



# PAPHOS (DISTRICT)

## INTERCULTURAL CITIES INDEX ANALYSIS 2022



Diversity, Equality, Interaction

**BUILDING BRIDGES,  
BREAKING WALLS**



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PAPHOS (DISTRICT)  
INTERCULTURAL CITIES INDEX ANALYSIS

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## INTRODUCTION

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

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

While this report is being written (March 2022) 154 cities embraced the ICC programme and approach, and 122 (including Paphos) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 30 cities (including Paphos) have less than 100,000 inhabitants and 31 (including Paphos) have more than 20% of foreign-born residents.

This document presents the results of the Intercultural Cities Index analysis for Paphos District, Cyprus, in 2022, and provides related intercultural policy conclusions and recommendations.

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## 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.

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## 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):

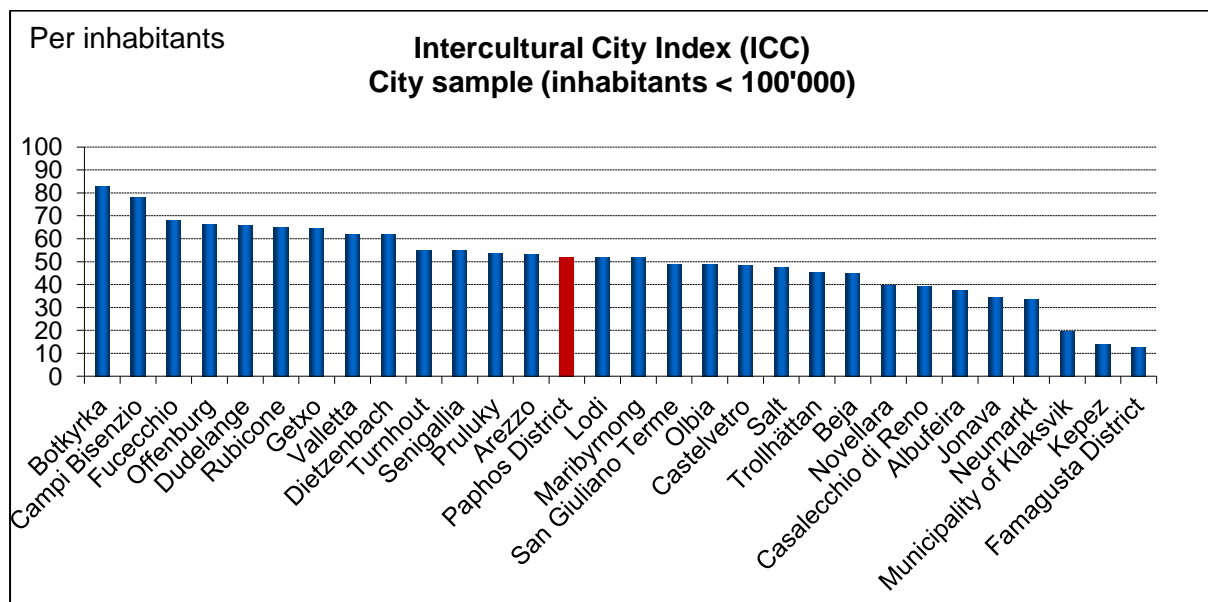
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming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

The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development, type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended **only as a tool for benchmarking/benchlearning**, to motivate cities to learn from good practice.

Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (below 100,000 inhabitants; between 100,000 and 200,000; between 200,000 and 500,000; and above 500,000 inhabitants) and the percentage of foreign-born residents (lower than 10 per cent; between 10 and 15 per cent; between 15 and 20 per cent; and higher than 20 per cent). It is believed that this approach would allow for more valid and useful comparison, visual presentation and filtering of the results.

So far, 39 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Paphos. 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, Paphos has an aggregate Intercultural Cities Index result of 52% (out of 100%). The details of this result will be explained below.<sup>1</sup>



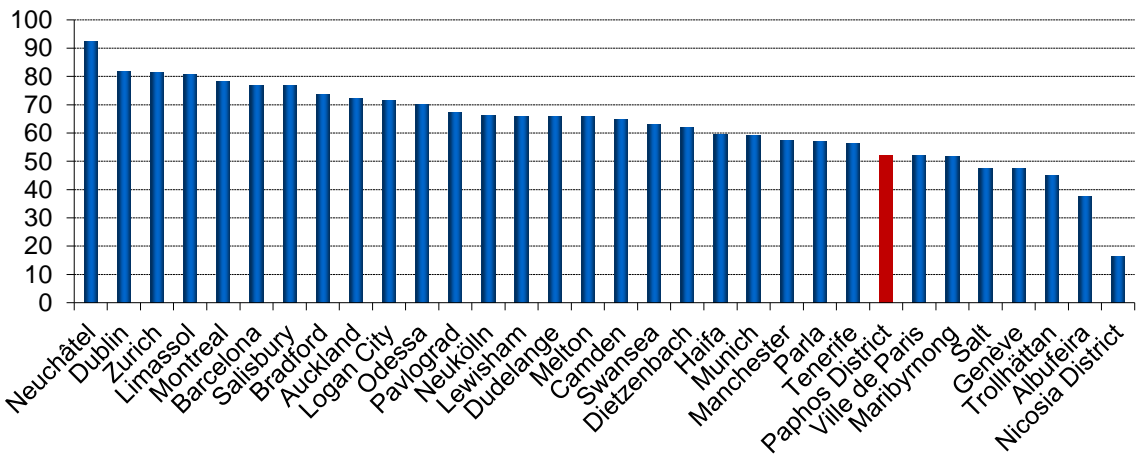
<sup>1</sup> The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in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

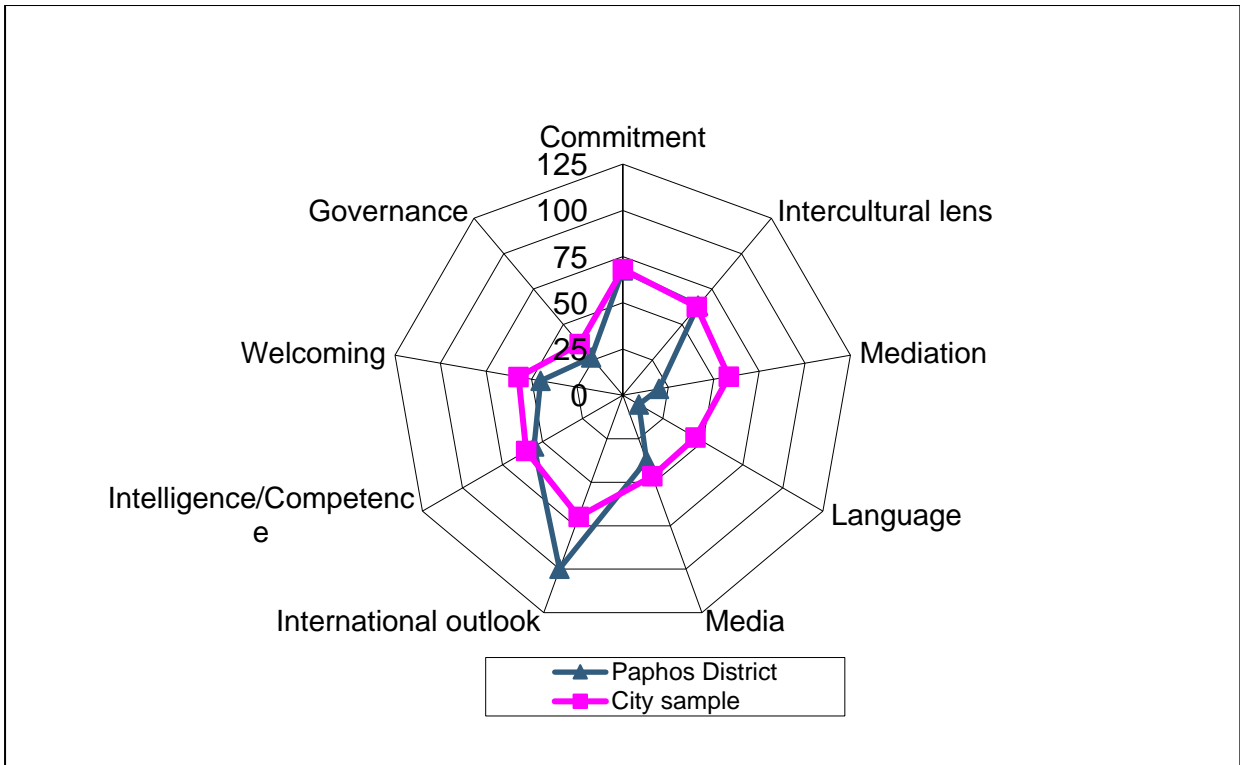
Paphos rate achieved in the extended Intercultural Cities Index is 54%, which is slightly lower from the city sample of 62%.

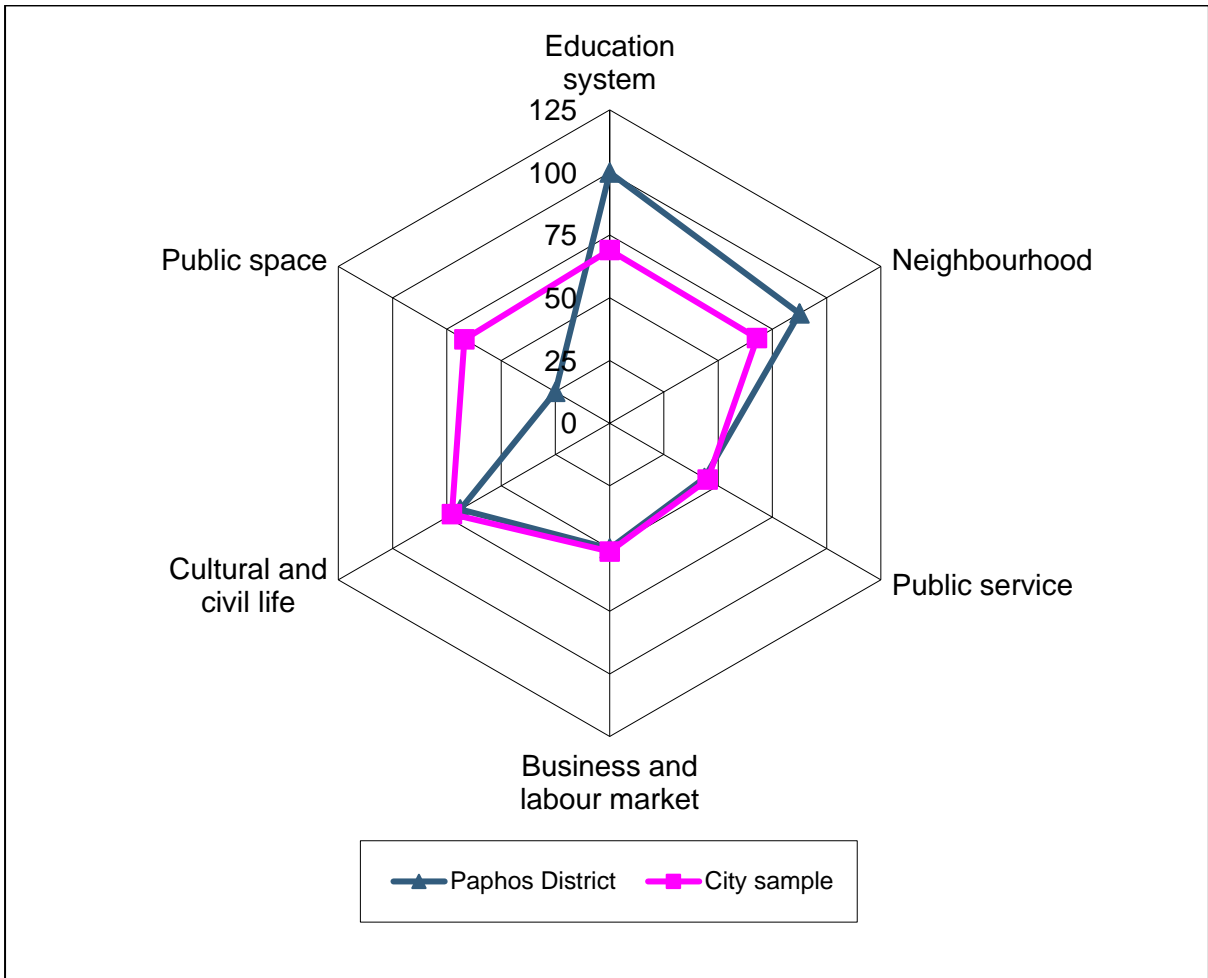
Per diversity

### Intercultural City Index (ICC) City sample (non-nationals/foreign borns > 20%)

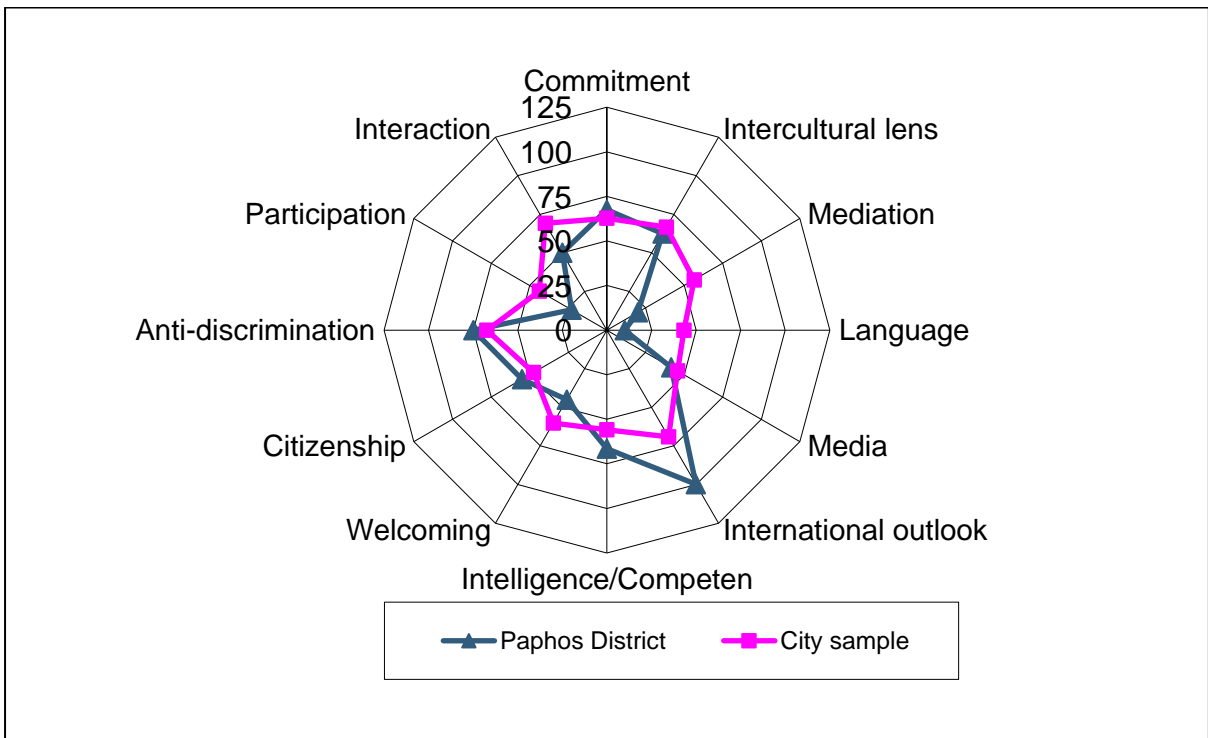


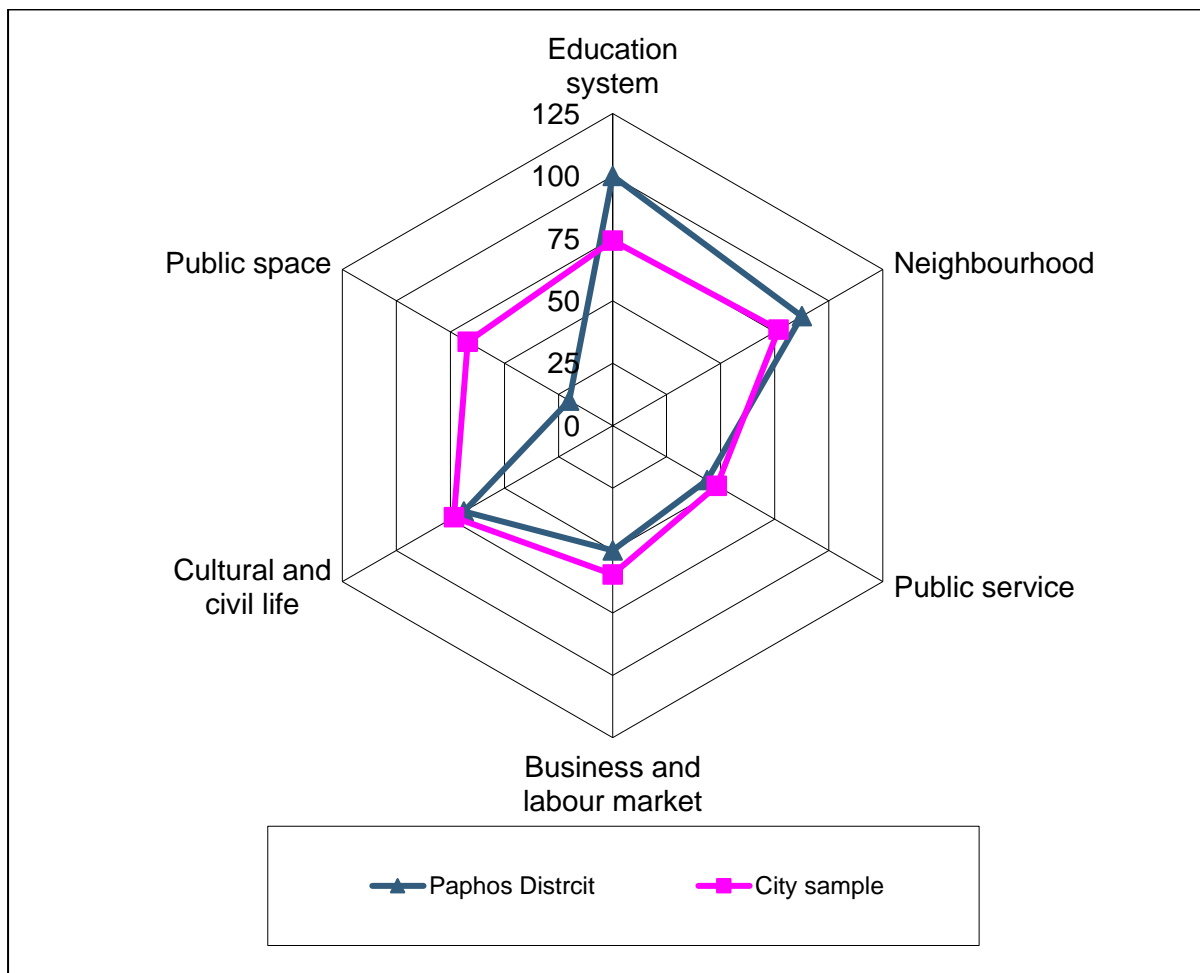
Core index:





**Extended index:**





## PAPHOS: AN OVERVIEW

Paphos District (in Greek: Επαρχία Πάφου) is one of the six districts of Cyprus and it is situated in the western part of Cyprus. Its main town and capital is Paphos. There are two levels of local authority in Cyprus, municipalities and local communities. There are four municipalities in Paphos District: Paphos, Geroskipou, Pegeia and Polis. Chrysochous. There are 121 local communities.

The economy of Paphos is largely based on tourism and there are four resorts in the district: Kato Paphos, Coral Bay, Latchi, and Aphrodite Hills. The largest is Kato Paphos which employs over half of Paphos' population. Farming, especially banana, grape and tobacco cultivation, contributes significantly to Paphos' economy.

Its coastal area is characterised by gulfs and coves, capes and points, beaches and tiny isles. The district can be divided into three morphological regions: the coastal plain, lying mainly below 200 metres, the hilly area extending from plain up to the igneous rocks of Paphos forest and the mountainous region, lying mainly on the igneous rocks of the Paphos forest. North-west of the District is the Akamas peninsula which contains a national park where the green sea turtle is a protected animal.

