



# LARNACA DISTRICT

## INTERCULTURAL CITIES INDEX ANALYSIS 2024



Diversity, Equality, Interaction, Participation

### BUILDING BRIDGES, BREAKING WALLS



[www.coe.int/interculturalcities](http://www.coe.int/interculturalcities)

Co-funded  
by the European Union



EUROPEAN UNION

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

Co-funded and implemented  
by the Council of Europe

LARNACA DISTRICT  
INTERCULTURAL CITIES INDEX ANALYSIS

Published in January 2025

This report was produced by the “Enhancing structures and policies for intercultural integration in Cyprus” project which was co-funded by the European Union via the Technical Support Instrument, and implemented by the Council of Europe, in cooperation with the European Commission. Its contents are the sole responsibility of the author. The views expressed herein can in no way be taken to reflect the official opinion of the European Union or the Council of Europe.

This analysis is based on information provided by [Citizens in Power \(CIP\)](#).

Intercultural Cities Secretariat  
Council of Europe  
F-67075 Strasbourg Cedex  
France  
[www.coe.int/interculturalcities](http://www.coe.int/interculturalcities)

<b>Introduction</b> .....	<b>3</b>
INTERCULTURAL CITY DEFINITION .....	3
METHODOLOGY .....	3
LARNACA DISTRICT: AN OVERVIEW .....	8
<b>Commitment</b> .....	<b>9</b>
<b>The city through an intercultural lens</b> .....	<b>11</b>
EDUCATION .....	11
NEIGHBOURHOODS .....	13
PUBLIC SERVICES .....	15
BUSINESS AND THE LABOUR MARKET .....	17
CULTURAL AND SOCIAL LIFE .....	18
PUBLIC SPACE .....	20
<b>Mediation and conflict resolution</b> .....	<b>22</b>
<b>Language</b> .....	<b>23</b>
<b>Media and communication</b> .....	<b>25</b>
<b>International outlook</b> .....	<b>26</b>
<b>Intercultural intelligence and competence</b> .....	<b>28</b>
<b>Welcoming newcomers</b> .....	<b>29</b>
<b>Leadership and citizenship</b> .....	<b>31</b>
<b>Anti-discrimination</b> .....	<b>32</b>
<b>Participation</b> .....	<b>34</b>
<b>Interaction</b> .....	<b>35</b>
<b>Overall conclusions</b> .....	<b>37</b>
<b>Recommendations</b> .....	<b>39</b>

## INTRODUCTION

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

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

While this report is being written (December 2024) more than 160 cities embraced the ICC programme and approach, and 138 (including Larnaca) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 36 cities (including Larnaca) have between 100 000 and 200 000 inhabitants and 21 (including Larnaca District) have between 15%-20% of foreign-born residents.

This report was prepared in the framework of the European Union and Council of Europe joint project: “Enhancing policies and structures for intercultural integration in Cyprus”.<sup>1</sup> It is based on information gathered by the coordinator of the Larnaca District Intercultural Network ([Citizens in Power \(CIP\)](#)) that was established under the project. The report presents the results of the Intercultural Cities Index analysis for Larnaca District (Cyprus) 2024, in comparison to the previous analysis prepared in 2022 under the “Building structures for intercultural integration in Cyprus” joint project, and provides related intercultural policy conclusions and recommendations.

## INTERCULTURAL CITY DEFINITION

The intercultural city has people with different nationalities, origins, languages or religions/beliefs. Political leaders and most citizens regard diversity positively, as a resource. The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population. The city has a strategy and tools to deal with diversity and cultural conflict and to enhance participation. It encourages greater mixing and interaction between diverse groups in the public spaces.

## METHODOLOGY

The Intercultural Cities Index analysis is based on a questionnaire involving 86 questions (73 of which are mandatory) grouped in 12 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general Intercultural Cities Index).

These indicators comprise the following (including the three new indicators in bold):

1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space

<sup>1</sup> The European Union and Council of Europe joint projects: “Building structures for intercultural integration in Cyprus” and “Enhancing structures and policies for intercultural integration in Cyprus” were co-funded by the European Union via the Technical Support Instrument, and implemented by the Council of Europe, in cooperation with the European Commission.

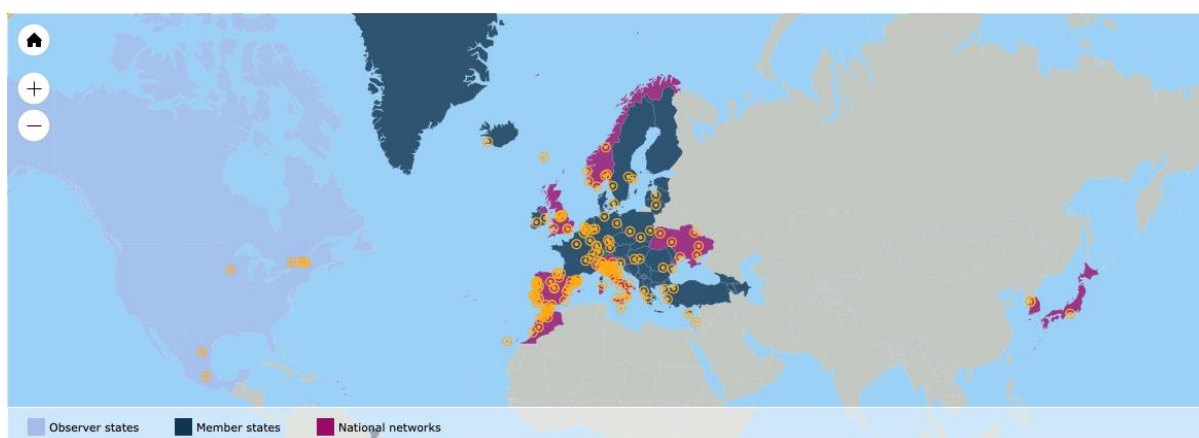
8. Welcoming newcomers
9. Leadership and citizenship
<b>10. Anti-discrimination</b>
<b>11. Participation</b>
<b>12. Interaction</b>

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.

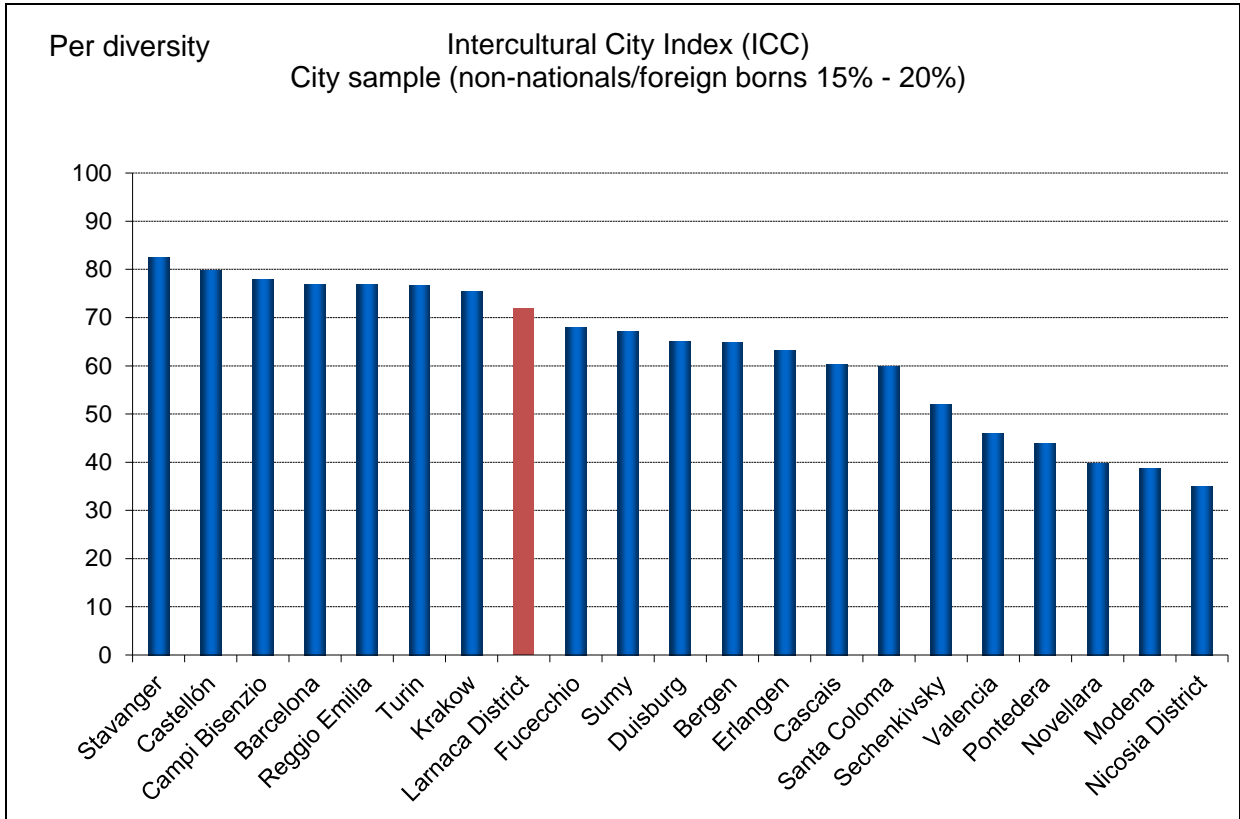
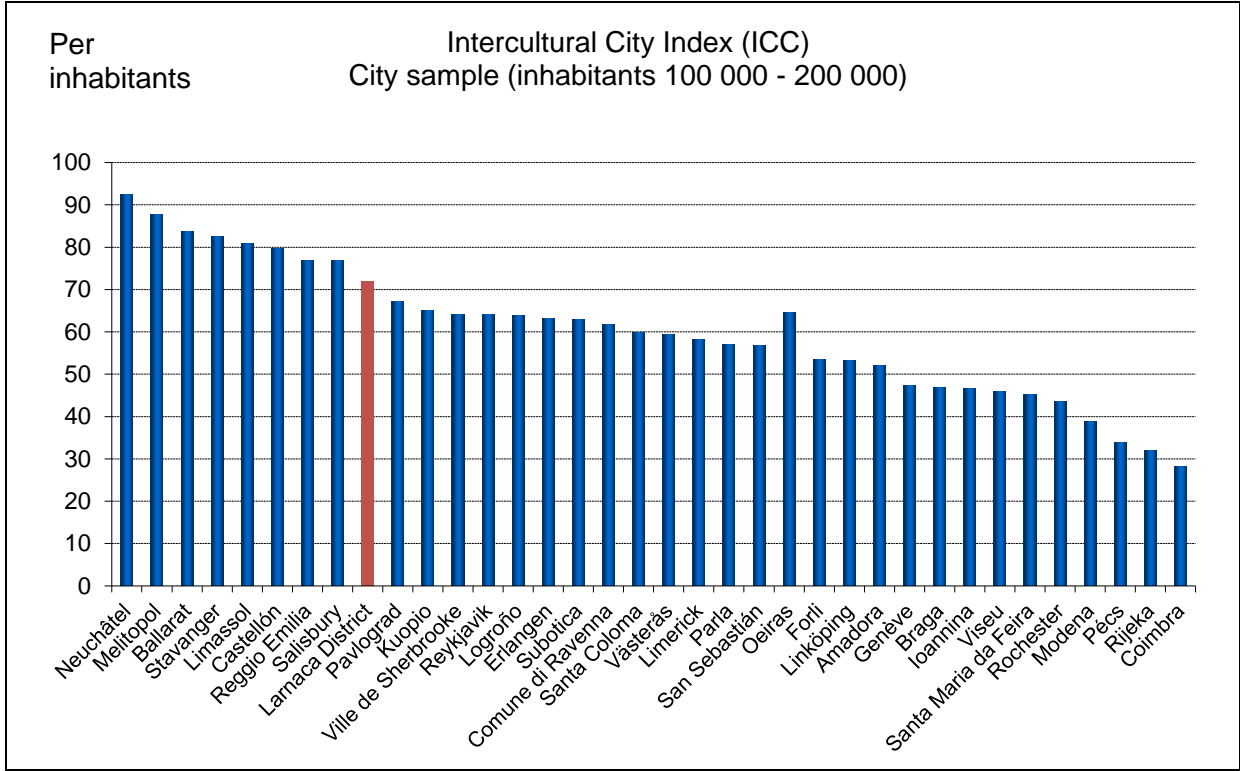
So far, 55 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Larnaca District. Thus, the district will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

According to the overall Intercultural Cities Index results, *Larnaca District* has an aggregate Intercultural Cities Index result of 72 (out of 100 possible points). The details of this result will be explained below.<sup>2</sup>



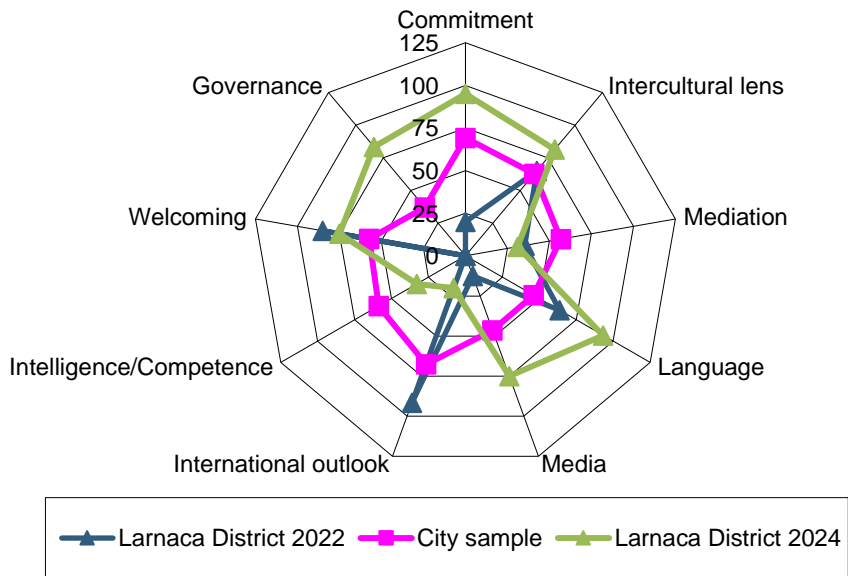
<sup>2</sup> The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in 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 achievement rate.

