

RESULTS OF THE INTERCULTURAL CITIES INDEX



Kepez

January, 2019



Intercultural cities
Building the future on diversity

www.coe.int/interculturalcities



RESULTS OF THE INTERCULTURAL CITIES INDEX



A comparison between 97 cities¹

Introduction

The 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 City Index” has been designed as a benchmarking tool for the cities taking part in the programme as well as for future participants.

As of today 97 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), Amadora (*Portugal*), Arezzo (*Italy*), Auckland (*New Zealand*), (Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Cascais (*Portugal*), Castellón (*Spain*), Castelvetro (*Italy*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Dudelange (*Luxembourg*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamamatsu (*Japan*), Hamburg (*Germany*), Ioannina (*Greece*), Izhevsk (*Russian Federation*), Kepez (*Turkey*), Klaksvík (*Faroe Islands*), Jerez de la Frontera (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Logroño (*Spain*),

¹ This report is based on data contained at the Intercultural Cities INDEX database at the time of writing. The INDEX graphs may include a greater number of cities, reflecting the growing interest in this instrument.

² The Spanish city of Donostia-San Sebastian is generally referred in the programme as San Sebastian.

Lublin (*Poland*), Lutsk (*Ukraine*), Maribyrnong (*Australia*), Melitopol (*Ukraine*), Melton (*Australia*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), the canton of Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Novellara (*Italy*), Odessa (*Ukraine*), Oeiras (*Portugal*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), the district of Osmangazi in the province of Bursa (*Turkey*), Parla (*Spain*), Patras (*Greece*), Pavlograd (*Ukraine*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Giuliano Terme (*Italy*), Santa Coloma (*Spain*), Santa Maria da Feira (*Portugal*), Unione dei Comuni-Savignano sul Rubicone³ (*Italy*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Sumy (*Ukraine*), Swansea (*United Kingdom*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione Terre dei Castelli⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*), Ville de Paris (*France*), Vinnitsa (*Ukraine*), Viseu (*Portugal*) and Zurich (*Switzerland*).

Among these cities, 53 (including Kepez) have less than 200,000 inhabitants and 55 (including Kepez) have less than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Kepez (Turkey) in 2018 and provides related intercultural policy conclusions and recommendations.

Intercultural city definition

The intercultural city has people with different nationality, origin, language or religion/ belief. 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.

³ The Italian city of Unione dei Comuni-Savignano sul Rubicone is generally referred in the programme as Rubicone.

⁴ Former Castelvetro di Modena.

METHODOLOGY



The Intercultural City Index analysis is based on a questionnaire involving 73 questions grouped in 11 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 ICC Index).

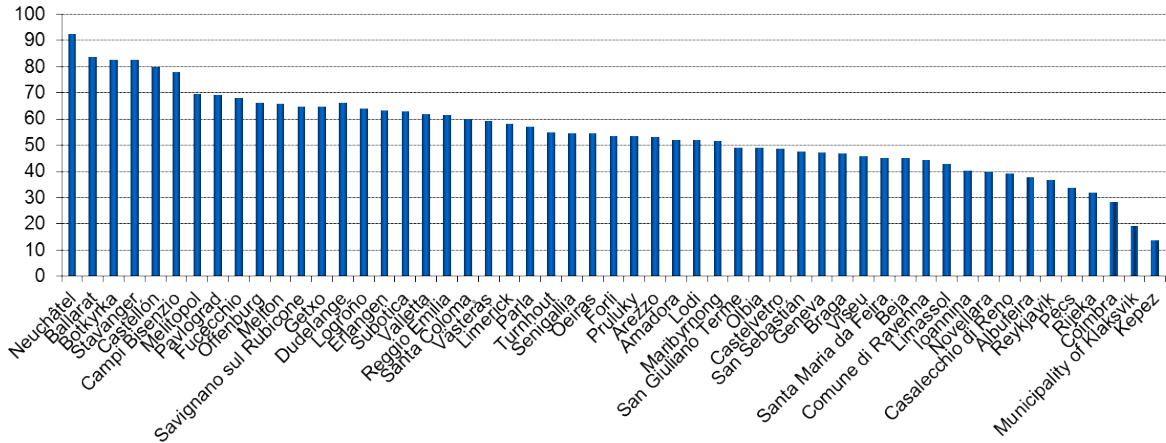
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of these indicators - education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces are grouped in a composite indicator called "urban policies through the intercultural lens" or simply "intercultural lens".

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, to motivate cities to learn from good practice.

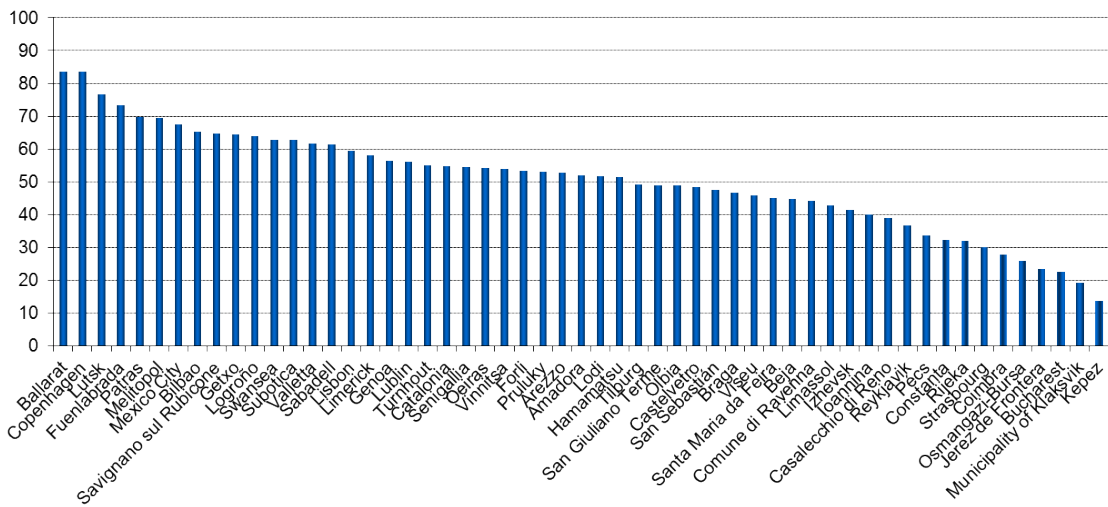
Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

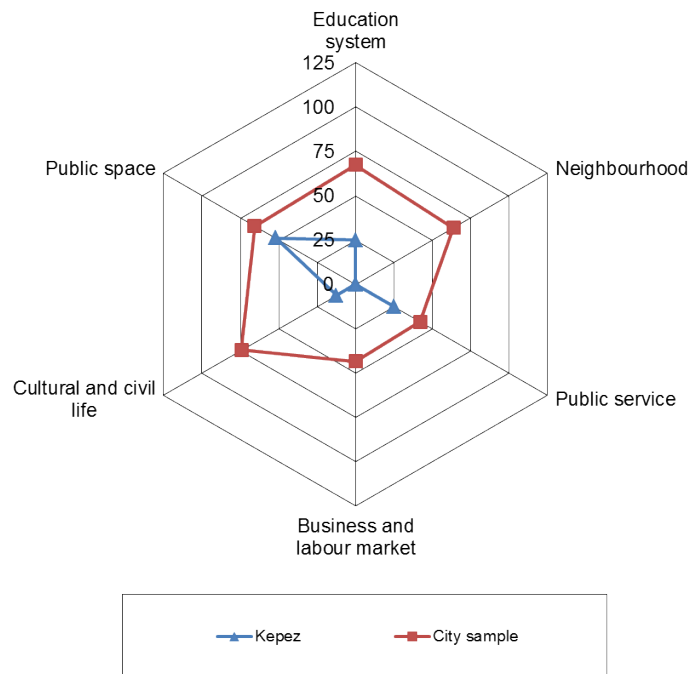
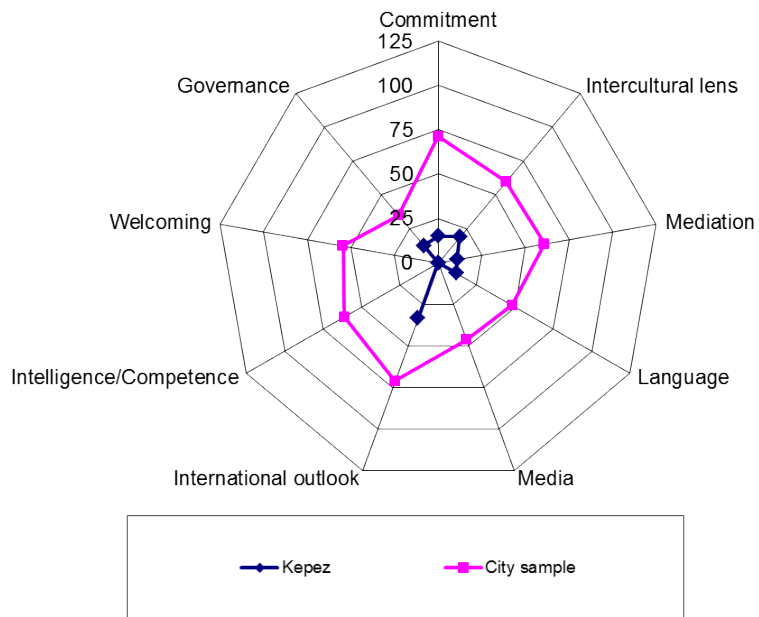
According to the overall index results, Kepez has been positioned last among the 97 cities in the sample, with an aggregate intercultural city index of 14%. The city has also been ranked last among the cities with less than 200,000 inhabitants and among the cities with less than 15% of foreign-born residents.

Intercultural City Index (ICC) - City sample (inhabitants < 200'000)



Intercultural City Index (ICC) - City sample (non-nationals/foreign borns < 15%)





Kepez – An overview

Kepez is a municipality in Çanakkale, a province of Turkey in the Northwestern part of the country. Kepez is located in the Asian (Anatolia) part of the province by the seaside.

The estimated population size in 2017 was 25.544 inhabitants, of which around 300 were non-nationals. It is known that 86 of these non-nationals came from Afghanistan, 46 from Azerbaijan, 17 from Turkmenistan, 16 from Uzbekistan and 17 from Syria. The number of foreign-born nationals or second/third generation migrants is not available due to bureaucratic issues.

In Turkey, the term "minority" is used to describe *religious* minorities, that is people of non-Islamic background. However, there are no statistics collected regarding the religious background of inhabitants, as these would be unreliable. Regarding *ethnic* diversity, there is no official term for describing ethnic minorities and therefore numbers are not available, but the municipality assumes that Kurds make up the largest ethnic minority group in Kepez.

Çanakkale's GDP per capita in 2014 was 12.179\$.

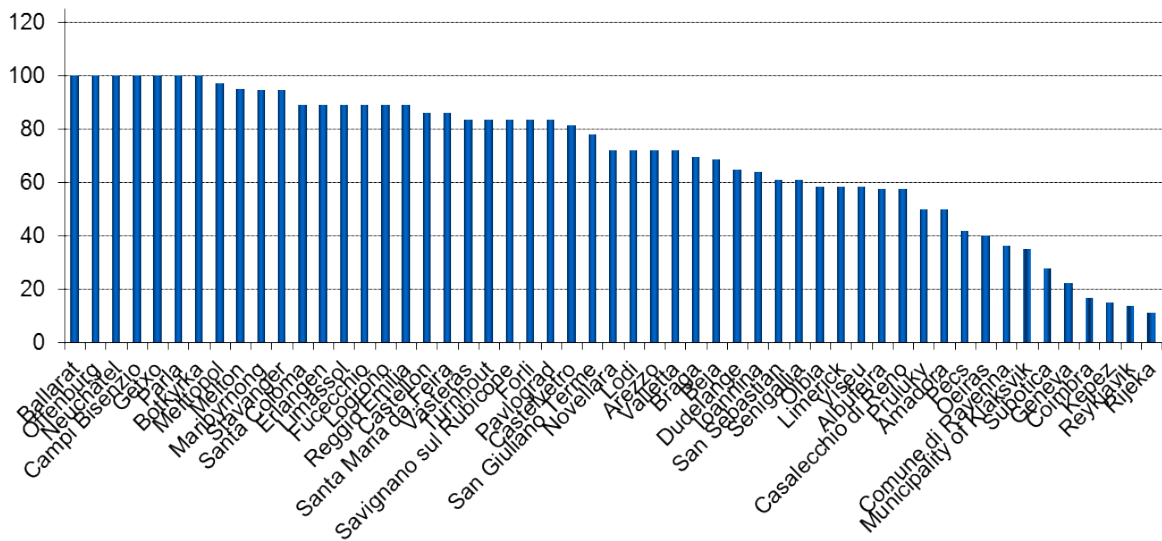
There is at this stage no city department with leading responsibility for intercultural integration.