The area of the district is 1,396 km<sup>2</sup>, which constitutes the 15% of the total area of the island, and the population in 2011 was 90,295 (nationals). In Paphos District, the main native community are Greek Cypriots. There is also a small number of Turkish-Cypriots, recognised religious groups (Maronites, Armenians and Latin-Catholics) and Roma.

Of the 170,383 foreign nationals registered in Cyprus, 29,665 of them or 17.4% reside in Paphos. According to the 2011 population census, 82.6% of foreign nationals in Cyprus are aged between 15-64 years old, 11.4% are children under the age of 15, and 6% are persons aged 65 years and over. According to the census there are 35 different mother tongue languages, mainly, Greek 61 469, English 10 447, Romanian 2 744, Russian 5 120,



Bulgarian 2 872, Arabic 1 073, Filipino 436, Sri Lankan 531, Vietnamese 652, Polish 412, Ukrainian 344, Armenian 103, Turkish 230, and German 260.

The city of Paphos has developed into a major tourist centre as it enjoys the famous Mediterranean climate throughout the year. Home to an eye-catching medieval port and fishing harbour, it serves as a small marina and houses 3000+ boats. The second-largest international airport of Cyprus is located in Paphos and it is now gaining new importance not just among tourists but also as a commercial centre. Many international airlines operate regular scheduled and charter flights to and from Paphos, it serves approximately 1.75 million people every year.

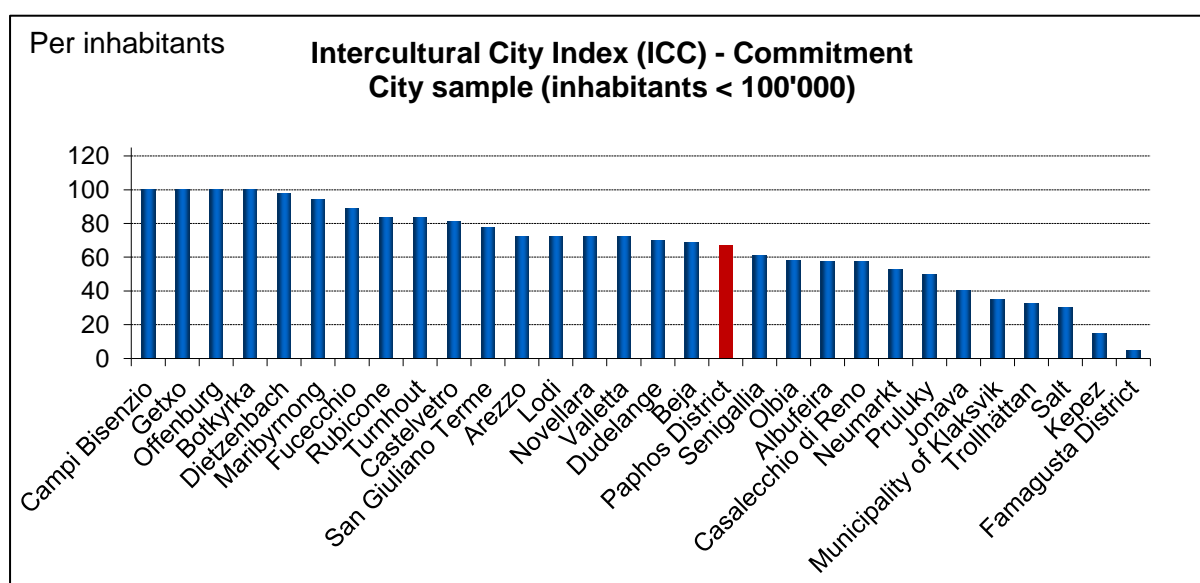
Economic development in Paphos is rapid, and tourism is constantly increasing. While Kato Paphos is a major tourist hub and most of the hotels and entertainments centres are located there, Ktima is a historical region. The Government concentrated on investing in irrigation dams and water distribution works, road infrastructure and the building of Paphos airport. The private sector invested in hotels, luxury villas and entertainment centres.

In 1980, Paphos was included on the UNESCO World Heritage List for its ancient architecture, mosaics, and ancient religious importance. In 2017, it was selected as a European Capital of Culture along with Aarhus.

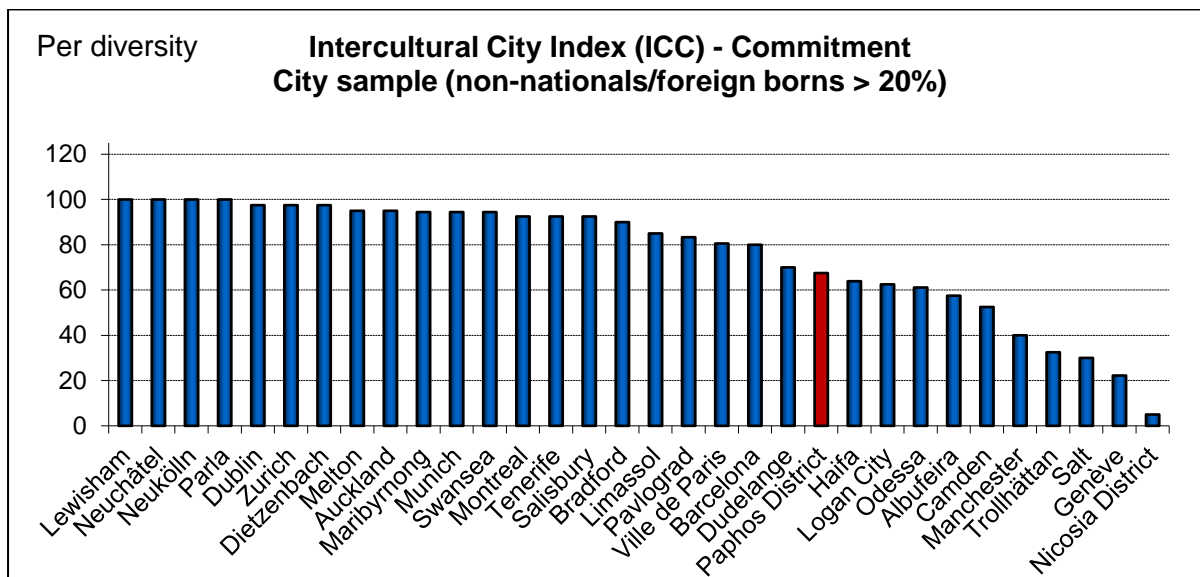
## COMMITMENT

*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.*

Paphos achieved a score of 68% in the field of commitment, which is equal to the city sample's achievement rate. Despite the lack of an intercultural strategy and action plan, the city expresses a firm commitment and implements various activities which could lead towards a long-term intercultural policy development.<sup>2</sup>



<sup>2</sup> Paphos rate of achievement in the extended Intercultural Cities Index is also 68%, compared to the city sample achievement rate of 63%.



The intercultural policy in Paphos is understood mainly as a social welfare policy and the responsibility for it is entrusted to the Social Welfare Department. Despite the fact that the city did not proceed with a formal commitment through an intercultural strategy or action plan, there is a lot of evidence of inclusive integration actions and financial commitment, especially in areas with a higher diversity of population. The Mayor of Paphos mentioned a clear commitment for political and financial support towards the intercultural integration policies in his speech at the 1st Paphos Region Intercultural Network meeting.<sup>3</sup> The Head of District Police provided a similar commitment and statement.

The municipalities of Geroskipou and Pegeia are also working on public statements supporting the intercultural path of the Paphos District. Participating in various EU-funded initiatives, the municipalities have implemented projects for the integration of non-EU nationals and communicate about them well. The Municipality of Geroskipou has a strategy for the sustainable development of the municipality, which also aims to reduce inequalities, increase gender equality, provide quality education for all and increase participatory processes in all activities.

The Municipality of Paphos has implemented some actions and programmes, including European funded projects, aiming at the integration of third country nationals into the local society, including encouraging their participation in local festivals and celebrations.

In the District of Paphos there are a number of civil society organisations which help migrants and asylum seekers integrate into the community, for example [CCIF Cyprus](#), [Together](#), and [the Learning Refuge](#). The municipalities in the Paphos District implement many European projects that involve immigrants as part of the community. In many of these projects, immigrants are also coordinators, the Paphos municipality tries to promote these projects and provide help when needed, they also offer support to local organisations. Another example of an intercultural activity in the district is from the Municipality of Pegeia, which is participating in the project "ALL IN" - Pathways to belonging: From intercultural dialogue to social inclusion. The funding and evaluation of this activity is carried out by the EU Asylum, Migration and Integration Fund. The municipality keeps records of the activities and participants, for future reference and to involve them in future intercultural projects. The projects and activities are usually communicated throughout the national media, which underlines the commitment of the cities towards intercultural inclusion policies.

### Recommendations

The political commitment is the first and the most important step when developing the intercultural integration policies in a city. The city of Paphos already has shown a significant commitment, which may be further enhanced and resonated to the entire political leadership of the municipalities of Paphos District. Using the [Lisbon Declaration \(2017\)](#) as an example, Paphos might consider the development of a public statement which could be adopted by all municipalities in the district and led by (all) Mayors, which would lead to the development of a District Intercultural

<sup>3</sup> The creation of the Paphos 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.

Strategy and respective Intercultural Action Plan, in consultation with local and national stakeholders, including the Paphos Region Intercultural Network. A possible inspiration on an initial strategy document might be found in the [Limassol Intercultural Strategy 2018-2020](#). Such actions would need to have a firm financial component and fundraising efforts, or a plan based on municipal, national, EU and international funds. The city could develop a cross-departmental, inter-municipal working group with the participation of consultative bodies. These actions should be promoted through municipal websites and publicly celebrated through annual prizes or awards to residents and organisations encouraging interculturalism.

## THE CITY THROUGH AN INTERCULTURAL LENS

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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 Paphos, assessed as a whole through an "intercultural lens" is slightly lower to that of the model city: 62% of these objectives were achieved while the rate of achievement of the model city reaches 63%<sup>4</sup>.

### EDUCATION

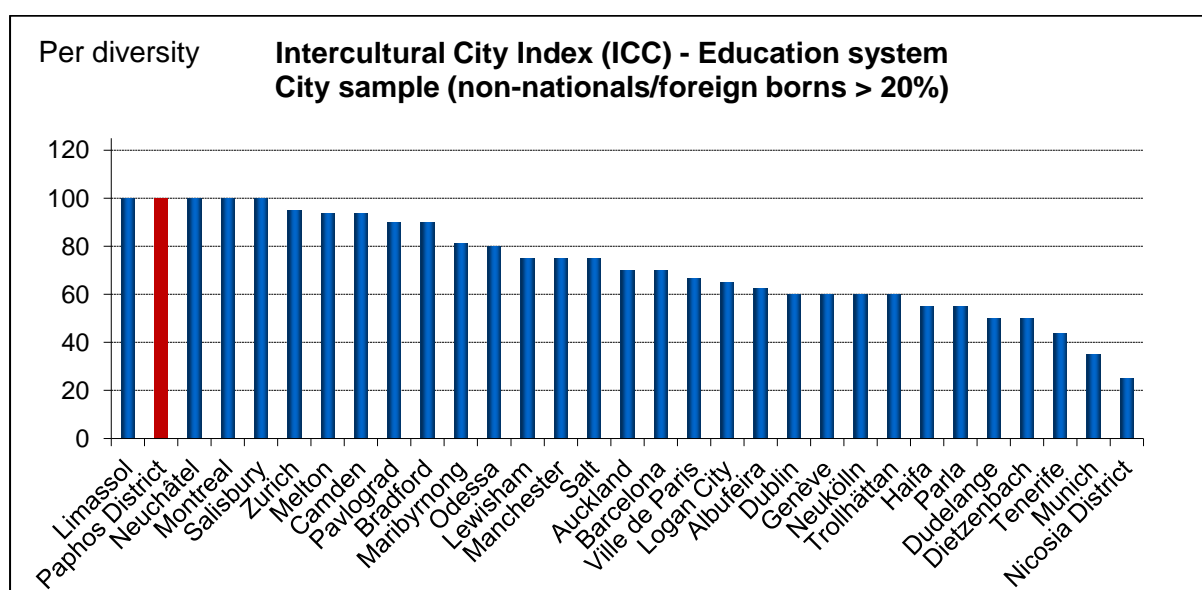
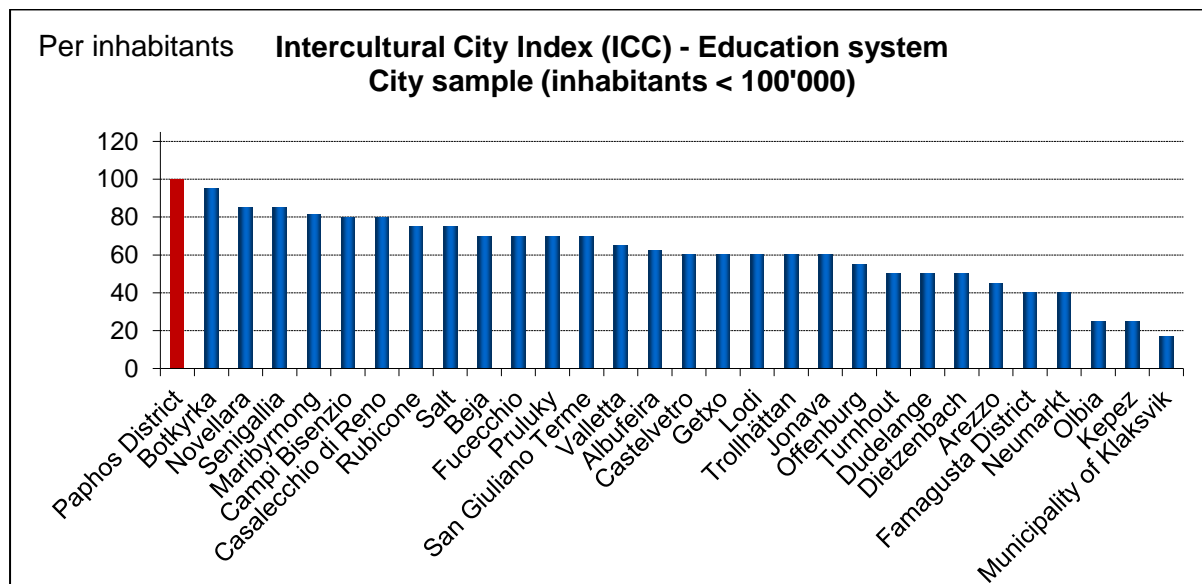
*Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily 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.*

Paphos achieved a rate of 100%, which is considerably higher than the city sample's achievement rate of 69%. The city offers a wide range of intercultural education activities.<sup>5</sup>

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<sup>4</sup> Paphos rate of achievement for Intercultural lens in the extended Intercultural Cities Index is 62% comparing to city sample of 67%

<sup>5</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Education is also 100



Despite the lack of available data on diversity in the Paphos schools, they are making exceptional efforts in the field of intercultural education, strongly supported by the national instances (Pedagogical Institute of the Ministry of Education, Culture, Sport and Youth), teacher training, efforts to include parents of migrant pupils (despite the language barriers), organising schools festivals and events. Furthermore, the schools seem to be fully aware of their leading role in the creation of future inclusive societies on local level in Cyprus. Such good practices in the field of intercultural education should be an example for the development of similar policies in the other fields.

Concretely, the city highlights its efforts and those of the Ministry of Education, Culture and Sports to promote intercultural awareness. For example, in districts with a high rate of non-native Greek speakers and immigrants, the Adult Education Centres organise afternoon classes of folklore dancing and music. Schools organise cultural days where all students with the support of their families can present their culture with food, dance or music.

At the classroom level, teachers engage children in activities that expose them to the culture and language of their non-native Greek speaking classmates. In many cases non-native Greek speaking students are encouraged to share photographs of their countries and important places, show their flags and traditional costumes, sing a traditional song, tell a story from their country or teach their classmates short words in their mother language. Activities like these do not cover the whole area of intercultural awareness but they help students become sensitive and respectful to other cultures and languages.

Very often schools organise educational visits to museums and cultural centres. They also promote diversity and interculturalism during theatrical school competitions. Some schools invite students to take part in competitions organised by NGOs which have an intercultural element. Schools, including primary schools such as the 4th

Primary school in Kato Paphos implement several Erasmus+ programmes. Another example is the [No Hate Speech Movement](#), a youth campaign led by the Council of Europe Youth Department seeking to mobilise young people to combat hate speech and promote human rights online which is supported by the Ministry of Education, Culture and Sports.

In addition, schools which have a large number of non-native Greek speaking students, make efforts to involve parents in the schools' life. Some parents, with the support of the teaching staff and the local community, offer afternoon classes for students who want to learn traditional Greek dances and songs. Schools also organise special parent-teacher meetings to make contact with the parents/guardians of the children with migrant/minority backgrounds. In schools where the majority are students of foreign backgrounds, some of their parents are involved in the schools Parents' Association.

In many schools, the teaching staff organises special festivities, during which students that come from different cultures share their customs, dances and songs in their own language, games or food. In these celebrations parents and other members of the community are invited. Most focus groups of refugees and immigrants have noted that the most important barrier for their interaction with schools is communication, as they do not speak Greek.

### Suggestions

Anticipating a further diversification of the school population, Paphos could increase its already excellent offer through additional non-formal education projects to foster greater intercultural competence, following the example of the city of Barcelona (Spain) and its "[Co-existence through Education](#)" project. Through the project *Convivència i Mediació* (Co-existence and Mediation) the city of Barcelona has reorganised its school teaching service to strengthen the values that ensure coexistence in a context of cultural diversity. The new reality makes schools work to promote the values of respect for diversity through knowledge and dialogue, emphasising common and shared attributes. It has constituted a working committee with leading figures and experts from the educational sector in order to introduce interculturality as a mainstream element of the curriculum, working from a diagnosis of that which is already being done. Teachers are being trained in intercultural education and knowledge of the socialising processes that minority children experienced in their countries of origin.