In addition, the scoring from the extended Intercultural Cities Index is provided in an explanatory footnote for all indicators where it is relevant. This scoring encompasses the assessment of the questions of the original Intercultural Cities Index as well as the new questions of the extended Intercultural Cities Index for each specific indicator. The scoring of the original Intercultural Cities Index and extended Intercultural Cities Index for the same indicator may hence differ based on the differing number of questions. Finally, the indicators which are completely new to the extended Intercultural Cities Index only include the scoring from the extended Intercultural Cities Index. This scoring for these indicators hence shows directly in the text and not in a footnote.

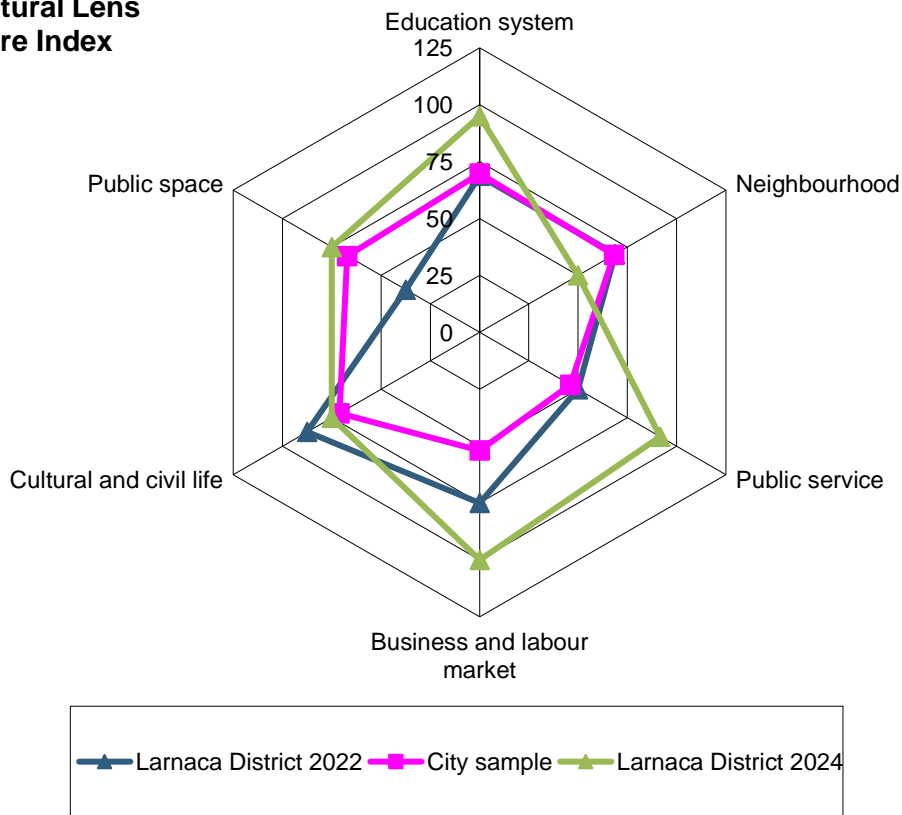




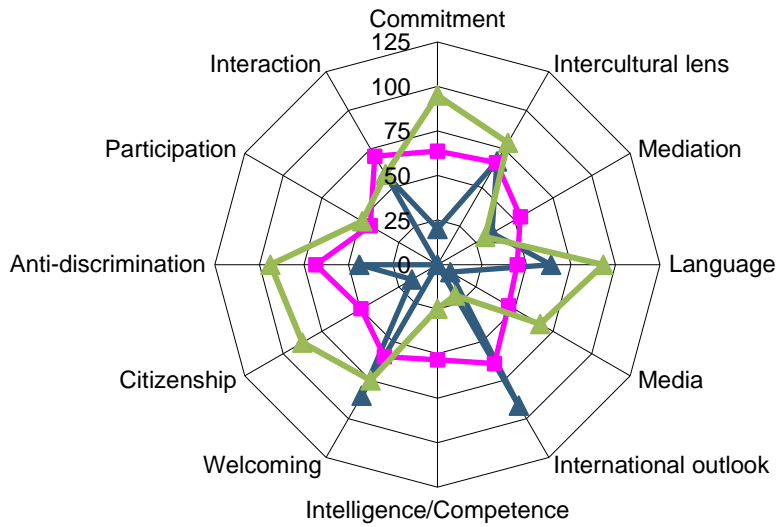
### Core Index



### Intercultural Lens with Core Index

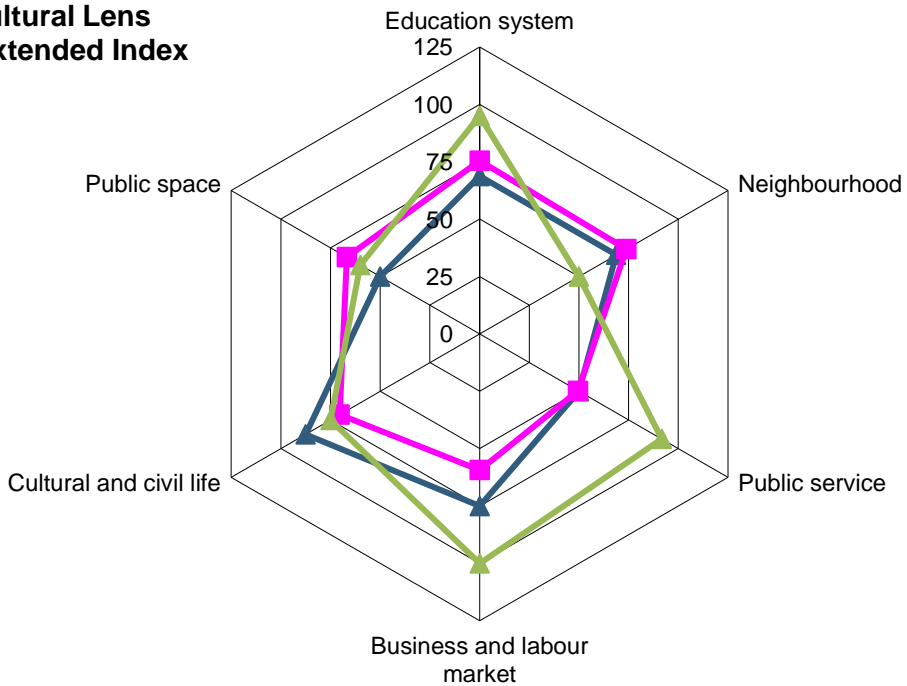


### Extended Index



▲ Larnaca District 2022    ■ City sample    ▲ Larnaca District 2024

### Intercultural Lens with Extended Index



▲ Larnaca District 2022    ■ City sample    ▲ Larnaca District 2024



Cyprus is divided into six districts, known as "επαρχίες," further subdivided into municipalities and local communities. Positioned in the southeast of Cyprus, the Larnaca District encompasses 54 local entities, including six municipalities and 48 local communities. The district capital, Larnaca, is the largest municipality. Other municipalities include Aradippou, Athienou, Dromolaxia-Meneou, Lefkara, and Livadia. Certain communities are within the occupied zone, such as Melouseia and Arsos, while others like Athienou and Troulloi are partially occupied.

Larnaca, one of the oldest continuously inhabited cities in Cyprus, boasts a rich history that spans over 4 000 years. Known in antiquity as Kition (or Citium), it was an important city-kingdom during the Mycenaean era and later a significant centre under the Phoenicians. The city is associated with Zeno of Citium, the founder of the Stoic school of philosophy. Larnaca was an active port during the Roman and Byzantine periods and continued to flourish under Venetian, Ottoman, and British rule. Its layered history is reflected in archaeological sites like the ancient Kition ruins and the city's medieval fort. Larnaca is renowned for its Foinikoudes seafront and historical sites like the Church of Saint Lazarus and Larnaca Castle.

Larnaca's economy is primarily driven by tourism, trade, and maritime activities. The city is home to Cyprus's second-largest commercial port and one of its main international airports, the Larnaca International Airport, which serves as a key gateway to the island. The city has also benefited from its picturesque seafront, attracting visitors with its blend of natural beauty, cultural heritage, and modern amenities. Tourism, especially along its famous Finikoudes promenade and nearby beaches, forms a substantial part of its economic activity. In recent years, Larnaca has also been focusing on urban regeneration projects to boost local infrastructure and attract investment.

Larnaca has a population of approximately 85 000 residents, making it one of the smaller urban centres in Cyprus. According to the 2011 census, Larnaca District had a population of 143 192, with 59% in urban areas. The majority of its inhabitants are Greek Cypriots, with a growing number of expatriates and foreign residents, reflecting the city's increasing appeal to international communities. The city's demographics include communities from Europe, the Middle East, and South Asia, contributing to its multicultural environment.

Larnaca is home to a diverse range of foreign communities, including those from Eastern Europe, the Middle East, Asia, and Sub-Saharan Africa. Between 2011 and 2021, there was a demographic shift in Larnaca, with EU citizens declining from 12.14% to 9.4% and non-EU citizens increasing from 7.15% to 9.8%.

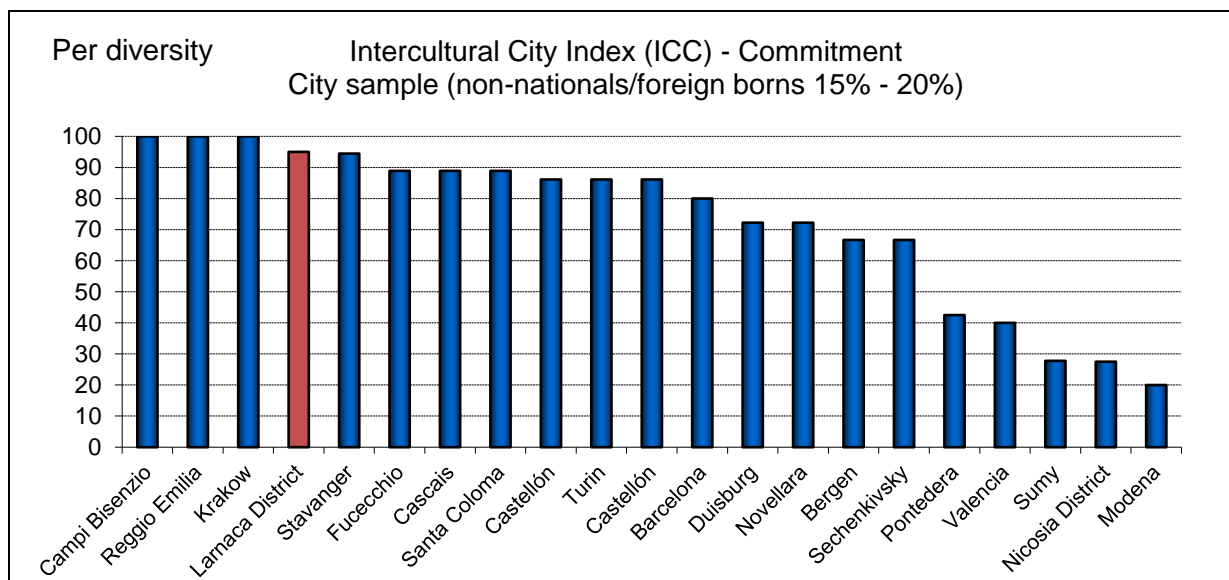
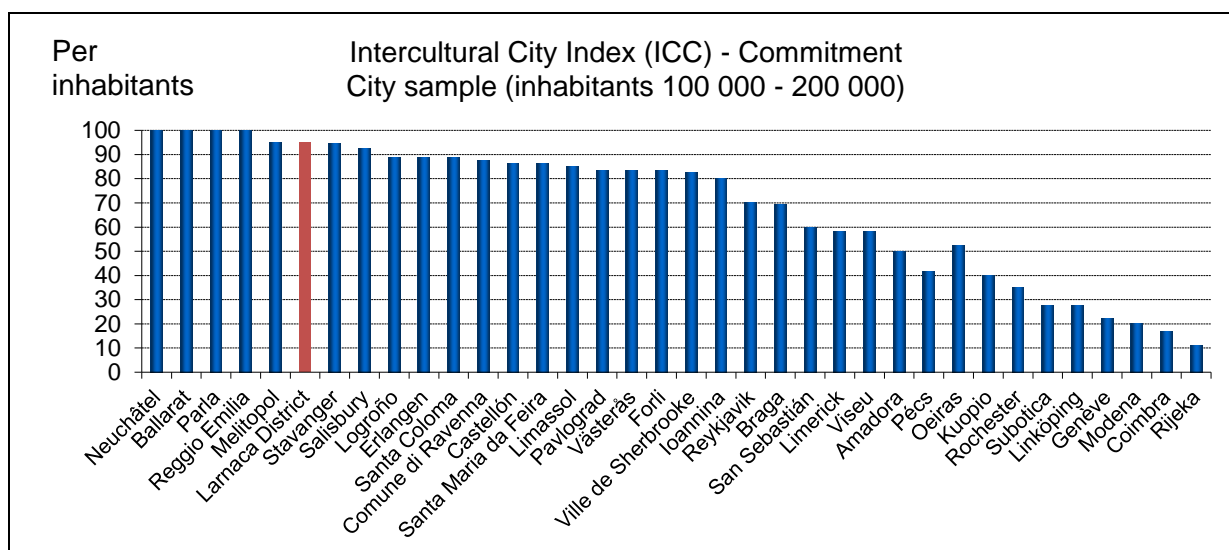
Non-nationals and migrants in Cyprus are categorised based on citizenship into two main groups: EU Citizens and Non-EU Citizens. According to the 2021 Census, 77.9% of the population are Cypriots, 10.1% are EU citizens (primarily from Greece, Romania, and Bulgaria), and 11.6% are non-EU citizens (led by the UK, Syria, and Russia). In Larnaca, Cypriots represent 80.5% of the population. EU/EFTA citizens account for 9.4%, with notable groups from Greece (3.90%), Romania (2.18%), and Bulgaria (1.62%). Non-EU citizens make up 9.8%, including communities from the UK (1.70%), India (1.47%), and the Philippines (0.63%).

