support](#) provides help for disputes between neighbours. The borough also has a restorative justice project as part of its Children's Services' Early Help offer.

The establishment of the Intercultural Network for the Nicosia District is a good opportunity to start a public discussion on the possible practical implementation of such ideas, through an intercultural strategy and action plan.

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.

Nicosia achieved a rate of 34%, which is slightly lower than the city sample's achievement rate of 45%. The city's score certifies that the city provides actions promoting multilingualism in terms of local and foreign languages.¹³



In Nicosia District, Greek lessons are offered by the private sector under the co-financing of European funds. Unfortunately, these efforts are not consistent and sustainable and do not constitute official provision of language training services, a number of private and civic sector stakeholders such as the Migrants Information Centre (MiHub) and the Pancyprian Labor Institute offer Greek language classes targeting migrants through EU co-funded projects. These programmes are usually done in collaboration with district councils or municipalities, which host migrants within their communities. The Ministry of Education and Culture also runs adult-education programmes offering a wide range of languages including the official ones of the Republic of Cyprus - Greek and Turkish, while English language is offered and often used throughout the formal education. The Armenian School "Nareg" offers primary and secondary education in Armenian language (a recognised minority language).

¹³ Nicosia's score in the extended Intercultural Cities Index on Languages is 34/43.

Recommendations

The historical interculturalism of Nicosia provides a solid basis for further development of multilingualism in the district and the current programmes and EU initiatives might be further developed. The city might consider providing specific language training in the official language(s) for hard-to-reach groups (e.g. non-working mothers, unemployed, retired people, etc.). It might also consider suggesting to the Ministry of Education, Culture, Sport and Youth teaching migrant/minority languages as part of the regular curriculum at schools, or as a mother tongue course for migrant children only. In addition to that, Nicosia might consider providing support to the private/civil sector organisations offering language training in migrant/minority languages.

In further development of multilingualism, municipalities in the district might be inspired by the city of Novellara (Italy), which has always had the will to create new chances for dialogue and inclusion. In the spring of 2017, a new project was launched, aimed at enhancing the integration of the numerous foreign communities that live in Novellara. The idea was to create a project that would involve closely the local population, which is an important part of the integration process, since they interact with the immigrant citizens on a daily basis. Novellara, in collaboration with CPIA Reggio Nord, had already been promoting Italian courses for foreign citizens but, as it often happens, these courses were and still are attended mainly by male students, resulting in muslim/hindu/sikh women avoiding them, intimidated by the presence of other men. This is why, in the fall of 2017, Novellara has launched [Italian courses dedicated to women](#). Thanks to the patient work of capable and trusted female mediators, the project was a great success and led to the development of two courses (A1 and A2 level).

Municipalities could also be inspired by the Paris (France) [Association Dualala - D'Une Langue A L'Autre](#) (from one language to another), which accompanies bilingual families and professionals involved in multilingual environment taking under consideration the transmission of languages and cultures of origin. Dualala considers bilingualism as an asset for any child, regardless the language spoken. The association is composed of linguists and specialists in intercultural communication, and it is supported by the Ministry of Culture and Communication and the Ashoka network. In addition, the association regularly organises conferences in favour of multilingualism.

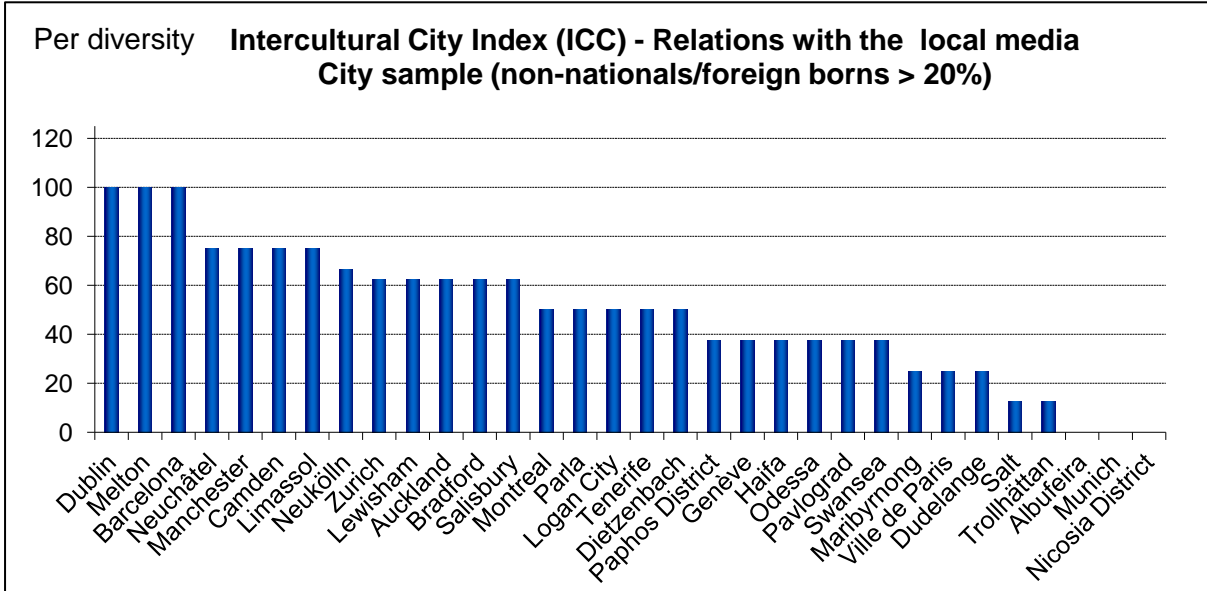
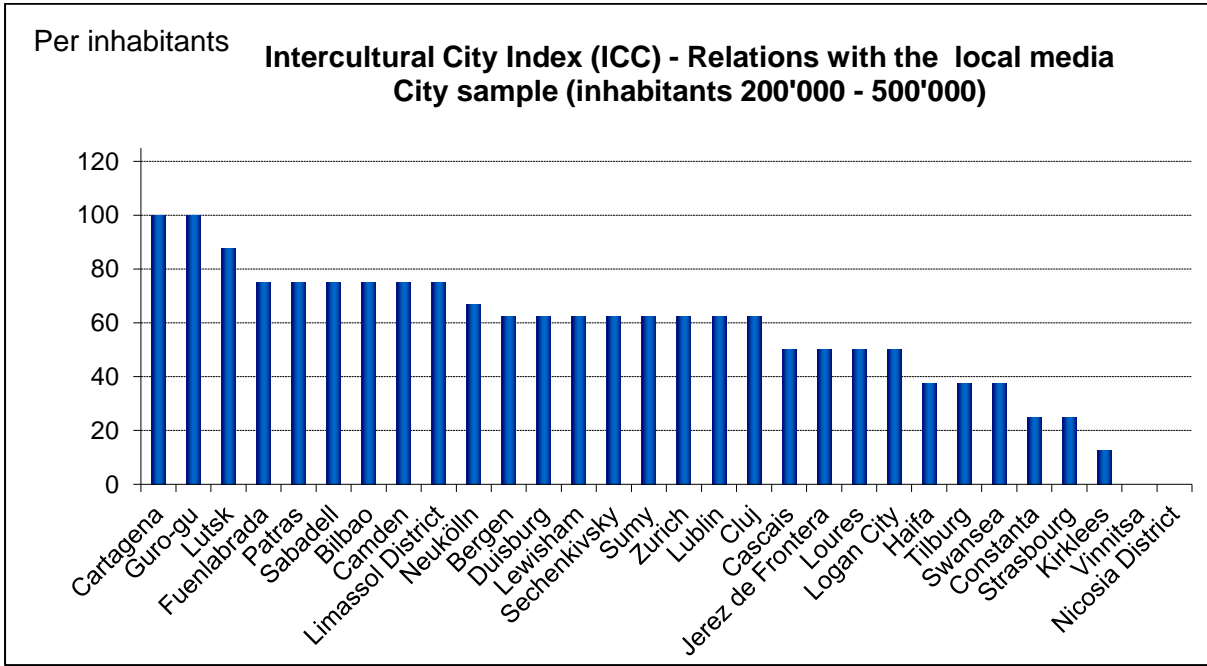
Schools and municipalities in the Nicosia District could also consider celebrating International Mother Language Day (21 February).

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.

Nicosia achieved a rate of 0%, which is considerably lower than the city sample's achievement rate of 47%. If wishing to be an intercultural district, the municipalities would need to put more efforts in working with local printed and social media.¹⁴

¹⁴ Nicosia's score in the extended Intercultural Cities Index on Media is 0/46.