COMMITMENT

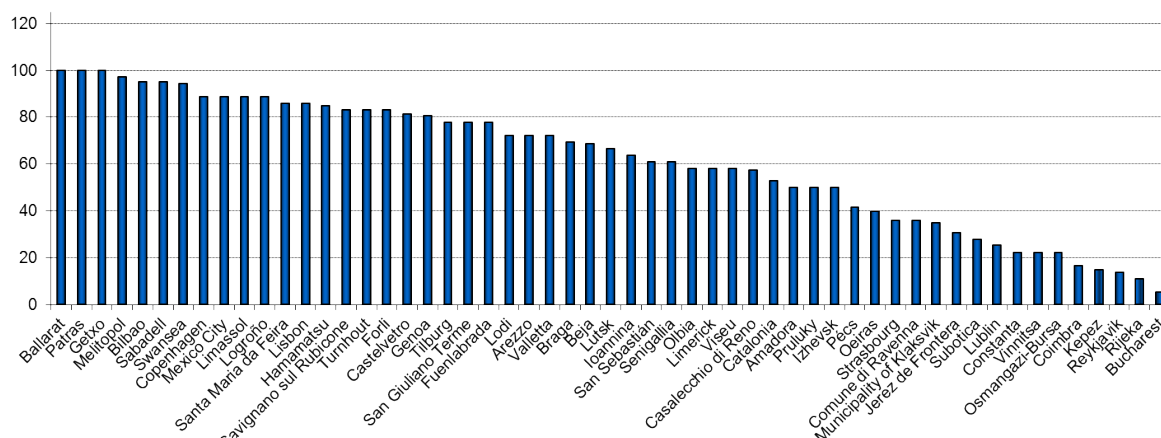


The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

ICC-Index - Commitment - City sample (inhabitants < 200'000)



ICC-Index - Commitment - City sample (non-nationals/foreign borns < 15%)



Kepez achieved a rate of 15% in its commitment policy, which is considerably lower than the city sample's rate of 71%.

On the 4th July 2018, the City Council formally adopted a public statement that it is an Intercultural City. However, it does not have an official webpage that communicates this statement and official speeches and communications have only rarely made clear reference to the city's intercultural commitment.

At this stage, the city does not have a dedicated body responsible for intercultural integration and has neither any kind of diversity/integration strategy nor an intercultural action plan. No process of policy consultation involving people of different ethnic/cultural backgrounds has been adopted.

Lastly, Kepez does not provide any means of acknowledging or honouring local residents or organisations that are encouraging interculturalism.

Recommendations:

After successfully taking the first steps of becoming an intercultural city, by joining the ICC network and formally stating its commitment to the public, we recommend Kepez to take the following next steps:

It is advised to continuously communicate its commitment to interculturalism both offline and online. As an example for a webpage, the city may wish to look at Lisbon's (Portugal) official [webpage](#), where the intercultural integration approach and the city's intercultural action plan are clearly explained.

A dedicated body responsible for intercultural integration is important to implement future strategies and actions plans as well as to promote cooperation, bringing together other governmental bodies as well as non-governmental organisations and charities that are working on different aspects of integration/diversity/interculturalism. Again, Lisbon (Portugal) could provide

inspiration with its [“Centre of Interculturality”](#) (“Núcleo da Interculturalidade”), sitting in the Department for Social Rights, specifically in its Division for Cohesion and Youth. It includes the following bodies:

- The [Municipal Council for Interculturality and Citizenship \(CMIC\)](#) is an advisory or consultative structure, bringing together various associations with the goal of strengthening immigrants’ integration policies based on intercultural values and principles.
- The [Municipal Forum of Interculturality \(FMINT\)](#) is a forum offering a space for debate, reflection and study of issues around diversity and interculturality.
- The [Local Centres of Immigrants’ Integration Support \(CLAII\)](#) is a space to welcome newcomers, offering support and information in regard to nationality, family reunification, housing, voluntary return, labour, health, education and other daily life issues. The CLAII mission intends to go beyond the simple provision of information and aims to promote the welcoming and intercultural character of integration.

A diversity/integration strategy, ideally an *intercultural integration* strategy and action plan is highly recommended. It could be helpful to look into the strategies and plans formulated by other intercultural cities, such as into [Santa Coloma’s \(Spain\) Plan of Intercultural Coexistence \(2001\)](#), [Auckland’s \(New Zealand\) Inclusive Auckland Framework](#) or [Lisbon’s \(Portugal\) Municipal Plan for the Integration of Migrants in Lisbon 2015-2017](#).

The latter, for example, integrates the different areas of action included in various guiding documents across its government units, aiming to formulate an all-round plan specifically for intercultural integration. Bringing together the strategies and goals formulated in the “Government of the City of Lisbon Programme for 2013 – 2017”, the “Social Rights Action Plan for 2014/2017” and the “Network’s Social Development Plan (2013-2015)”, the intercultural action plan revolves around three axes:

- 1) Citizenship and participation
- 2) Employment, entrepreneurship, valorisation and capacity building
- 3) Diversity, covering the following:
 - Relations with countries of origin;
 - Interfaith dialogue;
 - Urban cultural dynamics;
 - Racism and discrimination;
 - Social exclusion.

Kepez may also wish to introduce a process of policy consultation that involves people of different ethnic/cultural backgrounds. A good example of such a process can be found in [Botkyrka \(Sweden\)](#): The [“Council for civil society development”](#) is a joint council established in June 2018 by civil society organisations and politicians, aiming to promote intercultural dialogue and give civil society the opportunity to influence policies. It is based on “The local agreement on cooperation between civil society and the municipality of Botkyrka”.

Lastly, we recommend honouring and acknowledging local residents or organisations that have encouraged interculturalism. Examples are Bergen’s

(Norway) ["Van Bergen Prize"](#) for students and staff with the best plan of promoting contact between Dutch and international students or [Bern's \(Switzerland\)](#) annual integration prize for an individual who achieved the most in cultural integration that year.

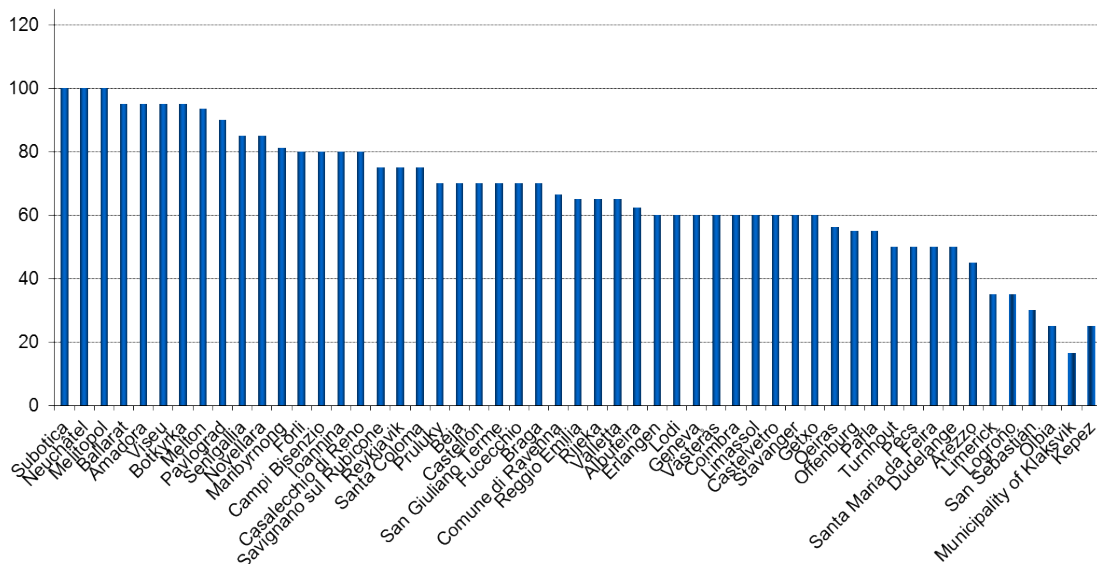
EDUCATION

through intercultural lens



School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.⁵

ICC-Index - Education system - City sample (inhabitants < 200'000)



⁵ The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. http://higherred.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html).

look into projects implemented by other intercultural cities for inspiration, such as:

- Lyon's (France) schools take part in the debate included in the television programme "Culture and Diversity". This programme usually shows a background documentary on a specific issue and then leads a debate on this issue, closing with a performance that presents a performer's view on the issue discussed. To prepare students for the programme's debate, teachers cover topics and issues around interculturalism and diversity throughout the year. Pupils are also encouraged to actively participate in the television programme by making short films about these topics.
- Parla (Spain) runs an education project for intercultural coexistence/integration in 10 secondary schools. It includes three educational sessions using a participatory methodology:
 - 1) A session promoting mutual knowledge;
 - 2) A session addressing empathy and prejudice;
 - 3) An artistic session, including rap against racism, to encourage self-esteem and prevent discrimination.

Upon completion of these sessions, volunteer pupils are asked to join a Network of Volunteers for Intercultural Coexistence. The objectives of this project are:

- Promotion of intercultural relations in the educational space;
- Education in attitudes and values of equality, solidarity and inclusion;
- Prevention of attitudes of discrimination, racism and xenophobia.

A diverse teaching staff could also contribute to the awareness of and education on diversity and intercultural coexistence. It is therefore recommended assuring more ethnic and religious diversity amongst teachers.

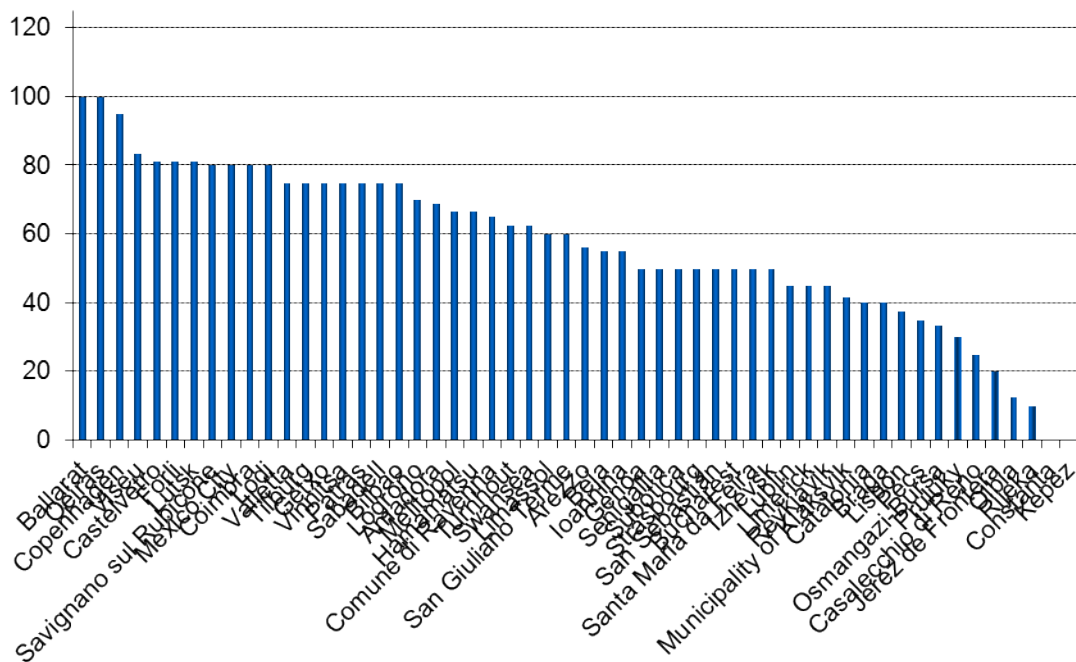
Given that ethnic and religious segregation in schools hinders intercultural interaction and young people from developing an open mindset, it is important to reduce segregation if it exists or at least promote cooperation between schools. As a next step, we therefore recommend Kepez to collect data on the religious and ethnic backgrounds of school children.

Including parents from a minority background into school life not only promotes intercultural interaction, but may also give rise to new and interesting approaches to learning. Other intercultural cities have been encouraging parents to get involved through various ways:

- Oeiras (Portugal)'s schools located in Porto Salvo, a territory with a high percentage of migrants and migrant descendants, have implemented [questionnaires](#) for all pupils, parents, teachers and non-teaching staff to assess the school quality and services. They also have a specific support office for pupils and their families (GAFA – Gabinete de Acompanhamento da Família e do Aluno) that tries to involve parents from ethnic minority/migrant backgrounds in school life.
- A more creative method was implemented in Turin (Italy), by setting up vegetable gardens that pupils can cultivate with the help of their parents. These gardens serve as a meeting point for parents from different countries and cultural background, to get to know each other. Ideally,

through this sense of community, parents will be encouraged to get more involved in school life.