Refugees/asylum seekers account for 11 617 people nationwide in 2023, though city-specific statistics are unavailable. Irregular migration data for Larnaca is also limited, reflecting broader national trends. Minority groups such as Maronites, Latins, and Armenians are recognised, while Roma are not granted specific rights.

## 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 policymaking. 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.

Larnaca District achieved a rate of 95%, which is considerably higher than the city sample's average rate of 68% and significantly exceeds its 20% scored in the 2022 ICC Index. This highlights substantial progress and a commendable effort in the area of commitment, demonstrating significant improvement in this field.



The Larnaca District has done great efforts since the last ICC report, taking into account many of the recommendations in the field of commitment. Larnaca, along with Aradippou and Athienou municipalities, has demonstrated strong commitment to fostering interculturality through various initiatives. On 19 April 2023, these municipalities issued a public declaration emphasising their dedication to promoting intercultural values. This statement, endorsed by the mayors, was widely shared on social media platforms like Facebook, with key points

translated into English to ensure inclusivity for non-Greek speakers. Athienou Municipality also featured the declaration on its dedicated [webpage](#) for immigrant integration and interculturality.

Building on this foundation, Larnaca launched the Larnaca District Strategy for Intercultural Integration (2023-2025), supported by the Council of Europe's Intercultural Cities Programme and the European Commission. This comprehensive strategy focuses on themes such as Commitment, Media and Communication, Intercultural Intelligence, Public Space, and Education. The strategy's action plan, spanning November 2023 to November 2024, includes 10 concrete actions aligned with these themes, with progress monitored through Gantt Charts and regular stakeholder meetings.

To support these efforts, Larnaca allocated funding under the "Larnaca 2030" initiative, which includes activities like "intercultural walks" that celebrate the city's diverse cultural history. Larnaca has also embraced co-creation processes, engaging people from diverse backgrounds in policy formulation through initiatives like "[Larnaca 2030 - European Capital of Culture](#)". Events such as public consultations and artistic collaborations have drawn widespread participation, emphasising multiculturalism as a pillar of the city's future development.

Evaluation and updates to the strategy are systematically conducted, incorporating feedback from stakeholders to maintain relevance. Official communications frequently highlight the city's intercultural commitment, with the Larnaca 2030 initiative using visual branding, mottos like "Co-Creating," and the hashtag #CoCreatingLarnaca to promote inclusivity.

Finally, Larnaca has established a cross-departmental network of key stakeholders, including local authorities, NGOs, and academic institutions, to implement its intercultural strategy. The city also honours residents and organisations that promote interculturalism through initiatives like "Walk a Mile in My Shoes" and events organised under the Larnaca 2030 framework.

Through these integrated efforts, Larnaca continues to build a dynamic and inclusive community that celebrates diversity while fostering social cohesion.

### Suggestions

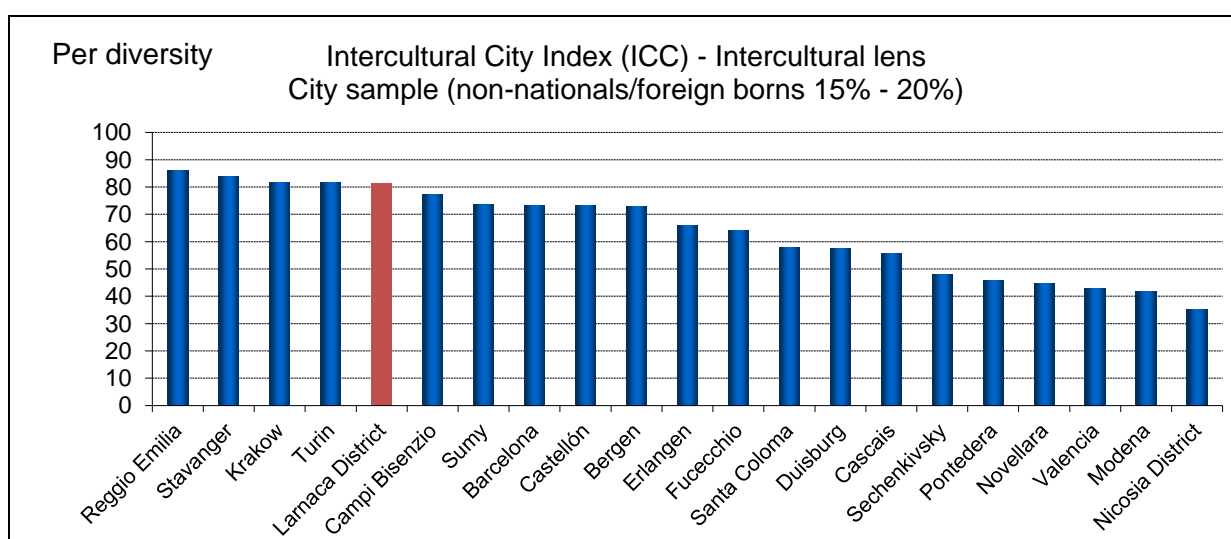
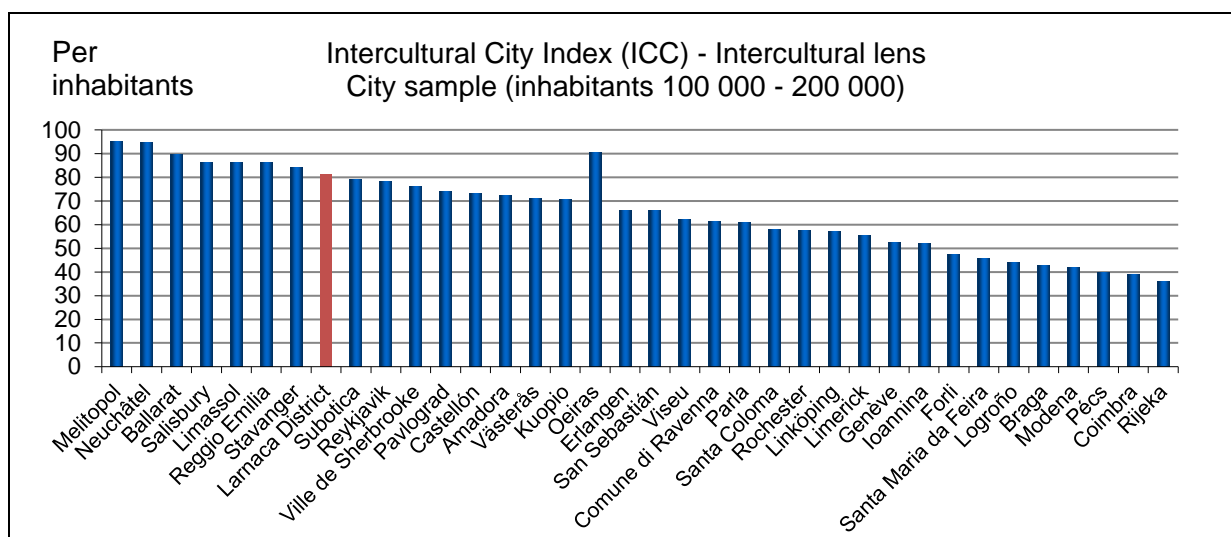
Although Larnaca has an outstanding score in the field of commitment, there are some actions that could be inspirational to keep improving the work that is being done. In Hämeenlinna (Finland), "[My Integration](#)" is a comprehensive online platform offered by the city to assist individuals in their integration process. It serves as a valuable resource hub for newcomers and residents with migrant backgrounds, providing essential information and support in multiple languages to facilitate their integration into the community. The platform covers a wide range of topics such as housing, employment, education, healthcare, social services, legal matters, and cultural adaptation. Through "My Integration," users can access practical guidance, helpful tips, and relevant resources tailored to their specific needs and circumstances. The multilingual nature of the platform ensures accessibility for individuals with diverse linguistic backgrounds, fostering inclusivity and ensuring that everyone can benefit from the available information and services. In addition to offering information online, "My Integration" may also provide links or references to local support services, community organizations, and government agencies that offer assistance and guidance to individuals navigating the integration process.

The city of Zurich (Switzerland) has a set of Integration [Policy Targets of the City of Zurich 2022-2026](#). The city adopts a clear integration policy position, guided by fundamental human rights and promoting liberal values and solidarity. On the basis of applicable law, Zurich is committed to the cultural and religious traditions that exist in the city remaining visible and being valued. The city is committed to combatting discrimination and racism.

## THE CITY THROUGH AN INTERCULTURAL LENS

Although the formal functions cities and other local authorities assume vary considerably from one country to another, all cities have the primary responsibility for maintaining social cohesion and preserving the quality of life in the city. The policies designed to achieve these goals will therefore be re-conceived and re-configured in order to assure they provide adequate service to all residents regardless of their nationalities, origins, languages, religions/beliefs, sexual orientation and age group. This is most notably the case for policies concerning education, neighbourhoods, public services, business and the labour market, cultural and social life, and public space.

The overall rate of achievement of the urban policies of Larnaca District, assessed as a whole through an "intercultural lens" higher than of the model city: 81% of these objectives were achieved while the rate of achievement of the model city reaches 63%.

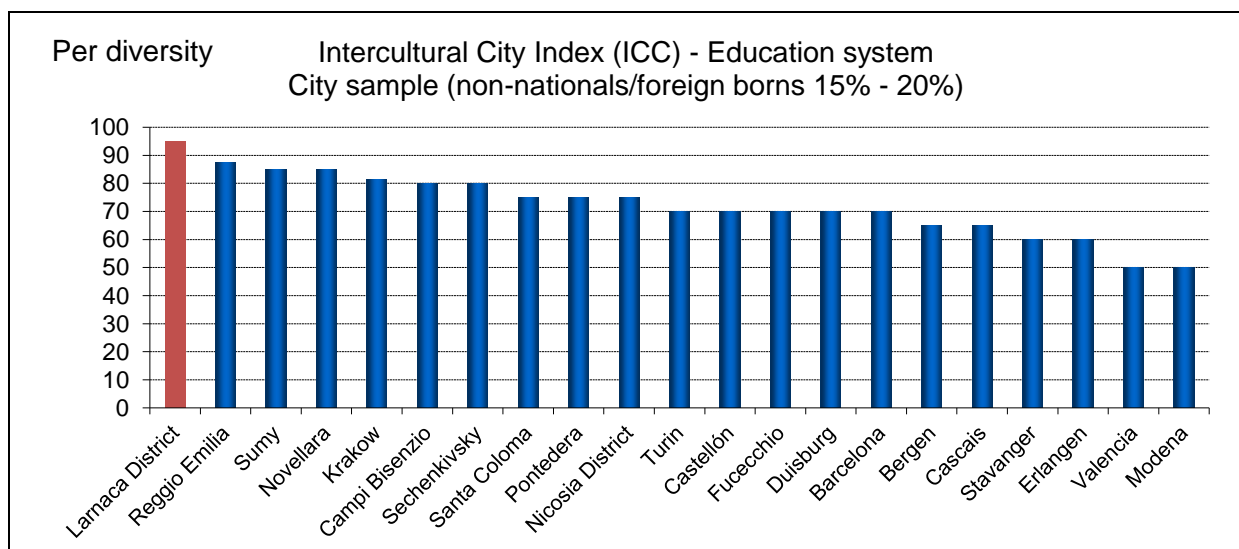
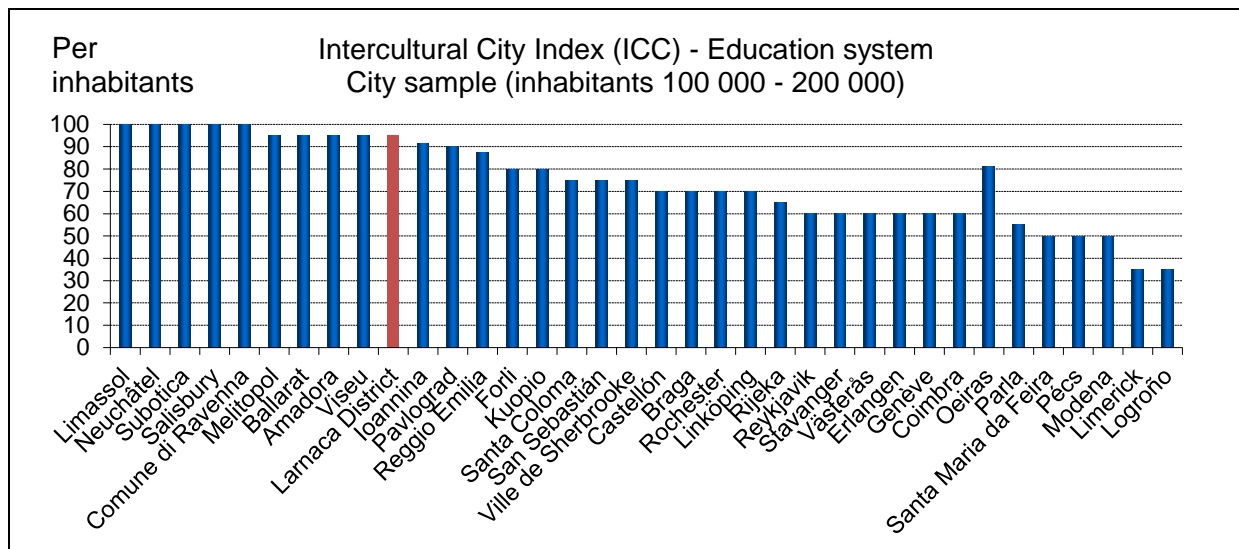