Nicosia District hosts almost all the national electronic and printed media of Cyprus. In addition to that, it also hosts the Committee for Ethics of Journalism and the Union of Journalists. Still, there is very little evidence of local policies dealing with the image of migration and migrants among local media. More efforts might be needed in terms of a strategical approach towards the changing the current narrative around migration and interculturalism towards a more positive one. The participation of journalists and media representatives in the Intercultural Network for the Nicosia region, continuous communication based on the political commitment and possible training activities for them are some of the activities that could be further developed in the district. Special incentives might be provided to local journalists of migrant background in order to start electronic and social media.

Recommendations

Communication is an important area for municipalities starting on their intercultural path, for its influence on public values, perspectives, and understanding. Work in this area could usefully start with the municipalities own communication work and, more specifically, with an integration mission statement.

A communication initiative could be developed to bring an integration mission statement, its commitments, and its core values to the attention of specific institutions, audiences, and the general public. This could be an ongoing initiative on a number of levels:

- Communication of the statement itself to key stakeholders to encourage and support their sign-up to its commitments.
- Development of promotional materials and posters to communicate the key commitments in the mission statement.
- Highlighting the mission statement or specific elements in public events and public communications of the city.
- Including the mission statement and its specific commitments as an ongoing feature in internal communications.
- Communication of the values that underpin the statement as a constant across all city communications.

The [‘Together We’re Auckland’](#) communications guide developed by the city of Auckland (New Zealand), provides a thoughtful approach to the inclusion of the value of ‘togetherness’ into all its communications. This guide addresses messaging, language, tone, and imagery and their approach could inform a communication initiative on the integration mission statement.

By utilising their central position in national media life, municipalities in Nicosia might wish to further actively involve local media stakeholders in the development of the intercultural policies. A thematic collaboration in the form of a mixed working group on media within the local intercultural network could crystalize new ideas and synergies. Such a working group might consist of the representatives of national media, journalists, migrants NGOs, national and local authorities. The working group could continuously monitor the way that local media portray migrants and could provide recommendations on how to improve that image and narrative or provide suggestions on how to support the migrant start-ups in the field of media and communications.

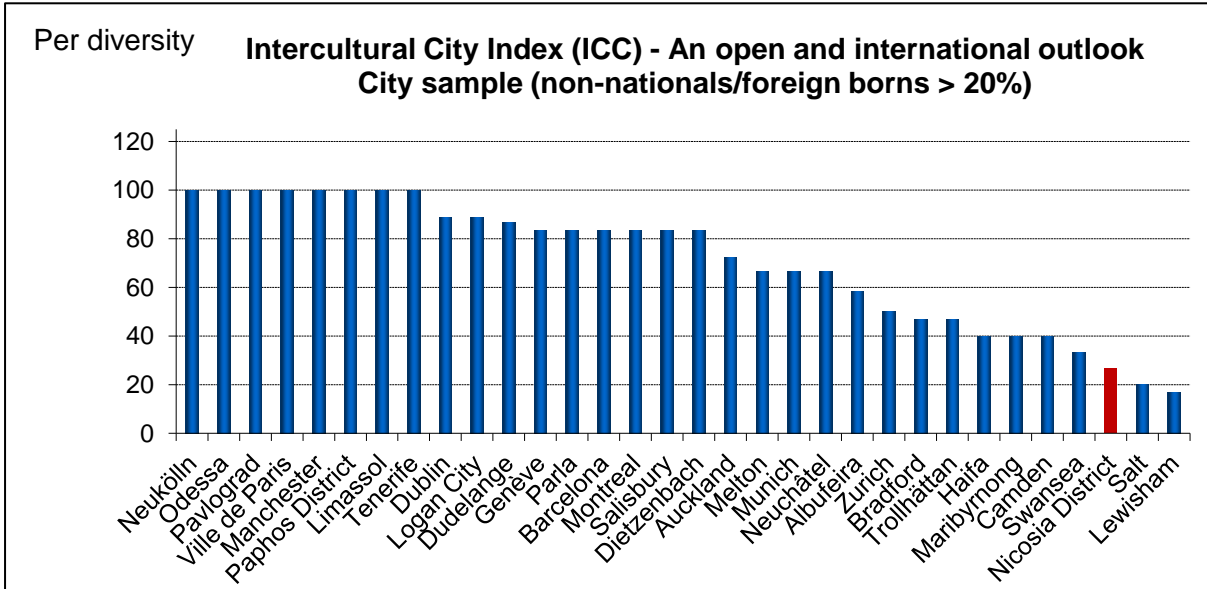
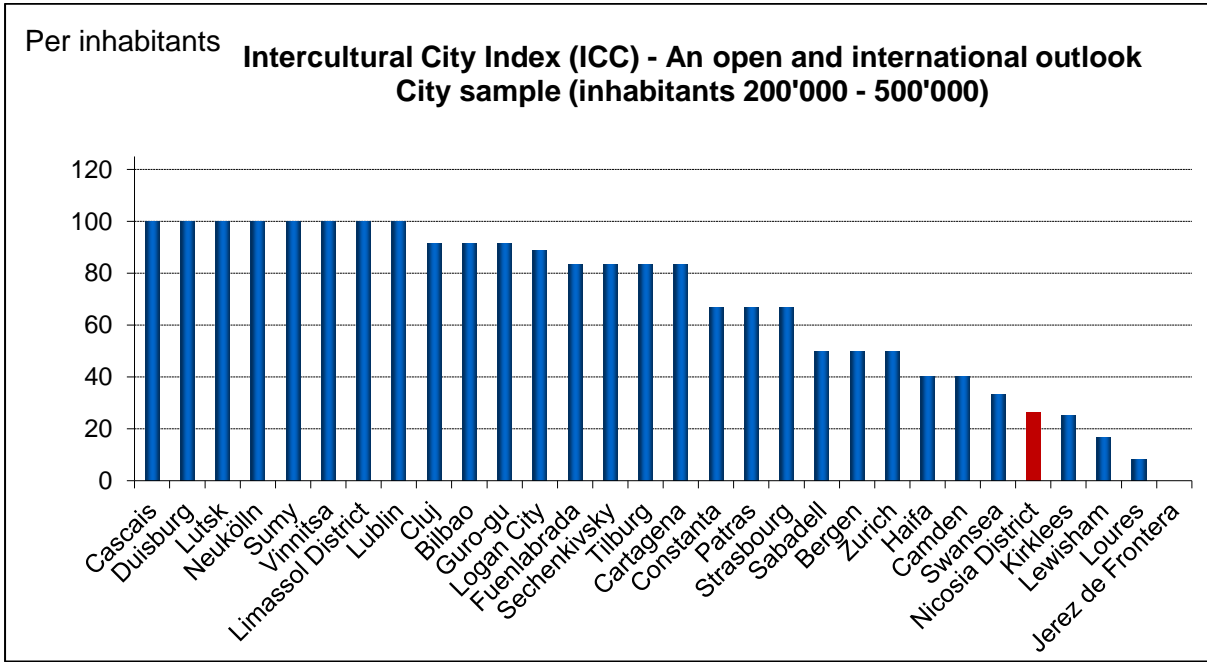
In addition to that, the municipalities in the Nicosia district might be inspired by the example of the city of Donostia/San Sebastian (Spain), which developed a local [partnership with civil society to monitor how media portrays diversity](#). Concretely, the city partnered with a local NGO called SOS Racismo to provide support and information for complainants to denounce discrimination, as well as support to specific groups (such as women in care services) to get to know and be able to claim their rights. The NGO also has an observatory on the media portrayal of migration and diversity issues (financed by the municipality) with daily updates. Actions, research and publications can be consulted at www.mugak.eu

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.

Nicosia achieved a rate of 27%, which is considerably lower than the city sample’s achievement rate of 70%. The current international outlook is built through various means and actions, mainly by private sector.¹⁵

¹⁵ Nicosia’s score in the extended Intercultural Cities Index on International Outlook is 27/69.



International cooperation in the Nicosia District is mainly based on either existing EU-funded initiatives, mainly run by the private and civic sectors or academia, or through town-twinning memoranda. There is very little evidence that municipalities undertake international action with a strategic scope, for instance by allocating financial and human resources. Being the seat of the diplomatic corps and business organisations and associations, Nicosia District has a great potential for the development of an international outlook, that still has to be fully recognised and implemented.