**ICC-Index - Neighbourhood - City sample
(non-nationals/foreign borns < 15%)**



Kepez reached 0% in its neighbourhood policy, while the city sample’s score is at 64% .

Given that the city does not collect data on the ethnic/religious background of its residents, there is no information on the ethnic composition of neighbourhoods. The city does not encourage intercultural interaction between or within neighbourhoods. There is also no policy to increase the diversity of residents within neighbourhoods.

Recommendations:

Firstly, we recommend Kepez to encourage interaction and cooperation *within* neighbourhoods:

- [Bilbao's \(Spain\) project "Bizilagunak: La Familia de al lado" \("The Next Door Family"\)](#) brings together migrant families and Basque families. The project operates on a local area, focusing on building relations among families within the same neighbourhood. The final goal is to build a network that will strengthen the feeling of belonging, encouraging acceptance and social cohesion.
- [Oeira's \(Portugal\) project "Bairro Feliz" \("Happy Neighbourhood"\)](#) encourages young people (ages 18 – 23) to engage in the cleaning and

maintenance of their own neighbourhood. This project is implemented especially in neighbourhoods where many migrants live.

- Lisbon's (Portugal) "Grupo Comunitário da Alta de Lisboa" ("Community Group of the Alta of Lisbon") and "Grupo Comunitário das Galinheiras e Ameixoeira" ("Community Group of Galinheiras and Ameixoeira") comprise various organizations and institutions, aiming to improve the quality of life in Lisbon and to find solutions to local problems. The latter specifically aims to involve the community itself and encourage people to participate in finding solutions and to take collective action.

Secondly, we recommend encouraging interaction *between* neighbourhoods and people from different backgrounds. Kepez could:

- Implement programmes and projects that address multiple neighbourhoods: For example, Oeiras' (Portugal) school-holidays' programme "[Move yourself in holiday's time](#)" ("Mexa-tenasFérias") brings together children (ages 8 - 16) from different areas.
- Provide spaces where people from different neighbourhoods can meet: For example, Lisbon's (Portugal) "Fusion Market" on Martim Moniz ("Mercado de Fusão") square was set up as an initiative to turn a segregated neighbourhood where many migrants reside into an intercultural space, now attracting people from all over the city. It brings together various tastes and sounds from around the world, with food stalls serving freshly prepared street food from all continents and the square offering a space for music and cinema. The market is open every day of the week and is a popular leisure space for both locals and tourists. Next to music and food, it also hosts cultural/educational events, such as workshops and exhibitions.
- Organise and support festivals and celebrations that attract residents from all kinds of neighbourhoods: For example, Ballarat's (Australia) yearly "Harmony Fest" brings together people all over the city and aims to celebrate their differences and their diverse cultural backgrounds. It includes various activities and performances, such as live concerts, international food exhibitions, workshops, games, markets and activities for children.
- Improve the infrastructure for a better connection between neighbourhoods: Oeiras (Portugal), for example, plans to create a social centre within each neighbourhood that is connected to other centres, ultimately forming a network. Each centre shall be the main point of commercial and employment activities, shall serve as a meeting point for the community and will be easily accessible.

Lastly, we recommend Kepez to collect data on the ethnic/cultural background of its residents to gain information on the ethnic composition of its neighbourhoods to be able to avoid ethnic concentration.

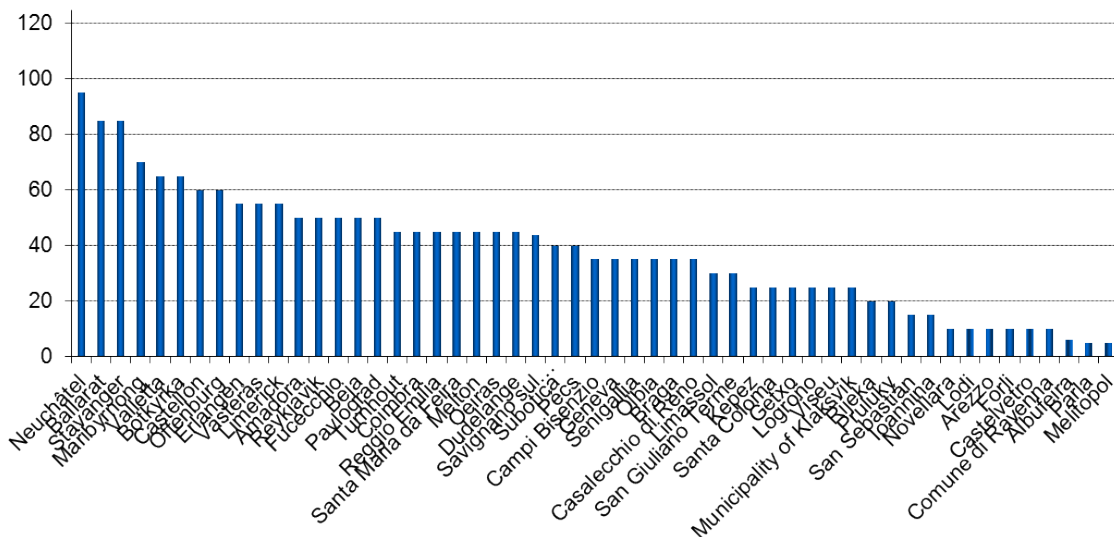
PUBLIC SERVICE

through intercultural lens

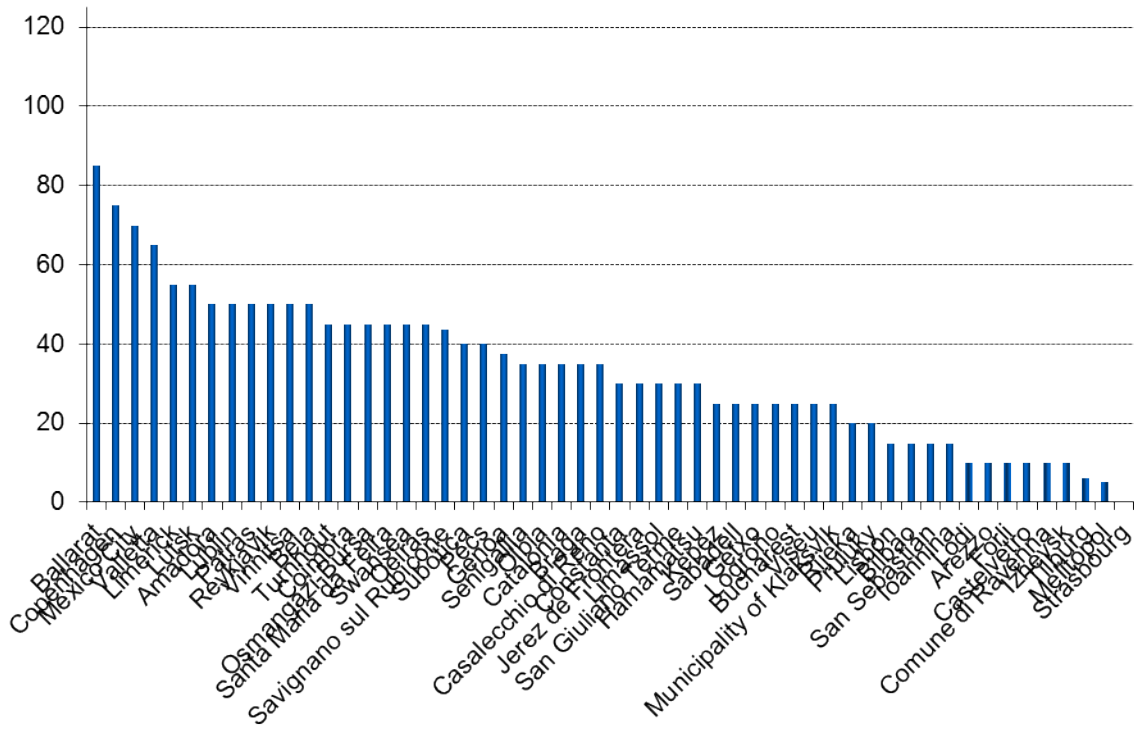


An optimal intercultural approach remains open to new ideas, dialogue and innovation brought by or required by minority groups, rather than imposing a "one size fits all" approach to public services and actions.

ICC-Index - Public service - City sample (inhabitants < 200'000)



**ICC-Index - Public service - City sample
(non-nationals/foreign borns < 15%)**



Kepez scored 25% in its public service policy, which is a little lower than the city sample's score of 42% .

The ethnic background of public employees reflects the composition of the city's population only on the lower levels and there is no recruitment plan to ensure adequate diversity. Regarding the private sector, the city takes no action to encourage diverse workforce, intercultural mixing or competence.

Kepez provides some culturally appropriate services, including women-only sections or times in sport facilities. The city also considers the Hidirellez (celebrated by Turkmen citizens) as the "Kepez Municipality's Turkmen employees' administrative permission leave".

Recommendations:

We recommend promoting even more diversity amongst public and private employees, also on the higher levels and perhaps even through an explicit recruitment plan. Kepez could, for example, look into Bergen's (Norway) action plan "The Future Workplace" (passed in 2013). In Bergen, non-nationals can seek employment in the local public administration and intercultural mixing and competences in private sector enterprises is encouraged. The city also supports the project "Global Future" lead by the Confederation of Norwegian Enterprise and supports the annual International Career Fair in co-operation with the Bergen Chamber of Commerce and Industry. Their website emphasises the

importance of intercultural and multilingual employees for Bergen's business to stay competitive in today's international business culture.

We also highly recommend reviewing specific services through a cultural lens, considering whether these are appropriate for *all* regardless of their ethnic/cultural background. It is commendable that Kepez already provides women-only sections and times in sports facilities, but we recommend to also look into other services, such as school meals, funeral services, entertainment facilities, health services, etc. The health sector, for example, is especially dependent on cultural competence and cultural sensitivity when wanting to assure health and well-being amongst all members of a society. Cultural differences, such as health related norms and beliefs, the extent of interdependence/independence or simply linguistic differences can cause miscommunication and inappropriate treatment if the patient is not approached with a certain level of cultural competence and sensitivity.

- An example for reducing linguistic barriers in the health sector is the project "Italy – Learn Arabic!" in Reggio Emilia (Italy), initiated by the Local Health Authorities in collaboration with the Intercultural Centre Mondinsieme, aiming to improve linguistic cultural relations between foreign citizens and health services.
- Another good example can be found in Tilburg (The Netherlands), where housing corporations build houses for the elderly from specific cultural groups to assure that migrants are able to get care adapted to their culture.
- Berlin's (Germany) Peer-to-Peer Project Addiction Aid for Refugees is another example for an aid service that takes into account the possible differences in culture and experience. The trained peer helpers inform on-site about the risks of drug consumption and accompany, if necessary, the person concerned to the local Drug Advisory Services. Individual advice and informative events are organised in refugee accommodation. The peer helpers themselves are empowered and further qualified concerning their communication skills.