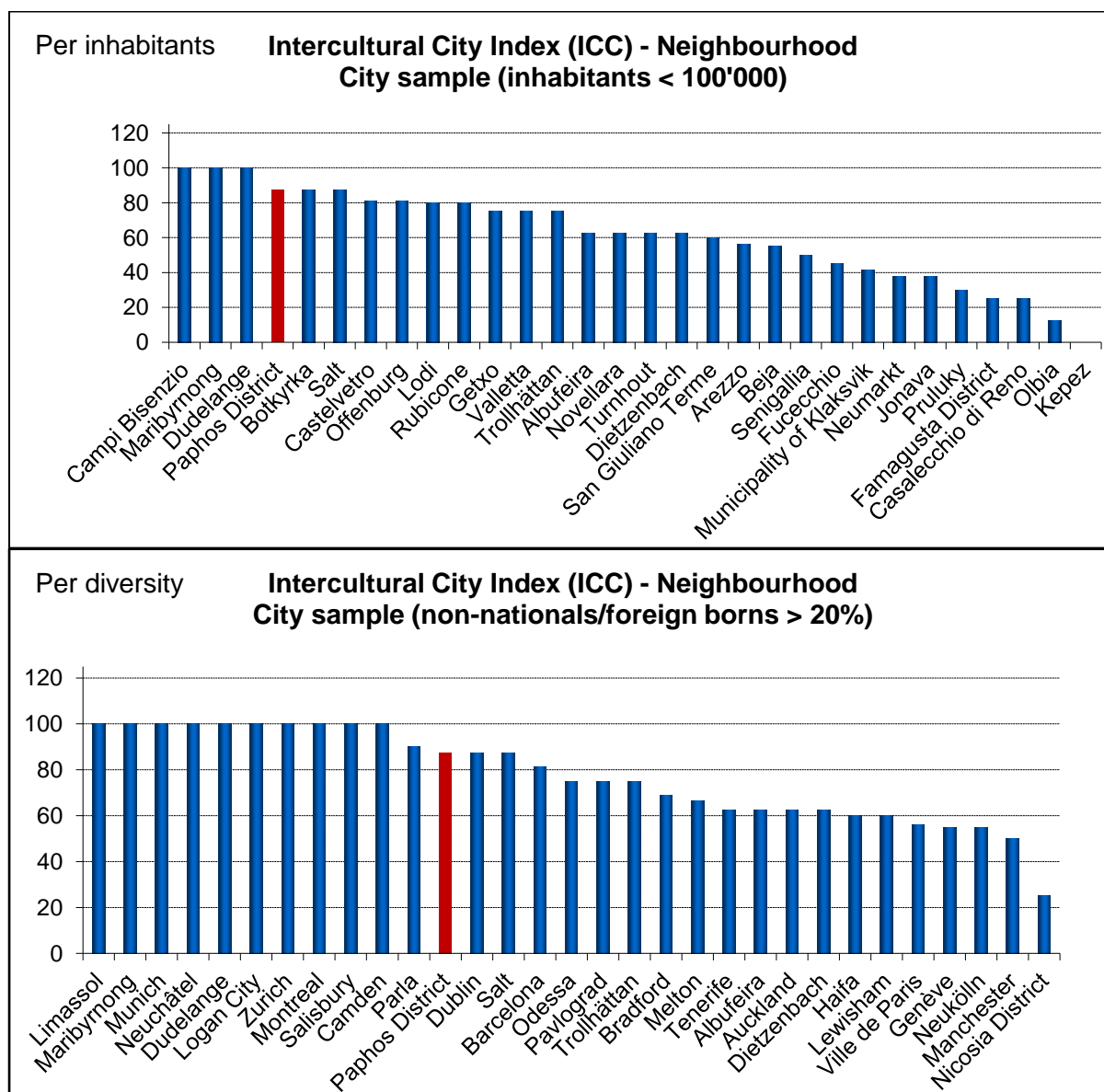
In addition to that, the good practices from the city of Patras (Greece), a work-based action research intervention in the Greek education system using the Communication for Integration methodology under the title [Enhancing Teachers' Intercultural Competence](#). Collaborative professional learning seems to be an appropriate training approach for promoting intercultural learning and dismantling prejudice as it provides the opportunity for peer work, dialogue and negotiation focusing on narrative exchanges, respect and mutual understanding. The University of Patras in partnership with the municipality of Patras set out to address this deficiency with a training programme, inspired by its membership of the C4i (Communication for Integration) network. Effective teachers are expected to cultivate students' intercultural competence enabling them to engage in everyday intercultural interactions free of stereotypes or prejudice or diversity-related rumours. In doing so teachers have to design learning experiences which foster reciprocal communication and collaborative intercultural action.

In addition to above, data collection on intercultural education might be further discussed with national instances and intercultural networks and become an integrated part of the city's intercultural strategy.

## **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.*

Paphos achieved a rate of 88%, which is considerably higher than the city sample's achievement rate of 68%. Paphos provides a wide range of activities in many of its neighbourhoods, aiming at bringing its diverse residents together.<sup>6</sup>



Despite the lack of policy promoting diversity and avoiding ethnic concentration, the neighbourhoods of Paphos District municipalities are diverse, and they provide a solid ground for the intercultural work on a community level. The commitment for intercultural mixing on neighbourhood level is clearly transferred to practical actions by all local authorities.

The Municipality of Pegeia for example organises various maritime sport and cultural (cooking, dance etc) events, while the Paphos Municipality provide the Multipurpose Social Care Centre with the main aim of serving the working mothers and young families of the city. It has also developed an innovative digital augmented reality application, making every visitor or local resident able to navigate the city and have complete information about every important cultural spot of the city by simply pointing their mobile phone at the spot. The Municipality of Paphos also organises workshops on cooking Cypriot, EU and food from non-EU countries, inclusive and intercultural children festivals and large dance festivals.

In addition to all of the above, the Municipality of Paphos, within the framework of its competences and capabilities, strives to support morally and materially every effort that contributes to the acceptance of diversity and the well-being of all residents without exception through the provision of equal opportunities and equal treatment at all

<sup>6</sup> Paphos rate of achievement in the extended Intercultural Cities Index for Neighbourhoods is 88%, while the city model is 77%.

levels and in all sectors. From time to time, the Municipality of Paphos has organised various activities that aim to bring together people of different origins living in the city. In particular, the municipality has organised the activities such as workshops on Cypriot cooking; workshops on food from third countries; cultural festivals for children; large cultural festival with dance groups and food from third countries; Greek lessons for third country nationals and computer and English courses for third country nationals to obtain qualifications for employment.

### Suggestions

To help further advance the neighbourhood dimension of an intercultural city, Paphos might consider better data collection, that will lead towards more evidence-based policies on promoting diversity and avoiding ethnic concentration, which would prevent the phenomena of “ghettoization” of urban areas.

A good practice that Paphos could follow is from the [London Borough of Lewisham](#) (United Kingdom). In 2006-2007 Lewisham conducted research on public attitudes. Residents complained of loneliness and alienation, intergenerational suspicion and fear of using certain public spaces. Public discussion forums were set up which elicited a great deal of deep knowledge about local life-ways which had previously been unknown to officials. It also raised issues which might appear obvious, but were nevertheless overlooked, such as the lack of seating in the public space. Since then, a programme of targeted improvement has transformed numerous locations within the district – and Lewisham’s commitment has aroused widespread recognition and approbation.

Paphos could also look for good practices encouraging micro-communal initiatives, one example is the project [Dialogue creates Neighbourhoods](#) which is being implemented in the framework of Neukölln’s (Germany) neighbourhood programme in partnership with the Berlin Center for Integrative Mediation (CSSP). The project is aimed at preventing conflicts between inhabitants of refugee accommodation and local residents. Qualified trainers for conflict mediation firstly address the inhabitants of the accommodation in order to find out about their concerns, interests and requests for information. NGOs and the local neighbourhood management team are involved. Afterwards, roundtable discussions were organised between refugees and local residents. As a result, at least five participants were chosen to receive training as conflict mediators.

## **PUBLIC SERVICES**

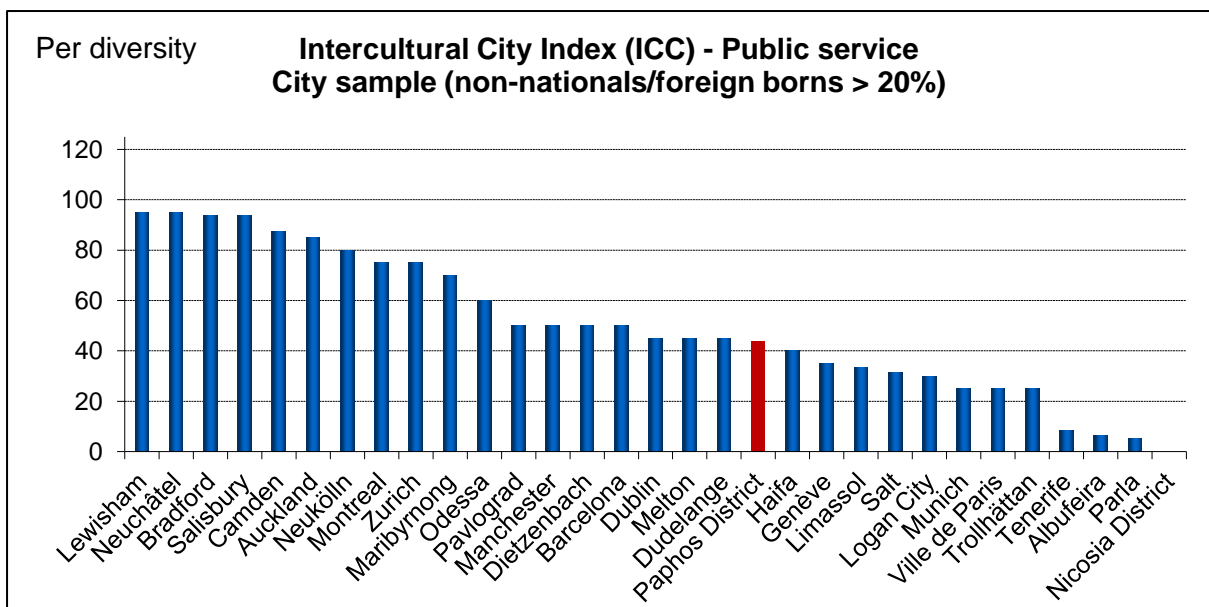
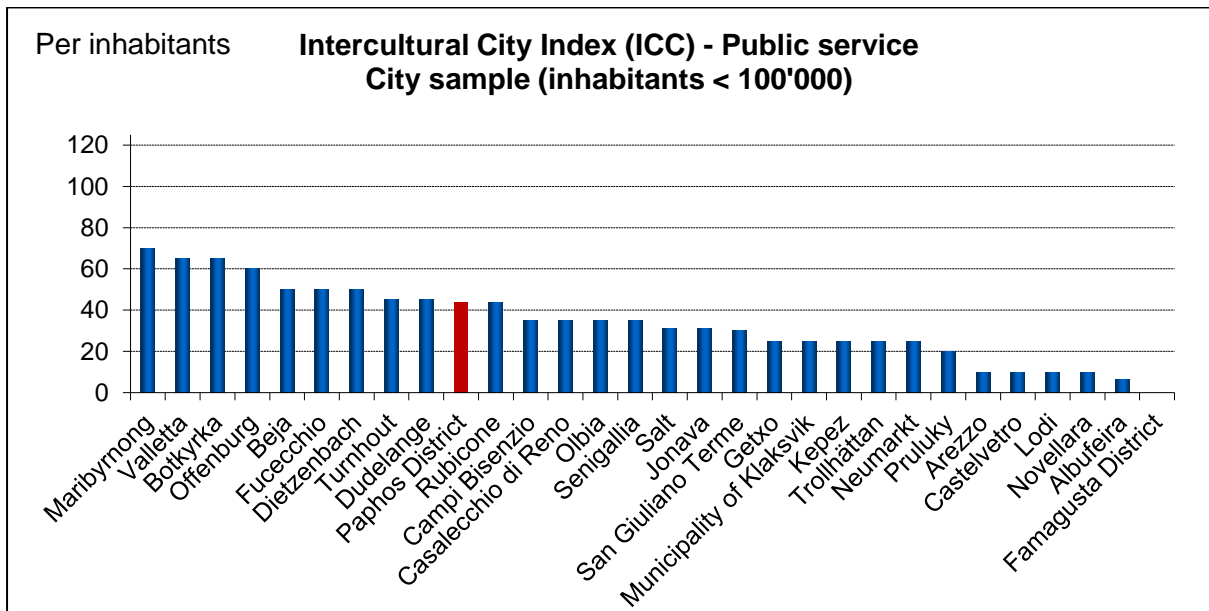
*As their very name implies, public services work for the benefit of the public as a whole. If the population is diverse, public services will be more efficient in delivering adequate benefits and information if city officers, at all levels of seniority, are as diverse as the population in general. This 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.*

Paphos achieved a rate of 44%, which is slightly lower than the city sample’s achievement rate of 45%.<sup>7</sup>

The migrant background of municipal staff in the Paphos District reflects the composition of the population only at a lower level and not throughout the administrative hierarchy. Also, it seems that it is not within the cities’ competences to make recruitment plans to ensure an adequate rate of diversity within its workforce, but the city is lobbying for more competences in this area. The Municipality of Paphos respects the Cypriot legislation in relation to discrimination that has been harmonised with two EU Directives; the Racial Equality Directive 2004/43/EC and the Employment Equality Directive 2000/78/EC, which aim to combat discrimination on the basis of racial or ethnic origin, religion or beliefs, disabilities, age and sexual orientation.

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<sup>7</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Public services is 44% and the city sample 48%.



One of the main economic sectors in the Paphos District is tourism, which depends heavily on both foreign visitors and a foreign workforce. As such it is a strong driver of interculturalism in Paphos District. The Municipality of Paphos is an active member and is represented at the highest level - through the Mayor or his representative - in the Paphos Region Tourism Development and Promotion Company (PTAP), which is the main “professional-technocratic” body for the tourism development of the district. It is noted that all the municipalities in the district, the larger tourist communities, the professional tourism bodies and the Cyprus Tourism Organisation participate in the PTAP.

Paphos provides many public services which are sensitive and respectful of the religious customs of all its residents. The Ministry of Education, Culture and Sports provide free breakfast to students in Cyprus, including the Paphos District regardless of their backgrounds, for those coming from families who face economical obstacles. The city also offers burial services according to the religious customs.

### Recommendations

The municipalities and local communities of the Paphos District have a great potential in being one of the leading regions in terms of the diversity management in public services. Already, the good example from the tourism sector in employing staff from diverse backgrounds throughout managerial hierarchy might also be transferred to public structures. A model for that could be found in an innovative practice from the Italian municipalities of Novellara,



Reggio Emilia, and the union of municipalities “Rubicone e Mare”. In 2021, they were awarded an ICC intercity-grant to develop “[Diversity Management approaches in the public-private partnership industry](#)”, a project aiming to promote greater inclusion of employees from different backgrounds. Diversity management is a managerial practice that aims to maximise the potential of diversity in business and promote greater inclusion of employees from different social and cultural backgrounds in the structure of an organisation. Public organisations are also concerned by this issue, but with more limitations and restrictions as they are subject to specific rules, in particular with regards to recruitment and career development processes. At the same time, as political bodies they can promote the topic in the public debate and incentivize companies they have contracts with, to adopt effective diversity management strategies.

Initiatives could usefully be developed to increase the employment of minority ethnic groups in public services. This could initially involve some forms of positive action, as allowed under equal treatment legislation, to encourage and secure a minority ethnic presence.

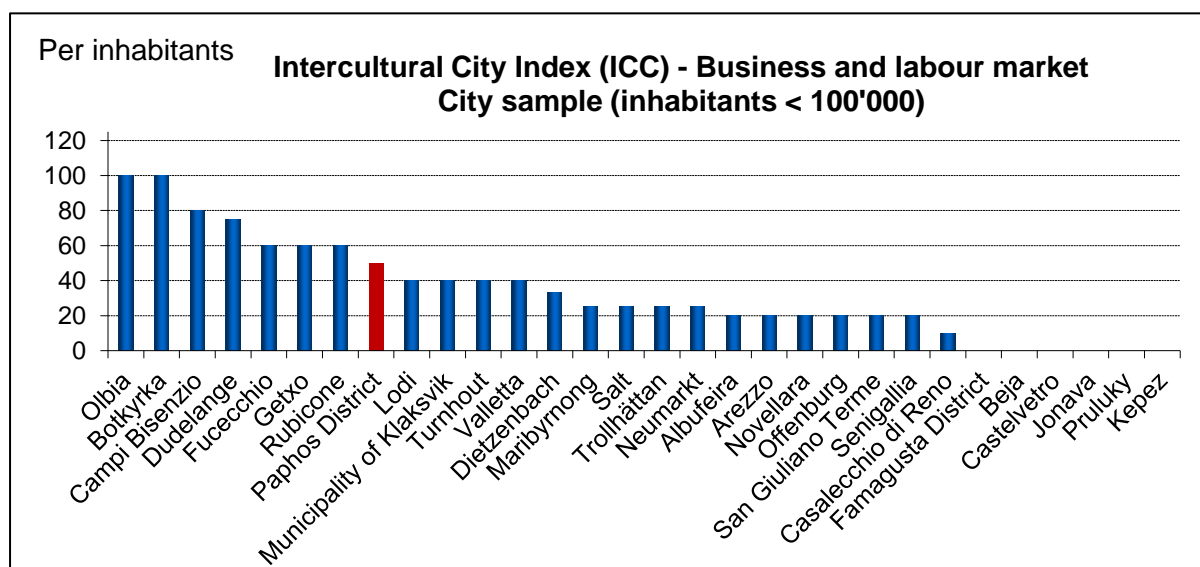
The Canadian city of [Montreal](#) reports significant success in staff diversity with good practices in various public services such as: specific recruitment calls for minority ethnic groups; professional sponsorship to enable people facing labour market barriers to get their first paid working experience;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

By applying such good practices, the Paphos District might increase and utilise diversity management among its municipal structures.

## BUSINESS AND THE LABOUR MARKET

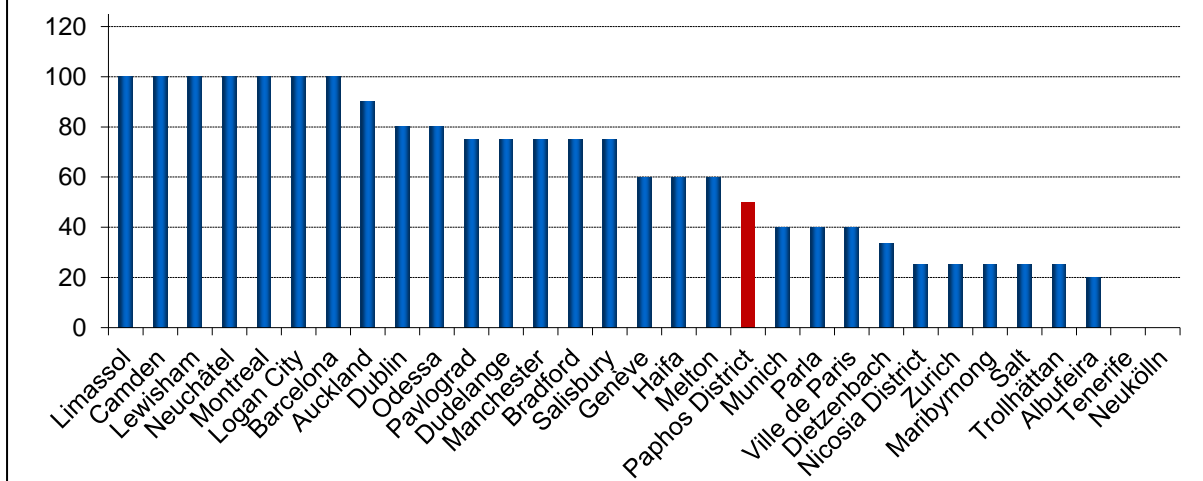
*Access to the public sector labour markets is often restricted by national or regional legislation. When this is the case, the private sector may provide an easier route for people with migrant or diverse backgrounds to engage in economic activity. As a result, private companies and activities tend 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.*

Paphos achieved a rate of 50%, which is slightly lower than the city sample’s achievement rate of 51%. The city actively works to support migrants’ entrepreneurship and entry into the labour market, partnering with local business and social stakeholders.<sup>8</sup>



<sup>8</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Labour and Business is 50% and city sample 60%.

**Per diversity Intercultural City Index (ICC) - Business and labour market  
City sample (non-nationals/foreign borns > 20%)**



There are a number of local business associations and local branches including Paphos Tourism Development Board, Employers and Industrialists Federation (OEB), Paphos Chamber of Commerce and the International Chamber of Youth of Paphos (JCI Paphos), all having long and multifaceted activities which can be linked to an intercultural approach to business. The Paphos Youth Chamber has gained recognition in the consciousness of the business world. The President of JCI Paphos, Mr Christos Pavlides already participated in the work of Paphos Regional Intercultural Network, stating that JCI, is ready to meet the challenges of the times and support actions for the promotion of diversity and non-discrimination in the labour market.

Although the city does not yet take action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors, it hosts [Paphos Innovation Institute \(PII\)](#) for higher education. It is a first of its kind venture that seeks to encourage intellectual and entrepreneurial cooperation among people, with the aim of generating solutions to the significant challenges impacting our lives, in the fields of water, energy and food security. The institute is housed on a new campus that was built especially for it to create a pastoral and neutral meeting place to welcome citizens of all of the countries of the region, regardless of religion and nationality.

In addition to that there are a number of Russian, [Chinese](#), and British companies and individuals investing in business in Paphos. They are mainly oriented to the financial services and construction sectors. Their potential to engage with issues of diversity and non-discrimination is noted. Furthermore, [Syrians](#) and other Arabic speaking migrants have their own small businesses. One of the most vivid examples is the Arab women entrepreneurship initiative, [Joud catering](#), providing employment for migrant women from the Middle East. There are also numerous examples of restaurants, pubs, hotels, organisations, cafes etc. which are owned by entrepreneurs with a migrant background and some from minority background, in the municipalities of Paphos, Geroskipou and Pegeia.

So far, there is no evidence that municipalities of Paphos District favour companies with diversity strategy in their procurement processes.