The forthcoming reform of local administration in Cyprus is a great opportunity for Nicosia municipalities to undertake strategic international action. By further utilisation of the ties with the rest of the world, through the Embassies and Consulates it hosts, the bi-lateral Chambers of commerce and business working groups, a high number of foreign students and finally the large immigrants communities, Nicosia, as the capital of Cyprus could scale its image world-wide, enriching it with an intercultural profile – a meeting point between various cultures and nations. The residents of Nicosia municipalities with migrant backgrounds would naturally serve as bridges to their countries and its cities.

Recommendations

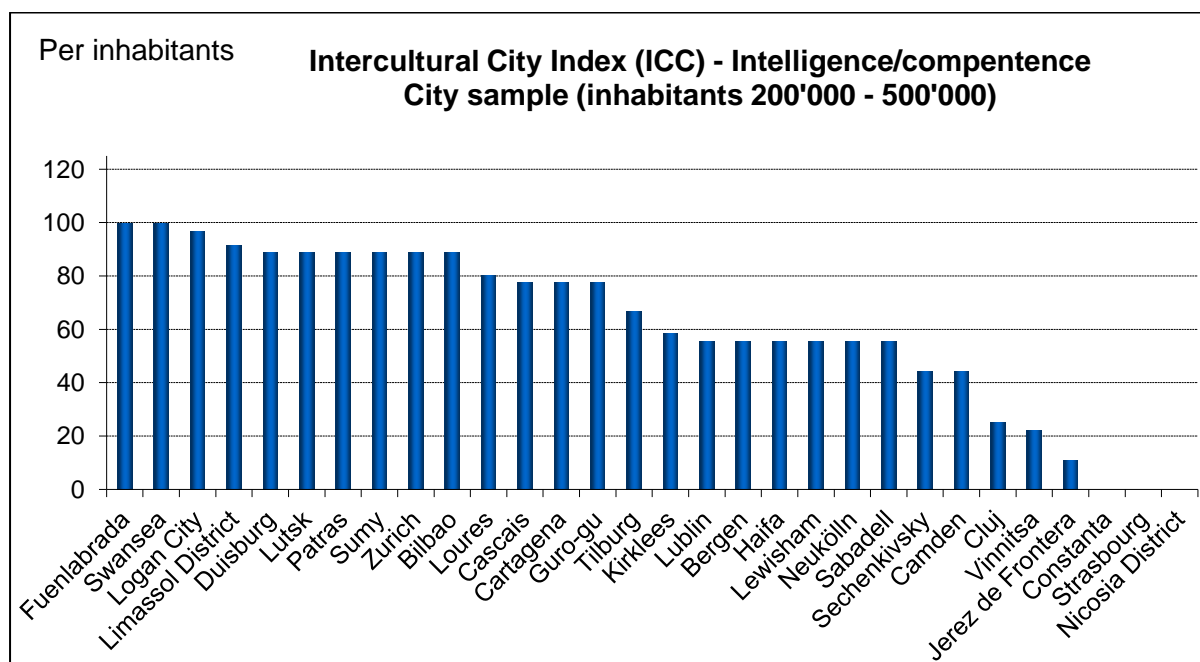
In order to utilise all the possibilities and assets it has, the Nicosia municipalities might be inspired not only by many other capital cities continuously working on their international profile, image and outlook, but also from the smaller cities building a concrete intercultural image. The city of Sabadell (Spain) has an [explicit policy to encourage international cooperation](#), named '[Cooperation and Solidarity Plan 2018-2022](#)'. The plan, which has a budget allocation, follows a model of transforming cooperation from a local perspective, understanding the role of awareness raising and education for development as mechanisms of advocacy and transformation of the factors that generate inequalities. The mission of the plan is to promote actions aimed at the transformation of structures and models of democracy in the South and in the North.

When it comes to developing policies in this area, the example of [Leeds](#) (UK) might also be inspiring. Leeds has a policy to encourage international cooperation in economic, scientific, cultural, or other areas. The policy has a specific financial provision, and the city actively takes steps to further the international relations. An international relations team was set up to work alongside the visitor economy (tourism) and inward investment (economic attractiveness) teams within the economic development unit. The team also promotes the active involvement of the city council, the universities, and other partners in international networks.

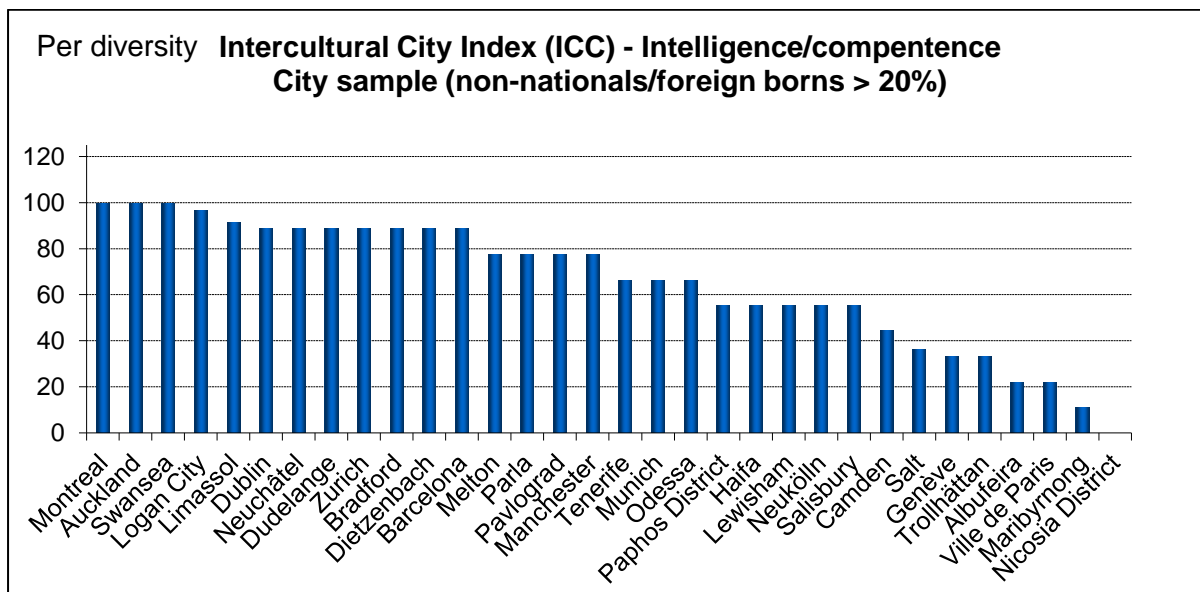
INTERCULTURAL INTELLIGENCE AND COMPETENCE

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.

Nicosia achieved a rate of 0%, which is considerably lower the city sample's achievement rate of 60%. If planning to become an intercultural district, the municipalities will need to put more efforts in collecting intercultural data.¹⁶



¹⁶ Nicosia's score in the extended Intercultural Cities Index on Intercultural Competence is 0/56.



Nicosia District is the seat of numerous research centres, institutes, civil society organisations and universities developing rich and diverse actions on intercultural research and competences. Among them the UNHCR, Red Cross Cyprus, and other private organisations and bodies have immediate contact with migrant minority groups or organisations who are involved in front line activities. Still, those actions are not fully utilised by the local authorities in the Nicosia district. Certain actions have been observed though through EU co-funded programs carried out by civils society organisations or other private bodies within the context of the calls. Deeper analysis of the intercultural data could be an important subject of cooperation between the local authorities and the research instances.

Training for intercultural competency for officials and staff in administration and public services has an important contribution to make in capacity building. Currently there is a gap in relation to this in the Nicosia District which could usefully be addressed to ensure an effective application of intercultural principles, which requires specific skills, knowledge, and awareness within public organisations.

Recommendations

The municipalities of Nicosia district could consider working as catalyst for synergies between various research stakeholders in order to gather, analyse and transfer the intercultural data into integration policies. They might consider developing joint working groups between academia, civil society organisations working in the field of inclusive/intercultural integration, local and national authorities, as well as the wider public sector (i.e. Research and Innovation Foundation, Cyprus Institute etc).

One of the examples that might be useful not only for Nicosia District, but also for the entire island, is the [Intercultural acceptance survey to build intercultural competence skills](#), reported by the 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, intercultural city of Ansan 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.

Montreal (Canada) has developed and provided an interesting training initiative on [intercultural communication in the workplace](#). This explores obstacles to efficient intercultural communication in the workplace; how people

perceive others and themselves in an intercultural setting; cultural diversity in the workplace and the factors behind certain behaviours; and develops skills and attitudes which foster co-operation. A reference document on intercultural skills is also being developed.