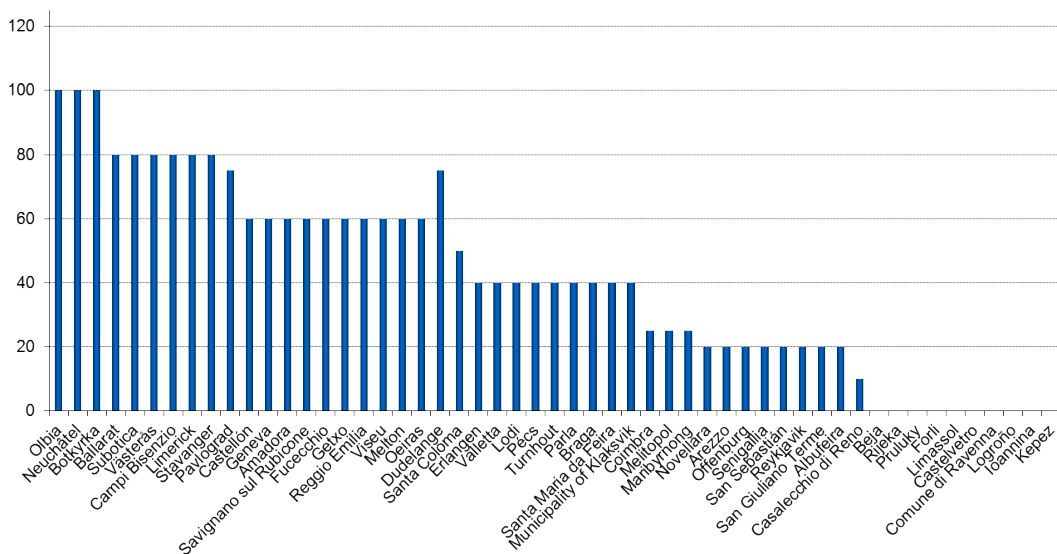
BUSINESS & LABOUR

through intercultural lens

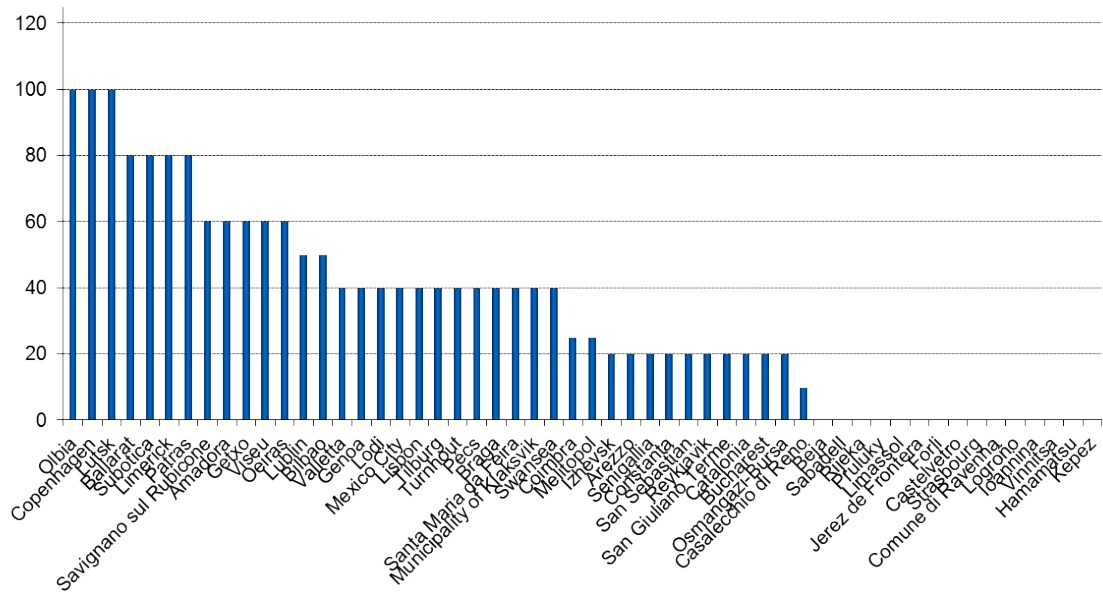


Large parts of the economy and the labour market may be beyond the remit and control of the city authority, but they may still fall within its sphere of influence. Because of nationally-imposed restrictions on access to the public-sector labour market, the private sector may provide an easier route for minorities to engage in economic activity. In turn, such activity (e. g. shops, clubs, restaurants but also high-skill industry and research) may provide a valuable interface between different cultures of the city. While barriers for entry usually concern migrant/minority groups, in some cases it could be the other way around. Research has proved, however, that it is the cultural mix that fosters creativity and innovation, not homogeneity.

ICC-Index - Business and labour market -
City sample (inhabitants < 200'000)



ICC-Index - Business and labour market - City sample
(non-nationals/foreign borns < 15%)



Kepez achieved 0% in the business and labour market field, while the city sample's achievement is at 43%.

There is no business umbrella organisation which has among its objectives to promote diversity and non-discrimination in employment. In the city's own administration and services there exists no charter or any binding document against ethnic discrimination. Businesses from ethnic minorities are not encouraged to move beyond the ethnic economy and business incubators are not encouraged to involve minority entrepreneurs or to offer activities that encourage cooperation between them and majority entrepreneurs.

Recommendations:

We recommend supporting services and organisations that are addressing specifically migrant/minority entrepreneurs. The SINGA Business Lab in Berlin (Germany) is a good example for a business incubator that supports newcomer entrepreneurs through a number of workshops, through knowledge-exchange and by providing a network. Newcomer entrepreneurs are partnered with a “mentor” (in most cases a local expert), not only to provide expert guidance, but also to promote *mutual* knowledge-exchange and collaboration. The core idea of SINGA and specifically its Business Lab is to unlock the potential that newcomers bring to a country, to encourage them to take action and contribute, to get involved in local life – to prove the diversity advantage.

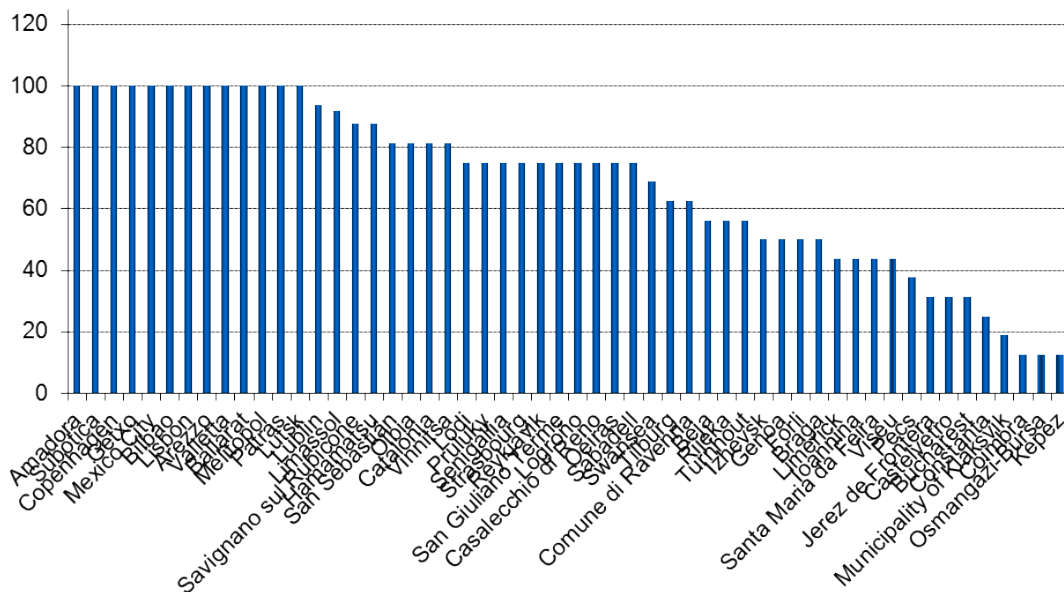
We also recommend encouraging intercultural cooperation in business development. Ballarat (Australia), for example, introduced the programme “Cultov8”, designed to trial the value of *intercultural interaction* for fostering new

businesses and markets for migrant entrepreneurs in Australia. It includes Business Startup Weekends and Business Pre-accelerator Programmes over 2 years. Participants do not need to have a business or even a business idea and are guided by facilitators and a support crew.

Kepez may also want to create a business umbrella organisation that is committed to working towards a more diverse workforce free from discrimination. Auckland (New Zealand), for example, is part of the nation-wide [Champions for Change Network](#), a group of Chief Executives and Chairs from the public and private sector who are committed to raising the value of diversity and inclusiveness throughout the wider business community. The network takes leadership in driving change and communicating the business value of diversity to businesses. It shares research, insights and tools for leading inclusive workplaces, brings a diverse range of people and their wider skills and knowledge into senior leadership roles and lastly, measures and reports on the progress of diversity in businesses. A network of this kind could also be useful on a local level.

Lastly, Kepez may want to consider adopting a binding document against ethnic discrimination in their own administration and services.

ICC-Index - Cultural and civil life - City sample
(non-nationals/foreign borns < 15%)



In cultural and civil life policy, Kepez achieved 13% , considerably lower than the city sample score of 74% .

Only sometimes does the city organise events and activities in the fields of arts, culture and sport aimed at encouraging people from different ethnic groups to mix. For example, the city organises a collective iftar (the evening meal throughout the month of fasting) in the streets that is open for all. The city does not organise any debates or campaigns on the subject of cultural diversity and living together.

The city does not encourage cultural organisations to deal with diversity or intercultural relations in their productions, nor does it use interculturalism as a criterion when allocating grants to associations and initiatives.

Recommendations:

Kepez might be inspired by the cultural and civil life in other intercultural cities:

- Festivals and carnivals: The Patras Carnival, for example in [Patras \(Greece\)](#) brings together different cultural influences from Patras, Eastern Italy and the Ionian Islands. Based on openness, creativity and innovation, culture is here constantly in a process of transformation, merging various cultural elements and adapting to current societal topics. The carnival takes place every year and includes parades and dances, exhibitions and creative contests as well as a “Carnival of Children”. The parades specifically address current societal issues, while the costumes and chariots are designed and created to reflect these issues. Each parade has a specific theme, such as equality, discrimination, human rights,

migration or unemployment. Anyone can take part and form a carnival group with the opportunity to take part in a contest and winning an “honored award” in the closing ceremony. The groups may create their own chariots, although these are usually designed and created by the “Patras Carnival Laboratory”. The carnival is organized by the Municipality of Patras, specifically by the “Patras Carnival Municipal Enterprise”, but the carnival groups themselves play a large role in the organization and preparation of the events. Each year it is evaluated by a committee, taking suggestions and making recommendations for the next year.

- Spaces dedicated to art and culture: Pavlograd (Ukraine), for example, has renovated and transformed the historical Pavlograd Drama Theatre from the 19th century (an object of cultural heritage) into a theatre center open for all, offering a space for cultural activities and education, social mixing and interaction, dialogue and creativity. As part of an initiative within the city’s “Program of Cultural Development and Cultural Heritage Preservation of Pavlograd for 2015-2020” this theatre space aims to link the city’s cultural heritage with current societal challenges. Another good example is the Lutsk Castle in [Lutsk \(Ukraine\)](#), which serves as a centre for intercultural dialogue and interaction, offering a public space for all nationalities and ethnicities living in the city and aiming to unite people by drawing attention to their common history. It hosts various cultural events, such as festivals or art-shows that encourage different ethnic/cultural communities to participate and express their cultural identity. For example, discussions on historic themes are held regularly, in which historians and representatives of national minorities take part, informing locals about the intercultural history of the city as each ethnic group has contributed to its development.
- Activities around sports and art: [Santa Maria da Feira \(Portugal\)](#), for example, initiated the so-called “Creative Orchestra” aiming to bring forward the social dimension of music. The orchestra is accessible for all, regardless of one’s musical experience, age or social/cultural background. Based on pluralism and the mixing of different arts, lives and concepts, the orchestra encourages innovation and creation of alternative ways of making music, while deconstructing the conventional ways. It is a project where differences are valued and required, where various social groups unite, collaborate and create together.
- Dedicating a day or week to diversity: For example, Kepez could start taking part in the [World Interfaith Harmony Week](#), which was launched by the United Nations in 2011 as a decentralised initiative, taking place all over the world every year in the first week of February. It is a week of interfaith dialogue and interaction, including events such as “harmony breakfasts”, movie screenings followed by discussions or joint community work/projects that aim to tackle a common issue co-operatively (e.g. environmental issues, homelessness, illness). The week especially provides a platform for interfaith groups and other groups of goodwill to demonstrate and share their work.

We recommend using “interculturality” as a criterion for the allocation of grants, as this will raise awareness and will encourage organisations to think along the lines of interculturality.