## EDUCATION

Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily at the national or regional level, local schools can look at alternative and innovative ways of providing opportunities for children of different cultures to

build trust and mutual respect, and create thereby favourable learning conditions for all pupils, irrespective of their nationalities, origins, languages, sexual orientation or gender identity, religions/beliefs. From the intercultural perspective, cultural and other diversities, including multilingualism are treated as positive opportunities and are nurtured accordingly. Intercultural schools also consider parents of pupils with migrant/minority backgrounds on an equal basis as other parents. They take steps to ensure that all parents overcome any reluctance they may have in engaging with the school and give them in this way the possibility of playing the educational role usually expected from parents.

Larnaca District achieved a rate of 95%, which is higher than the city sample's achievement rate of 69% and significantly exceeds its 69% scored in the 2022 ICC Index This shows great efforts and actions in the field of education.



Larnaca District schools actively promote inclusivity and intercultural integration through a combination of national policies and local initiatives. The student population in primary schools is notably diverse, with children from various ethnic and cultural backgrounds learning together. However, the composition of teaching staff only partially reflects the city's demographic makeup, highlighting room for improvement in teacher diversity. Schools in Larnaca make significant efforts to involve parents from migrant and minority backgrounds in school life. For instance, they provide translated school rules and engage parents through intercultural activities such as festivals, artistic events, and cooperative projects. A notable example includes the Armenian Nareg School, which preserves and promotes the Armenian language through tailored educational measures developed in collaboration with the Armenian community.

Intercultural projects are frequently organised in schools, showcasing diverse cultures, identities, and traditions through creative classroom activities, cultural exchanges, and multimedia initiatives. For example, the Ministry of Education's dedicated [web page](#) highlights innovative projects such as a multicultural game by Pervolia School that fosters inclusivity among students of different nationalities. Furthermore, Cyprus has implemented policies to prevent segregation and promote ethnic mixing in schools. National regulations require children to attend their nearest school, limiting the risk of ethnic concentration. The [D.R.A.S.E.](#) initiative, supported by the Ministry of Education, offers services targeting migrant families, including psychosocial support, experiential workshops, and educational resources, ensuring successful integration and equal opportunities for all students. These efforts underscore Larnaca's commitment to fostering an inclusive and culturally rich educational environment.

### Suggestions

Larnaca District has developed a numerous number of measures to incorporate intercultural perspective in school and education. The high score reflects a great effort in making this happen. However, the District could be inspired to further encourage parents with migrant and minority background in school activities, especially encouraging those schools who are not involved in such activities yet. Moreover, there is also room for improvement to further foster a greater representation of the existing diversity through teachers and reinforce their intercultural capacities.

An example that can be of inspiration is the [SAFE project](#), led by the City of Reggio Emilia and supported by various European partners, which aims to enhance the social integration of foreign families, particularly second-generation youth, through school involvement. By focusing on the role of schools in promoting inclusion, SAFE encourages collaboration among public servants, intercultural mediators, school principals, and families. The project seeks to identify and share best practices for supporting foreign families, facilitating dialogue, and implementing policies at both national and European levels. Co-financed by the European Fund for the Integration of non-EU immigrants, SAFE fosters cross-cultural exchanges and partnerships across Italy, the UK, and other European cities, with the goal of improving educational processes and policies for social inclusion.

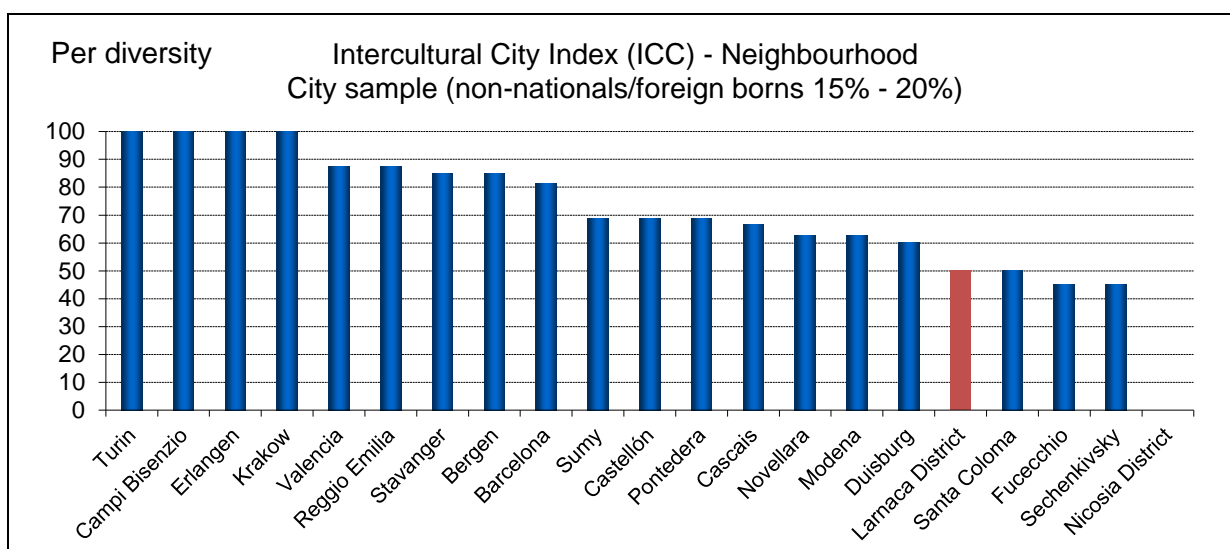
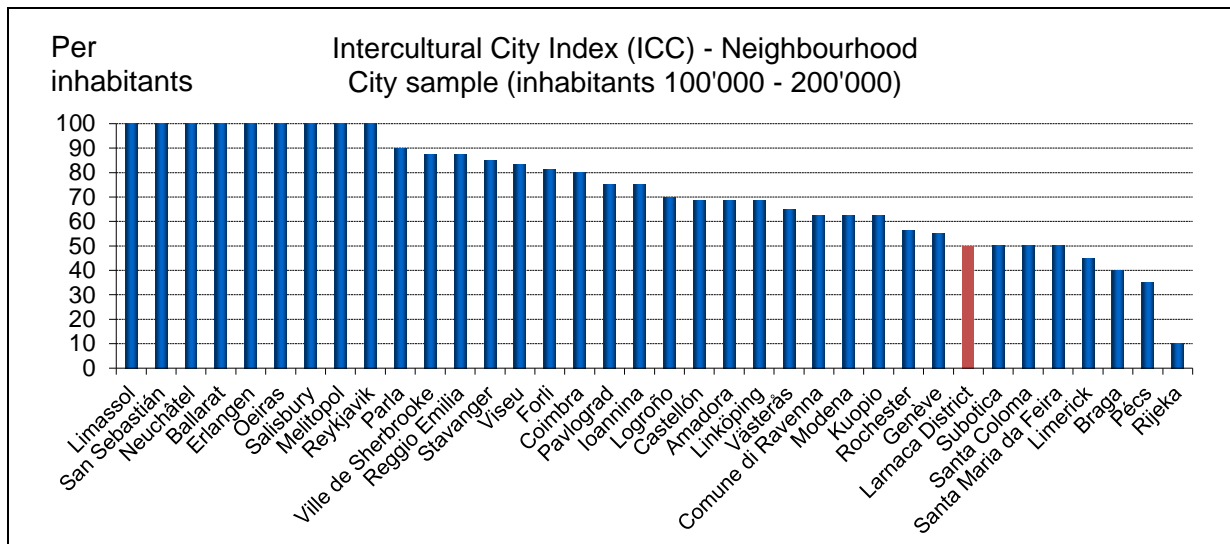
In Strasbourg (France), there is the Equality Space (Espace Égalité), a one-of-a-kind experience for children and young adults to get familiar with 26 discrimination criteria and fully understand the impact of discriminatory behaviours so to prepare to counter those. It is an interactive and playful experience to confront children, youngsters and adults with real situations of discrimination, so to develop their critical thinking. The "Espace Égalité" is composed of different rooms and spaces where visitors are invited to live different experiences linked with equality of with discrimination, while accompanied by skilled personnel who mediate and facilitate all the interactions. Since 30 September 2019, the Equality Space has become an all-year-round experience, having been allocated a permanent space by the city of Strasbourg. The project is currently coordinated by the anti-discrimination department of the city of Strasbourg, in partnership with various community services (including the Directorate of children and education) and other local stakeholders and associations, and with the support of the Academic Directorate of the Departmental Service of National Education and Urban Policy.

## **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.*

Larnaca District achieved a rate of 50%, which is lower than the city sample's achievement rate of 68%, and also lower than its results of 69% in 2022.





Larnaca is actively fostering diversity and inclusion through various initiatives aimed at promoting interaction among residents of different migrant and minority backgrounds. While the city does not currently have a specific policy to address ethnic concentration, it encourages community engagement across neighbourhoods. Notably, the [Mahalart](#) cultural festival, introduced by Larnaca 2030, focuses on bringing attention to the city's less visible neighbourhoods by offering a platform for co-created art and performances, fostering inclusivity and cultural democracy. Additionally, the "[Follow the Music](#)" program invites professional musicians to perform in lesser-known areas, encouraging residents from diverse backgrounds to explore and connect through music. The city also supports community-building efforts, such as [OASIS](#), a civil society organization that aids refugees, and local events organized by municipalities and the Red Cross, where residents can exchange goods and foster a sense of belonging. These initiatives work to strengthen social cohesion and promote positive interaction across cultural and ethnic divides.

### [Recommendations](#)

The Larnaca District has many initiatives in place to foster cohesion and interculturalism in neighbourhoods, however some examples of other cities might be of inspiration for example:

[The XEIX project](#) aims to foster intercultural relations and strengthen neighbourhood identity in multi-ethnic districts by promoting collaboration among local businesses, particularly in combating misinformation about the Chinese community. Launched in 2012 by the Eixample District and the Eix Fort Pienc Traders' Association (ACEFP), the project encourages shopkeepers to join the association for mutual benefit, offering access to valuable information,



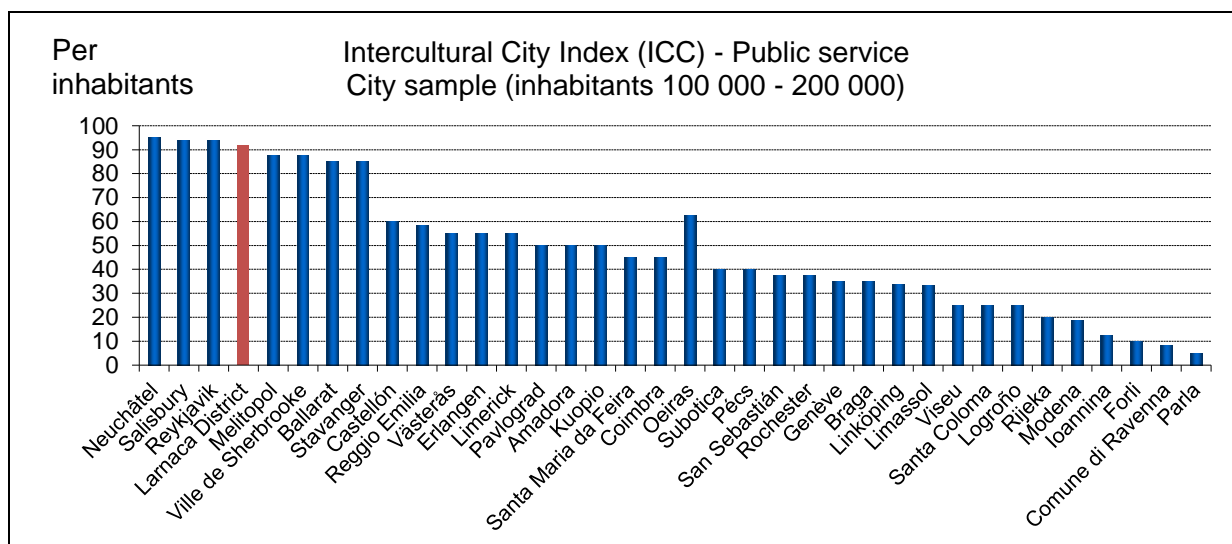
advocacy, and training. Initially, it was challenging to convince shopkeepers to engage, but through events like fairs and festivals, they began to recognize the social and economic advantages. The association also provides tailored training for Chinese-origin shopkeepers, addressing their specific needs, and has created "Diverse Routes" to allow visitors to explore Chinese cultural businesses while learning about their migration history.