[Recommendations](#)

The dependence of Paphos economy on foreign investments provide the region with a great potential for its leading role in the implementation of intercultural integration policies to the business and labour market field. The city might consider taking action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors and support the above existing initiatives. That could be done also by integrating the interculturalism and diversity components to the procurement process by all local authorities in the district.

As an example, the city of Calderdale (United Kingdom) has committed to social value creation through its [Inclusive Economy Strategy](#). All its procurement activity must be in line with social value requirements and organisational key targets which includes: 1) addressing the climate emergency, 2) reducing inequalities and deprivation and 3)

creating thriving municipal economies. As part of the Inclusive Economy Strategy, Calderdale also has some designated initiatives to improve economic activity in the most deprived and diverse communities through community development and project funding to encourage creative and innovative approaches to improving people's economic lives. It has target groups that include the most disadvantaged people in communities with refugees, black and minority ethnic women, black and minority ethnic young people.

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

Kirklees (United Kingdom) provides a good example with its [Diversity = Inclusion group](#). The group involves public and private sector employers and large companies and small and medium enterprise (less than 500 employees). It provides space for employers to network, gathers and analyses data on diversity in the local labour market, shares and promotes good practice, and supports business leaders in championing diversity.

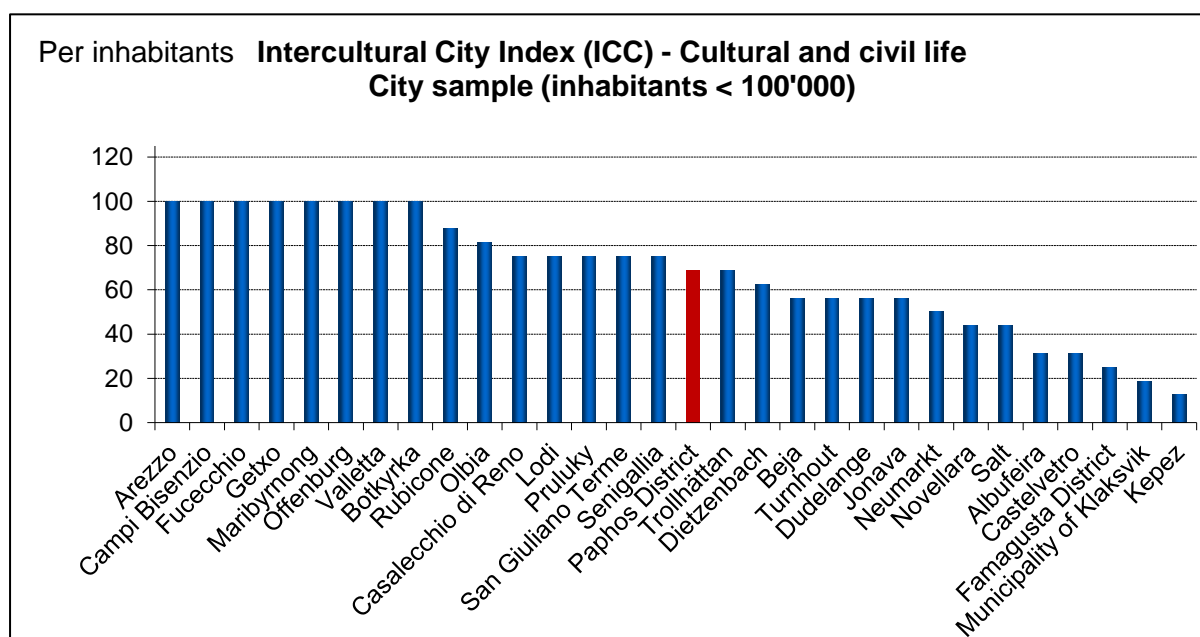
In Oslo, Norway the [OXLO Business Charter](#) is a forum and network for collaboration between the city and the business community. It works to promote migrants as a resource for business and economic growth with actions

Finally, the [European Diversity Charter](#) which Paphos municipalities could sign, provides a good framework for implementing the intercultural integration policies in the field of business and labour market.

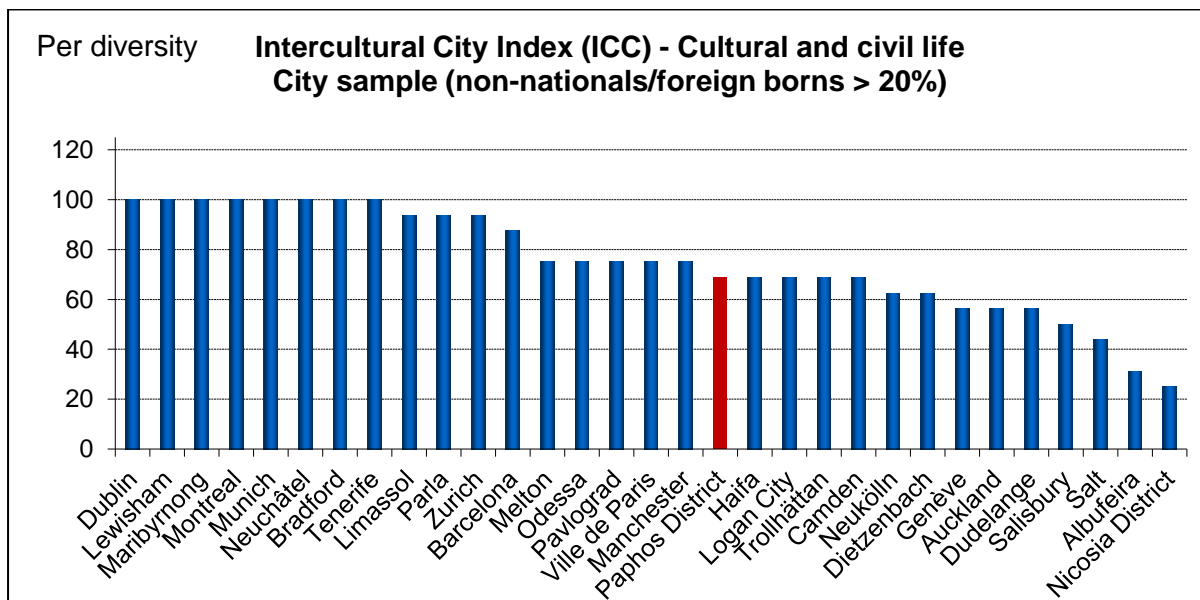
## CULTURAL AND SOCIAL LIFE

*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.*

Paphos achieved a rate of 69%, which is slightly lower than the city sample's achievement rate of 73%. The city offers and supports various cultural and sport actions promoting intercultural integration.<sup>9</sup>



<sup>9</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Cultural and Social Life is also 69% and the city sample 73%.



The Municipality of Paphos, in the framework of its social policy, annually supports the city's institutions and associations that offer their services to the community. Among the associations that receive support from the municipality are associations that aim to support immigrants and their smooth integration into the local community.

The municipalities of Paphos District regularly organise events and activities in the fields of arts, culture and sport that aim to encourage people from different ethnic/cultural backgrounds to interact. Some of the examples include APOP Basketball, offering scholarships to Cross Culture International Foundation Cyprus (CCIF) for students with immigrant backgrounds. The [football project](#) by CCIF Cyprus is planned to ensure inclusion and build a community.

Each year, the Municipality of Paphos, in the framework of its social policy, supports the city's institutions and associations that offer their services to the community. Among the associations that receive support from the municipality are associations that aim to support integration. Furthermore, the Municipalities of Paphos, Geroskipou and Pegeia in cooperation with local NGOs and other bodies organise Cypriot culinary lessons, children's painting competition about diversity, films about experiences and feelings of immigrants and refugees, social street work, beach cleaning and activities for the protection of the environment, children's festival: multicultural music/food/food/dance, sports, basketball games between teams of children of different backgrounds and migrants coming from non-EU countries.

In addition to the above, the city encourages cultural organisations to deal with diversity and intercultural relations in their productions, a practice that was strongly boosted by Paphos being the European Capital of Culture 2017. The city also sometimes organises campaigns promoting diversity and interculturalism.

### Recommendations

Similarly, to the recommendations provided under the chapter on "Business and Labour", the municipalities might consider intercultural actions as a horizontal priority when supporting local cultural productions and activities. In this way, a number of local cultural and creative sectors companies and NGOs would become active intercultural integration players. The municipalities of Paphos District might consider following the example of the city of Sabadell (Spain), in particular its Department of Civil Rights and Gender, which includes the [intercultural dimension as a criterion when allocating grants and funds to associations and initiatives](#). Other municipal departments in Sabadell also include the intercultural criterion when granting projects and initiatives, namely in Education (summer outdoor activities), Culture (dissemination of ideas and cohesion; dissemination of traditional and popular culture), Participation (neighbours associations projects).

It is worth saying that similar practices are not only limited to the local authorities, but also to large-scale supranational programmes. An example is the Creative Europe programme 2021-2027 of the European Union with the budget of 2,44 billion EUR, which have horizontal priorities of the integration of migrants, gender equality, social cohesion and environmental awareness integrated to all programme calls.

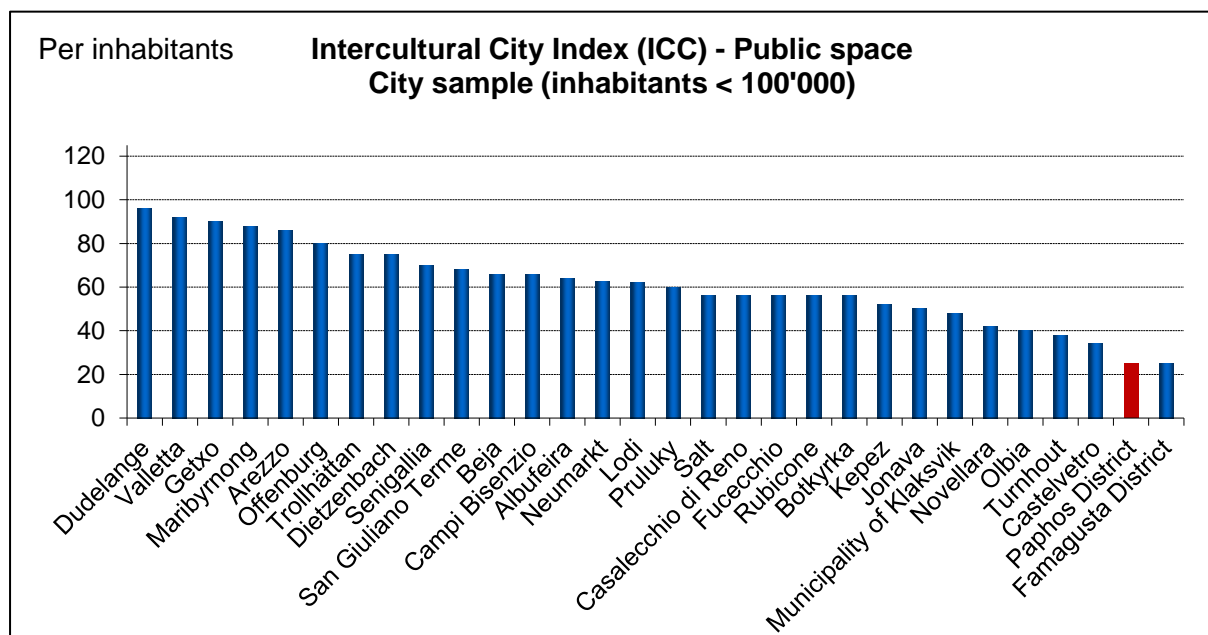
Such activities are also highly applicable in the field of sports, which is able to attract attention of large social layers independently of their ethnic or cultural background. For example, [the FIKS Bergen](#) initiative from Bergen (Norway),

promotes cooperation between different sports clubs to ensure the inclusion of people from migrant background in their activities. This happens through school projects, swimming lessons, regular leisure and events around the neighbourhoods. The city council's sports service also offers FIKS Stimulation Funds. The aim of the scheme is to stimulate activity in the community and contribute to increased activities for unique groups that otherwise would not have had access to such a range of activities. Sports and leisure organisations can apply for incentive funds up to NOK 30,000.

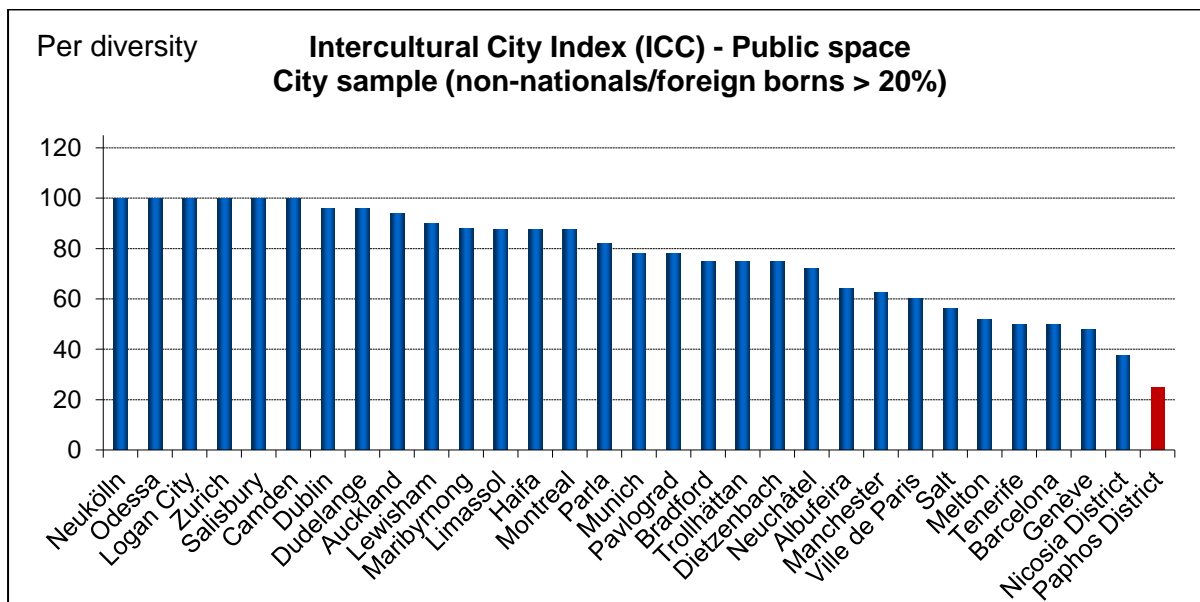
## PUBLIC SPACE

*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.*

Paphos achieved a rate of 25%, which is considerably lower than the city sample's achievement rate of 67%. Although the city offers a number of public spaces targeting migrant audiences, there is still room for improvement.<sup>10</sup>



<sup>10</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Public space is 20% and city sample 67%.



The public authorities in Paphos District take actions to encourage meaningful intercultural mixing and interaction in public spaces such as public libraries, museums, playgrounds, parks and squares. Examples of local organisations and NGOs organising visits in different languages and encouraging intercultural mixing and interaction in the district include i) Caritas organisation; ii) Chabad House in Paphos - the site provides all the Jewish services, required by the local community: kosher food, a synagogue, Torah/ classes, joint Shabbat meals, and a listening ear for guidance; iii) Calvary chapel Paphos has a big African community; iv) Youth cricket club in Paphos has a lot of people from South Asia; v) Cross Culture International Foundation Cyprus (CCIF) provide guided visits in museums and cultural spots in different languages.

There is no evidence that the municipalities in the Paphos District take into account the diversity of the population in the design, renovation and management of new public buildings or spaces, or that the city uses different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds when deciding to reconstruct an area.

There are urban areas in the wider Paphos area with high concentration of migrants which has resulted in frequent incidents between foreigners and locals. Several times the intervention of the Police was required. This has resulted in a feeling of insecurity among the inhabitants, both locals, and foreigners who feel unwelcome or even unsafe. The city still does not have a policy to deal with such phenomena.

### Recommendations

Despite numerous actions promoting the intercultural use of public space, there is still a lot of room for improvement in that area and better utilisation of public space in order to create places of mixing and exchanges. The municipalities in the Paphos District might consider concrete actions of during the planning and management of areas with higher ethnic concentration. The actions might include the recognition and taking into account the diversity of local population and in the case of renovations, a structured dialogue with the target groups concerned. The public space needs to open to the migrants, but also to motivate and boost the feeling of ownership and belonging.

Such a process was carried out by the city of Donostia/San Sebastian (Spain) and its cultural center [Tabakalera](#). Tabakalera is a former tobacco factory that was converted into a contemporary culture centre. Located in the Egia district, the building is an impressive space (13,277m<sup>2</sup>) that organises, since 2007, a wide sort of activities (exhibitions, short film screenings, etc.). Tabakalera programmes are mostly free and the funding is mostly public (30% comes from the municipality). By the time of opening this public space, it became clear that people were looking forward to using the open spaces envisaged in the building: especially young people on rainy days. The center has been adapting its activities and spaces to these non-planned use from families, youth, etc. At some point, the centre identified a group of mainly young male migrants who were spending a great deal of time in the centre, not always behaving correctly (security concerns, drugs, etc.). After discussions with them about their needs and goals, Tabakalera decided to open a programme to support them through cultural activities. A first project involved photography, and the initiative was very welcomed. Since then, the project has grown to the point

of holding weekly meetings (every Friday with a mediator), during which the group has been, for example, creating music together or preparing artistic performances. The 2018 project has been a theatre play, and a group of around 25 people are participating, using the Theatre of the Oppressed as a working methodology. Most of these young people are unaccompanied migrants and live in precarious situation. Tabakalera has become a place in which they feel welcome and can explore different ways in which to express themselves.

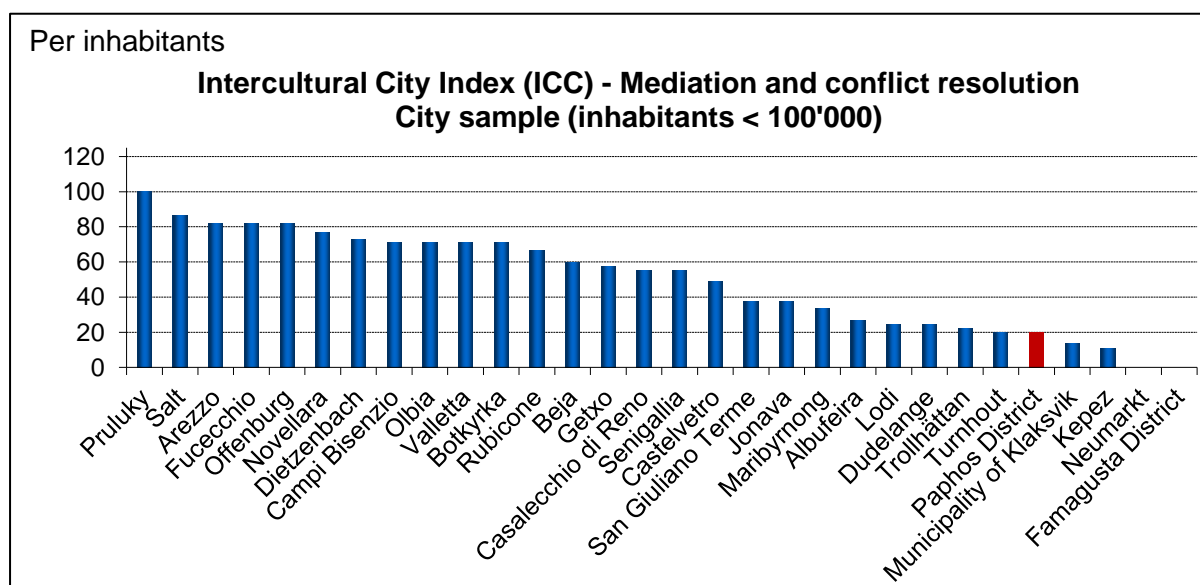
One idea to help diffuse the tension in certain neighbourhoods in the greater Paphos area is to explore the [Anti-rumour methodology](#). Members of the [Intercultural Network for the Paphos District](#) already participated in a training course on the methodology and created a draft strategy (March 2022). The city could be involved in the implementation of the anti-rumour strategy and could follow good anti-rumour practices from other cities such as in Botkyrka (Sweden) [four anti-rumour cafes](#) were set up in public libraries as a public platform to discuss and explore specific rumours and prejudices. Particular efforts were made to secure majority population participation in these.