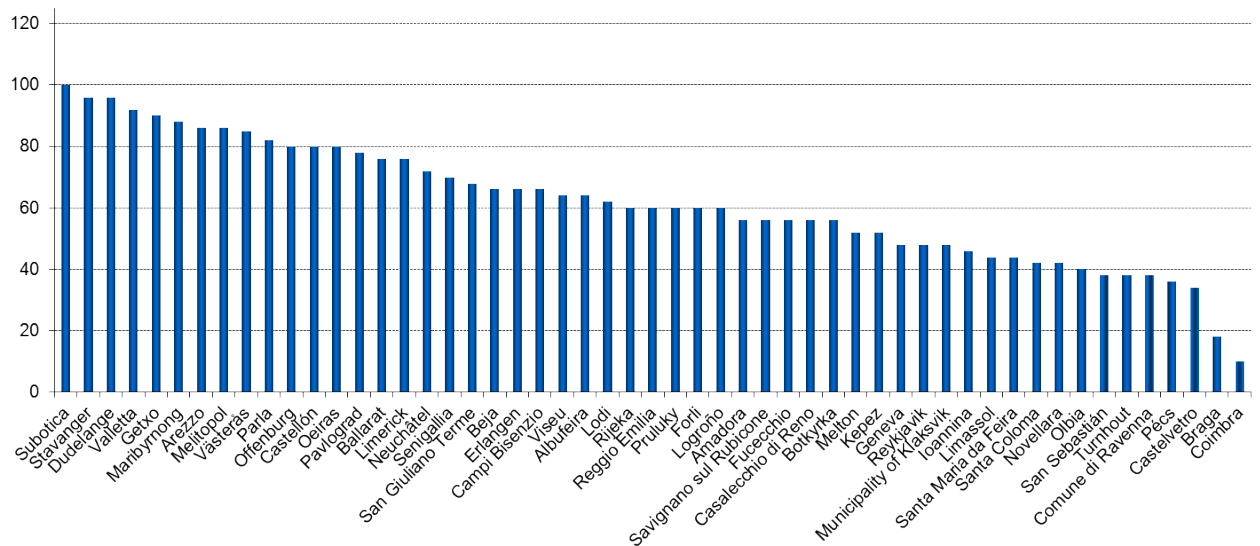
PUBLIC SPACE

through intercultural lens

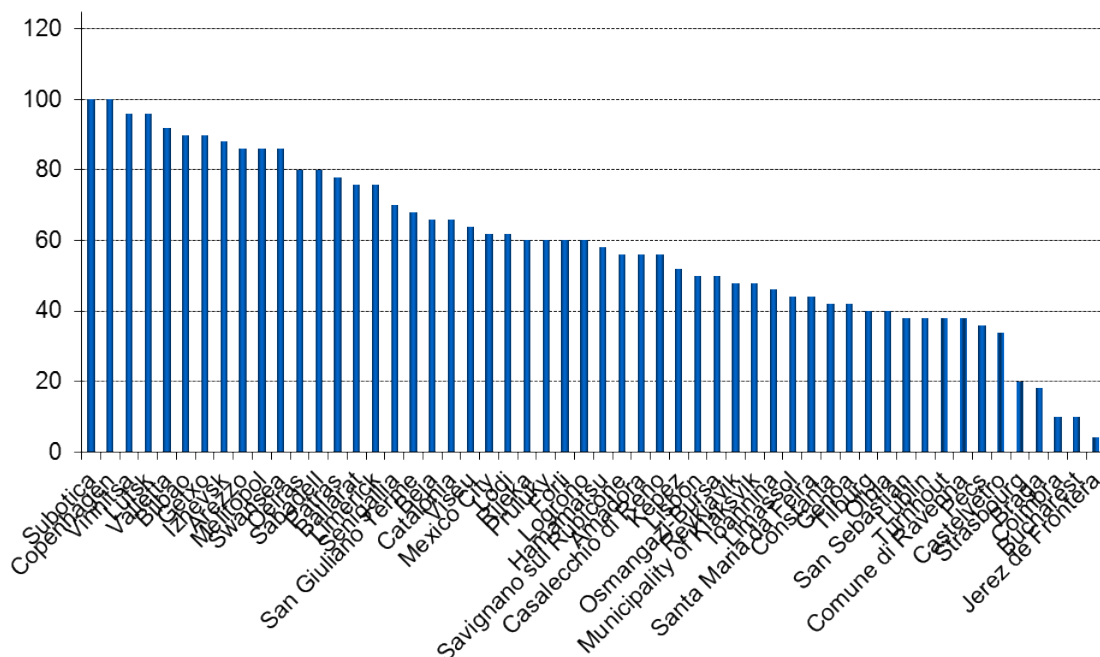


Well managed and animated public spaces can become beacons of the city's intercultural intentions. However, badly managed spaces can become places of suspicion and fear of the stranger.

ICC-Index - Public space - City sample (inhabitants < 200'000)



**ICC-Index - Public space - City sample
(non-nationals/foreign borns < 15%)**



Kepez achieved 52% in its public space policy, which is close to the city sample’s achievement rate of 66% .

The city encourages meaningful intercultural mixing and integration in public libraries, playgrounds, squares and parks. The city does not, however, take into account the population diversity in its design and management of new public buildings and spaces. When an area is reconstructed, the city does not involve people from diverse backgrounds through any consultation.

The city indicates that there are no areas that are dominated by one ethnic group or that are reputed as “dangerous”.

Recommendations:

It is commendable that Kepez is encouraging intercultural interaction in public spaces, where various cultural groups can come together and where closeness and familiarity is fostered. As a next step, we recommend reviewing the city’s methods of designing and managing new public buildings, spaces and areas, by seeing how to involve residents from different backgrounds. A good example is Auckland’s (New Zealand) method of partnering with appropriate community organisations to engage with the communities affected. In 2017, the Auckland Council included the communities of South Auckland in an 'integrated area plan' to prepare for future development in the area. The engagement strategy included:

- Gathering feedback at local community events, shopping malls, train stations and other hubs;

- Utilising an 'All Our Ideas' web platform (championed by a local youth council);
- Running public workshop sessions (world-cafe style).

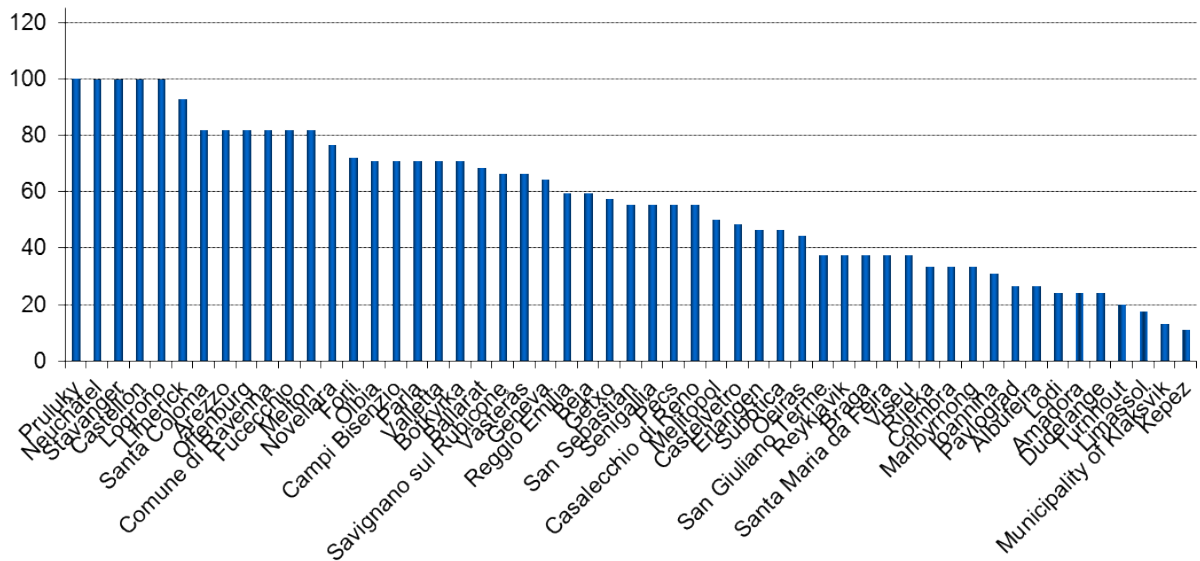
A key objective of this engagement strategy was to challenge the norm of community engagement and create effective ways to reach out to different ethnicities, age groups and communities in the area that typically do not engage or participate in a council-lead planning process. The Council received over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

MEDIATION and conflict resolution

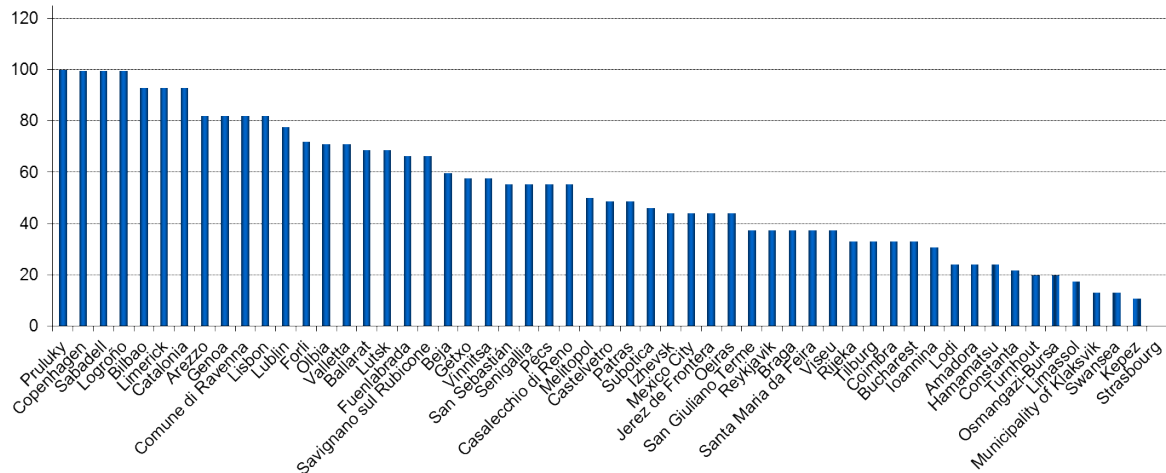


The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

ICC-Index - Mediation and conflict resolution - City sample (inhabitants < 200'000)



ICC-Index - Mediation and conflict resolution - City sample
(non-nationals/foreign borns < 15%)



Kepez achieved 11% in its mediation and conflict resolution policy, which is lower than the city sample's rate of 61%.

The city left the question, whether it provides a professional service for mediation of intercultural communication and/or conflict, unanswered. The city does indicate though that it provides intercultural mediation in its own administration for general purposes. There exists no organisation dealing specifically with interreligious relations.

Recommendations:

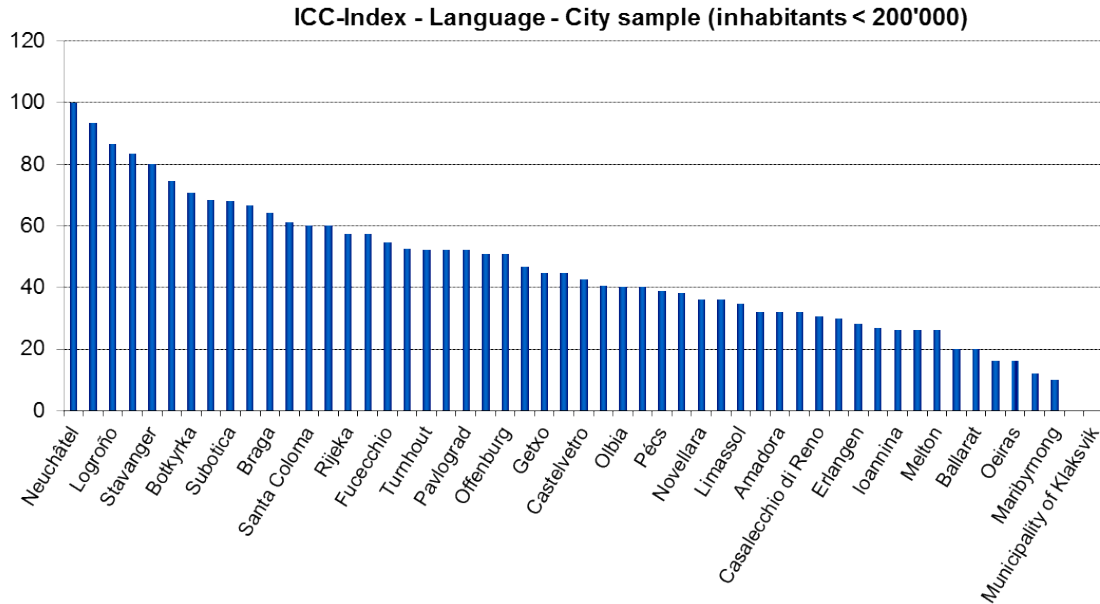
We recommend offering a professional service for intercultural/interfaith mediation or encouraging civil society organisations to do so. Not only in cases of actual conflict, but also in cases where cultural and linguistic differences may simply cause misunderstandings or hinder cooperation, such as in schools, hospitals, police stations, etc. Berlin-Neukölln (Germany), for example, supports the organisation "LebensWelt" ("Living Environment") in its intercultural mediation project at the Rixdorfer Primary School, which is visited by 19 different nationalities and by many children with families that do not speak German or English. The intercultural mediators work with parents and teachers to solve specific conflicts or problems, such as learning difficulties or other problems that teachers and pupils have with one another. The mediators also familiarise parents and children from minority/migrant background with the German school system and offer advice on upbringing and how to support their children's education. Parents are thereby encouraged to take part in their children's school life and to see that their children's education is the task of both school and parent.

We also recommend encouraging organisations, schools, youth clubs, etc. to explicitly address interfaith relations and issues. A good example is the Abraham Group in Lyon (France): This interfaith group encourages dialogue between people of different faiths and promotes knowledge and understanding about one another's faiths. The group has its own radio broadcast, where young peoples' views of their own faith and the faiths of others are openly discussed. Kepez may wish to consider setting up a similar kind of group or an organisation that will be dedicated specifically to interfaith relations.