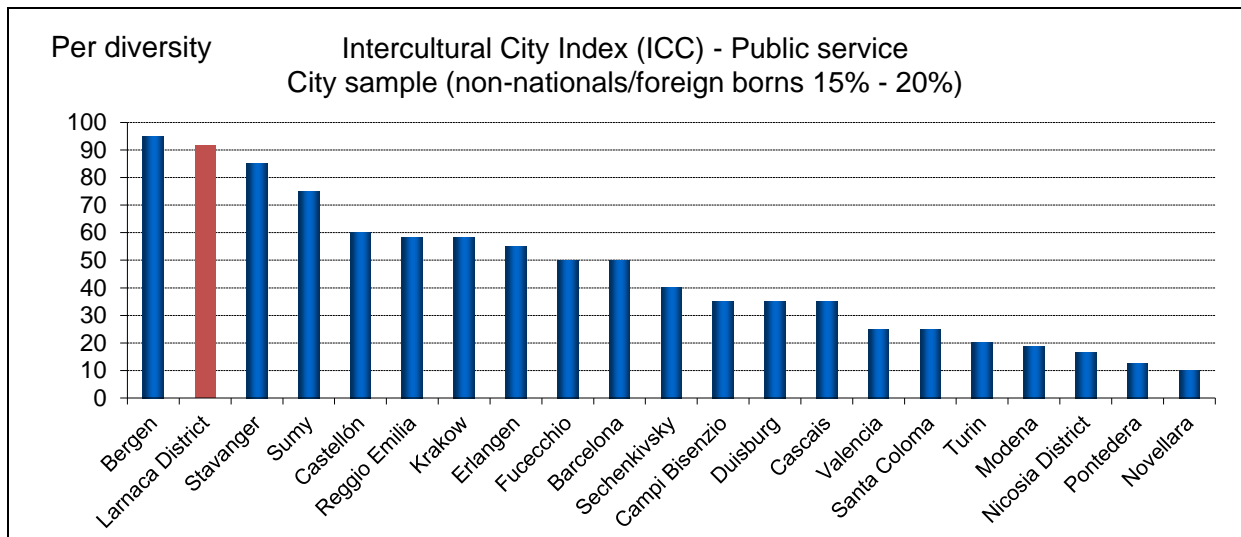
Another example to explore could be to foster interaction in neighbourhoods through sports. For example, Bradford's (United Kingdom) "[Fans for diversity](#): inclusion through a community of football supporters" project might be of inspiration. The Bangla Bantams, a Bradford-based supporters group founded by Humayun Islam, is pioneering diversity and inclusion in football by involving local Bangladeshi women in supporting Bradford City Football Club. Through partnerships with the club and support from former footballer Anwar Uddin, the group fostered community ties, breaking down barriers through shared food and experiences at matches. The Bangla Bantams have inspired similar groups at other clubs and won several awards, including the Football Supporters Association's Fans for Diversity Award. In partnership with Bradford Council, BEAP secured funding for a new sports complex to offer local youth opportunities in football and other sports, while also creating a Fan Zone for Bradford City fans. These efforts are revitalizing Bradford's communities, promoting inclusion, and empowering residents to drive positive change.

## 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.*

Larnaca District achieved a rate of 92% which is considerably higher than the city sample's achievement rate of 47%. This reflects Larnaca's excellent measures in this field.





Larnaca clearly shows a commitment and clear action in the field of interculturalism and public services. The District's responses highlight Larnaca's efforts and limitations regarding diversity and inclusion in workforce representation and public services. While public employees with migrant/minority backgrounds are present, they are primarily found in lower hierarchical levels, reflecting partial progress. The city lacks a recruitment plan specifically aimed at promoting diversity at higher administrative levels, as employment policies are governed by national legislation. However, there is recognition of the value of intercultural competencies and language skills in optimizing public services, ensuring that recruitment aligns with the legal framework favouring local talent when suitable candidates are available.

Larnaca also encourages private sector diversity indirectly through legal frameworks, such as the [Equal Treatment Employment and Occupation Law of 2004](#), which prohibits workplace discrimination on various grounds, including race and religion. Although no direct municipal actions are undertaken to foster intercultural competence in private enterprises, diversity promotion aligns with overarching national anti-discrimination policies. Furthermore, the city provides inclusive public services catering to the diverse cultural and religious needs of its residents, such as accommodating religious dietary customs in school meals and offering burial services aligned with specific faiths, exemplified by facilities serving the Jewish and Armenian communities.

### Suggestions

Although Larnaca's score in this field is well above the city sample, there is always room for improvement and opportunities to draw inspiration from best practices elsewhere. For instance, Larnaca could implement measures to promote workforce diversity across all hierarchical levels in public services. Additionally, the city could enhance its employment policies by broadening dissemination channels to ensure job opportunities are more accessible to a wider and more diverse audience.

Some examples that can be of inspiration may be for example, In Leeds (United Kingdom), a group of the thirteen largest (primarily) public sector employers, including the city council, local universities and Yorkshire Water, have formed the [Inclusive Anchors Network](#), with a focus on driving inclusive growth across the city. As part of this, in partnership with the Open Data Institute Leeds, six of these organisations publish regular data on the diversity of their workforce on a publicly available dashboard, enabling employees, service users and members of the public to hold them to account on their diversity commitments. In addition, the local council has collaborated with the organisations Diverse and Equal and Wild Digital and convened the support of a wide range of local digital businesses, to conduct research and develop recommendations to increase diversity in the technology sector. The benefit of this is founded on the understanding that more diversity will lead to greater innovation and growth (the diversity advantage). The recommendations stress the importance of structural change within businesses to improve inclusivity and reduce bias, both in terms of recruitment and management decision-making.

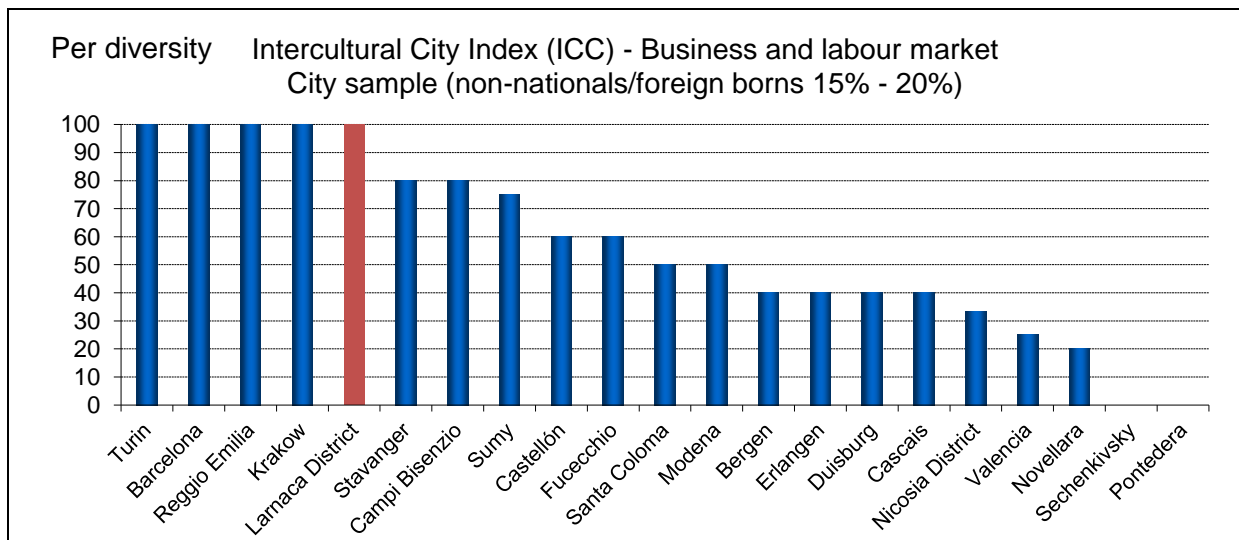
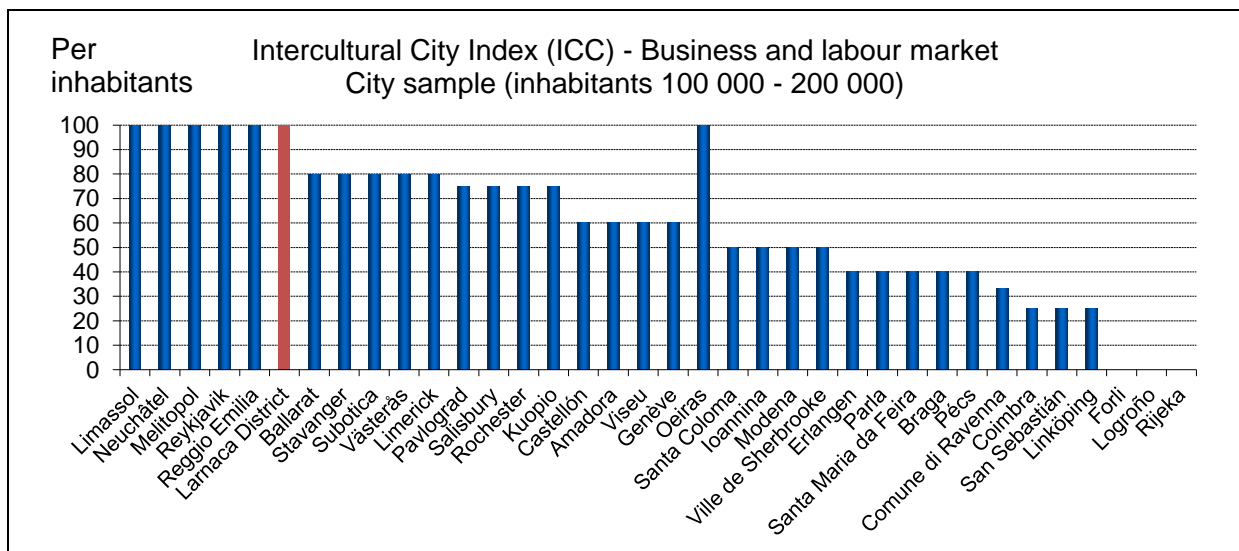
Another inspiring example to improve public services could be the one from Oslo (Norway)<sup>a</sup> and the [OMOD Center](#) for Social Justice, a volunteer organization in Norway dedicated to combating institutional discrimination and promoting race relations. Acting as an ombudsman, it addresses breaches of civil and human rights and evaluates government policies and their impact on minorities and migrants. OMOD challenges conventional views on

integration, emphasizing it as a shared responsibility across Norwegian society. OMOD plays a crucial role in Oslo's voluntary sector, contributing to diversity, combating racism, and improving public service delivery. Its work is particularly significant from an intercultural perspective, addressing systemic issues and fostering inclusion in both public policies and societal attitudes.

## 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.

Larnaca District achieved a rate of 100%, which is considerably higher than the city sample's achievement rate of 53%. The results reflect excellent measures and efforts in the field of business and the labour market.



Larnaca District actively promotes diversity and inclusion in the business sector through various initiatives and collaborations. At the national level, the Cyprus Federation of Employers and Industrialists (OEB) advocates for diversity in employment practices, including the fair treatment of foreign workers, with Larnaca participating in policy discussions to support these efforts. Similarly, the [Pancyprian Labour Union](#) (PEO) has called for a review of employment criteria for third-country nationals, emphasizing equitable practices such as applying the Cost of Living Allowance (COLA) to all workers. These initiatives demonstrate the city's commitment to fostering inclusivity in the labour market.

To encourage ethnic minority businesses to move beyond the ethnic economy, Larnaca supports programs like the [Cyprus Startup Visa Scheme](#), which facilitates the entry and development of startups by non-EU/EEA entrepreneurs, fostering innovation and job creation. Resources such as the [Migrant Information Centre](#) (MIC) assist migrant entrepreneurs with job registration and training, while initiatives like [HelpRefugeesWork](#) provide opportunities for skills development and integration into the broader economy. Furthermore, inclusive business incubators such as [iDesk.Space](#) and the [Youth Makerspace](#) bring together migrant and mainstream entrepreneurs, providing advanced technological resources and hosting collaborative workshops and networking events. These efforts not only bridge gaps between communities but also drive innovation and mutual growth in the local economy.