The [Anti-Rumour Picnic Banquet](#) hosted by Erlangen (Germany) offers another approach to this issue using a different public space. A giant picnic was set along the main street with about 1,000 residents and asylum-seekers involved. A 'Living Library' along the tables offered open conversations with asylum seekers. Placemats were used to present and debunk rumours.

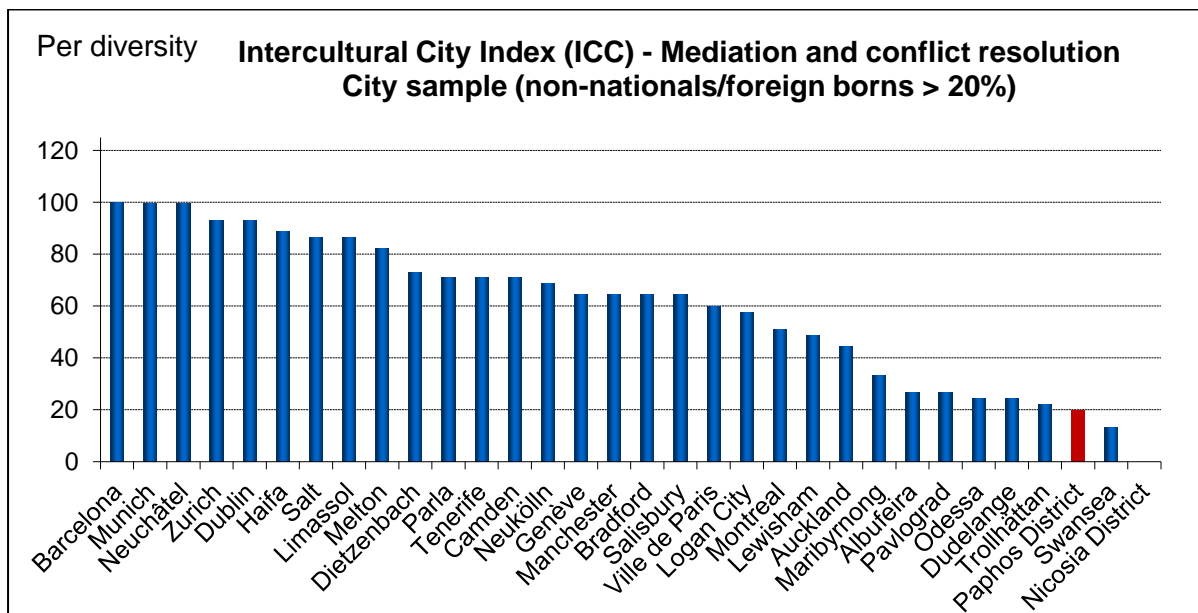
## MEDIATION AND CONFLICT RESOLUTION

*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.*

Paphos achieved a rate of 28%, which is considerably lower than the city sample's achievement rate of 58%. The city provides certain kind of mediation and conflict resolution services, but they could be still improved and more specialised.<sup>11</sup>



<sup>11</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Mediation is also 28% and the city sample 56%.



The intercultural mediation in Paphos District is provided at a certain level by national authorities, mainly the police. It is provided in a generic and general way and would benefit from a more structured approach. More training in mediation and conflict prevention is needed, as the regional leadership of the Cyprus Police admits. Also, there is no formal inter-religious platform in the Paphos District, bringing all or the main confessions' leaderships together.

### Recommendations

As Paphos District will become more and more diverse in terms of migration and cultures living in it, the question of structured mediation and conflict resolution will be more and more relevant. In order to face the sporadic intercultural conflicts, the municipalities of Paphos District might consider the development of specialised mediation services, supported by all district municipalities and local communities and sharing the cost of their functioning. Such services might be well trained in conflict resolution and mediation, familiar with all main cultural frameworks present in Paphos and preferably familiar with the languages of the origin of migrants. Such a role could be initially assigned to a cross-departmental committee including a representative from local and national authorities, as well as civic sector representatives.

In any case, the best results will not be provided by one single action, but rather a combination of them and a strategic and long-term view. The city of Leeds (United Kingdom) is a good example of this as it provides [intercultural mediation in a number of ways](#), including a generalist mediation service also dealing with cultural conflicts and an intercultural mediation service run by a civil society organisation. Intercultural mediation is provided in specialised institutions such as hospitals, police, youth clubs, mediation centres and retirement homes, in the city administration for general purposes, as well as in the neighbourhood and on the streets, actively seeking to meet residents and discuss problems. Leeds intercultural mediation consists of:

- Equalities Assembly: forum of Equality Hubs (the hubs are: religion or belief hub, age hub, black and minority ethnic hub, disability hub, LGBT+ Hub and the women and girls hub. The assembly acts as the corporate consultation and involvement forum for equality, diversity and integration issues. It also acts as a forum to challenge the council's progress on equality, diversity, cohesion and integration., helping ensure the council engages/involves diverse communities.
- Prevention - intercultural mediation is integrated into the school curriculum by teachers building young people's resilience to different cultures, faith and beliefs and involved in controlled debates on fundamental values.
- Partnerships to hold reassurance events after terrorist events and support faith organisations with funding to increase security after these incidents
- Facilitating dialogue via a number of mediums such as conflict resolution meetings in the case of heightened tensions, with less confrontational issues the city reports to promote and foster



intercultural understanding as part of conversation dinners, community forums, galas and community committee meetings.

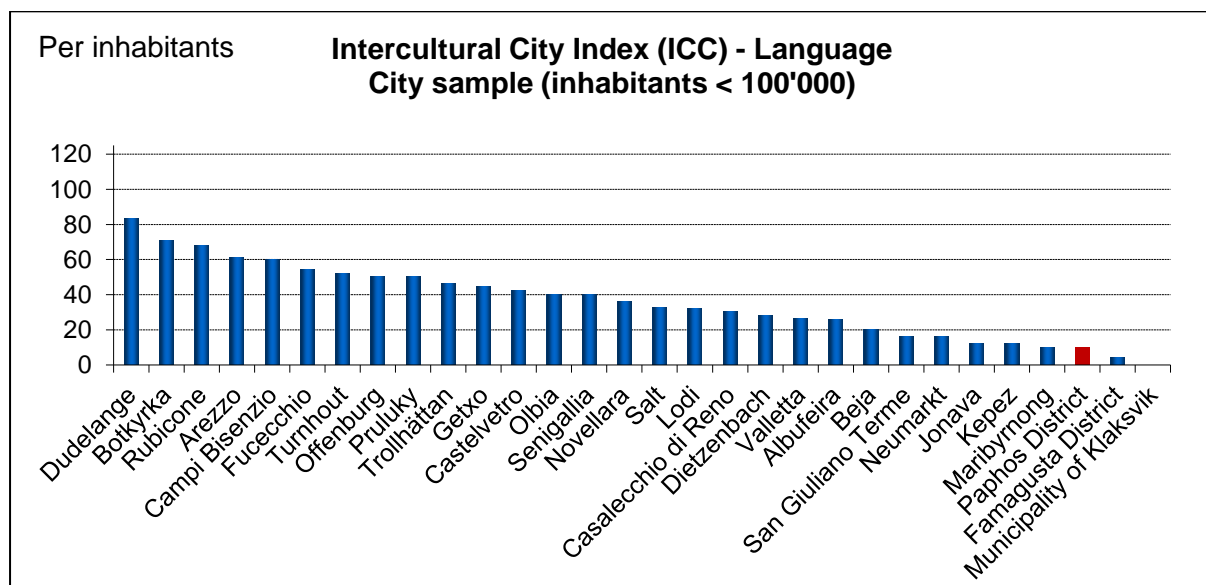
Regarding inter-religious dialogue Paphos, like all other districts in Cyprus, might build on the island-wide initiative called [Religious Track of the Cyprus Peace Process](#), run by the Swedish Embassy, providing it a local dimension. The platform brings together representatives of all major religious confessions in the island for dialogue and joint actions.

The Paphos District Police could also look into the [“Community policing manual”](#) which provides local police, including high-rank police managers, public safety directors, managers, and decision-makers, with guidance to implement policing principles to design new procedures, protocols, structures and specialised units in their police community, to effectively address the challenges that diversity may pose to the achievement of peaceful coexistence, in the medium and long term.

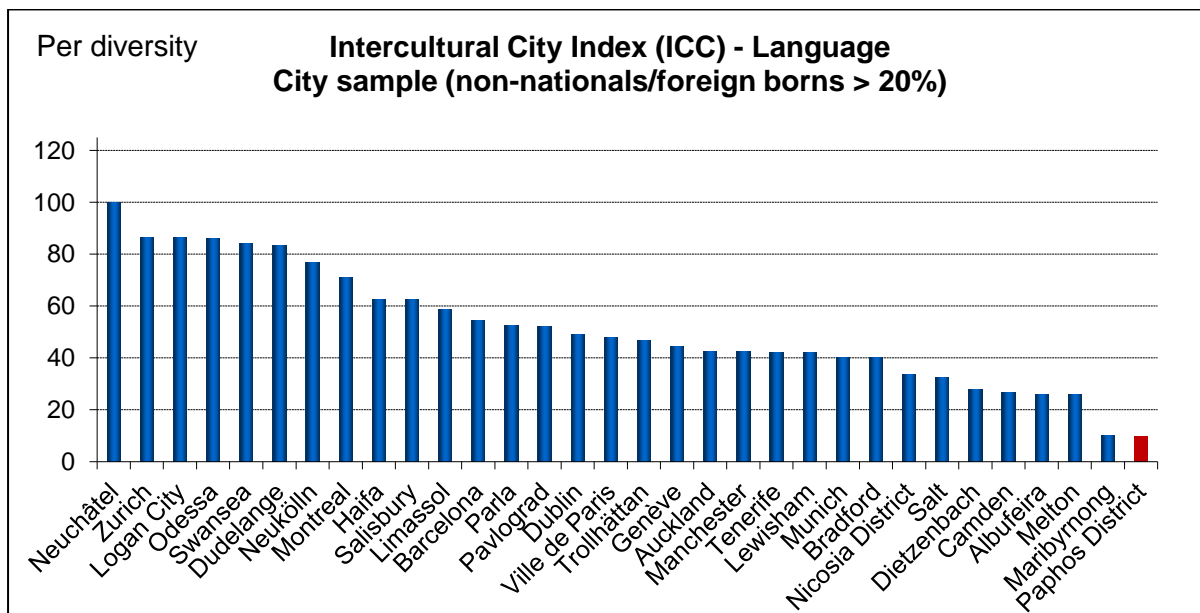
## LANGUAGE

*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.*

Paphos achieved a rate of 10%, which is considerably lower than the city sample’s achievement rate of 45%. The city could use better its unique multilingual advantages and heritage.<sup>12</sup>



<sup>12</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Language is 10%, while the city sample is 43%.



Multilingualism in Paphos District, like across all of the Island of Cyprus, is a part of local cultural heritage. Due to the strong dependence of the local economy on tourism, foreign investments and labour force, the visibility of English, Russian and Chinese is very high. A large number of companies in tourism and services sectors operate in English, which is the main *lingua franca* of the area.

Despite the fact that the local administration does not provide lessons in Greek and other languages, these needs are covered mainly through all levels of formal education, private education offers additional lessons for pupils, and adults can access language education offered through the network of life-long learning education institutes of the Ministry of Education, Culture, Sport and Youth of the Republic of Cyprus.

### Recommendations

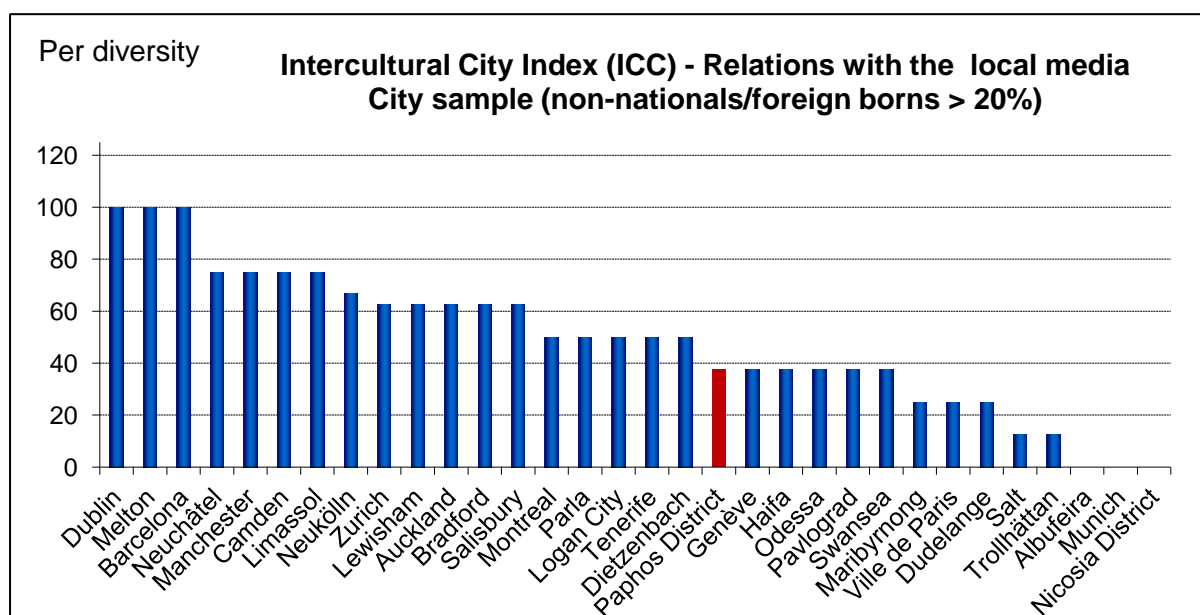
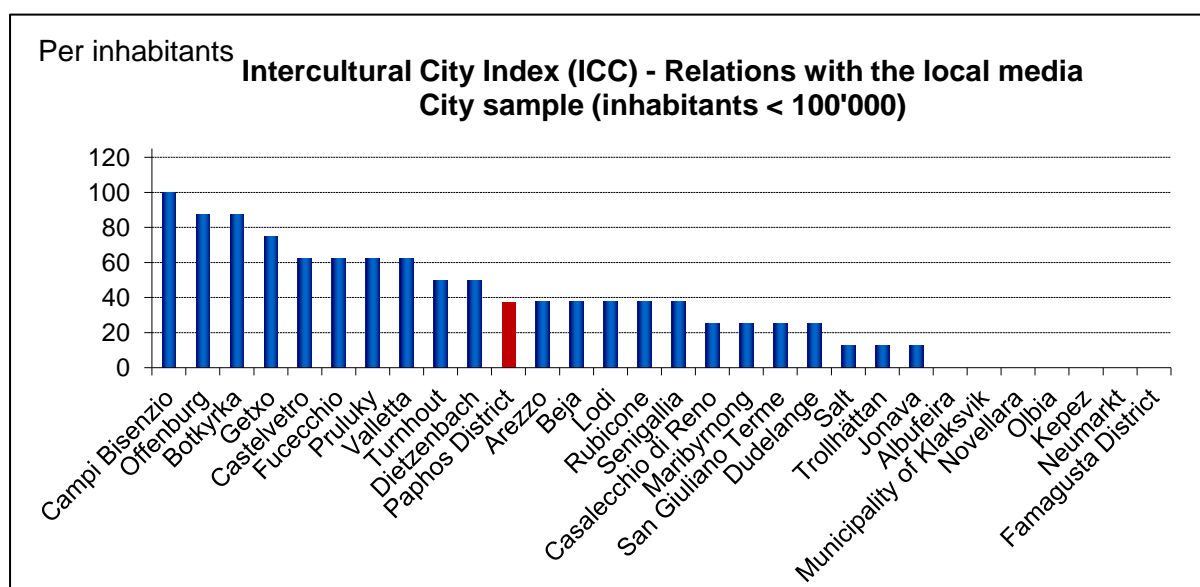
Though it seems that the mix of Greek, English and many other languages makes Paphos District *de facto* multilingual, the truth is that in order to find employment, a good knowledge of Greek and English is required for almost all jobs. This situation makes it difficult for many migrants to find work and to integrate in the community. In order to improve the situation, the municipalities of the Paphos District might consider the provision of language classes for migrants and in particular for hard-to-reach groups, such as migrant women. Such lessons would need to be carried out in the neighbourhoods with high migrant population as the network of public transportation is still not developed. Also, such lessons would need to be delivered during the hours convenient for the target groups (i.e. morning hours for the unemployed and housewives).

In order to cover hard to reach groups, the municipalities of Paphos District might follow the example of the city of Rotterdam (Netherlands). The municipality of Rotterdam has approximately 97,000 inhabitants with an insufficient command of the Dutch language, and this prevents them from fully participating in Dutch society. In practice, the standard language programmes fail to reach these Rotterdam inhabitants. After completing a language course, part of them moreover need a further course focusing on the day-to-day usage of the Dutch language. [Taal Dichtbij!](#) is a low-threshold, community-based, language programme and its main factor of success is that the courses use situations from the participants' daily lives. Voluntary organisations and sports clubs, as well as self-help organisations, form an important pivot within this project because they are low-threshold and far-reaching. These organisations bring in the participants and facilitate the courses. A [Taal Dichtbij!](#) course comprises 24 weeks. The participants take 2.5-hour classes three times a week. During the courses, parents are made aware of the importance of parental involvement in the school and the impact of their own "language behaviour" on that of their children. For instance, parents are encouraged to read to their children at home. They can do this in Dutch, but certainly also in their own language. The basic principle is that the children grow up in a language-rich environment. This has a positive influence on the Dutch language acquisition of the children.

## 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.

Paphos achieved a rate of 38%, which is slightly lower than the city sample's achievement rate of 47%. The city monitors the work of local media at a certain level, but more actions are needed in order to achieve a higher score.<sup>13</sup>



The municipalities of Paphos District carry out certain actions aiming at improving the image of migrants in the public media. Still, these actions are not contained in a strategic and permanent framework. The city's

<sup>13</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Media and Communications is 42% and the city sample 46%

communication and public relations department is instructed to highlight the diversity of local society regularly and through a wide range of media. Although the city does not provide support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds, it monitors the way that local, national and social media portray migrants. However, this monitoring is not done in a structured way.

Due to the limited size of local media and as most Cypriot media functions only at the national level, the Municipality of Paphos considers that it cannot have a say and control over how the media reports on and portrays people belonging to ethnic minorities. Still, in extreme cases, it preserves the right to proceed with informal communication with the media about its portrayal of migrants, especially when it can cause practical challenges or have wider societal repercussions.

### Recommendations

Bearing in mind recent phenomena and increased tension between local and migrant population in the wider Paphos region, the municipalities of Paphos District might consider further measures in promoting inclusion and the diversity advantage in its communication.

One idea could be a public campaign, in a similar vein to the one carried out by the city of Lublin (Poland), called the "[Faces of Lublin](#)". It was an awareness raising campaign developed following the first phase of the "Lublin 4 all" project, notably after the collection of social research results on the perception of foreign presence among Lublin residents. Indeed, the study showed that most of Lublin's inhabitants were not aware of the presence of migrants and foreign minorities or did not recognise them as an important component of the city's population. The city council therefore decided to invest in an awareness raising campaign to show the Lublin residents the multicultural face of their city. It contacted the photographer Oksana Tsymbaliuk, author of the Faces of Lublin exhibition, to resume her project of shooting portraits of men and women of Lublin with the aim of presenting and nurturing the cultural diversity of the city. Together with the portraits, interviews were also conducted to collect the respondents' views on interculturalism and their opinions on how new initiatives could improve the quality of city life. The photographs and interviews were collected in a Lublin 4 all publication and also published on a dedicated website. The awareness raising campaign also included the publication of information and data on Lublin's interculturalism in public spaces such as bus stops and the main means of transport. "Lublin 4 all" has become the brand of all intercultural activities carried out by the municipality and the core of following intercultural communication strategies.

Another good example of a city promoting inclusion is provided by Auckland (New Zealand). The city developed a '[Together We're Auckland](#)' communications guide which 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 the approach could inform a communication initiative on the integration mission statement.