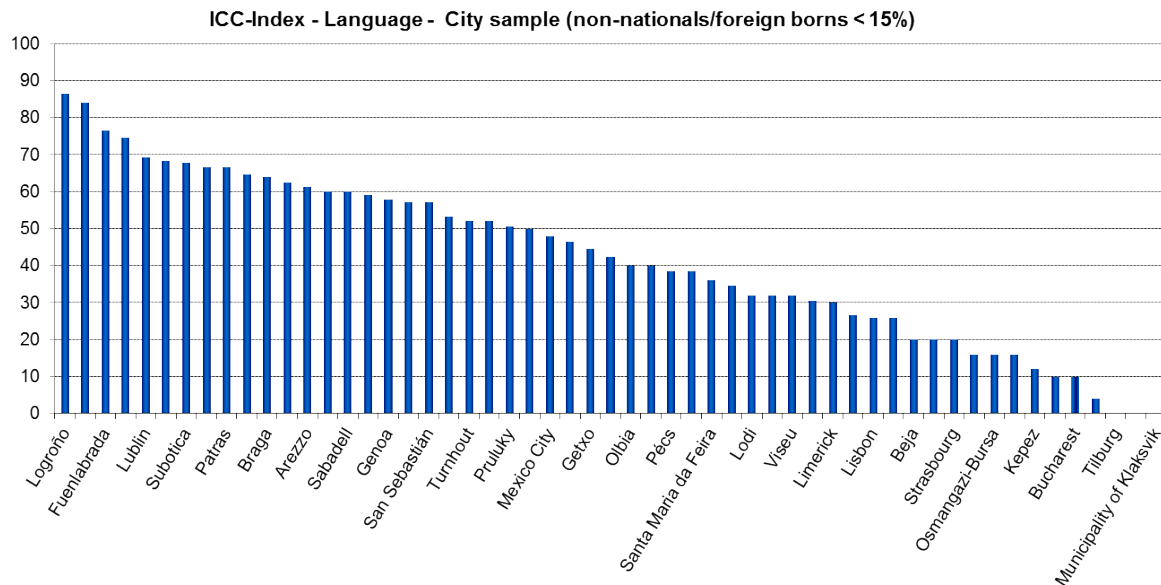
LANGUAGE



The learning of the language⁷ of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the city, there is significance in the extent to which the majority are prepared to adopt these languages.



⁷ By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- http://higher.ed.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)



Kepez has a score of 12% in its language policy, lower than the city sample's score of 48%.

The city indicates in the questionnaire that it provides "literacy courses in standard languages" that are open for all to attend, including immigrants, minorities, etc. The question, whether the city supports any communication channels using minority languages, was left unanswered. It indicates that the city would occasionally support projects seeking to give a positive image of migrant/minority languages, but it does not provide an example.

Recommendations:

As an intercultural city, Kepez may wish to introduce language training in the languages spoken by migrants and minority groups. Such language courses could be officially built into the school curriculum and/or offered by civil organisations for those that are interested. For example, the community-building NGO SINGA in Berlin (Germany) organises "language cafes" in the evenings for newcomers and locals, promoting *mutual* language learning. Additionally - since one of their objectives is to assist newcomers in developing their own projects - SINGA specifically assisted a Syrian teacher that had recently arrived in Germany to set up his own Arabic course. This project not only allowed non-Arabic speaking locals to learn the language of the many people joining their society, but also allowed a newcomer to contribute to his new community with his own profession and skills.

We also recommend encourage communication channels to use minority languages and/or to set up communication channels specifically addressing minority/migrant groups. As an example, the main local newspaper in Genoa (Italy) publishes a page in Spanish every week dedicated to the South American community (II Secolo XIX). Their radio channel Radio 19 also has a specific daily programme in Spanish for the Latino community.

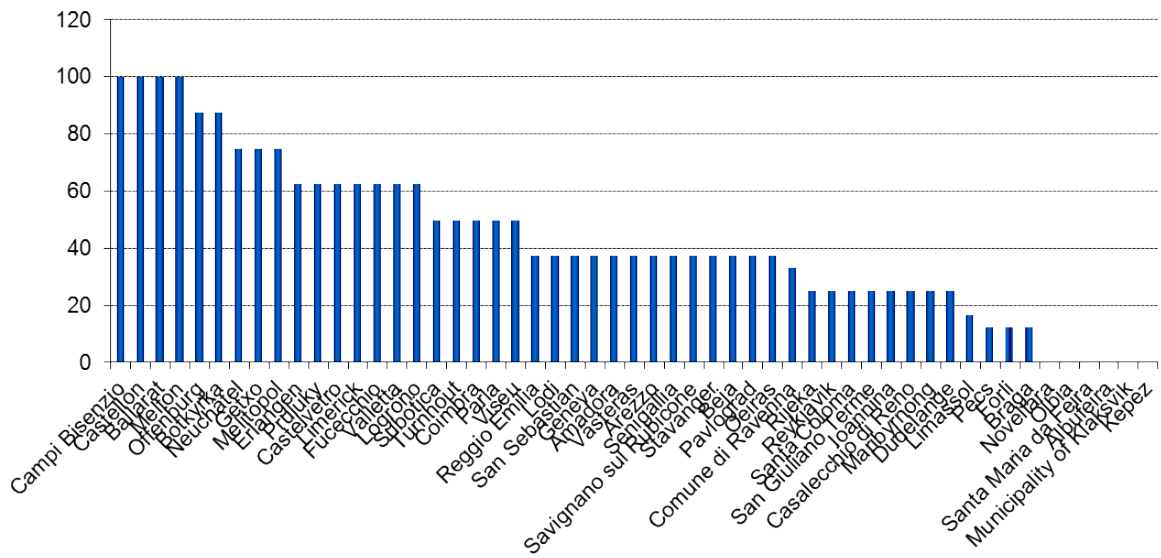
Lastly, Kepez may be inspired by Auckland's (New Zealand) Māori Language Week, consisting of various events and activities across the city. These include bi-lingual story-telling in te reo Māori and English, performances by Māori artists, competitions in the knowledge of Māori words, reading groups for adults, workshops in specific Māori traditions (e.g. flax-weaving) and various after-school Māori traditional activities for children. The Auckland libraries play an important role in organizing and hosting these events. Kepez may wish to consider introducing similar events and activities to celebrate and raise awareness about the languages spoken by all the people living in the city, for example. Kepez could also participate in celebrating International Mother Language Day (21st February).

MEDIA policies

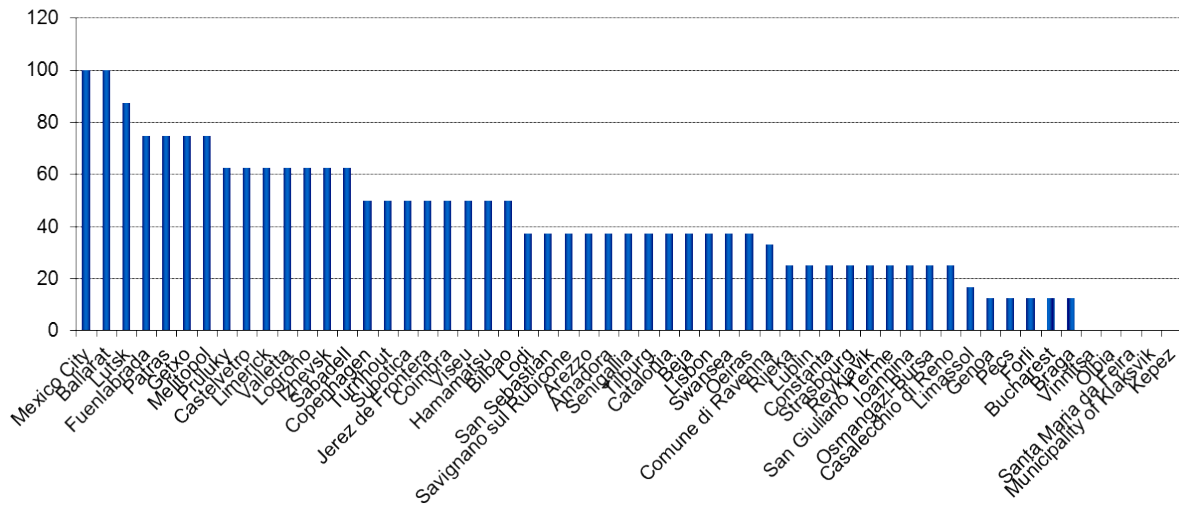


The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media organisations to achieve a climate of public opinion more conducive to intercultural relations.

**ICC-Index - Relations with the local media - City sample
(inhabitants < 200'000)**



ICC-Index - Relations with the local media -
City sample (non-nationals/foreign borns < 15%)



For its media policies, Kepez achieved 0% , while the city sample’s achievement is at 47% .

The city has no media strategy to improve the visibility of migrants/minorities in the media, nor does it monitor the way in which the media portrays minorities or instruct the PR department to highlight diversity as an advantage. The city provides no support for journalists with minority backgrounds.

Recommendations:

We advise Kepez to cooperate with the media in tackling stigmatisation and conveying the diversity advantage. A strategy/guide aimed at strengthening their visibility, promoting a *positive* image and conveying the diversity advantage would be ideal. For guidance, Kepez could look into the recommendations given by the organisation “Welcoming America”:

[Welcoming America](#) is an USA-based organisation, supporting NGOs and local governments in developing plans, programs, and policies that transform their communities into vibrant places of respect for diversity & equity. Welcoming America has developed tools and messages to help local governments to shape a positive discourse around migration and diversity:

- Strong together – using positive language to create energy and use words which evoke creativity, inclusion, togetherness.
- Contrast different histories people have, but the shared values and the shared future.
- Focus on benefits for everybody, not only migrants. Use data to illustrate wider trends: positive messages can be met with negative reaction. For example, when global talent is evoked, some people feel they lose out

from global competition. It is therefore important to speak in positive terms about migration and diversity's impact on everybody's jobs and use data about migrant entrepreneurship.

- Identify the common values that both immigrants and host communities have (e.g. attachment to family, hard work, hospitality, dynamism etc.) These would be specific to communities: a common value for Tennessee is faith, in Michigan an economic message is more effective, Nebraska loves college football, Colorado is about being strong and independent – connect local values with migrants' values.
- Balance stories and facts in order to appeal both to rational and to emotional intelligence and memory. In the US, discourse had focused too much on facts. However, people often do not believe facts, because people on the opposite side also have facts. You need to connect with people's minds first with facts and then touch their hearts through stories of actual people. Local data, such as about the economic contribution of refugees to the community, is more powerful than national data.
- Communicate through credible spokespeople – e.g. someone from the same faith background, or business people.
- Stay positive, focus on solutions, message locally. Involve immigrants and refugees in communication.
- Work in partnership – have a communications plan with different kinds of leaders to reinforce your message.
- Don't get stuck in a security frame, refer to people's lives and destinies whenever asked about violent news stories.

For its own communication of the City Council, the city may wish to look into [Auckland's \(New Zealand\) communications guide 'Together We're Auckland'](#) that aims to help the Auckland Council convey a sense of togetherness, diversity, collaboration and a positive outcome and community spirit. With the support of this guide, the Council aims to ensure that every Aucklander feels included in what is happening at Auckland Council and that they feel represented and part of the city they live in. It also includes guidelines to ensure true representation of the city's diverse communities through photography. The Council's ['Our Auckland'](#) online channel also actively highlights diversity in its stories.

Kepez may also wish to specifically support journalists with minority backgrounds, for example in advocacy, media training, mentorship or setting up their online media start-ups. The intercultural city [Oslo \(Norway\)](#), for example, has placed a strong focus on the recruitment of journalists with ethnic minority background.