### Suggestions

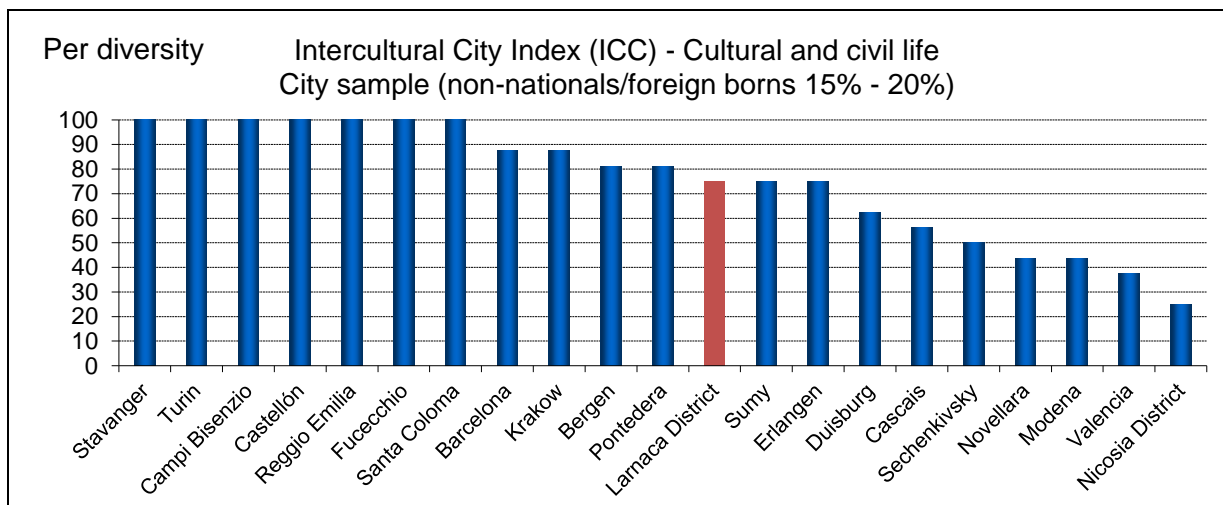
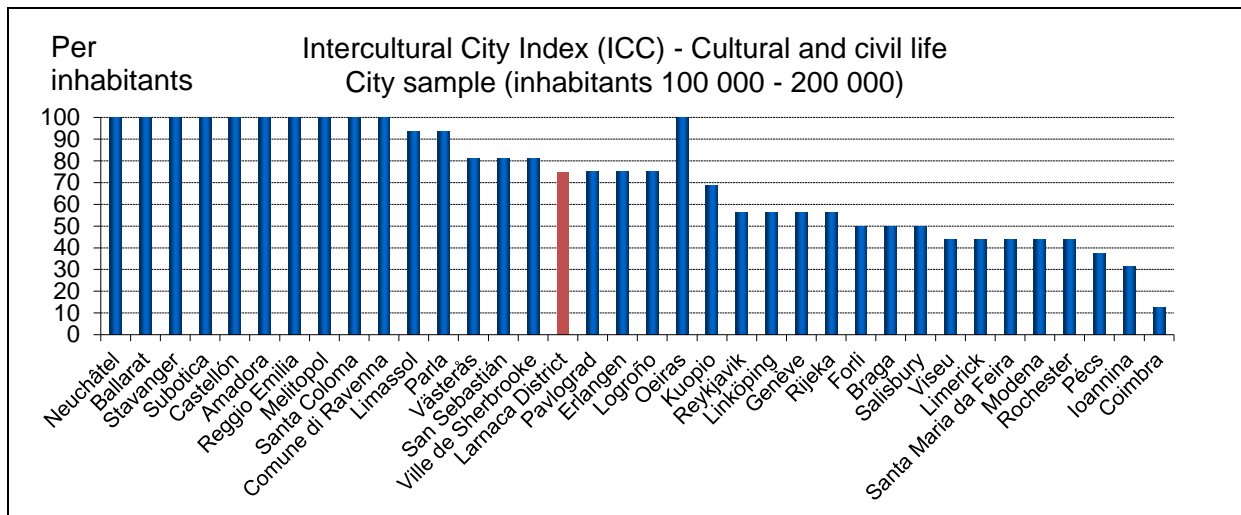
Despite Larnaca District's impeccable score in the field of Business and Labour market, one could always profit from other's inspiring measures. Municipalities in the Larnaca District may wish to explore collaboration with the private sector, creating opportunities for people with migrant or ethnic backgrounds to engage in economic activity. Oslo, Norway, provides a good example through its [OXLO Business Charter](#), 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 to support diversity recruitment, business leadership for diversity, and workplace diversity and inclusion.

Similarly, [VASEK](#) is a regional business and development company owned by the municipalities in the Vaasa region (Finland). A part of VASEK is Startia, that helps people set up their own business. Business guidance is provided in Finnish, Swedish and English. Nearly 20% of the customers have a minority background that are introduced and helped in how to start a business in Finland. Startia is part of the national Agency that consist of 30 Agencies that covers over 80% of the Finnish population. Actions are taken to raise awareness about entrepreneurship and entrepreneurship as an alternative to employment and integration and to raise awareness about and to exclude discrimination on the labour market. Another significant organization promoting and supporting entrepreneurs in general is Suomen Yrittäjät that is an interest and service organisation for small and medium-sized enterprises (SMEs) from around entire Finland and their owners.

## **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.*

Larnaca District achieved a rate of 75%, which is slightly higher than the city sample's achievement rate of 71%, but lower than its score of 88% in the 2022 ICC Index.



Larnaca District demonstrates a strong commitment to fostering intercultural interaction and cultural diversity through various initiatives and events, despite not using interculturalism as a criterion when allocating municipal funds. The District regularly organises activities in arts, culture, and sports to encourage connections between people of diverse ethnic and cultural backgrounds. Examples include the Intercultural City Walks under the Intercultural Cities programme and events like the Europe Day celebration on May 14, 2023, featuring traditional lullabies from multiple European countries. Another initiative, [Needle](#), brought together artists and residents through public discussions and storytelling, promoting cultural exchange and understanding.

The municipality also supports cultural organizations in addressing diversity and intercultural relations through its flagship program, *Larnaca 2030*. As a result of a [public consultation](#) and co-creation process, this initiative prioritizes multiculturalism by funding culturally hybrid events, such as the [Mahalart](#) festival and [Larnaca Story Fest](#), which provide platforms for personal storytelling and collaboration among diverse communities. Public debates and workshops are also central to the program, with events like the "[All Together for the European Capital of Culture](#)" and public consultations with local artists fostering inclusiveness and sustainability. These efforts collectively enhance the city's cultural diversity and promote dialogue, making Larnaca a hub for intercultural engagement.

### [Suggestions](#)

Despite Larnaca's high score in this field, there is still room for improvement for example by using interculturalism as a criterion when allocating funds to associations and cultural initiatives. Moreover, other cities' actions related to cultural and social life may be of inspiration.

One such example is the canton of Neuchâtel (Switzerland) that has implemented a [cultural participation initiative](#) as part of its intercultural strategy, emphasizing diversity, equality, inclusion, and participation. In partnership with

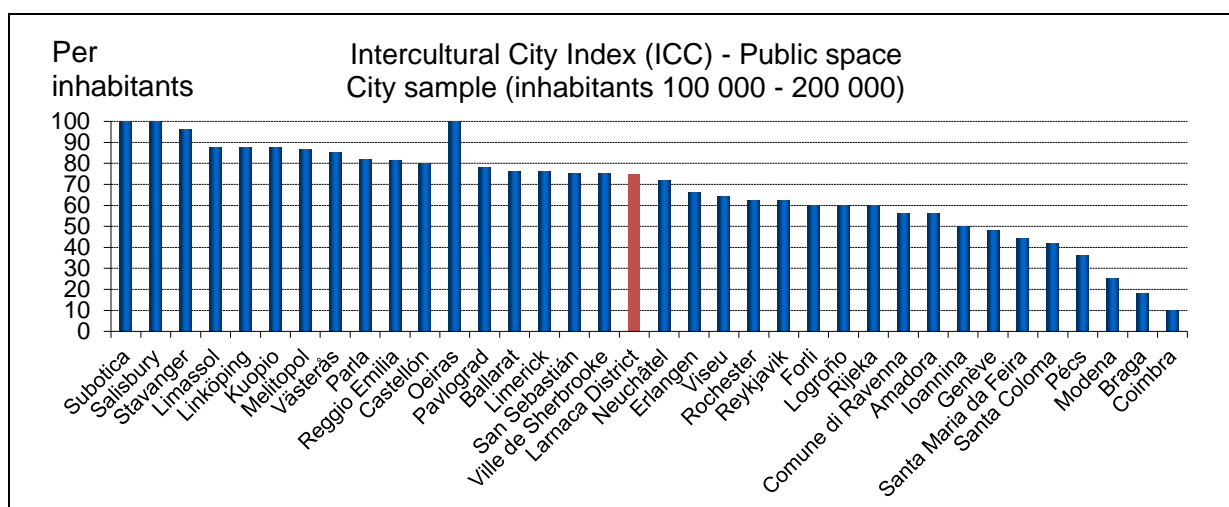
the city's social cohesion department and museum institutions, the project aims to promote cultural integration and equal access to culture for refugees. Refugees proficient in French are trained to become bilingual educators within ESPACE (Espace Social Professionnel Acquisition Compétences Expériences), where they teach fellow refugees about the historical and cultural context of the region. This process not only fosters knowledge and skills but also enhances oral and written French proficiency.

The City Council of Limassol (Cyprus) promotes access to culture for the whole population with a broad programme of free events and activities. The City Council uses interculturalism as a criterion when allocating funds to associations and initiatives. Limassol also has a policy to facilitate and support cultural manifestations and organisations founded by migrants. These organisations can address the municipality through the Intercultural Council and obtain various benefits including logistic support. This was the case, for example, for the [Vietnamese Festival in February 2019 and 2020](#) which enjoyed the participation of 7,000 participants of Vietnamese origin who are currently residing in the cities of Nicosia and Limassol. The city regularly organises, co-organises, or supports intercultural festivals and other activities which encourage people from different ethnic backgrounds to interact. The [“Musical Footprints” Festival](#) held on the central Heroes Square has become a tradition. The initiative has a successful track of twelve years of intercultural dialogue and cooperation among organisations, third country nationals who live and work in Cyprus and the civil society of Limassol. Regular public campaigns related to the cultural diversity and the living together, have been organised jointly by the Intercultural Council and the Municipal Council, as part of the city's Intercultural Strategy 2018-2020. The representatives of the Intercultural Council are regularly invited to public discussions related to various municipal issues such as the creation of the Comprehensive Limassol Strategy and the City Innovation Strategy or for discussing the future of various urban developments.

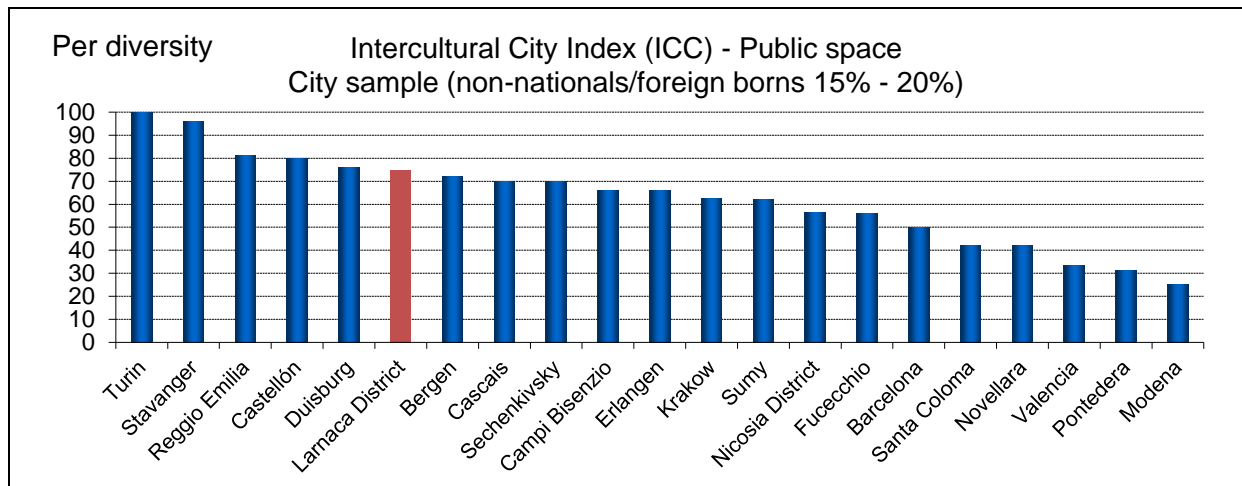
## PUBLIC SPACE

*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.*

Larnaca District achieved a rate of 75%, which is slightly higher than the city sample's achievement rate of 68%, and clearly higher than its 38% score in 2022 ICC Index, reflecting its commitment to fostering intercultural inclusion in Public spaces.







Larnaca demonstrates a strong commitment to fostering intercultural interaction and inclusivity in public spaces. Renovated areas like [Zouchouri Square](#) and its surrounding complex serve as hubs for community engagement, blending historical preservation with modern functionality. The square's transformation, financed through international partnerships, supports cultural activities and events that welcome people from diverse backgrounds. This initiative aligns with the city's broader vision for its candidacy as the [European Capital of Culture 2030](#), where public consultations and inclusive workshops emphasize collaboration and cultural exchange.

Additionally, the city integrates diversity considerations into the design and renovation of public spaces, ensuring accessibility and inclusivity for all demographics. A prime example is the [Zouchouri Mosque](#) renovation, which includes enhancements for people with disabilities and upgraded facilities that respect the site's cultural heritage while meeting community needs. While Larnaca does not have specific policies for reconstructing areas with input from diverse populations or for addressing areas dominated by a single ethnic group, it actively promotes harmonious coexistence and cultural interaction in its urban planning.