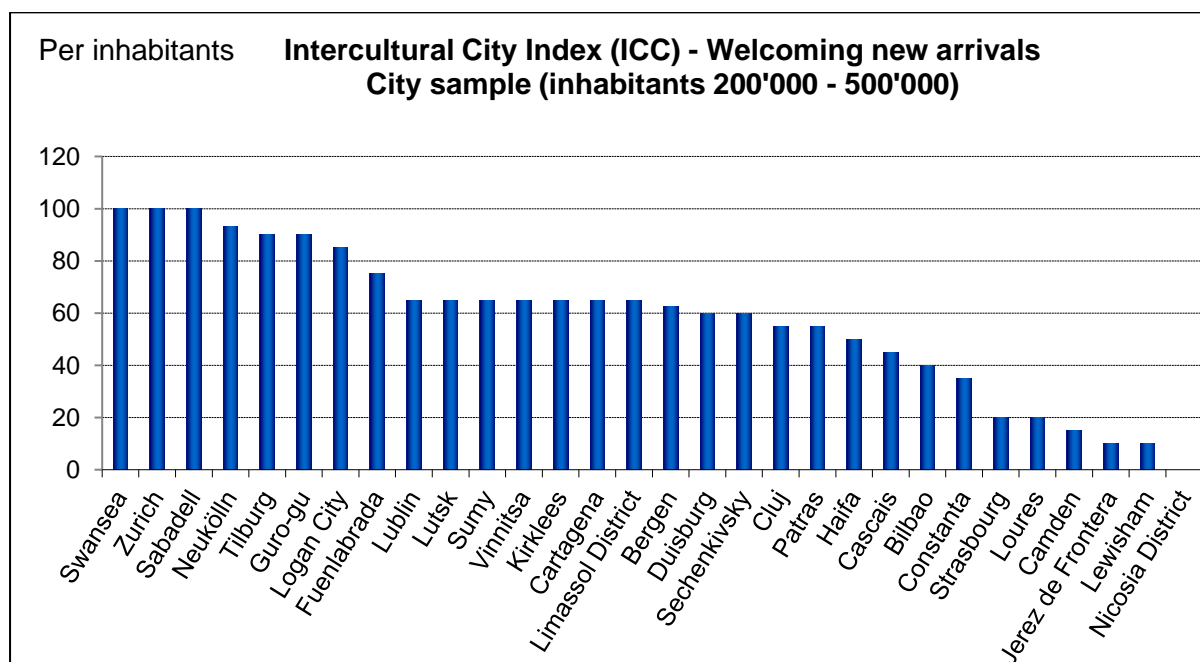
The [Inclusive Auckland Framework](#) developed by the city of Auckland (New Zealand) includes a focus on promoting intercultural competences to create inclusive workplaces and to enable leadership for inclusion. This includes anti-racism workshops and e-learning resources on unconscious bias.

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.

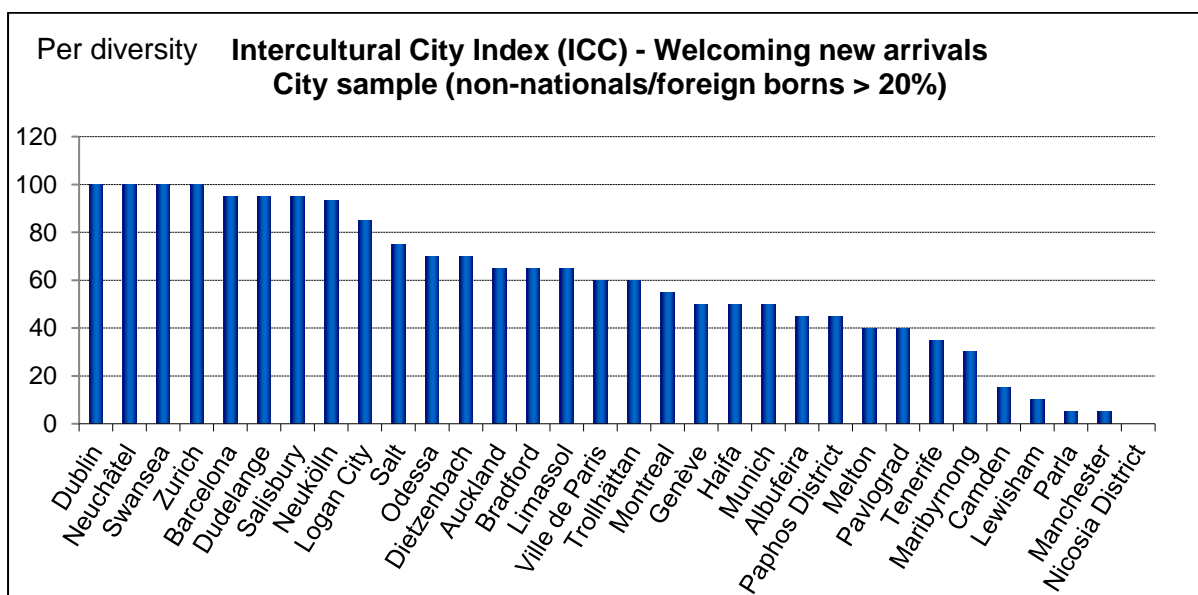
WELCOMING NEWCOMERS

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.

Nicosia achieved a rate of 0%, which is considerably lower than the city sample’s achievement rate of 57%. If planning to be an intercultural district, municipalities will need to develop actions welcoming and supporting newcomers on their first contact with the city.¹⁷



¹⁷ Nicosia’s score in the extended Intercultural Cities Index on Welcoming is 0/60.



Migrants arriving in Cyprus are usually well informed by prior contacts, through their compatriots or relatives and friends and communities who have already migrated to the island and currently live and work here. The welcoming and informing of migrants staying in the Nicosia District is usually carried out by private initiatives and EU-funded programmes. In addition to that, Nicosia hosts the offices of the UNHCR and IOM, which are active in this field. There is no evidence of the involvement of Nicosia municipalities in welcoming and providing specific information for migrants. For instance, there is no municipal agency, unit, person, or procedure assigned to accept the newcomers, or a city-specific package (probably due to small size of the country and high inter-city mobility), nor a targeted welcoming of various groups or a public ceremony sending a symbolical welcome message to newcomers. The above-mentioned programmes usually have a fixed timeframe there is an issue on the continuation and sustainability of such actions. There are also social media platforms and websites for almost all migrant groups, run by their communities, where information is provided regarding their needs upon arrival to the island including housing, schools, visas, medical insurance etc.

Recommendations

Like in the case of the previous intercultural fields, regarding the welcoming of newcomers, Nicosia's district authorities should take advantage of its central national position and its capacity as the capital city of Cyprus. Possible synergies with UNHCR, IOM, UNDP, embassies and consulates, national authorities, formal and informal civic society stakeholders and academia might produce important output, not only for the city but also for the entire country. The appointment of the respective agency, unit or persons in charge for welcoming newcomers, the development of the user-friendly toolkits (or standardisation of the information), translation services and dissemination is the essential first step.