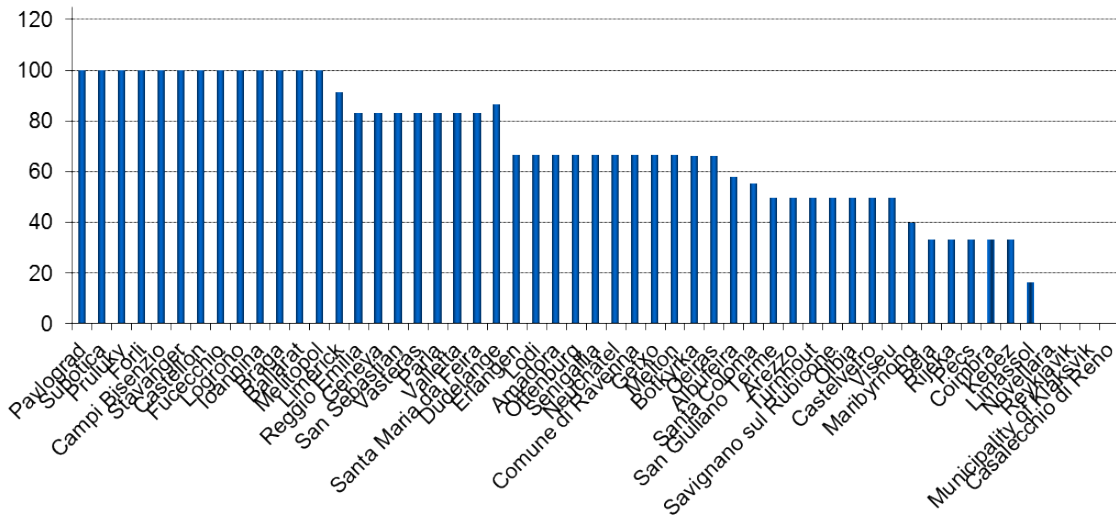
INTERNATIONAL

outlook policies

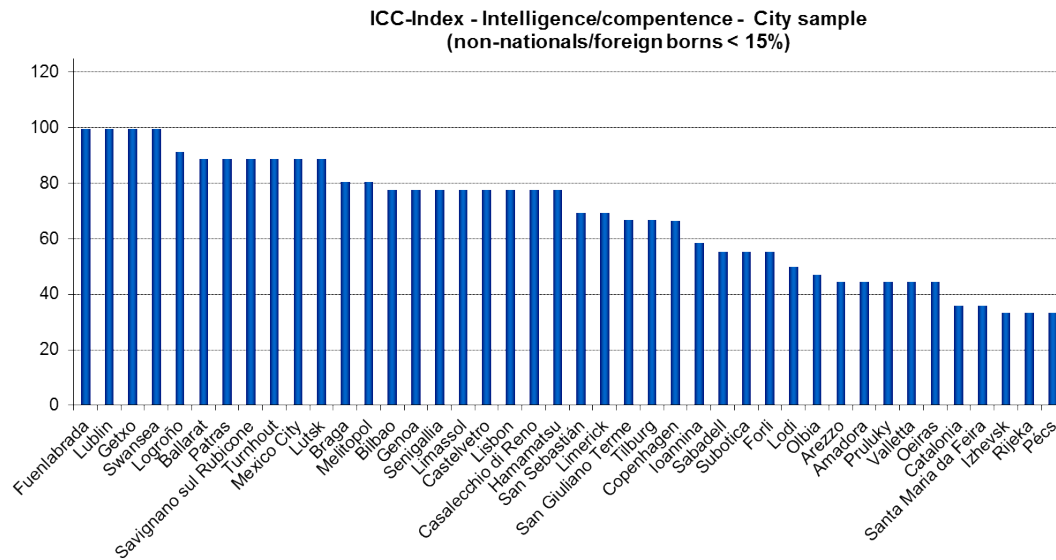


An optimal intercultural city would be a place which actively sought to make new connections with other places for trade, exchange of knowledge, as well as tourism.

ICC-Index - An open and international outlook - City sample (inhabitants < 200'000)



- Positioning Auckland as a centre of excellence to attract students who will make a valuable contribution to Auckland as graduates and permanent residents;
- Delivering outstanding student experiences, both in education and lifestyle;
- Creating better pathways into high-value jobs;
- Building lasting connections by developing alumni networks to keep Auckland top-of-mind among graduates who leave.



Kepez achieved 0% in its intelligence and competence policy, while the city sample's score is at 61%.

Statistical and qualitative information about diversity and intercultural relations is not mainstreamed to inform the city council's process of policy formulation. The city does not carry out surveys assessing the public perception of migrants/minorities. The question, whether it promotes the intercultural competence of its officials and staff, is left unanswered.

Recommendations:

Regarding intercultural competence, it is highly recommended to introduce intercultural competence training for staff. The city may want to look into the trainings provided by other intercultural cities, such as Auckland's (New Zealand) training programme "Nga Kete Akoranga (NKA)" for Auckland Council staff. The programme builds staff capability to respond effectively to Māori and meet the strategic goals, policy directives and commitments to the Treaty of Waitangi. It includes a number of workshops, events and e-learning material which aim to achieve the following objectives:

- Staff who have direct contact with or whose work impacts on mana whenua and the wider Māori community will have a basic cultural competency in understanding Māori values, beliefs, practices, and knowledge related to the Māori Responsiveness Framework;
- Staff are confident to integrate Māori perspectives and values related to their work;
- Staff understand the Māori priority outcome areas and are able give effect to these in their work;
- Staff are supported to give effect to Māori outcomes.

Quality Māori responsiveness advice is also part of the Council's Quality Advice Programme. This training supports Council staff to assess the impacts their proposed programmes of work will have on Māori and provide thoughtful analysis of any impacts in their reporting to decision makers.

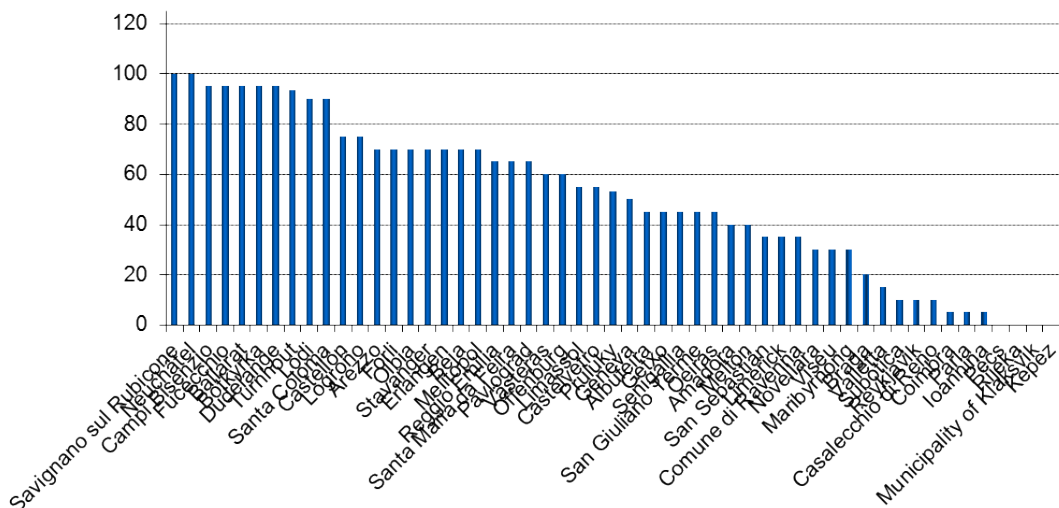
Regarding intelligence about diversity and interculturality, we recommend as a next step to start collecting data on the cultural/religious background of residents to have a better understanding of the city's diversity. This kind of research could be carried out by a university, for example. Next, Kepez could assess the public perceptions of migrants and minorities through surveys. For inspiration, Kepez could look into Auckland's (New Zealand) "Quality of Life Project", which asks residents about perceptions of the impact of diversity on Auckland as a place to live with statements to rate, such as "New Zealand is becoming home for an increasing number of people with different lifestyles and culture from different countries makes Auckland a better place to live."

WELCOMING

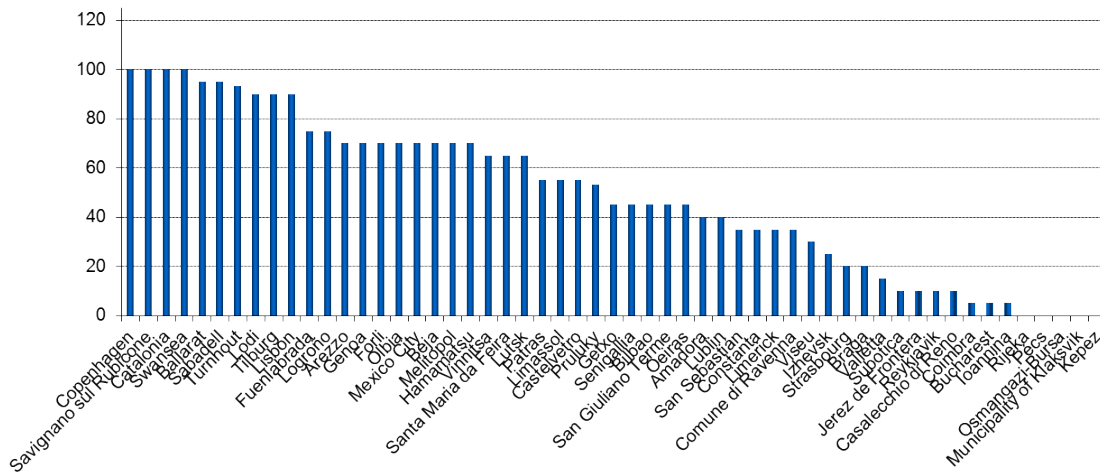


People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-coordinated and delivered effectively will have a significant impact on how the person settles and integrates.

ICC-Index - Welcoming new arrivals - City sample (inhabitants < 200'000)



ICC-Index - Welcoming new arrivals - City sample (non-nationals/foreign borns < 15%)



Kepez scored 0% for its welcoming policy, while the city sample's score is at 55%.

The city does not have a designated agency/office to welcome newcomers, nor a public ceremony to greet newcomers. There exists no kind of information package to support newcomers. The question, whether city services and agencies provide welcome support, was left unanswered.

Recommendations:

We highly recommend Kepez to provide support for newcomers.

Kepez could introduce a public ceremony to greet newcomers, as this does not only raise awareness about new citizens amongst the local community and promote a feeling of inclusion amongst the newly arrived, but is also the best opportunity to reach out to newcomers and provide them with the necessary information for them to understand the system quickly. Lisbon's (Portugal) City Hall, for example, hosted a reception on International Migrants Day for all newcomers and migrants living in the city. The event was organised by the Municipal Council for Interculturality and Citizenship (CMIC), a consultative structure that brings together various associations with the goal of strengthening immigrants' integration policies based on intercultural values and principles. Next to a guided tour through the City Hall building, various associations supporting immigrants and refugees presented their work. Participants were also handed out an information guide ("Lisbon's Immigrant Roadmap") aiming to facilitate their integration.

Kepez could take Lisbon's (Portugal) Local Centres of Immigrants' Integration Support (CLAII) as an example for a designated office welcoming newcomers: offering support and information in regard to nationality, family reunification, housing, voluntary return, labour, health, education and other daily life issues. The CLAII mission intends to go beyond the simple provision of information and aims to promote the welcoming and intercultural character of integration.

Kepez could also be inspired by Australia's [Welcoming Communities Programme](#). The programme was most recently implemented in the intercultural city of [Auckland, New Zealand](#). The programme welcomes newcomers, recent migrants, former refugees and international students. It emphasises the importance of participation and connecting newcomers with locals. Aligning perfectly with the Intercultural Cities three main concepts of diversity, equality and interaction, the programme is based on a standard with eight outcomes:

1. Inclusive leadership
2. Welcoming communications
3. Equitable access
4. Connected and inclusive communities
5. Economic development, business and employment
6. Civic engagement and participation
7. Welcoming public spaces
8. Culture and identity.

The programme is currently in its pilot phase, implemented by nine councils across five regions in New Zealand. It shall be implemented in further regions from July 2019, if proven successful.

Lastly, the city may wish to encourage the civil society, charities and NGO's to provide welcome support. For inspiration, Kepez could look into the many initiatives taken in [Berlin \(Germany\)](#) to welcome refugees, such as:

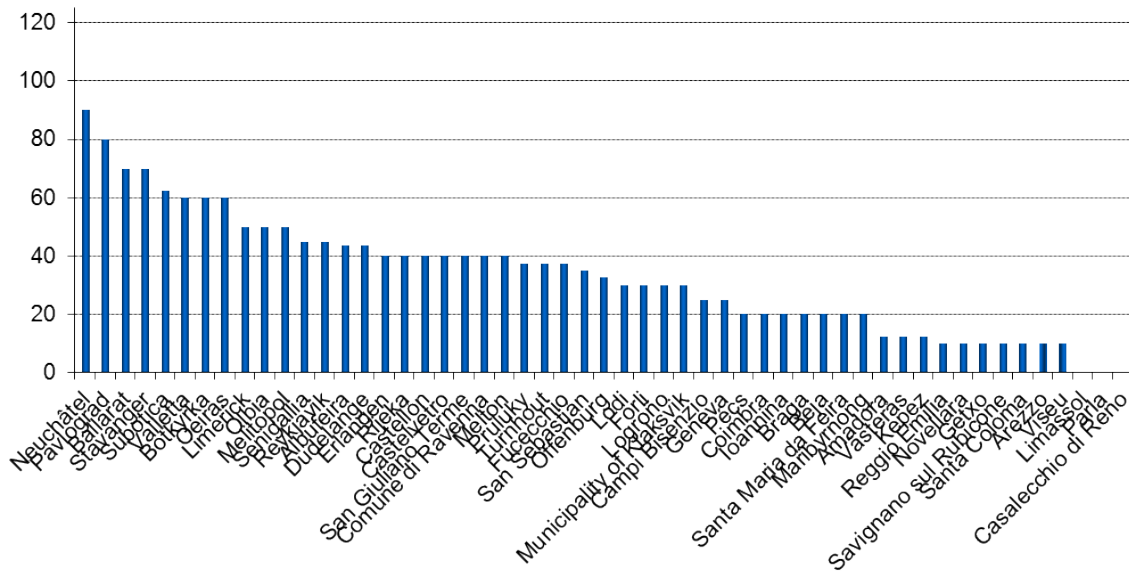
- Start with a Friend (See: <https://en.startwithafriend.de/>): a programme that partners a refugee with a local aiming to support refugees to settle into their new life and home.
- Refugees Welcome (<https://www.fluechtlinge-willkommen.de/>): a platform specifically for refugees to find a flat-share with locals;
- The Welcome App (See: <https://welcome-app-concept.de/en/>): an app for refugees to help them organise their everyday lives in Germany, overcoming the language barrier as well as providing information regarding asylum law.