Paphos local authorities could also consider cooperation with the Union of Journalists of Cyprus and the [Journalistic Ethics Commission \(Cyprus Media Complaints Commission\)](#) in order to develop practical actions in the case of the negative portrayals of migration.

## **INTERNATIONAL OUTLOOK**

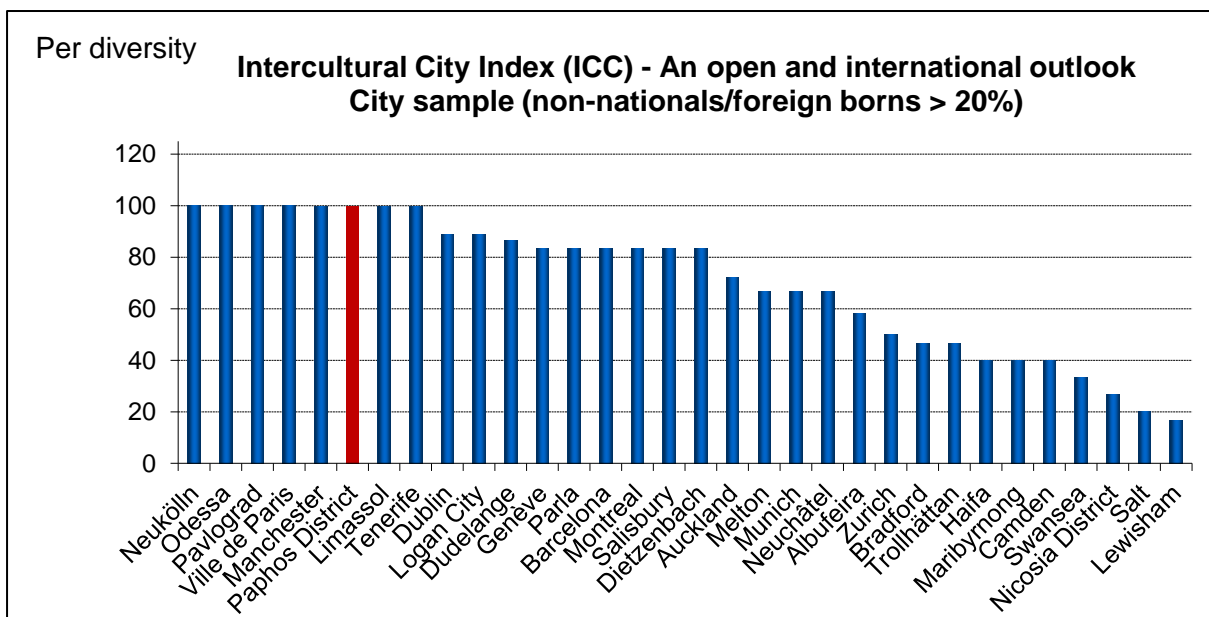
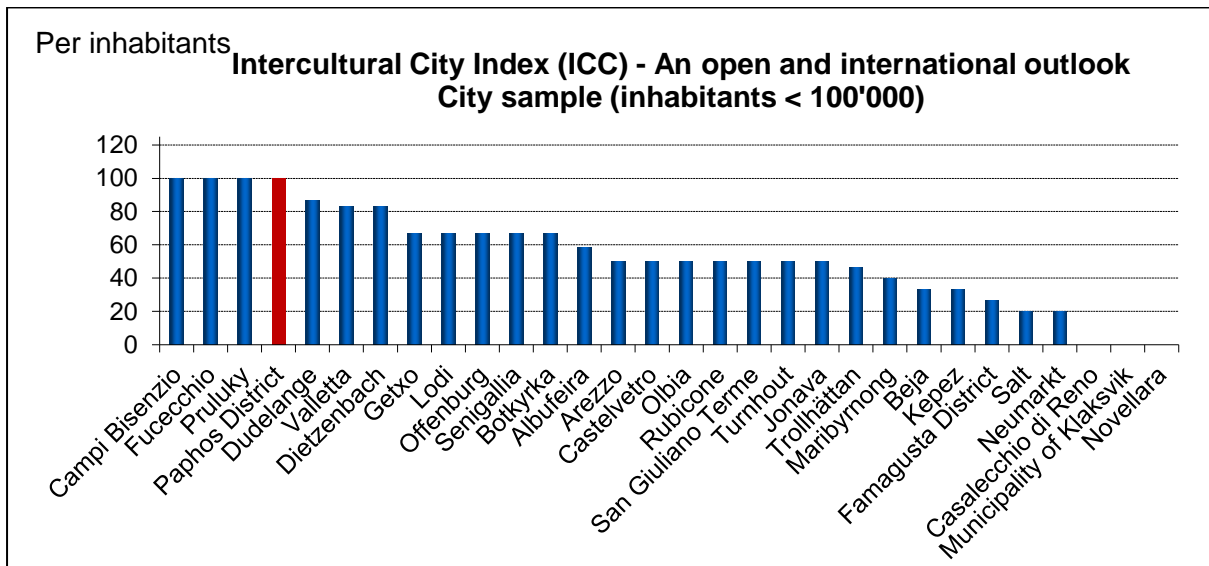
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*Although cities have little or no competence in foreign policy, they can actively seek to make connections in other countries to develop business relations, exchange knowledge and know-how, encourage tourism, or simply acknowledge the ties the city 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.*

Paphos achieved a rate of 100%, which is considerably higher than the city sample's achievement rate of 70%. The city got a maximal score in this field, which means that Paphos have strong and strategically positioned international cooperation policies and initiatives.<sup>14</sup>

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<sup>14</sup> Paphos rate of achievement in the extended Intercultural Cities Index on International Outlook is also 100% and the city sample is 69%.



Paphos reached the maximum score in the field of international outlook and collaborations due to its wide range of international actions, following its very successful “Paphos – European Capital of Culture 2017”, Paphos is capitalizing on its results.

The city has a clear [strategy for international relations](#) and allocates funds to it. A key component of the action and policy of the Municipal Council of Paphos in the field of external relations and tourism development is the promotion of Paphos in the international arena for the benefit of the city and society. Through the modern concept of “diplomacy of cities”, the development of creative relations with corresponding local authorities in Europe and the wider Eastern Mediterranean region is sought, at all levels and, in particular, in the fields of tourism, culture, entrepreneurship and new technologies. An innovation of the last three years has been the active participation of residents and organised groups (professional, business and educational) in the international relations of the municipality, aiming at the development of direct productive partnerships between the institutions of Paphos and the corresponding institutions of the twinned or cooperating cities. The coordination of the actions/programmes and the formulation of an intercultural action plan is the responsibility of the Social Welfare Office of the Municipality of Paphos.

Additionally, the Municipality of Paphos has signed Memoranda of Understanding (MoUs) with Tegea in Arcadia, Sefton in England, Sofia in Bulgaria and, most recently, Batumi in Georgia. It also participates in a number of international organisations, such as the International Network “Aphrodite”, the Network of Ancient Greek Ports of

the Mediterranean, the Network of Historic Cities of the Mediterranean, the Network of Cooperation of Balkan and Mediterranean Cities, the International Arcadian Society, Les Rencontres, Europa Nostra, etc.

The outreach to foreign students is also an important field in the work of the international cooperation of Paphos. The Municipality of Paphos has signed a memorandum of cooperation with the Paphos University of Neapolis. The current Mayor of Paphos, Mr Phedon Phedonos always welcomes foreign students and youths who arrive in Paphos by receiving them at his office. The Youth Municipal Council also welcomes visiting youths by holding round table discussions with them.

Finally, the city continuously seeks to develop business relations with countries/cities of origin of its diaspora groups. Paphos Municipality's efforts to develop regional cooperation aimed at creating a third pillar economy through the attraction of high-tech companies, start-ups and talented students, was the focus of the successive meetings that the Mayor of Paphos held with the Ambassador of France to Cyprus, and the Ambassador of Egypt, among others.

### Suggestions

Despite of its excellent score in the field of International outlook and cooperation, Paphos might consider applying an even more strategic approach in order to sustain its excellent international position. It might find inspiration in the strategic approach of the city of Montreal (Canada). Montreal has an explicit, long-term policy for encouraging international co-operation. This is set out in a document called [Strategic framework for the international relations of the city of Montreal: urban diplomacy working for the Montreal community and the world](#). The strategy supports several activities aimed both at promoting Montreal abroad and at conducting real municipal diplomacy at the international level in sectors such as living together and inclusion, economic development, the climate, migration, human rights and democratic metropolitan governance. The strategic framework is implemented through the operating budget allocated to the International Relations Office (BRI); other specific measures may also receive outside funding (e.g., Federal Government).

An additional good practice concerning [contact with diaspora](#) comes from Reggio Emilia (Italy). The city has signed, through the Intercultural centre Mondinsieme, an agreement with the Moroccan Ministry in charge of relations with the diaspora. The agreement underpins Reggio's holistic intercultural policy and seeks to "promote socio-cultural mixing and openness towards the other". Both are providing significant financial contributions to the activities included in the agreement, which are as follows:

- An open space mini-theatre in the Pauline Park – an innovative park area designed to encourage intercultural contacts through educational trails and games for adults and children and intercultural encounters.
- Annual cultural visits to Morocco for young Italians of different origins
- Participation of students from Reggio Emilia in the Summer university of the young people of the world organised annually in Morocco
- The promotion of Moroccan culture and the teaching of Arabic to young people in Reggio of different origins
- Enabling the participation of young people of Moroccan origin living in Reggio Emilia in cultural and sports activities of the city.

Mondinsieme has already opened an Arabic class for non-Arabic speakers – the demand for which exceeded by far the expectations. The Municipality of Reggio Emilia has a wide network of international contacts and projects aiming to share the city's best practices and opinions worldwide. In 2000 it set up an Agency to sustain the management & improvement of all the city's international contacts and projects: Reggio Nel Mondo. It acts as a crosscutting tool supporting all municipal departments in developing a continuous international exchange and dialogue.

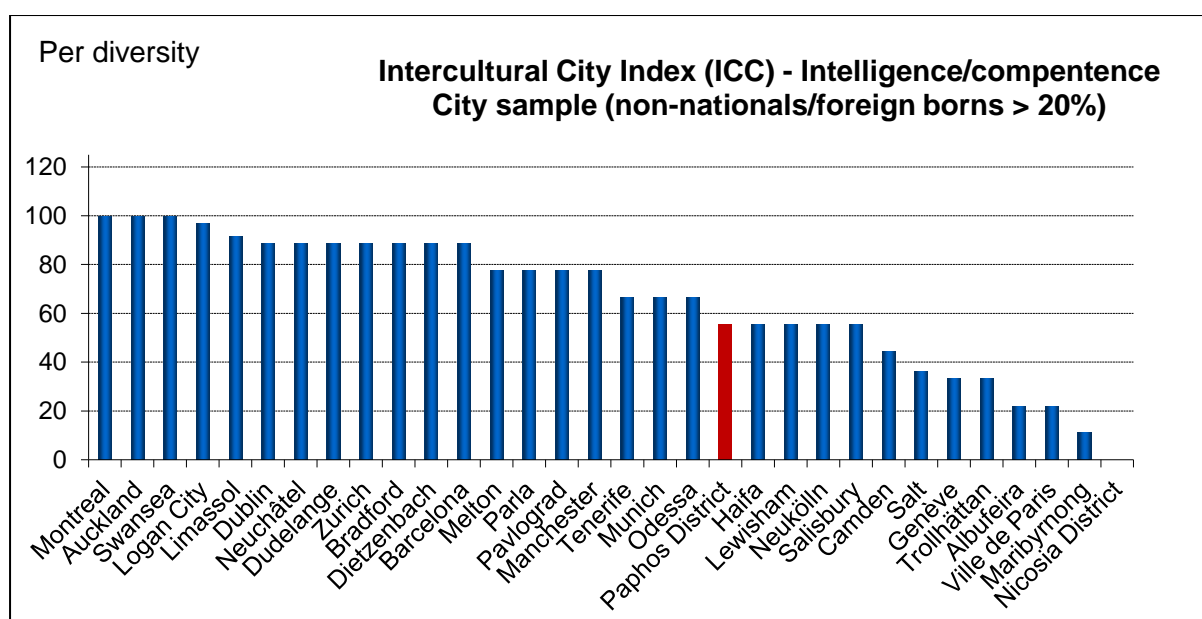
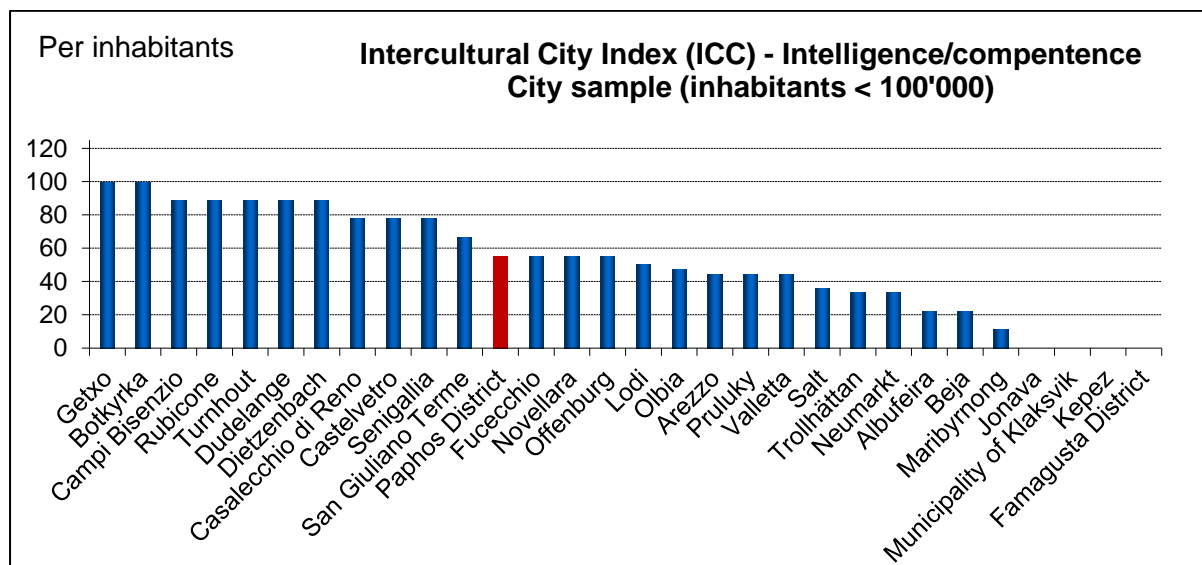
## **INTERCULTURAL INTELLIGENCE AND COMPETENCE**

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*Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural "mind-set" which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence require a specific know-how when dealing with unfamiliar situations and not an in-depth and often elusive knowledge of all cultures. Such sensitivity*

and self-confidence is not commonly-seen. It is a technical skill which can be acquired through training and practice. In an intercultural city, the authorities view such skills as equally important and essential to the good functioning of the city as the other professional and technical skills usually expected from public employees.

Paphos achieved a rate of 55%, which is slightly lower than the city sample's achievement rate of 60%. The city has access to information about public opinion on migration issues through external services.<sup>15</sup>



Statistical and qualitative information about diversity and intercultural relations to inform the local/municipal council's process of policy formulation are collected in some cases. The city uses the evaluation of the EU Asylum, Migration and Integration Funds (AMIF) by the national authorities (Ministry of Interior) as an external body which carries out surveys including questions about the public perception of migrants/minorities. In a similar manner, the city uses other national services and reports, which conduct thematic surveys to find out how inhabitants perceive migrants/minority groups, there is little evidence that those reports are used for evidence-based policies in the field of intercultural integration. In certain occasions, the Municipalities of Paphos, Geroskipou and Pegeia increase the intercultural competences of its officials and staff through interdisciplinary seminars, information networks, training courses, European projects, including Erasmus+.

<sup>15</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Intercultural Intelligence/Competence is 55% which is higher than the city sample of 47%.

## Recommendations

Despite a number of actions in the field of intercultural intelligence and competence, the city of Paphos might wish to further improve this chapter. The presence of tertiary education institutions like the Neapolis University, might work as a catalyst for further improvement in this field through continuous data collection and research activities. Such data could lead to the development of evidence-based policies, clearer objectives, and key performance indicators in the field. Modern technologies are an important factor that Paphos might wish to fully utilise.

The municipalities in the Paphos District might consider reviewing and developing a similar project to the inspirational project from the city of Leeds (United Kingdom). Leeds has mainstreamed statistical and qualitative information about diversity and intercultural relations to inform the local/municipal councils' process of policy formulation. This is done through the [Leeds Migration Map](#), a toolkit developed to provide intelligence and insight into migration trends and the spread of new and existing communities in Leeds at a local level. Data via the National Insurance Number Applications by Overseas Nationals and the Census 2011 provides an interactive map of the city, in which the user is able to see trends and changes. The map can be used alongside other layers including housing, health, crime and economy. Alongside local intelligence, the toolkit significantly contributes to an evidence-based approach to migration and how the city responds. Further, it provides value to statutory/third sector providers towards targeted approaches, collaboration and funding applications. The city also has an online faith map which provides access to details of different places of worship and faith-based community facilities across the city. The tool maps many different places of worship and faith communities from the main religions or beliefs practised in Leeds. This map is in its final stages of development.

It is also recommended to offer municipal officials and staff learning opportunities within the field of intercultural competences. 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.

## **WELCOMING NEWCOMERS**

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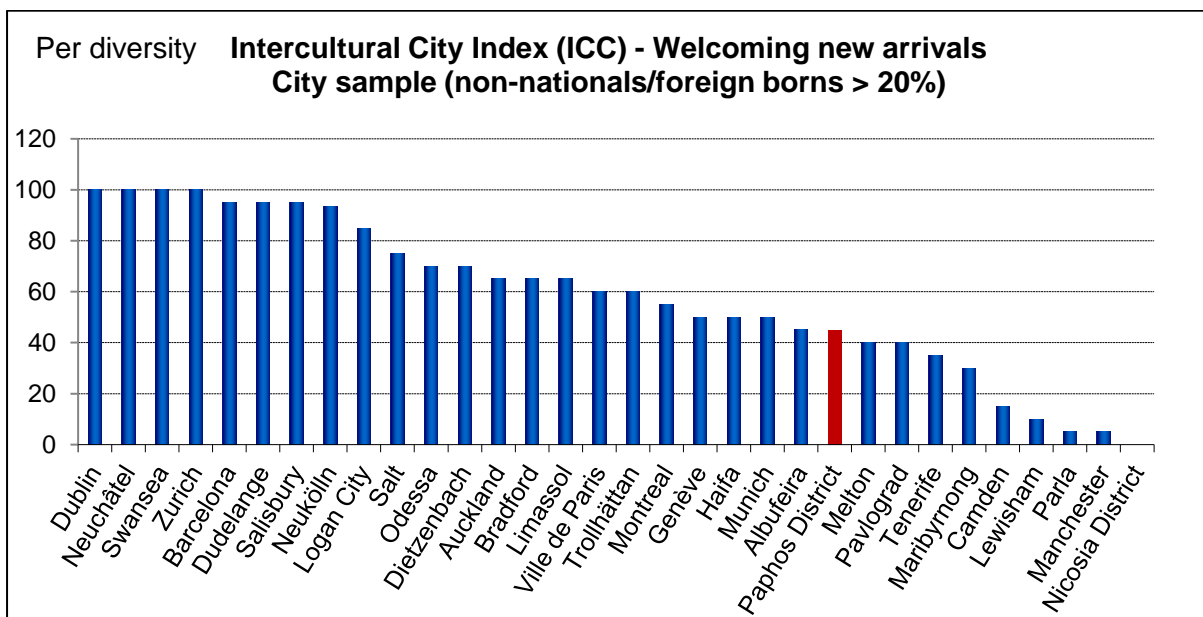
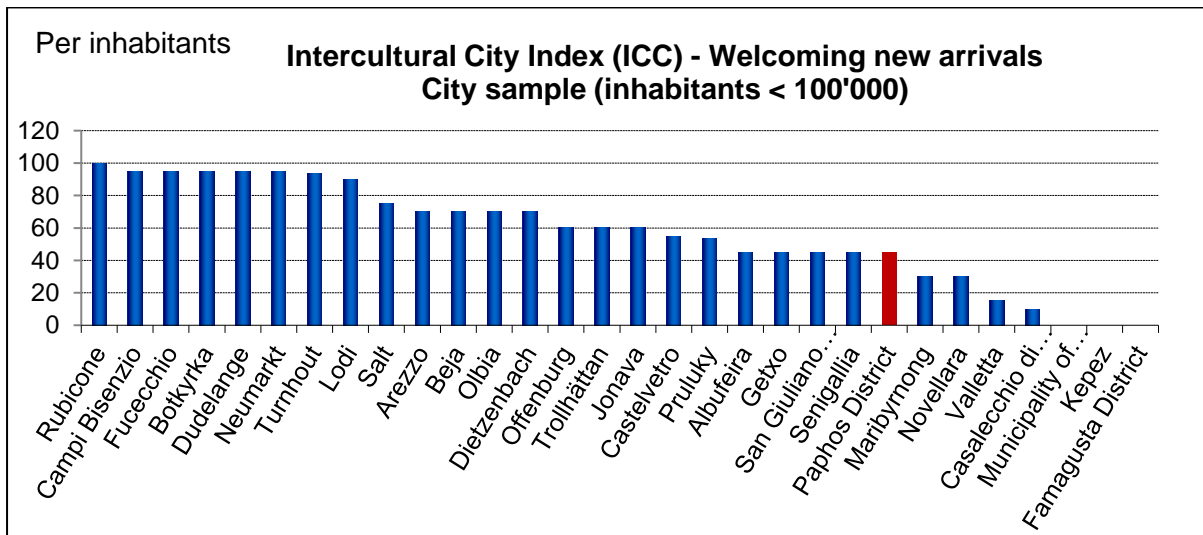
*People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel 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.*

Paphos achieved a rate of 45%, which is considerably lower than the city sample's achievement rate of 57%. The city offers certain support and services to various groups of its new inhabitants.<sup>16</sup>

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<sup>16</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Welcoming Newcomers is 45%, while the city sample is 60%.