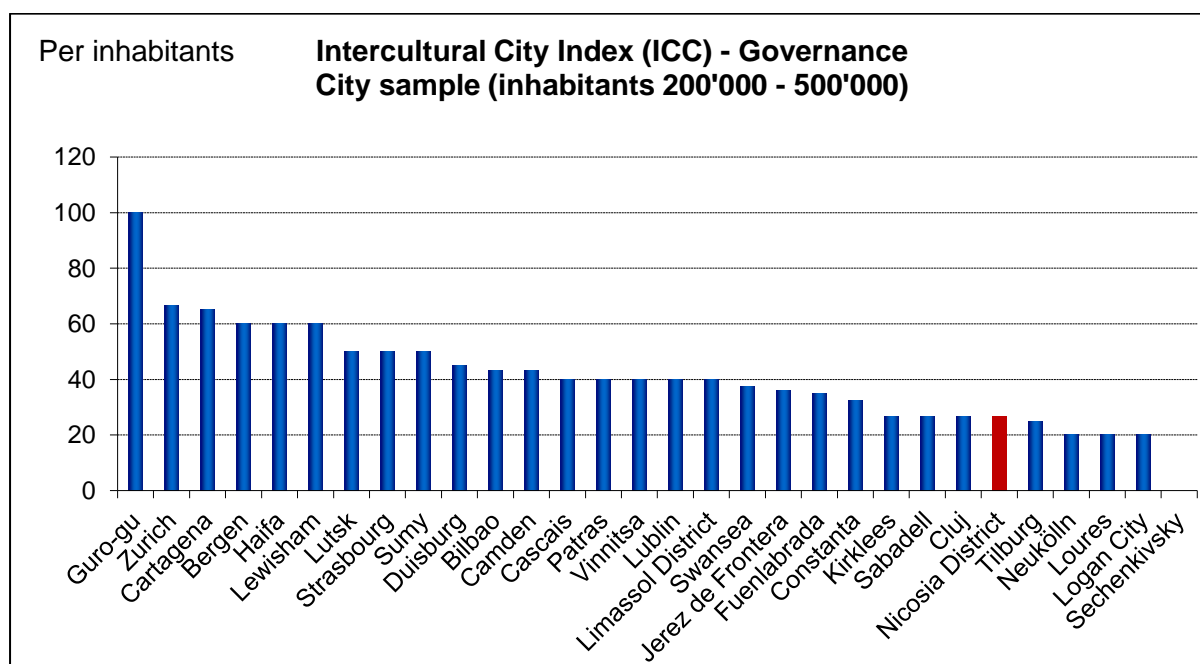
Regarding the welcoming of newcomers, municipalities in the district might be inspired by the best practices of the city of Auckland (New Zealand), and its [Welcoming Communities Initiative](#), a joint central and local government programme implemented by councils across New Zealand to welcome newcomers. The Auckland Council, ATEED and Immigration New Zealand (a central government agency responsible for bringing people to New Zealand to enhance New Zealand's social and economic outcomes) have signed a partnership agreement to leverage collective skills and resources in order to maximise the contribution that migrant skills and investment make to Auckland. The [Welcoming Communities Programme](#) welcomes newcomers, recent migrants, former refugees and international students. It emphasises the importance of participation and connecting newcomers with locals. Aligning perfectly with the Intercultural Cities three main concepts of diversity, equality and interaction, the programme is based on a standard with eight outcomes: 1. inclusive leadership; 2. welcoming communications; 3. equitable access; 4. connected and inclusive communities; 5. economic development, business and employment; 6. civic engagement and participation; 7. welcoming public spaces; and 8. culture and identity.

Another good example of a dedicated service for newcomers can be found in Zurich (Switzerland). Zurich has a [specialised agency to welcome newcomers](#) with a dedicated strategy and a complete set of information tools available in 14 languages, as well as specific assistance. Each year, six welcoming events for newcomers are organised. They take place at the City Hall and include multilingual information sessions on the life in Zurich, a multilingual city tour and an aperitif. Finally, the information tools are differentiated on several levels, distinguishing between those aimed at the newly arrived population and those targeting specific language groups. For many years, these tools have included various services such as a welcome desk, welcome events, a database of German courses and multilingual internet portals.

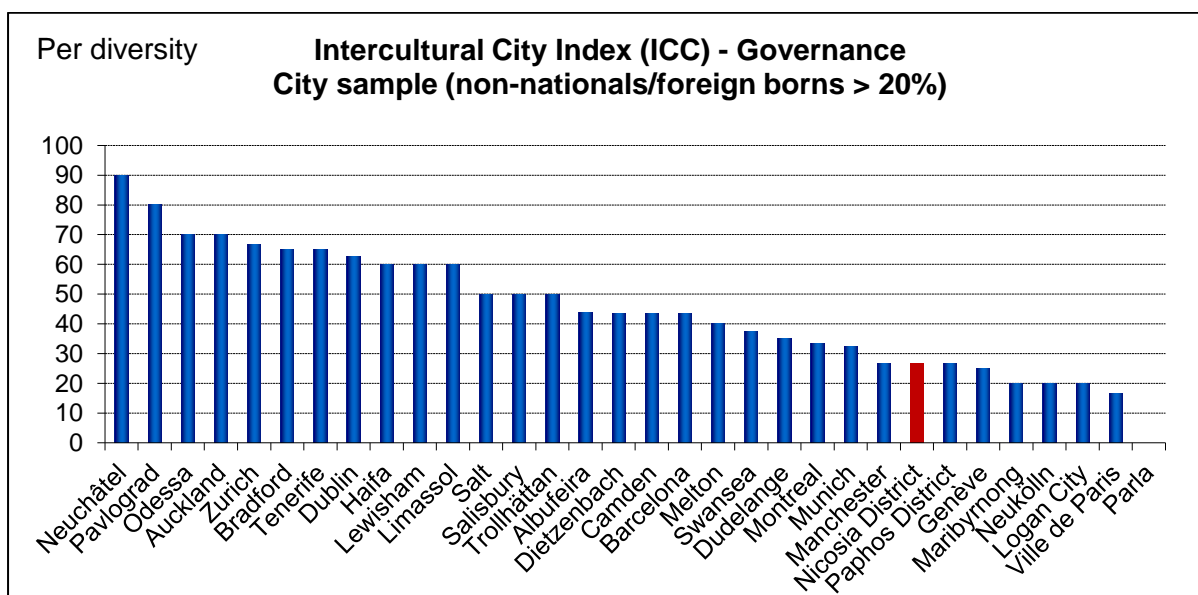
LEADERSHIP AND CITIZENSHIP

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.

Nicosia achieved a rate of 27%, which is slightly lower than the city sample's achievement rate of 36%. Nicosia civil society actions promoting the representation of migrants in decision making bodies is a good basis for further intercultural actions.¹⁸



¹⁸ Nicosia's score in the extended Intercultural Cities Index on Citizenship is 22/47.



Like in other districts and local authorities of the Republic of Cyprus, voting rights are reserved only for Cypriots and other EU citizens. The data on the double citizenship of the members of municipal councils is not available for any of the municipalities. Until recently, Nicosia District did not have an independent consultative body through which people with migrant/minority backgrounds can voice their concerns and advise the municipal councils on diversity and integration matters. The recent development of the Intercultural Network for the Nicosia Region is a first step towards an institutional creation of such body. The initiatives related to the encouraging migrants to participate in political life are implemented mainly by civil society and voluntary organisations which advocate for the rights of Third Country Nationals and promote psychosocial services and other services for the wellbeing and inclusion of migrants within society. There is still space for the further development of such actions and the involvement of local authorities.

Recommendations

Municipalities could promote the participation of immigrants in public life by holding fairs that allow people with immigrant/minority background to meet and discuss political issues and programmes with representatives of local authorities. This could be arranged especially before local elections, or by assigning mandatory seats to people with immigrant or minority backgrounds in steering committees or working groups that run democratic initiatives. It could also be done through establishing and empowering youth parliaments/consultations representing youth diversity, through introducing an adviser municipality with observer status elected by foreign nationals residing in the city or through creating groups or committees including people with a migratory or minority background.

Camden Council (United Kingdom) runs several [initiatives to encourage people with migrant/minority backgrounds to engage in political life](#). One example is the Youth Activism project which aims to drive local activism amongst young people. An action-oriented group made up of young Camden residents (aged 16-25) from diverse backgrounds and service representatives was set up and is co-chaired by a young person and an elected Council member. The aim is to work together with local organisations to deliver an action plan tackling the disproportionate impact of policing and education on Black people and others from diverse backgrounds. The Council is investing in young people to lead change with a focus on providing social justice activism skills, through accredited training opportunities (such as campaigning skills).

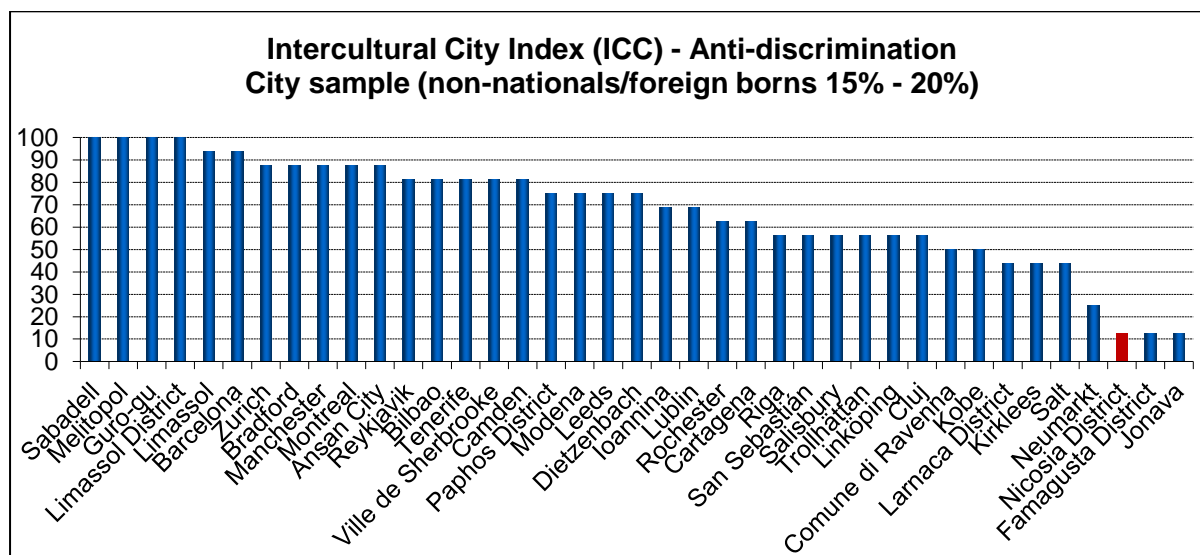
Another inspiring example is the [Young Mayor programme](#) in Lewisham (United Kingdom). The London Lewisham Young Mayor is an attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget of at least £25,000 to initiate a programme of work, as well as to advise the Lewisham Mayor and the city Council on issues relating to young people.