### Suggestions

Despite Larnaca's great efforts in the area of public spaces, the city's intercultural perspective can be strengthened by for example working on the consultation mechanisms and ensuring diversity in urban planning initiatives.

For example, to ensure the meaningful involvement of migrant and minority groups in urban reconstruction, Camden (United Kingdom) employs [various consultation methods](#). These include producing area-specific planning guidance and using both digital tools and targeted outreach techniques, such as the Camden Council Community Research Team, to engage under-represented communities. The council also encourages developers to engage with diverse groups during the pre-application process, requiring them to demonstrate their outreach efforts in a Statement of Community Involvement. The Camden Local Plan (2017) serves as the key strategic document guiding the borough's development, shaped by comprehensive research and two rounds of community consultations. This plan includes policies on access, community use, health, wellbeing, and public spaces, all reflecting the needs and desires of Camden's diverse communities.

In Donostia-San Sebastian (Spain), participation and interaction were promoted through renovation of public spaces. This is the case of Tabakalera, 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 use and engage the open spaces envisaged in the building: especially young people in rainy days. The center has been adapting its activities and spaces to these non-planned use from families, youth, etc. 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 to express themselves.

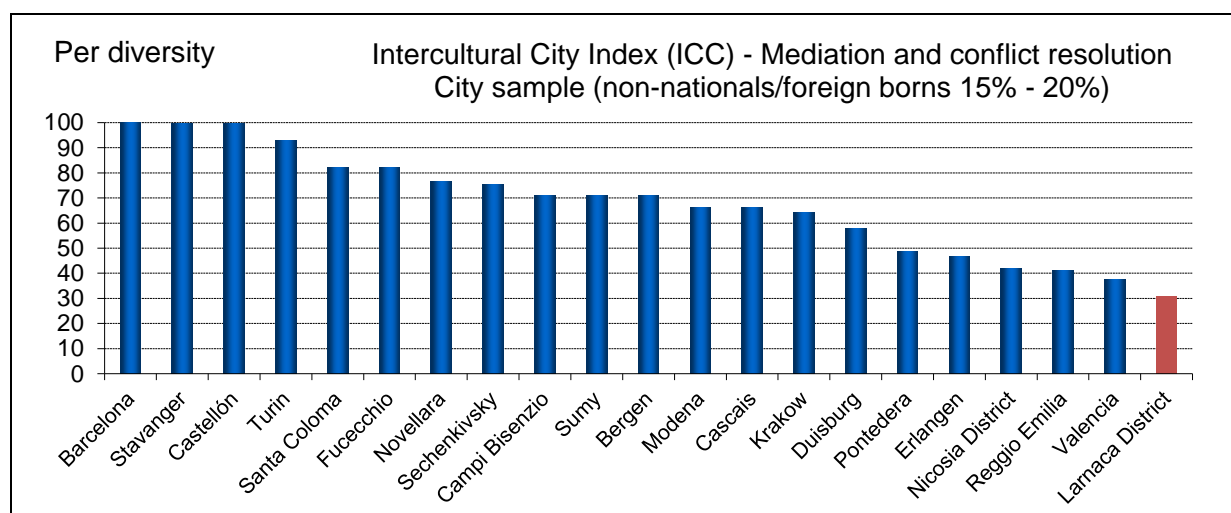
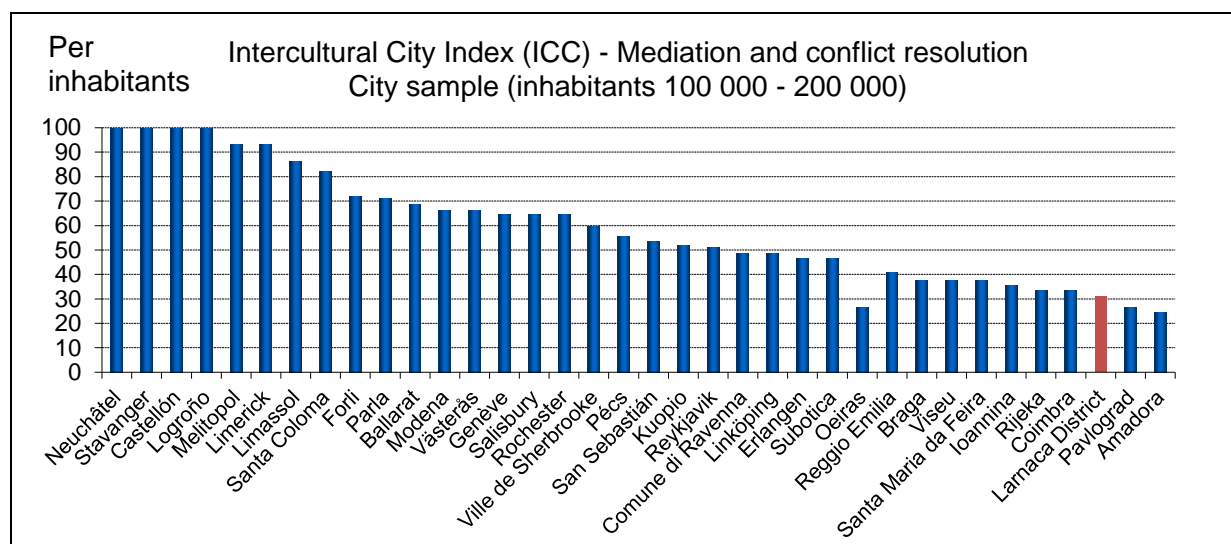
Other valuable ICC resources related to urban planning and public space are available [here](#).



## 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.*

Larnaca District achieved a rate of 31%, which is considerably lower than the city sample's achievement rate of 58%. Despite the efforts made in this field, there is still some margin of improvement.



In Larnaca, intercultural mediation services are primarily provided by the police, who handle conflict resolution through dialogue and cultural sensitivity training, particularly in areas with significant migrant populations. The police assess situations and attempt to mediate disputes, with legal actions taken if necessary. Additionally, organizations like UNHCR and the [Cyprus Refugee Council](#) offer support for conflict resolution.

Regarding inter-religious relations, Larnaca does not have a specific municipal or civil society organization dedicated to this issue. However, the [Religious Track of the Cyprus Peace Process](#) (RTCYP) plays a significant role in fostering inter-religious dialogue and collaboration. RTCYP facilitates cooperation among religious leaders to address issues like access to places of worship and cemeteries, promoting peacebuilding and reconciliation efforts.

## Recommendations

Despite the presence of some national initiatives to deal with mediation and conflict resolution, the district can reinforce and explore possible alliances and synergies with existing national initiatives but at the district level.

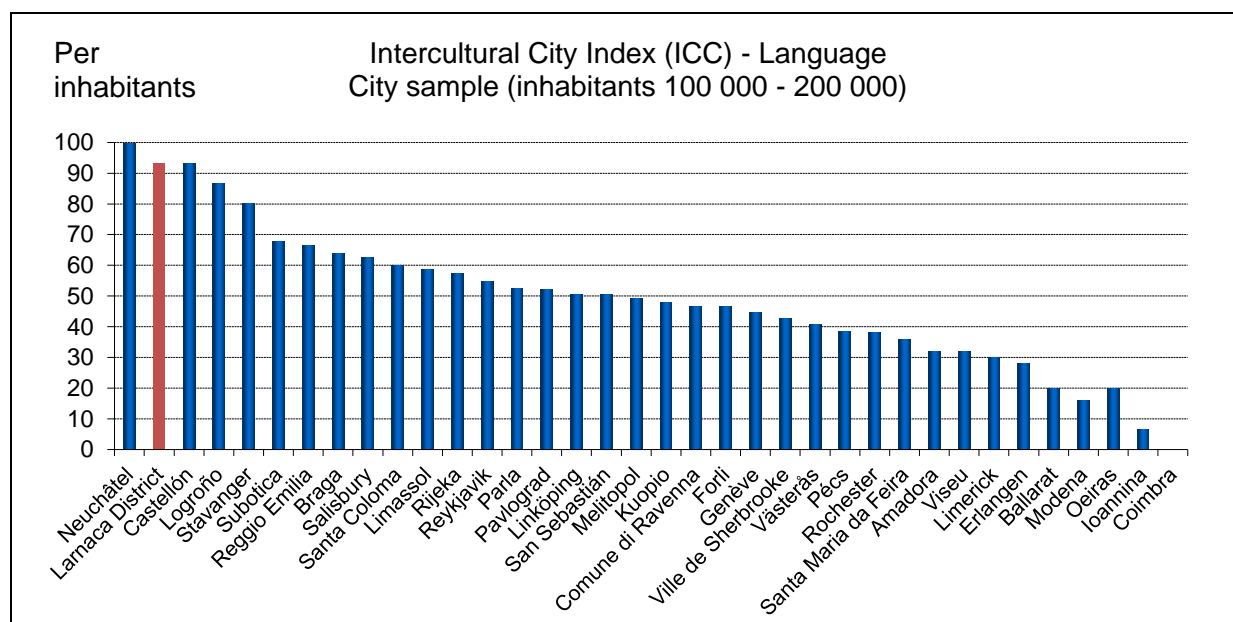
Looking towards other cities for inspiration, there is the example of the city of Bergen (Norway) which has established an effective [municipal mediation service](#) that addresses cultural conflicts. This service, offered by the Community Youth Outreach Unit (Utekontakten), actively works in neighbourhoods and on the streets to engage with residents and address issues before they escalate. In addition to general mediation services, Bergen also provides specific interreligious mediation through the Cooperation Council for Religion and Faith, supporting dialogue between various religious communities and helping to resolve potential conflicts

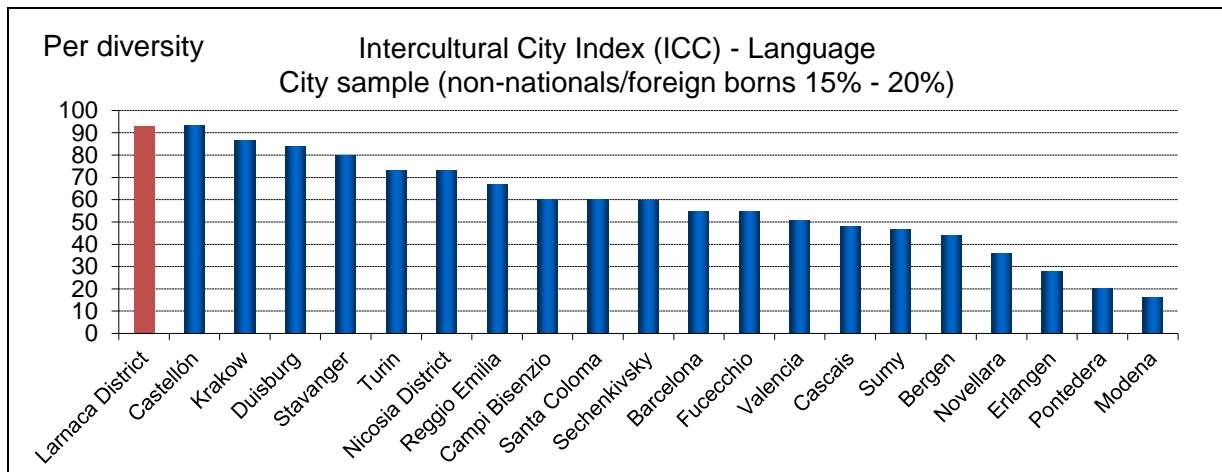
Another example is the one of Sabadell (Spain) which has implemented an [inclusive approach](#) to managing religious diversity in the city. The Department of Civil Rights and Citizenship promotes interreligious dialogue through initiatives such as the "Table of Religious Beliefs" and the "Interreligious Dialogue Group," which fosters discussions and consensus on the management of religious diversity. This approach helps prevent conflicts by promoting mutual understanding and respect among the city's diverse faith communities.

## LANGUAGE

*The provision of courses and other facilities for people with migrant backgrounds to learn the receiving country's language(s) is important to ensure social and economic integration. It does however need to be supplemented with activities which highlight the value of other languages and enable people with migrant origins not only to preserve and transmit their languages to their children and other members of the community, but also to take pride in them as a heritage enriching the local community. An intercultural city promotes multilingualism as a resource for education, business, tourism, cultural life, etc. It underlines the value of all languages present in the city, for instance by giving opportunities to diverse language speakers to express themselves in their mother tongue in public and at cultural events and by promoting all events that offer opportunities for linguistic exchanges and mixing.*

Larnaca District achieved a rate of 93%, which is considerably higher than the city sample's achievement rate of 47%, and also higher than its results of 64% in the 2022 ICC Index, evidencing a general good practice in the area of Language.





Larnaca District and the broader Cypriot educational system offer a comprehensive set of language training initiatives aimed at improving language competencies, particularly for migrant and minority groups. The Ministry of Education, Sports, and Youth provides a tailored approach with transitional classes offering Greek language instruction for migrant children, with 52 classes dedicated to A1 level students, and additional Greek courses for parents available through initiatives like [DRA.SE](#) and the [Adult education scheme](#) at the Kofinou Refugee Reception Centre. These programs, which include both regular and intensive language classes, form part of a broader intercultural model to facilitate the integration of migrants into Cypriot society.

The city also supports the use and awareness of migrant and minority languages by funding various media initiatives. For example, Cyprus Broadcast Corporation (CyBC) offers programming in Turkish, Armenian, and Cypriot Maronite Arabic. This support helps preserve these minority languages and promote their use in public life, facilitating their cultural integration. These media programs play a critical role in enhancing language education and promoting the visibility of minority communities in Cyprus.