Paphos does not have an agency or the body responsible for welcoming newcomers, but three municipalities, Paphos, Geroskipou and Pegeia are open to the idea to build city-specific welcome packages.

In the district of Paphos different city services and agencies provide welcome support for particular groups of newcomers including family members, students, unaccompanied minors, migrants workers and asylum seekers.

Among others the Paphos District hosts the Office of United Nations High Commissioner for Refugees (UNHCR), District Immigration Police Office, and the Asylum Service of the Ministry of Interior. Additionally, it hosts one of [Migrants' Information Centers](#) (MiHub) operated on Pancyprian level by the University of Nicosia. The city also hosts and offers support measures and guides such as "Meeting Cyprus - The country I live in" with educational interactive exercises and presentations, as well the guide "[After transition guide for expats in Cyprus](#)", offered by the corporate sector entities targeting UK ex-patriots.

#### Recommendations

Bearing in mind the importance of the feeling of belonging to a new city by migrants, the municipalities in the Paphos District might consider following a number of good practices from the Intercultural cities programme of the Council of Europe. One of them is the city of Bergen (Norway), which has a comprehensive policy regarding the welcoming of newcomers through International Network of Norway project.

The project is based on the fact that the city recognises that newcomers relocating to Norway often leave behind a familiar and trusted network. The project's aim is to help them recreate a new network in Norway. A good job is often not enough. To help the assignees build this network, [INN \(International Network of Norway\)](#) in association

with the Bergen Chamber of Commerce, organises a variety of social and professional events. The goal is to ease local employers' efforts at recruiting foreign employees and getting foreign residents to feel at home in Bergen. There is a great need to recruit qualified employees to the region, according to a survey done by the Bergen Chamber of Commerce and Industry.

Some of what INN Club membership offers are a meeting place for socialisation and networking; consultation for individual concerns and on-going support for the duration of the assignment; information sessions and excursions; Career Support for the accompanying spouse/partner; Spouse Club – a social network for accompanying spouse/partner; courses in Norwegian culture and customs and the Bergen region; activities - leisure and adventure; and Monthly newsletter for all members

Additionally, regarding international students, the University of Bergen, the Bergen University College and other higher education institutions in the city have their own programmes welcoming foreign students, and the city cooperates with these institutions. Bergen has published a comprehensive package of information to aid newly arrived foreign residents. The city's services and agencies provide support tailored specifically for students, family members, refugees and migrant workers.

The City of Zurich achieved a 100% score in its ICC Index evaluation related to the area of welcoming policies. [Zurich has a specialised agency to welcome](#) newcomers and there is 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 City of Zurich's 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, integration courses and multilingual internet portals.

## **LEADERSHIP AND CITIZENSHIP**

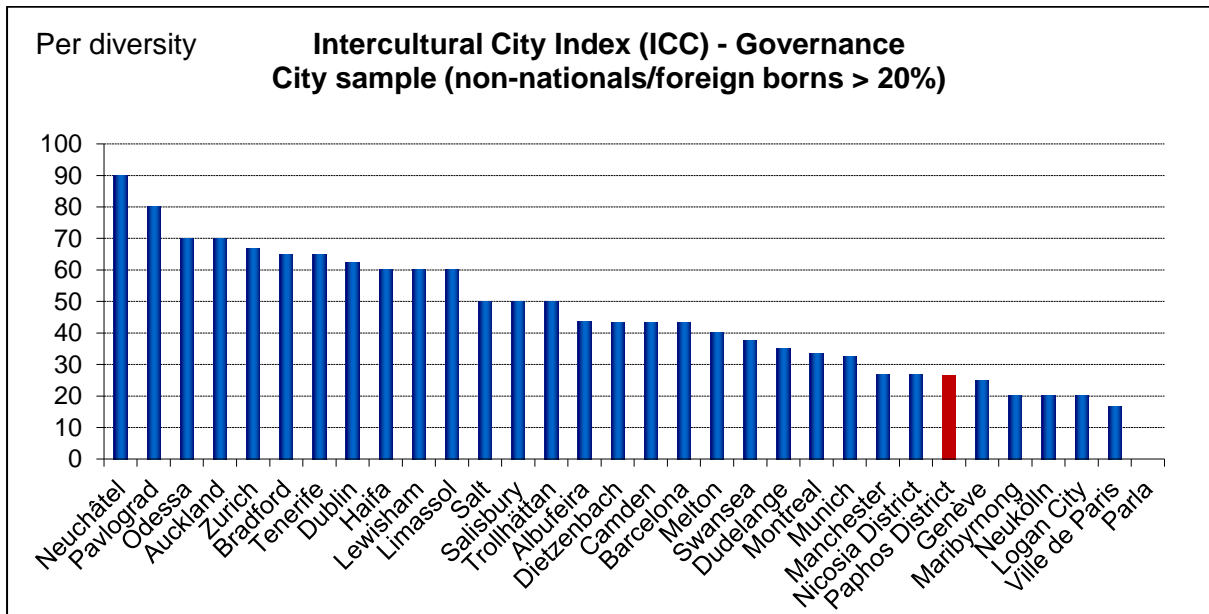
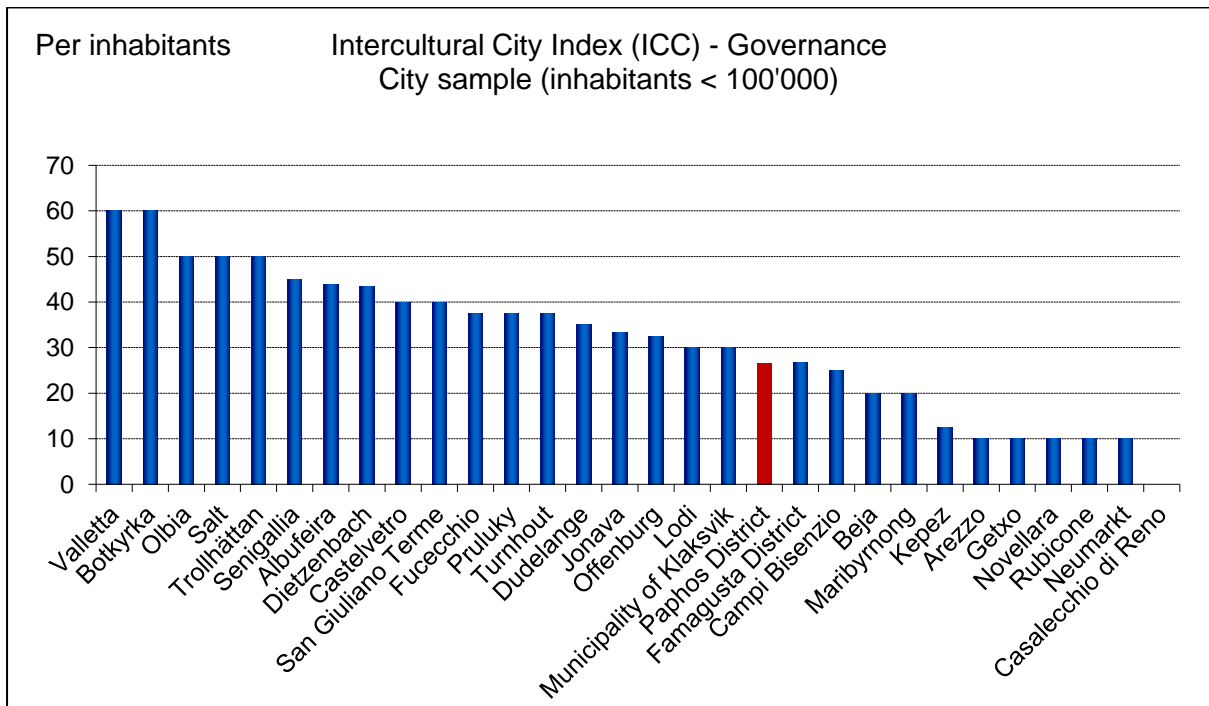
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*The most powerful and far-reaching action a city can take to be more intercultural is to open up democratic representation and decision-making to all residents of the city irrespective of their origin, nationality or residence status. Formal political 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.*

Paphos achieved a rate of 27% which is lower than the city sample's achievement rate of 36%. The district carries out certain actions encouraging migrants to take part in social and political life.<sup>17</sup>

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<sup>17</sup> Paphos rate of achievement in the extended Intercultural Cities Index on Leadership and Citizenship is 55% and city sample 47%, which is considerably higher.



In the Republic of Cyprus (as an EU member State), the voting rights in local elections are reserved only for Cypriots and EU citizens. Citizens of EU member states should complete a registration form which may be obtained at the nearest District Administration Office or Citizen Service Centre, or it may be downloaded from the web page of the Ministry of Interior to be able to vote.

The data on the double citizenship of the members of municipal councils is not available for any of the municipalities, but there are examples of foreign-born municipal councillors, especially in the Municipality of Pegeia.

Until recently, the Paphos 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 Paphos Region is a step towards an institutional establishment of such body, which may also lead to an increased migrant/minority participation in Paphos School Boards and respective policies for inclusive participation in civic life.

There is no evidence that the municipalities in the Paphos District take initiatives to encourage people with migrant/minority backgrounds to engage in political life, apart from receiving general information about the

elections. Still, certain political parties offer their proposals in various languages including English, Arabic and Russian.

### Recommendations

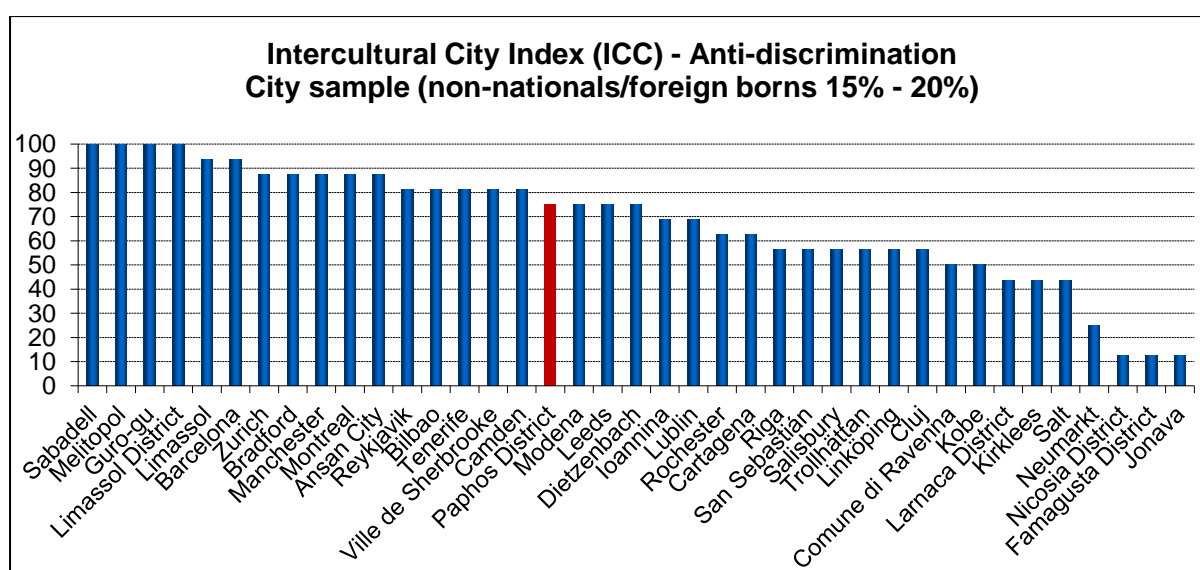
The right to vote and the right to be elected are some of the most important factors in making migrants motivated to participate in the political life. Participation in political life is key to successful integration in society, as through the political process migrants and local communities obtain the ability to set shared goals and priorities.

The municipalities in the Paphos District might consider adopting some of the good practices from the city of Sabadell (Spain), which is taking numerous measures [to ensure political participation at the local level](#). Although, similarly to Cyprus, the Spanish legislation does not allow foreign nationals to vote in the local elections (with the exemption of EU and EFTA nationals, and nationals from countries with a reciprocity agreement), in the elected Council of Sabadell, there are also persons with a migrant background. Additionally, the city has a consultative body where migrants and associations representing migrants discuss integration and inclusion issues. The city has not yet developed any action to promote the presence of minority groups in all supervisory bodies in the city. However, some initiatives to encourage people with migrant/minority backgrounds to engage in political life are deployed. This is the case of the New Citizens Participation Table, made up of representatives from different organisations representing newly arrived citizens. This roundtable is chaired by the representative of the municipality responsible for welcoming and intercultural policies. In this space, issues related to the citizenship rights and duties, or the legal difficulties encountered by migrants are discussed. Proposals then are transferred to other political, judicial and social bodies. At the same time, this space allows the elaboration of proposals and opens activities to the whole citizenship, increases the added value of multiple voices and to make visible the diverse cultural groups that coexist in the city and to facilitate exchange, boost respect and knowledge.

## **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.*

The score of Paphos District in the field of anti-discrimination is 75%. The city is committed to further develop its anti-discrimination policies.



In addition to the national anti-discriminatory legislation framework, the city of Paphos is considering a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate against residents with migrant/minority backgrounds. Part of the district's anti-discriminatory actions has been the creation of the Office for Combating Discrimination of the Cyprus Police. The office has been operating since 2005. It is responsible for the implementation of preventive initiatives as well as for monitoring intervention tactics to combat racism, discrimination and xenophobia. The city of Paphos still does not have a dedicated service that advises and supports victims of discrimination. Such services are provided by the Office of the Commissioner for Administration and Human Rights (Ombudsman) whose responsibilities include the examination of allegations of discrimination. Likewise, the Ministry of Education has introduced an anti-racism policy that is now implemented in all state schools in Cyprus.

Although the city does not regularly monitor/research the extent and the character of discrimination in the city, since it is carried out by the national authorities, the Municipality of Paphos, in the framework of its social policy, supports each year the city's institutions and associations that offer their services to the community. Among the associations that receive support from the Municipality are associations that aim to support victims of discrimination. In addition to above, some local institutions and NGOs, for example MiHub, KEPLI, and CCIF Cyprus, are running anti-discrimination actions.

### Recommendations

Actions to counter discrimination in Cyprus are generally considered to be part of the competences of central government. Nevertheless, local authorities have an important role to play in detecting and supporting the victims of discrimination. Such actions should be put in a strategic context and lead to the improvement of evidence-based policies. Research and data collection is very important in developing effective policies.

The city could consider researching current models for an anti-discrimination infrastructure and developing a local mechanism to: promote a knowledge of rights in relation to discrimination and harassment; receive and informally advise on the steps to be taken to register complaints of discrimination and harassment; and promote good anti-discrimination and anti-harassment practices.

There are a variety of models for such a mechanism. In Oslo, the [mediation panel](#) organised by the "Norwegian People's Aid" provides a venue for victims of discrimination to present their complaints, get advice, and engage in dialogue through mediation with the offenders, the police and the discrimination tribunal. Another model exists in the Netherlands, where every municipality is required by law to establish an anti-discrimination service to receive and address complaints, including through local mediation, and, in some instances to advise the municipality on good practice.

The city of Barcelona (Spain) has a strategy to counter discrimination, particularly those practices negatively affecting migrants and minorities, and it carried out a sociological study aimed at detecting discriminatory practices in housing. Entitled "[A la carte discrimination](#)" the study was based on the field assessment of the practice of real estate agencies operating in the city. Over 350 phone calls were made by the city on behalf of a fictitious property owner that expressly declares willing to exclude migrant customers from the selection process. The calls to real estate agents revealed a condescending behaviour towards discrimination.

The aim of the study was to identify and quantify the extent of discrimination in accessing housing, as well as to learn how much these discriminatory practices are standardised by the economic sector studied. The goal of the whole action was to understand how cooperation with agents and real estate agencies can be built, with the view to eradicate discrimination.

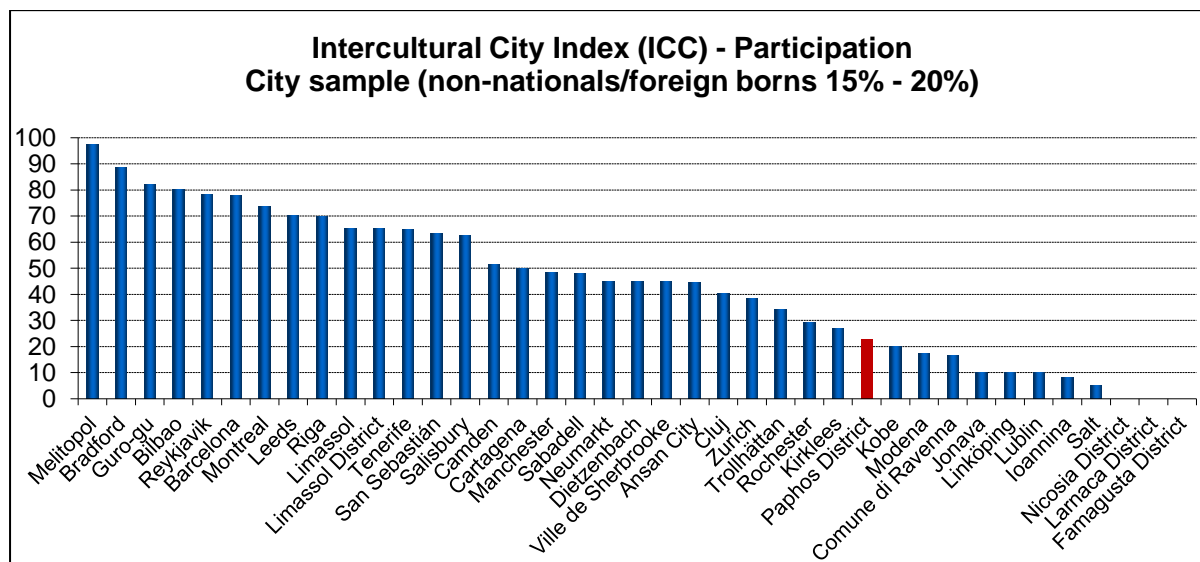
## **PARTICIPATION**

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

sustainability of local policies, while at the same significantly reducing the economic costs of social exclusion and instability.

Indicators on participation have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 39 cities have replied to this new Intercultural Cities Index chapter. Paphos’s score in the field of participation is 23%. Although the city already takes certain measures to improve the participation of its diverse residents, there is still space for improvement in this field.