Ballarat (Australia) has established the [Multicultural Ambassadors' Programme](#) 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 in 2019. The data collected so far is not yet relevant for statistical purposes. 35 cities have replied to this new Intercultural Cities Index chapter. Nicosia District's rate of achievement in the field of anti-discrimination is 13% and city sample 67%. The city's private and civic landscape provides a good starting point for anti-discriminatory activities by municipalities in the district.



Cyprus national legislation has a firm anti-discrimination policy and Cyprus municipalities are obliged to provide equal opportunities and anti-discriminatory policies in all fields. Of course, equality is not something that is easily fully achieved on a practical level. Therefore, there is a need for all municipalities to proceed with the review of all public policies and to identify possible obstacles for equal participation, especially of people with migrant backgrounds. Some organisations in collaboration with the city organise campaigns, events and information days regarding various issues such as equality, anti-discrimination and promotion of social inclusion and/or human rights. There are also numerous national or EU-funded activities aiming at fighting discrimination, the European Migration Network run by the Ministry of Interior being one of them.

Nicosia District municipalities could also consider developing of a document or charter proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the municipal administration and services. In addition, the municipalities might decide to establish a dedicated service that advises and supports victims of discrimination or to provide support to civil society organisations which provide assistance and advice to victims of discrimination. Running Anti-rumours campaigns or permanent monitoring mechanisms would contribute to the inclusive policies development by the city.

Recommendations

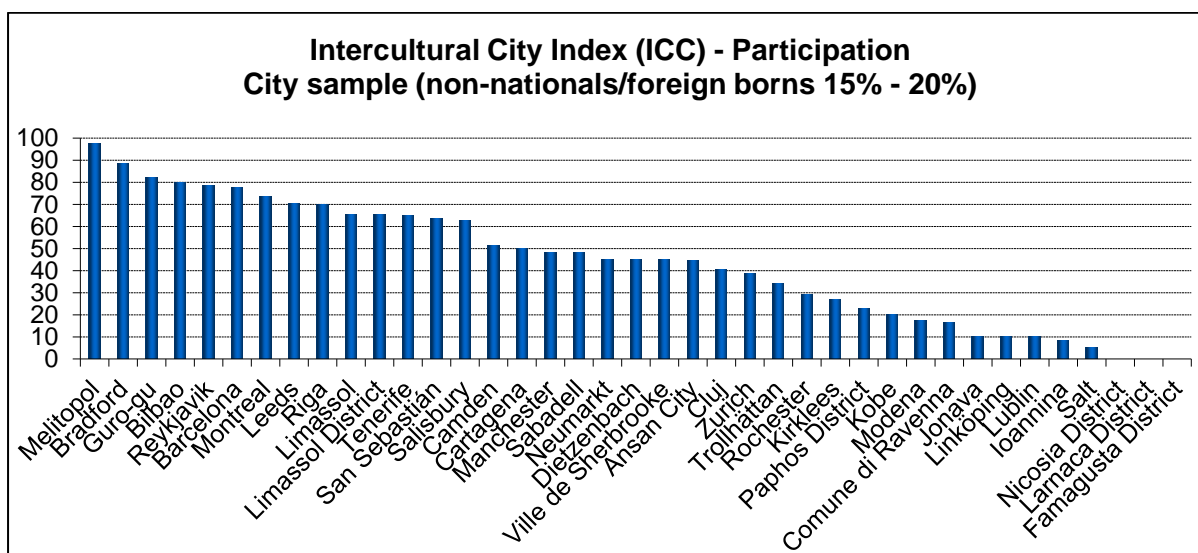
In order to monitor and efficiently approach the issue of discrimination, Nicosia District municipalities might be inspired by the Barcelona City Council, which has an institutional infrastructure to combat all forms of discrimination, including systemic discrimination, in place for over two decades. This involves internal structures that enable the city to: identify and address systemic and other forms of discrimination; build a staff capacity on the issue; create platforms for the participation of people experiencing inequality and their associations in policy-making; and give public visibility to the issue of discrimination and the city's commitment to address it. The institutional infrastructure includes: Barcelona Municipal Immigration Council, established in 1997; Office for Non-Discrimination, established in 1998 and renewed in 2017; and [Barcelona Discrimination Observatory](#), established in 2018. The Barcelona Discrimination Observatory publishes an annual report on incidents of discrimination that occurred in the city, the actions and strategies to address them, and future challenges. This is a joint initiative of the Office for Non-Discrimination and the Human Rights Resource Centre of the city, and the Board of Organisations for Assistance to Victims of Discrimination, involving over 18 entities.

Nicosia municipalities might also consider the development of [Anti-rumours strategy](#) and action plan. Understood as a public policy, the Anti-Rumours strategy, is composed of a number of elements: identifying major rumours existing in a city; collecting objective data and also emotional arguments to dismantle false rumours; creating an anti-rumour network of local actors from civil society; empowering and training "anti-rumour agents"; and designing and implementing anti-rumour campaigns to raise awareness, including by creating and disseminating new tools and resources, both creative and rigorous.

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 in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 35 cities have replied to this new Intercultural Cities Index chapter. Nicosia's rate of achievement in the field of participation is 0% and the city sample 44%. To become an intercultural district, municipalities in the Nicosia District would need to develop further actions in the field of participatory mechanisms, involving city's diverse population.



Municipalities might consider increasing their efforts to improve their participation policies. There is not yet an intercultural strategy and action plan, while the National Plan for Social Integration and Reception Strategy is still in its early stages. Through a joint Council of Europe and European Union project,¹⁹ the district was recently introduced to a regional intercultural network, which will soon develop participatory mechanisms, to enable all city residents, irrespective of their migrant/minority backgrounds, to participate equally in the decision-making process. Still, municipalities might consider monitoring the participation of their residents with migrant/minority backgrounds in the decision-making process, for instance in the key institutions and organisations, on boards or ruling bodies of trade unions, public schools, work councils etc, and also using gender disaggregated data.

Recommendations

In order to increase the participation of migrants in decision making bodies, Nicosia municipalities might be inspired by the city of Dublin (Ireland), which is running [Public Participation Networks \(PPN\)](#) project. Public Participation Networks (PPN) are a mechanism for greater community participation in local government and present opportunities for input into policy and decision making. The PPNs are independent structures with one network being set up in each Local Authority Area. The Dublin City PPN is the main link through which Dublin City Council connects with the community and voluntary, social inclusion and environmental sectors. It is conceived as a formal structure for active citizenship and participation, providing a link for the Local Authority to connect with Community groups promoting consultation, as well as to facilitate and articulate a diverse range of views and interests. The PPN will provide groups with: opportunities to influence decision making; access to information – on finance, consultations, developments; training; opportunities to network with other groups and community representation and organised engagement with Dublin City Council.

Another example of intercultural participation which increases social cohesion and trust in public administration comes from the City of Leeds (United Kingdom) where the city systematically carries out public consultations which involve diverse groups and engage in co-design involving people with diverse backgrounds in policy formulation. The city has implemented the [Leeds Citizens Panel](#), to ensure broad consultation and engagement. 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 3000 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.

¹⁹ The creation of the Nicosia 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.













the various communities present within its boundaries. Every year for the past five years, under a partnership with the Quartier des spectacles entertainment district, the city has run an open-air event called “Les Jardins Gamelin” designed to encourage living together in public spaces through an extensive cultural programme. In addition, as part of cultural trail activities, the city runs a tour of Montreal island from an indigenous perspective, consisting of a bus tour in which participants visit various neighbourhoods to find out about the history of Indigenous peoples in urban areas down through the centuries. Lastly, Montreal sets particular store by citizen participation in identifying problems, designing policies and assessing their impact. Montreal Public Consultation Office (OCPM) is an independent organisation whose task is to carry out public consultation assignments entrusted to it by Montreal city council or executive committee. These primarily involve urban and land-use planning projects under municipal jurisdiction but may also include any project submitted by the executive committee or city council. The office also has the task of proposing rules to ensure implementation of credible, transparent and effective consultation mechanisms.