GOVERNANCE

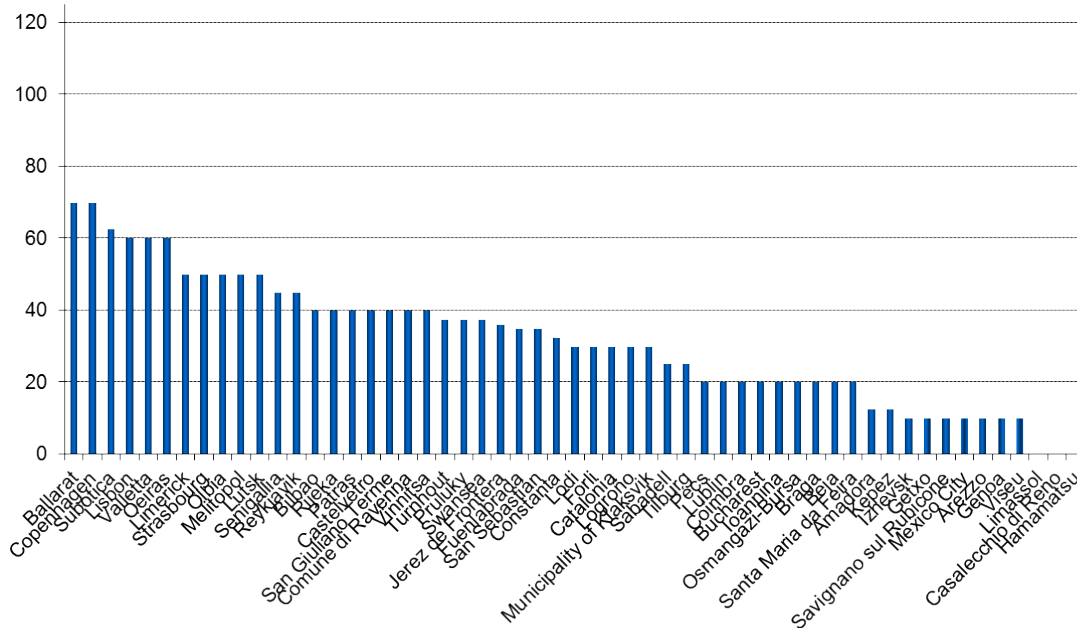


Perhaps the most powerful and far-reaching actions which a city can take in making it more intercultural are the processes of democratic representation and citizen participation in decision-making.

ICC-Index - Governance - City sample (inhabitants < 200'000)



ICC-Index - Governance - City sample (non-nationals/foreign borns < 15%)



Kepez achieved a score of 13% for its governance policy, which is lower than the city sample’s score of 35% .

Foreign nationals cannot vote in local elections. The ethnic background of elected politicians only partly reflects the composition of the city’s population. The city has no political body to represent ethnic minorities/migrants or that deals with diversity and integration matters. There is no standard for the representation of migrants/minorities in mandatory boards supervising schools and/or public services. Lastly, there are no initiatives to encourage migrants/minorities to engage in political life.

Recommendations:

We recommend to the city of Kepez to set up a political body, specifically dedicated to diversity matters and representing ethnic minorities/migrants. Auckland (New Zealand) is a good example for representing minorities in its government: Next to several [advisory panels](#), providing particular advice to the Auckland Council on the needs and views of their specific communities, the [Independent Māori Statutory Board \(IMSB\)](#) is mandated through legislation to ensure Auckland Council takes the views of Māori in Auckland into account when making decisions. The IMSB monitors Auckland Council activities, providing advice and assisting with the development of strategies and plans. It works towards six outcomes:

1. Developing vibrant communities
2. Enhancing leadership and participation
3. Improving quality of life

4. Promoting distinctive identity
5. Ensuring sustainable futures

We also recommend taking more initiative to encourage migrants/minorities to engage in political life. Examples from other intercultural cities include:

- The Multicultural Ambassadors' Programme (MAP) in Ballarat (Australia): This programme was developed in order to provide leadership within the migrant community, therefore encouraging minorities to participate in the political life of the City.
- The 123 "Neighbourhood Councils" in Paris (France): open to all residents and proposals on issues that affect their neighbourhoods, such as development projects, neighbourhood life, and all the strategies that could potentially improve the quality of life. The Councils are a bridge between the citizens, the elected officials and the Mayor.
- The project "PolitTalk" implemented by the Schilleria Girl's Café in Berlin, Neukölln (Germany): This Girl's Café works with girls and young women, most of whom have a migrant background and are socially and educationally disadvantaged. It offers a range of projects and activities, aimed at supporting these girls in their development. The project "PolitTalk" specifically encouraged them to participate in political discussion, empowering them with knowledge and skills to do so. Participants received training in communication and networking skills. Talks on political parties and the voting system are followed by creative workshops and the election event itself. Local schools and youth clubs are invited.

Lastly, we also recommend that Kepez implements a standard for the representation of migrants/minorities in mandatory boards supervising schools and/or public services.

ANTI DISCRIMINATION



Kepez does not monitor or research the extent and character of discrimination in the city. It does not provide support services for victims of discrimination and civil society organisations that may do so are not supported through grants. The city does not raise awareness about discrimination at this stage.

Recommendations:

We highly recommend Kepez to provide support services for victims of discrimination. A good example is the „mediation panel“ organised by the Norwegian Peoples Aid in Oslo (Norway): a service where victims of discrimination can present their complaints, get advice, and engage in dialogue (through mediation) with the offenders, the police and the discrimination tribunal in cases that don't meet the criteria of documentation and evidence required by the law for prosecution. The panel provides professional mediation services, outreach and counselling to victims (organized by the Norwegian Centre Against Racism and Queer World), courses for businesses, organisations and public services on how to recognise and prevent discrimination, and an annual conference on human rights (in collaboration with the Oslo Pride Foundation and other stakeholders).

Next to specific support services for *victims* of discrimination, we advise to also engage with those discriminating and holding racist and radical attitudes as it is important to *speak* with them, to try to understand their views and concerns, encouraging them to reflect on these. A good example is the Think Project in Swansea (UK), an educational programme aimed at individuals with a higher risk of far-right extremism. In a 3 day course, participants discuss and reflect on diversity issues and their own attitudes and views, engaging in open dialogue as well as experiential learning. The Think Project employs a non-criminalising approach, listening to their concerns and exploring the experience and information underlying their negative attitudes. After the course, participants are encouraged to engage in intercultural interaction. The project

has proven to be able to transform young peoples' worldviews and thinking about diversity and societal change.

We also highly recommend Kepez to raise awareness about discrimination. For this purpose, the city could use the Intercultural Cities Anti-rumour methodology. The anti-rumour strategy is a public policy that involves the identification of rumours, falsifying these with data and emotional arguments, creating an anti-rumour network, involving citizens, and raising awareness through anti-rumour campaigns. An increasing number of cities have implemented this methodology and have reported successfully fighting some of the most common misunderstanding and stereotypes. For example, in Botkyrka, anti-rumours cafés have been set up in libraries as a public platform to discuss and explore rumours and prejudices. For an Anti-rumour manual standardising the methodology and for examples of good and bad practices, see [here](#).

Lastly, it is advised to conduct research regularly, through partnerships with universities for instance, to understand the sources of discrimination and how to tackle them.

CONCLUSIONS



Kepez showed an aggregate intercultural city index of 14%. Its strongest areas were its international outlook (33%), its education system (25%), its public service (25%) and especially its public space policy (52%). However, these areas would still benefit from a stronger focus on intercultural integration with more intercultural policies and elements. With scores below 20%, Kepez most importantly has to focus on its cultural and civil life policies, its commitment, mediation policy, language policy and its governance. Special focus should be placed on those fields, where Kepez scored 0%: intelligence and competence policy, welcoming new arrivals, neighbourhood policy and lastly, business and labour market policy.

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

RECOMMENDATIONS



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

Commitment: Firstly, we recommend communicating the commitment to interculturalism both offline and online (through an official website). Secondly, we recommend an intercultural integration strategy and action plan, which will be implemented by a dedicated body responsible for intercultural integration. Kepez may also want to adopt a process of policy consultation that involves people of different ethnic/cultural backgrounds. Lastly, Kepez may want to consider honouring and acknowledging local residents or organisations that have encouraged interculturalism.

Education: We recommend introducing intercultural projects within the classroom as part of the school curriculum. We also recommend increasing the diversity amongst teachers and avoid ethnic segregation in the classroom. Lastly, it is beneficial to include parents from a minority background into school life.

Neighbourhood: We recommend that Kepez encourages interaction and cooperation within neighbourhoods. Similarly, we recommend encouraging intercultural interaction *between* neighbourhoods. Lastly, we strongly advise to start collecting information on the ethnic composition of the neighbourhoods to be able to avoid ethnic concentration.

Public Service: We recommend promoting more diversity amongst public and private employees, also on the higher levels and perhaps even through an explicit recruitment plan. We also highly recommend directly reviewing specific services through a cultural lens, considering whether these are appropriate for *all*.

Business and labour market: Kepez may want to provide support services for migrant/minority entrepreneurs and start encouraging intercultural cooperation in business development. It may also want to consider adopting a binding document against ethnic discrimination in employment and setting up a business

umbrella organisation that is committed to working towards a more diverse workforce.

Culture and civil life: Kepez may want to look into the cultural and civil life in other intercultural cities to find inspiration. We also recommend organising activities and events specifically dedicated to diversity, for example by celebrating the World Interfaith Harmony Week. Lastly, Kepez may want to use “interculturality” as a criterion for the allocation of grants.

Public space: We recommend involving residents from different backgrounds, when designing and managing new public buildings, spaces and areas.

Mediation: It is advised to offer a professional service for intercultural/interfaith mediation, as well as to set up an organisation that will be dedicated specifically to interfaith relations. Next to this, the city could encourage organisations, schools, youth clubs, etc. to explicitly address interfaith relations and issues.

Language: As an intercultural city, we highly recommend Kepez to provide language training in the languages spoken by migrants and minority groups living in the city. We also recommend supporting communication channels that use minority languages and/or to set up communication channels specifically addressing minority/migrant groups. Lastly, Kepez might want to organise events and activities that raise awareness and convey a positive image of languages spoken by migrants and minority communities in the city.

Media: We advise Kepez to start cooperating with the media in tackling stigmatisation and conveying the diversity advantage. A strategy/guide aimed at strengthening their visibility, promoting a *positive* image and conveying the diversity advantage would be ideal. Kepez may also wish to specifically support journalists with minority backgrounds.

International outlook: Kepez is advised to encourage specifically business relations with countries of origin of its diaspora groups. Next to this, Kepez may want to start focusing on attracting foreign students and encouraging them to remain in the city.

Intelligence/Competence: We recommend introducing intercultural competence training for staff. We also strongly advise to start collecting data on the cultural/religious background of residents to have a better understanding of the city's diversity. Lastly, it is beneficial to regularly assess the public perceptions of migrants and minorities through surveys.

Welcoming new arrivals: Kepez could introduce a public ceremony to greet newcomers. We also recommend setting up a designated office welcoming newcomers, providing them with an information package, for instance. Kepez may also wish to encourage civil society, charities and NGO's to provide welcome support.

Governance: Kepez may want to consider actions to increase the level of participation amongst migrants. Next to increasing the diversity amongst elected politicians, we also recommend setting up a political body, specifically dedicated to diversity matters and representing ethnic minorities/migrants. It is also important to encourage migrants and minorities to participate in political life. Lastly, we recommend that Kepez implements a standard for the representation of migrants/minorities in mandatory boards supervising schools and/or public services.

Anti-discrimination: We recommend Kepez to provide support services for victims of discrimination. It is also important to raise awareness about discrimination (e.g. with the Intercultural Cities Anti-rumour methodology). Lastly, it is advised to conduct research regularly, through partnerships with universities for instance, to understand the sources of discrimination and how to tackle them.

Kepez 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 database⁸.

⁸ <http://www.coe.int/en/web/interculturalcities/>