The municipalities in the Paphos District are just starting the development of their participation policies. From the above score, municipalities and local communities in the Paphos District might consider increasing their efforts towards that goal. Although the district does not yet have an intercultural strategy and action plan, thanks to the Council of Europe and EU joint project “Building structures for intercultural integration in Cyprus”,<sup>18</sup> the district recently introduced and started hosting a Regional Intercultural Network, which may soon develop participatory mechanisms, in order to enable all residents, irrespective of their migrant/minority backgrounds, to participate in the decision-making process.

Also, there is no evidence that municipalities and local communities of Paphos District monitor the representation of migrants and minorities in the governing and school boards, other working groups or trade unions. Therefore, the establishment of the Paphos Region Intercultural Network will be helpful as it aims to develop a draft intercultural strategy, including such monitoring mechanisms, and a budget for their implementation and offer it to the district municipalities for discussion and approval.

### Recommendations

Participation is one of the three main elements of the intercultural integration policies. In order to improve this essential field, the municipalities of the Paphos District might be inspired by the practices from the city of Turin (Italy). In a time when social inequalities grow, the fear of “the other” rises together with violence and anger, increased efforts are required to re-define policies and improve their coordination. With two major objectives: the fight against any form of discrimination (in particular racism) and the building of spaces, tools and policies to ensure equal and free participation to the democratic process and strengthen a sense of community in the city. In order to achieve these objectives, the City of Turin adopted new [“Guidelines for intercultural and participation”](#), a theoretical and practical framework of action for public administration to help it setting up a participated environment to define rules, rights, duties and behaviours needed for living together in diversity. The Guidelines design a three-pillar strategy: a) changes in the structure of public administration, which include horizontal synergy, the intersectional approach and two-ways communication, b) creation of communities working groups and c) activities and projects jointly organised by local authorities and their associations.

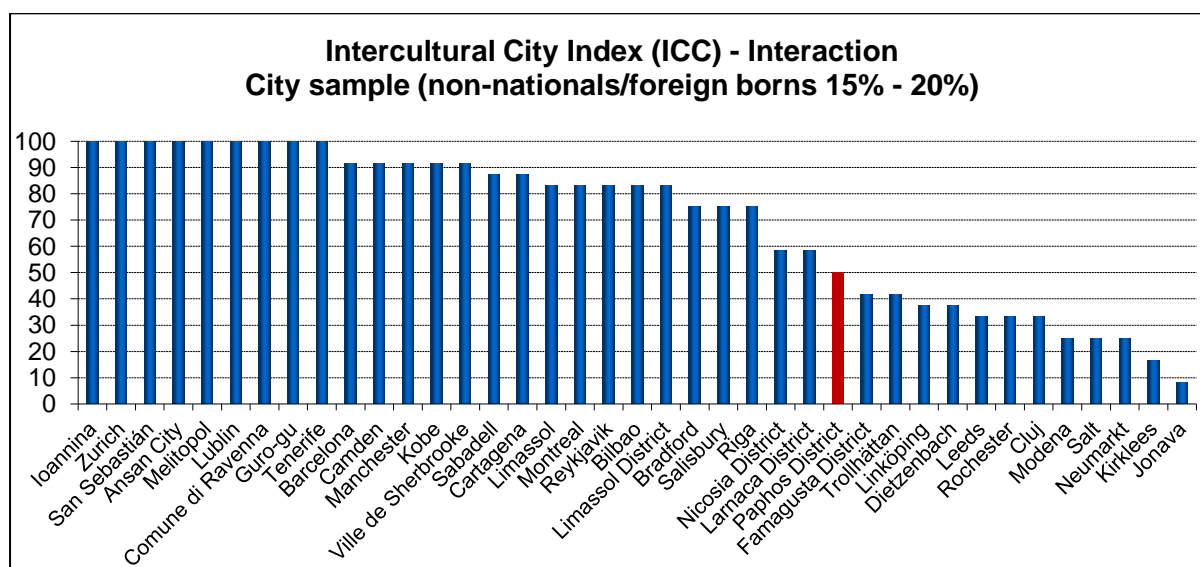
<sup>18</sup> The creation of the Paphos Region Intercultural Network has been supported by the “Building structures for intercultural integration in Cyprus” project which is being carried out with funding from the European Union, via its Structural Reform Support Programme, and in co-operation with the European Commission’s DG for Structural Reform Support.

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.

## INTERACTION

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

Indicators on interaction have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 39 cities have replied to this new Intercultural Cities Index chapter. Paphos' rate of achievement in the field of interaction is 50% out of average score of 69%. The city collaborates with civil society in order to ensure the interaction between its diverse residents.



The municipalities in the Paphos District have a list of officially recognised non-governmental organisations but is not regularly updated. They collaborate with civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion. Examples include the Municipalities of Paphos, Geroskipou and Pegeia support to civil society organisations which started mobilising local communities in order to collect help for refugee children in camps in Cyprus and in Moria (Greece).

The Ministry of Education, Culture and Sports realises the need to provide teachers with the opportunity to further develop and adapt their learning and teaching approaches for all children, from all backgrounds. In-service training seminars are offered to inspectors, head teachers and teachers who teach non-native Greek speaking students. The ministry plans for more in-service training programmes in the future in order to sensitise teachers on issues concerning the theoretical and practical issues of intercultural education. Along with the in-service training programmes, teachers and inspectors also have the chance to enhance their knowledge about intercultural education through seminars offered by the Pedagogical Institute of Cyprus and master's level courses offered by the University of Cyprus.

## Recommendations

Interaction and mixing between diverse groups is an essential part of the intercultural integration concept. The positive influence and benefits of diverse cultures has been scientifically observed since the 1990's. In order to improve the field of interaction, between their diverse communities, the local authorities in the Paphos District might consider following the example from the city of Botkyrka (Sweden). From 2019 until 2022 Botkyrka will implement the programme "[Creative city of Fittaj](#)", aiming to improve security and safety in vulnerable areas of the city by opening up public spaces and making them more attractive through using their vivid culture and intercultural interaction to improve the image of those area. The programme has started to be implemented in one of the areas that the police has put on a prioritised list. The areas prioritised by police are those with a low socioeconomic status, a rather high criminal impact on the local community, including public acts of violence and open drug markets, low collective social control, lack of trust in the society, low crime reporting rates, and low willingness to contribute to legality.

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

Paphos District achieved a rate of 52%, which is very good result for a district completing the Intercultural City Index questionnaire for the first time. The table below lists many of Paphos District strengths and areas where improvement could be made.

<b>COMMITMENT</b>	✓	The district is starting the development of intercultural strategy and action plan.
	✗	The interculturalism is understood as a social welfare policy.
<b>EDUCATION</b>	✓	The intercultural education is well developed and offered to teachers and students.
	✗	The teachers' background does not match the one of the students.
<b>NEIGHBOURHOODS</b>	✓	There are a wide range of cultural actions promoting intercultural mixing
	✗	The district lacks the strategic measures to encourage the dialogue and understanding between its diverse inhabitants.
<b>PUBLIC SERVICES</b>	✓	There are a range of services offered according to religious customs. The national anti-discrimination regulatory framework is followed.
	✗	The ethnic composition of local administration does not reflect the ethnic composition of society throughout the hierarchy.
<b>BUSINESS AND THE LABOUR MARKET</b>	✓	The district encourages and promotes migrants' entrepreneurship through various means and utilizes their ties to home countries and cities.
	✗	More work is required to support migrants coming from all social layers to participate in higher value businesses. The municipalities and communities could consider favouring businesses with clear strategies of diversity, intercultural mixing and equality, not only regarding the gender issues but also the ethnic background.
<b>CULTURAL AND SOCIAL LIFE</b>	✓	The city supports cultural and sport activities involving migrants and minorities. It has a strong international dimension in cultural work.
	✗	The city could develop more the structured collaboration with cultural and civic sectors. The city could organise more public debates on migration issues.
<b>PUBLIC SPACE</b>	✓	The city offers a number of intercultural public spaces for its diverse inhabitants.
	✗	The city might consider improving the consultation and engagement process when building and renovating public space. It could also start developing an intercultural integration strategy to address safety issues in certain neighbourhoods.
<b>MEDIATION AND CONFLICT RESOLUTION</b>	✓	There are a type of mediation service available, mainly through national authorities and the police.
	✗	The city does not have specialised mediation and conflict resolution services.
<b>LANGUAGE</b>	✓	Multilingualism is developed and visible in many segments of the city life.
	✗	The city could develop language programmes targeting migrants and other hard-to-reach groups.
<b>MEDIA AND COMMUNICATION</b>	✓	The city instructs its communication departments to highlight the diversity as an advantage.
	✗	The city does not monitor how the media portrays migration through various means. Also, it does not support journalists of migrant origin.
	✓	The city has a strong and strategic approach to international collaborations and outlook in a wide range of fields and economic sectors

<b>INTERNATIONAL OUTLOOK</b>		The district can continue further develop business relations with countries/cities of origin of its diaspora groups
<b>INTERCULTURAL INTELLIGENCE AND COMPETENCE</b>		The city participates in various projects and initiatives promoting intercultural competences
		The municipalities in the district do not collect the relevant data for evidence-based policies on intercultural integration; the city does not run surveys on the public opinion on migration.
<b>WELCOMING NEWCOMERS</b>		Various services and agencies provide welcome support for particular groups of newcomers including family members, students, unaccompanied minors, migrants workers and asylum seekers.
		The city does not provide a city-specific information and welcome package. There is not a formal ceremony welcoming the newcomers.
<b>LEADERSHIP AND CITIZENSHIP</b>		The city supports recently established migrants' advisory body. Involvement of migrants in the political life is visible in some municipalities.
		There are no active measures to support and encourage the participation of migrants in the political life.
<b>ANTI-DISCRIMINATION</b>		The city participates in various projects and initiatives combating discrimination. There are certain public bodies supporting the victims of discrimination.
		The municipalities in the district do not monitor discrimination. The city did not review its rules and procedures to avoid any discrimination.
<b>PARTICIPATION</b>		The city is starting to apply participative policies for migrants.
		The city did not yet develop an intercultural strategy and action plan with financial allocations.
<b>INTERACTION</b>		The civil society organisations working in the field of intercultural dialogue and integration. The teachers receive training in intercultural education
		The city still does not yet regularly collect and keep updated the list of civil society organisations active in the field of intercultural integration. The city has yet to develop processes to monitor migrant/minority participation in the decision-making process.

In view of the above, we wish to congratulate the municipalities in the Paphos District for the efforts taken and we are confident that if the district follows our guidelines and other Intercultural Cities' practices the results will rapidly be visible and tangible.

## RECOMMENDATIONS

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

**Commitment:** The political commitment is the first and the most important step when developing the intercultural integration policies in a city. Having as a basis the [Lisbon Declaration \(2017\)](#), Paphos might consider the development of a public statement adopted by all municipalities in the district and lead by (all) Mayors, which would lead to the development of a District Intercultural Strategy and respective Intercultural Action Plan, in consultation with local and national stakeholders, including the Paphos Intercultural Network. A possible inspiration on an initial strategy document might be found in the [Limassol Intercultural Strategy 2018-2020](#).

**Education:** Paphos could increase its already excellent offer through additional non-formal education projects in order to foster greater intercultural competence, following the example of the city of Barcelona and its "[Co-existence](#)"

[through Education](#)” project. Through the project Convivència i Mediació (Co-existence and Mediation) the City of Barcelona has reorganised its school teaching service to strengthen the values that ensure coexistence in a context of cultural diversity. Another example is a good practice from the city of Patras, a work-based action research intervention in the Greek education system using the Communication for Integration methodology under the title [Enhancing Teachers’ Intercultural Competence](#).

**Neighbourhoods:** In further advancement of already highly developed neighbourhood dimension of an intercultural city, Paphos might consider a better data collection, that will lead towards more evidence-based policies on promoting diversity and avoiding ethnic concentration and prevent the phenomena of “ghettoization” of urban areas. A good practice that Paphos could follow is from Lewisham, (United Kingdom) which conducted research on public attitudes. Public discussion forums were set up which elicited a great deal of deep knowledge about local life-ways which had previously been unknown to officials. Since then, a programme of targeted improvement has transformed numerous locations within the district – and Lewisham’s commitment has aroused widespread recognition and approbation.

Another example would be the [Dialogue create Neighborhoods](#) project, which is being implemented in the framework of Neukölln’s (Germany) neighbourhood programme in partnership with the Berlin Center for Integrative Mediation (CSSP).

**Public services:** The good example of the Paphos tourism sector with employees from diverse backgrounds throughout the managerial hierarchy might be transferred to the public sector structures. A model for that could be found in an innovative practice by the Italian municipalities of Novellara, Reggio Emilia, and the union of municipalities “Rubicone e Mare”. In 2021 they were awarded an ICC intercity-grant to develop “[Diversity Management approaches in the public-private partnership industry](#)”, a project aiming to promote greater inclusion of employees from different backgrounds.

**Business and the labour market:** The dependence of Paphos economy on foreign investments provide the region with a great potential for its leading role in the implementation of intercultural integration policies to the Business and Labour market field. In that term, the city might consider to take action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors and support the above existing initiatives. That could be done also by integrating the interculturalism and diversity components to the procurement process by all local authorities in the district. As an example, Paphos might look at the practice of the city of Calderdale (United Kingdom), which has committed to social value creation through its [Inclusive Economy Strategy](#).

**Cultural and social life:** Paphos might consider including intercultural actions and interactions as a horizontal priority when supporting local cultural productions and activities. In that way, a number of local cultural and creative sectors companies and NGOs would become active intercultural integration players. One example is from the city of Sabadell (Spain), which includes the [intercultural dimension as a criterion when allocating grants and funds to associations and initiatives](#).

**Public space:** The municipalities in the Paphos District might consider concrete intercultural actions during the planning and management of areas with higher ethnic concentration. The actions might include the recognition and taking into account the diversity of the local population and in the case of renovations, a structured dialogue with the target groups concerned. The public space needs to be open to migrants and minority groups, but also to motivate and boost the feeling of ownership and belonging. Such a process was done by the city of Donostia/San Sebastian (Spain) and its cultural center [Tabakalera](#).

**Mediation and conflict resolution:** In order to face sporadic intercultural conflicts, the municipalities in the Paphos District might consider the development of specialised mediation services, supported by all district municipalities and local communities and sharing the cost of their functioning. Such services might be well trained in conflict resolution and mediation, familiar with all main cultural frameworks present in Paphos and preferably familiar with the languages of the origin of migrants. Such role could be initially assigned to a cross-departmental committee with representative from local and national authorities, as well as to the civic sector representatives. In any case, the best results will not give one single measure, but rather a combination of them and a strategic and long term view. The city of Leeds (United Kingdom) provides [intercultural mediation in a number of ways](#). Its Equalities

Assembly: forum up of Equality Hubs, help to ensure the council engages/involves diverse communities. [Public Sector Equality Duty](#) provide this forum for cultural conflicts to be considered, debated and resolved assembly responsible for public complaints.

**Language:** Paphos might consider the provision of language classes for hard-to-reach groups, namely for the migrants women. Such lessons would need to be done in the areas with high migrants population as the network of public transportation is still not developed. Also, such lessons would need to be delivered during the hours convenient for the target groups (i.e. morning hours for unemployed and house-wives). In order to cover hard to reach groups, the municipalities of Paphos District might follow the example of the city of Rotterdam (Netherlands). [Taal Dichtbij!](#) is a low-threshold, community-based, language programme and the main factor of success is that the courses take situations from the participants' daily lives.

**Media and communication:** Bearing in mind recent phenomena and increased tension between local and migrants population, the municipalities of Paphos district might consider further measures in promoting the diversity advantage in its communication. One idea could be a public campaign, in the form similar to the one under the title "Faces of Lublin" done by the city of Lublin (Poland). The concept of the ["Faces of Lublin"](#) awareness raising campaign was developed after the collection of social research results on the perception of foreign presence among Lublin residents.

**International outlook:** Despite of its excellent score in the field of International outlook and cooperation, Paphos might consider applying an even more strategic approach to the field in order to sustain its excellent international position. In those terms, it might find an inspiration in the strategic approach of the city of Montreal (Canada). Montreal has an explicit, long-term policy for encouraging international co-operation. This is set out in a document called [Strategic framework for the international relations of the city of Montreal: urban diplomacy working for the Montreal community and the world](#). The strategy supports several activities aimed both at promoting Montreal abroad and at conducting real municipal diplomacy at the international level in sectors such as living together and inclusion, economic development, the climate, migration, human rights and democratic metropolitan governance.

**Intercultural intelligence and competence:** Despite a number of actions in the field of intercultural intelligence and competence, the city of Paphos might wish to further improve this chapter. The presence of tertiary education institutions like the Neapolis University, might work as a catalyst for further improvement of the field through continuous data collection and research activities. Such data would lead to the development of evidence-based policies, clearer objectives and key performance indicators in the field. Modern technologies are an important factor that Paphos might wish to fully utilise. The municipalities in the Paphos District might consider reviewing and developing an inspirational project of the city of Leeds (United Kingdom). Leeds has mainstreamed statistical and qualitative information about diversity and intercultural relations to inform the local/municipal council's process of policy formulation. This is done through the [Leeds Migration Map](#), a toolkit developed to provide intelligence and insight into migration trends and the spread of new and existing communities in Leeds at a local level.

**Welcoming newcomers:** Bearing in mind the importance of the feeling of belonging to a new city by migrants, the municipalities in the Paphos District might consider following a number of good practices from the Intercultural Cities Programme of the Council of Europe. One of them is the city of Bergen (Norway), which have comprehensive policies regarding the welcoming of newcomers through International Network of Norway project. The project is based on the fact that the city recognise that newcomers relocating to Norway often leave behind a familiar and trusted network. The project's aim is to help them recreate a new network in Norway. To help the assignees build this new network, [INN \(International Network of Norway\)](#) in association with the Bergen Chamber of Commerce, organises a variety of social and professional events.

**Leadership and citizenship:** The right to vote and the right to be elected are some of the most important factors in making migrants motivated to participate in the political life, and participation in political life is key to integration, since through political process migrants and local communities obtain the ability to set shared goals and priorities. The municipalities in the Paphos District may consider adopting some of the good practices from the city of Sabadell (Spain), which is taking numerous measures [to ensure political participation on local level](#).

**Anti-discrimination:** Actions to counter discrimination in Cyprus are generally considered to be a part of the competences of central government. Nevertheless, local authorities have an important role to play in detecting and supporting victims of discrimination. Such actions should take place in a strategic context and lead to the improvement of evidence-based policies. Research and data collection is very important in developing effective policies. As part of its strategy to counter discrimination, particularly those practices negatively affecting migrants and racialised citizens, the city of Barcelona (Spain) carried out a sociological study aimed at detecting discriminatory practices in housing. Entitled "[A la carte discrimination](#)" the study was based on the field assessment of the practice of real estate agencies operating in the city.

**Participation:** Participation is one of the three main elements of intercultural integration policies. In order to improve this essential field, the municipalities in the Paphos District might be inspired by the city of Turin (Italy). The city had two major objectives: fight against any form of discrimination (in particular racism) and the building of spaces, tools and policies to ensure equal and free participation to the democratic process and strengthen a sense of community in the city. In order to achieve these objectives, the City of Turin has adopted "[Guidelines for intercultural and participation](#)", a theoretical and practical framework of action for the public administrations to help them to set up a participatory environment to define rules, rights, duties and behaviours needed for living together in diversity.

**Interaction:** Interaction is an essential part of the intercultural integration concept. The positive influence and benefits of diverse cultures has been scientifically observed since the 1990's. In order to improve the field of interaction, between their diverse communities, the local authorities of Paphos District might consider to follow the example from the city of Botkyrka (Sweden). From 2019 until 2022 Botkyrka will implement the programme "[Creative city of Fitta](#)", aiming to improve security and safety in vulnerable areas of the city by opening up public spaces and making them more attractive through using their vivid culture and intercultural interaction to improve the image of those area.

Municipalities in the Paphos District may wish to consider further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided above for each sector as well as in the intercultural cities [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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