Another example of informal mixing and interaction could be taken from the example of Bergen (Norway) where interaction between diverse groups is enhanced through making music together. [Fargespill \(Kaleidoscope\)](#) focuses on what happens when differences meet through traditional music and dance: Ethiopian shoulder dance meets Norwegian “gangar”. Mogadishu meets Bollywood, “fallturillturalitura” meets “habibi habibi”. Children-rhymes from all over the world unite in one grand polyphonic mantra. The result is an intimate, musical meeting with young peoples’ stories about who they are and where they come from, told through music and dance from their respective cultures. The experience is elevated by professional musicians, choreographers, instructors, sound- and light designers and set designers.

OVERALL CONCLUSIONS

Nicosia District achieved a rate of 16%, which confirms that the district is at the beginning of the development of its intercultural integration policies. The table below lists many of the district's strengths and selected areas where there could be interesting mutual learning to be gained together with other cities.

COMMITMENT	✓	The district hosts a large number of CSOs working in the field of intercultural integration island-wide. The city's communication sometimes makes references to its intercultural commitment and sometimes the persons contributing to the community are acknowledged and honoured.
	✗	The municipalities did not adopt a public statement, intercultural strategy, or action plan. They also did not yet adopt a process of policy consultation ensuring the participation of people from diverse cultural backgrounds and do not yet have a dedicated webpage communicating its intercultural policies. Therefore, there is not yet a dedicated body or a cross departmental coordination structure.
EDUCATION	✓	Strong intercultural education based on individual initiatives, EU and national programmes, including those offering mediation services to schools through the training of parent-mediators. Intercultural education is also provided by the private schools.
	✗	There is no policy on intercultural mixing, avoiding "white flight" and ethnic concentration, which might create the phenomena of "ghettoization" of certain neighbourhoods in the future. Lack of involvement of local authorities in intercultural education.
NEIGHBOURHOODS	✓	There are occasional cultural actions at the neighbourhood level, mainly through EU-funded initiatives.
	✗	There is a lack of local policies encouraging mixing and avoiding ethnic concentration, as well as no systematic actions encouraging the mixing between residents from one neighbourhood with the migrant communities of another.
PUBLIC SERVICES	✓	Numerous private and civic stakeholders based in the city take actions to promote intercultural mixing in the workspace.
	✗	The migrant/minority background of public employees does not reflect the composition of the city's population and the city does not yet have a recruitment plan to ensure an adequate rate of diversity within its workforce; The city does not provide religious-sensitive burial, schools meals or gender-sensitive sport-related services.
BUSINESS AND THE LABOUR MARKET	✓	There is a close cooperation on events, food supplies and seminars with companies and CSOs working in the intercultural inclusion field. It also hosts a number of business support institutions (incubators and accelerators)
	✗	There is no evidence that municipalities encourage specifically migrant employment and entrepreneurship or their participation in higher value fields or promote diversity in workplaces.
CULTURAL AND SOCIAL LIFE	✓	The city hosts a number of private and national initiatives and organisations promoting cultural and social life, which utilise EU and national funds for cultural and intercultural projects.

		Interculturalism is not a criteria for funding of cultural organisations, projects and activities. The city does not promote or campaign on the subject of cultural diversity and living together.
PUBLIC SPACE		The city offers a wide range of spaces for intercultural mixing including parks, squares, playgrounds and museums.
		There is no evidence of public consultation, engagement and meaningful involvement of migrant population around the issues of public reconstruction works or new developments.
MEDIATION AND CONFLICT RESOLUTION		The city hosts the island-wide inter-religious dialogue initiative.
		There is no evidence of local mediation services or departments assigned to the conflict resolution issues.
LANGUAGE		Certain language learning courses are provided by CSOs or national authorities, as well as support to migrants' journalism, mainly through EU-funded programmes.
		There is no consistency or strategy in promoting multilingualism in the municipalities.
MEDIA AND COMMUNICATION		Hosting the national media and the union of journalists, the district has a rich media sector in general.
		There is very little evidence of local policies dealing with the image of migration among local media and those supporting migrant journalism.
INTERNATIONAL OUTLOOK		Excellent central position hosting head-quarters of all main public, political, diplomatic, civic and business stakeholders and perspectives for an international outreach and outlook.
		Lack of international action with a strategic approach, no action plan or financial allocations.
INTERCULTURAL INTELLIGENCE AND COMPETENCE		The district is the seat of numerous research centres, institutes, CSOs and universities developing rich and diverse actions on the intercultural research and competences.
		There is no evidence of utilisation of the above by local authorities. The municipalities do not offer training on intercultural competences for their staff.
WELCOMING NEWCOMERS		Welcoming services are provided by private, international and/or EU-funded and actions.
		Lack of involvement of local authorities in welcoming and providing information for new arrivals. Lack of municipal agency, unit, person, or procedure assigned to accept the newcomers, the city-specific or a public ceremony sending a symbolical message of welcome to the newcomers.
LEADERSHIP AND CITIZENSHIP		Initiatives related to the encouragement of migrants to participate in political life implemented by civil society organisations. Recent creation of Nicosia Region Intercultural Network as an informal consultative body for integration.

		Lack of data and actions aiming at involving migrants in political life by local authorities.
ANTI-DISCRIMINATION		CSOs in collaboration with the city organises campaigns, events and information days on various issues such as equality, antidiscrimination and promotion of social inclusion and/or human rights.
		Lack of a formal documents proscribing any kind of discrimination and no revision of the municipal rules in order to avoid it.
PARTICIPATION		Certain actions on increasing participation have been carried out by private and civil stakeholders and supported by EU funding.
		Lack of mechanisms monitoring the participation of city residents with migrant/minority backgrounds in the decision-making process and their overall participation in social and political life.
INTERACTION		The city collaborates with national authorities, civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion. The teachers regularly receive intercultural education training
		Lack of a strategic approach to encouraging and promoting the interaction between city's diverse residents by the local authorities.

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

Commitment: Following recommendations and good practices from the [Intercultural city Step by Step](#) guide, the municipalities might start by adopting an intercultural statement and continue the efforts on consultation mechanisms through the Nicosia Region Intercultural Network leading to the development of an Intercultural Strategy and Action plan. These activities would need to clarify the 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. The city might be 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 or by [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: The city has already a number of intercultural programmes thanks to both, national authorities, EU programmes and local stakeholders. Such trends might be further enhanced by the more active involvement of the local authorities of Nicosia District, following good practices like the [Comprehensive intercultural approach in the schools](#) developed by Donostia-San Sebastian (Spain). The example of Montreal (Canada) could also be inspiring to the district. Although, like most cities worldwide, the city of Montreal does not have any powers in the education sector, it does run or promote a very [wide range of intercultural activities](#) aimed at pupils from primary to senior secondary level.

Neighbourhoods: By utilising its Regional Intercultural Network and its advantage as the seat of all national authorities, the municipalities in the district might be thinking of encouraging the interaction between its diverse neighbourhoods through existing cultural and social initiatives, like festivals and intercultural events. Furthermore, the city might be inspired by the example of the city of Bilbao (Spain), which runs a project promoting [Sustainable](#)

[and inclusive tourism](#), which could be replicated as 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. Another example of encouraging mixing on the local level is the project implemented by Donostia-San Sebastian (Spain). The project "[Bizilagunak: La Familia de al lado](#)" (The Family Next Door) started in 2012, and the idea is to gather migrant families and Basque families together.

Public services: The municipalities in the district might consider reviewing the access its diverse residents have to all public services at the local level. As an example, it might consider using the good practice from the city of Ansan (Korea). Guided by its vision "[A Global City and Leader in Korea](#)," the city of Ansan makes pioneering efforts to develop policies for non-nationals and make the city a place for the co-prosperity of nationals and non-nationals. Municipalities could also take steps to increase diversity of their staff following the example of [Montreal](#) (Canada) which reports significant success in staff diversity following good practices in various public services.

Business and the labour market: As the capital city of Cyprus, the municipalities in Nicosia District might think of a better utilisation of its central national position to connect all respective national instances, business and labour umbrellas with the migrant stakeholders, specifically its Regional Intercultural Network. In addition to that, municipalities might be thinking of developing measures to increase the employment of migrants. It might become inspired by the city of Manchester (United Kingdom). The Manchester International Festival's Factory Academy has partnered with the construction firm Laing O'Rourke to provide [employment opportunities for a diverse range of young people based in Manchester](#). The municipalities may wish to follow an innovative example from Reggio Emilia (Italy), and test a pilot methodology used within the Intercultural Cities programme to promote the development of "[Diversity Connectors](#)" aiming to reconfigure incubators to become workspaces where under-represented start-ups and mainstream start-ups share workspace and services

Cultural and social life: The municipalities might start thinking of including integration and social cohesion criterion as a horizontal priority for the funding of cultural projects. It might also consider further utilisation and scaling of national and international (EU, COE, UN etc) funds, specifically those related to the education, creative and cultural sectors and civil society, towards the migrants groups and communities. The municipalities could consider organising public discussions and panels around the issues of interculturalism and participation, involving its diverse communities to them inspired by the city of Neuchâtel (Switzerland) and its initiative [Neuchâtoji](#). It is an ongoing campaign and dialogue platform to create an open discussion of how the city of Neuchâtel is evolving over many years of immigration, in terms of its identity and intercultural relations.

Public space: In order to avoid long-term danger of ghettoization of certain areas, which seem to be a burning problem, the city might proceed with a deeper collaboration and public consultation with migrants' communities. An inspiration could be the city of Barcelona, which places enormous importance upon [intercultural public space](#) as the place where a diverse but harmonious community can be built. Barcelona encourages place-making professionals (such as architects, planners, transport managers, constructors etc) within the city council to develop their competence in diversity management. Examples of how this translates into action on the ground include Inter-group roundtables that could involve representatives from urban planning. Another good example of public consultation on the use of public spaces comes from the city of Auckland (New Zealand), which devised a method of [partnering with appropriate community organisations](#) to engage with the communities affected.

Mediation and conflict resolution: The appointment of a specialised body providing intercultural mediation and conflict prevention would provide multiple services to the city. Such a 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. Bergen also provides mediation services in places such as neighbourhoods, on streets, actively seeking to meet residents and discuss problems. Camden (United Kingdom) runs a similar project where [intercultural mediation](#) is provided in neighbourhoods and on the streets through coordinators from multiple cultural and ethnic backgrounds actively seeking to meet residents and discuss problems.

Language: The historical interculturalism of Nicosia District provides a solid basis for the further development of multilingualism in the community and the current programmes and EU initiatives might be further developed. The

municipalities might consider providing specific language training in the official language(s) for hard-to-reach groups (e.g. non-working mothers, unemployed, retired people, etc.). As a further development, the municipalities might be inspired by the city of Novellara (Italy), which launched [Italian courses dedicated to women](#). Thanks to the patient work of capable and trusted female mediators, word was spread among the hard to reach community and the project was a great success.

Media and communication: Work in this area could usefully start with the municipalities own communication work and, more specifically, with an integration mission statement. Also, by utilising its central position in the national media life, the municipalities in the district might wish to further involve local media stakeholders in the development of the intercultural policies. The thematic collaboration in the form of a mixed working group on media within the regional intercultural network could crystalize new ideas and synergies. In such working group might invite the representatives of national media, journalists, migrants NGOs, national and local authorities. Such working groups might continuously monitor the way that local media portray people of migrant origin, might provide further suggestions on improving that image or provide suggestions on how to support the migrants' start-ups in the field of media and communications. An inspiration might be found in the project of the city of Donostia/San Sebastian (Spain), which developed a local [partnership with civil society to monitor how media portrays diversity](#).

International outlook: In order to further utilise all the possibilities and assets it has, the district might be inspired not only by many other capital cities continuously working on their international profile, image and outlook, but also by the smaller cities building a concrete intercultural image and profile. The city of Sabadell (Spain) has an [explicit policy to encourage international cooperation](#), named '[Cooperation and Solidarity Plan 2018-2022](#)'. The plan, which has a budget allocation, follows a model of transforming cooperation from a local perspective, understanding the role of awareness raising and education for development as mechanisms of advocacy and transformation of the factors that generate inequalities.

Intercultural intelligence and competence: The municipalities of Nicosia district could consider working as catalyst for synergies between various research stakeholders in order to gather, analyse and transfer the intercultural data into the policies. They might consider developing joint working groups between academia, CSOs working in the field of inclusive/intercultural integration, local and national authorities, as well as the wider public sector (i.e. Research and Innovation Foundation, Cyprus Institute etc). One of the examples that might be used not only for Nicosia, but also for the entire island is the [Intercultural acceptance survey to build intercultural competence skills, reported by the 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. The municipalities could also consider providing an ongoing programme of intercultural training for staff members following the example of Montreal (Canada) which has developed and provided an interesting training initiative on [intercultural communication in the workplace](#).

Welcoming newcomers: Municipalities in Nicosia District could develop possible synergies with UNHCR, IOM, UNDP, embassies and consulates, national authorities, formal and informal civic sector stakeholders and academia to improve the current welcome, not only for the district but also for the entire country. The appointment of the respective agency, unit or persons in charge for welcoming newcomers, the development of the user-friendly toolkits (or standardisation of the information), translation services and dissemination are essential first steps. The district might be inspired by the best practices of city of Auckland (New Zealand), and its [Welcoming Communities Initiative](#), a joint central and local government programme implemented by councils across New Zealand to welcome newcomers.

Leadership and citizenship: Municipalities could promote the participation of immigrants in public life by holding fairs that allow people with immigrant/minority backgrounds to meet and discuss political issues and programmes with representatives of local authorities. It could also be done through establishing and empowering youth parliaments/consultations representing youth diversity, such as is done in Camden (United Kingdom which has established [an action-oriented group](#) made up of young Camden residents (aged 16-25) from diverse backgrounds and service representatives and is co-chaired by a young person and an elected council member. Another inspiring example is the [Young Mayor programme](#) in Lewisham (United Kingdom). The London Lewisham Young Mayor is an attempt to put real power and responsibility in the hands of young people and treat them seriously. Also, Ballarat (Australia) has established the [Multicultural Ambassadors' Programme](#) 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: In order to monitor and efficiently approach the issue of discrimination, Nicosia District might be inspired by the Barcelona City Council, which has an institutional infrastructure to combat all forms of discrimination, including systemic discrimination, in place for over two decades. The institutional infrastructure includes: Barcelona Municipal Immigration Council, established in 1997; Office for Non-Discrimination, established in 1998 and renewed in 2017; and [Barcelona Discrimination Observatory](#), established in 2018. The Barcelona Discrimination Observatory publishes an annual report on incidents of discrimination that occurred in the city, the actions and strategies to address them, and future challenges. Nicosia municipalities might also consider the development of [Anti-rumours strategy](#) and action plan.

Participation: In order to increase the participation of migrants in decision making bodies, Nicosia municipalities might be inspired by the city of Dublin (Ireland), which is running [Public Participation Networks](#) (PPN) project. Public Participation Networks (PPN) are a mechanism for greater community participation in local government and present opportunities for input into policy and decision making. The PPNs are independent structures with one network being set up in each local authority area. Another example of intercultural participation which increases social cohesion and trust in public administration comes from the City of Leeds (United Kingdom) where the city systematically carries out public consultations which involve diverse groups and engage in co-design involving people with diverse backgrounds in policy formulation. The city has implemented the [Leeds Citizens Panel](#), to ensure broad consultation and engagement.

Interaction: Through its intercultural network, Nicosia municipalities might consider annually collecting and updating and exchanging the lists of all civil society organisations and informal groups working in the field of inclusive integration. The London borough of Camden (United Kingdom) has a good practice for [sharing information with civil society and grassroots organisations on intercultural inclusion goals](#). The excellent collaboration with the Pedagogical institute might be further scaled to all schools, while the successful EU-funded initiatives might be further replicated and multiplied throughout the city.

In addition to that in order to increase the interaction between its diverse citizens, Nicosia might be inspired by the good practice by the city of Montreal (Canada) under the title [Public spaces as tools for positive interaction](#). Through intercultural events and initiatives geared towards integration, Montreal helps to ensure mixing between the various communities present within its boundaries. Another example of informal mixing and interaction could be taken from of Bergen (Norway) where interaction between diverse groups is enhanced through making music together, [Fargespill \(Kaleidoscope\)](#) focuses on what happens when differences meet through mixing a diverse range traditional ethnic music and dances.

Nicosia 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 practices 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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