In addition to media support, Larnaca is part of national efforts to protect and promote migrant and minority languages through cultural and legal frameworks. Cyprus has signed and ratified the [Framework Convention on National Minorities](#) and the European Charter for Regional or Minority Languages, committing to preserve languages such as Cypriot Maronite Arabic and Armenian. Through these policies and various educational initiatives, the city is actively contributing to the protection and positive promotion of migrant and minority languages, fostering a more inclusive society.

### Suggestions

The high score in this field indicates that there is a lot being done in the area of Languages. In fact, Larnaca District is at the vanguard of language activities. However, despite the great work in the field there is room to be inspired by other cities language initiatives, for example, by raising awareness on migrant/minority languages.

For example, the project "[Learn Arabic!](#)", conducted in Reggio Emilia (Italy) initiated by the Intercultural Centre Mondinsieme, in collaboration with the local health authorities, aims to improve communication and understanding between migrant populations and health services. By offering Arabic language courses for non-Arabic speakers, it helps address communication gaps, ensuring that migrants can access healthcare more effectively. Additionally, the program provides basic Italian language courses specifically for mothers of children attending primary schools. This supports better integration by enhancing their ability to communicate with teachers and participate in their children's education. In Reggio Emilia, the project takes a comprehensive approach by offering language support for both children and their parents. In two schools, migrant children are taught in their native languages, which helps them maintain cultural ties and language skills. Meanwhile, their parents are provided with Italian language courses to improve their integration into Italian society. The program also offers summer activities for youth who have limited proficiency in Italian, aiming to prevent social isolation and help them integrate into their secondary schools. These efforts work together to reduce language barriers, foster social inclusion, and support the academic success of migrant youth, thereby enhancing their overall integration into the community.

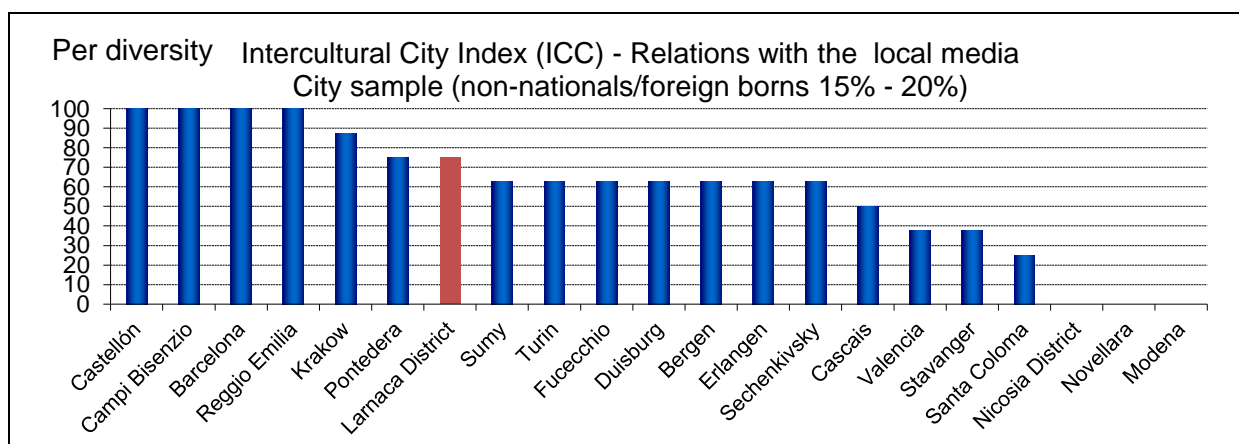
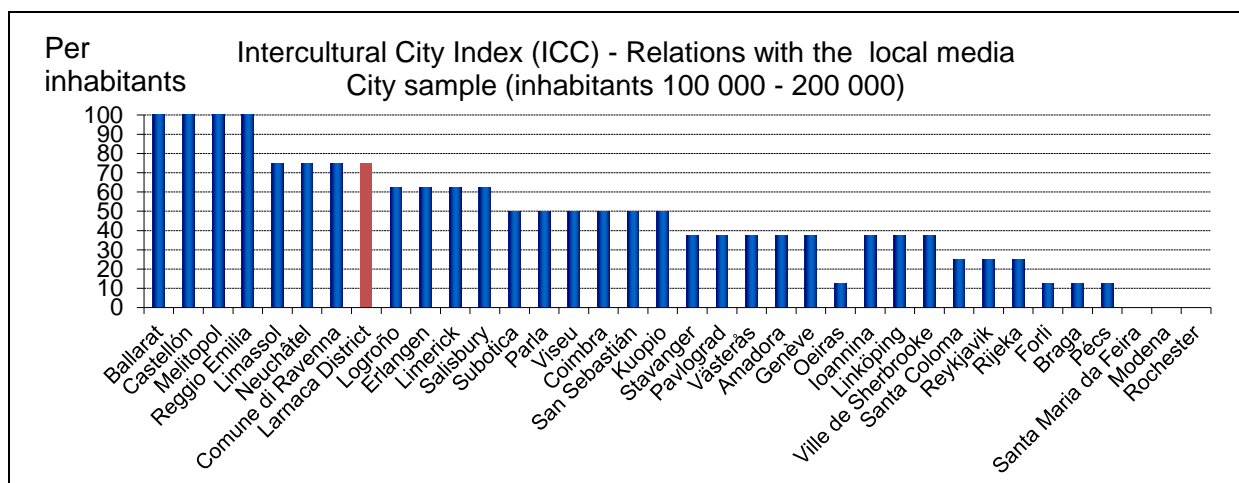
Another example is "[Identity Map: The language of Dissent](#)" project carried out in September 2017, the city of Lutsk in Ukraine. The project used an artistic performance to address racial, gender, and sexual discrimination and promote inclusivity within its community. During the International Theatre Festival "Mandrivnyi Vishak," the city

invited an LGBT artist to perform "Identity Map: The Language of Dissent," a provocative piece where the artist allowed the audience to scratch words or messages, both positive and negative, on his uncovered body. These messages reflected the stigmatization faced by people based on their gender, sexual identity, race, or social status. The performance aimed to give the audience a tangible experience of how harmful language can be, while also promoting understanding and tolerance. It sparked significant discussions among viewers, highlighting the importance of confronting discrimination in all forms and fostering a spirit of inclusiveness in the community. As a result of the impact, Lutsk decided to regularly include LGBT themes in future community events and ICC (Intercultural Cities) gatherings in Ukraine, with the goal of spreading this practice to other ICC-UA city members.

## 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.

Larnaca District achieved a rate of 75%, which is considerably higher than the city sample's achievement rate of 47%, and clearly higher than its 13% scored in the 2022 ICC Index. This result shows up a general good practice in the area of media and communication.



Larnaca District has developed a comprehensive communication strategy within its Intercultural Integration Strategy (2023-2025) to improve the visibility and representation of people with migrant and minority backgrounds in the local media. This strategy acknowledges the importance of media in fostering intercultural integration and

public understanding. Key actions include collaboration with the University of Central Lancashire (UCLAN) to create ethical journalism guidelines, workshops on intercultural competence for media professionals, and strengthening the municipality's relationship with local press. The strategy aims to promote a positive and inclusive portrayal of migrants, which will be implemented in November 2023.

The city's PR department is also instructed to regularly highlight the advantages of diversity in various communications. While it does not have an external body monitoring social media, it actively engages with local media when negative stereotypes are perpetuated. For example, in April 2023, Larnaca, along with other municipalities, issued a public declaration against discriminatory rhetoric in local media. Furthermore, the municipality's Press Office and members of the Intercultural Network for Larnaca engage in ongoing discussions to address and challenge negative portrayals.

### Suggestions

Although Larnaca District exceeds the city sample in this area, there is potential for further improvement. For example, the district could consider implementing measures to monitor how social media represents people with migrant or minority backgrounds. Additionally, providing support for online media start-ups led by journalists from migrant or minority communities could help foster more inclusive and diverse media representation.

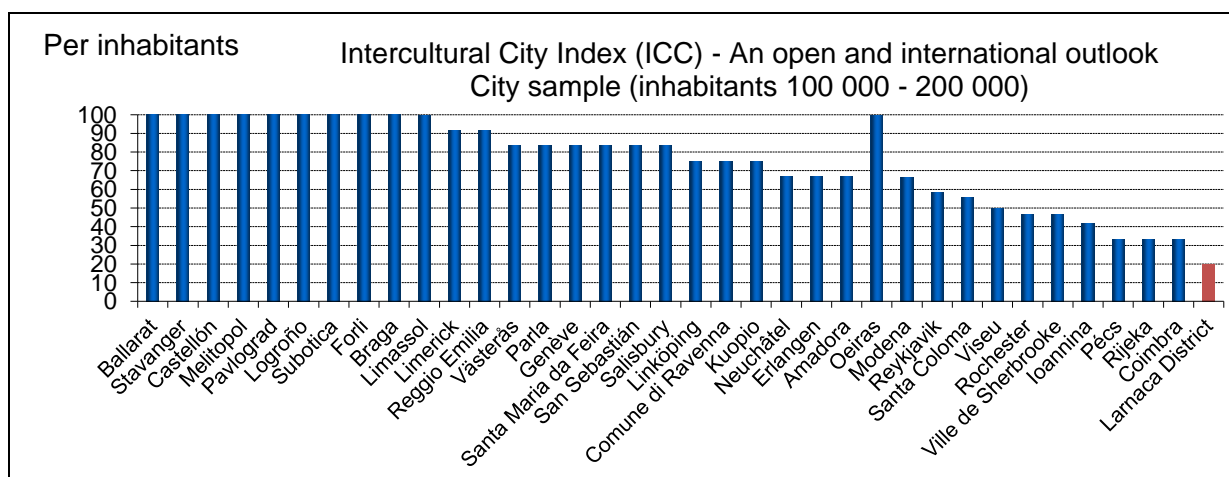
During COVID, the City of Erlangen ( Germany), made a point of uplifting the stories of contributions by people with migrant backgrounds via [their website and communications](#). These ranged from sewing and donating masks, to video keep-fit courses, helping neighbours to shop, telephone counselling, and cooking for the Erlangen hospitals. This is similar to the [2020 UNHCR video](#) that uses a narrative of refugee 'heroes' but includes in the montage not only images of life-saving refugee doctors but also refugees going to the supermarket for elderly neighbours or undertaking other everyday acts of kindness.'

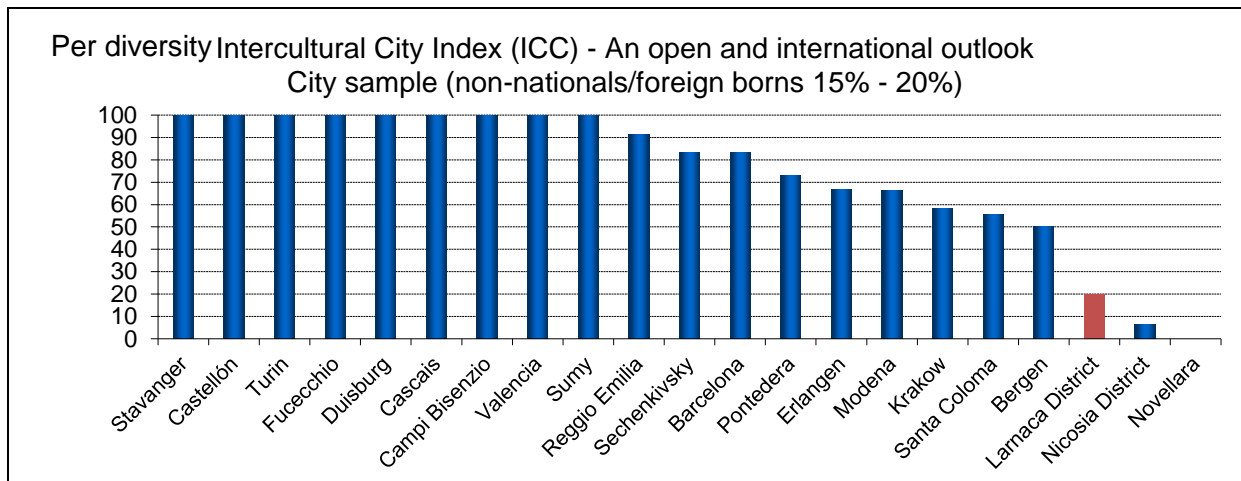
Otherwise, an example of city's support in creating an online safe space for journalists of migrant origin is the "Maison des journalistes (Journalists' House)" - an initiative implemented in Paris (France) which supports refugee journalists. The organisation helps them through all the stages of their asylum process and gives them the means to continue to produce written and audio-visual information materials freely on its [website](#).

### INTERNATIONAL OUTLOOK

*Although cities have little or no competence in foreign policy, they can actively seek to make connections in other countries to develop business relations, exchange knowledge and know-how, encourage tourism, or simply acknowledge the ties the city may have elsewhere. An intercultural city actively encourages interactions with the outside world and in particular with the cities, regions or countries of origin of its inhabitants.*

Larnaca District achieved a rate of 20%, which is considerably lower than the city sample's achievement rate of 67%, and clearly lower than its score of 92% in the 2022 ICC Index. In this context, there is space for improvement.





Larnaca District does not currently have an explicit and sustainable policy dedicated to encouraging international cooperation in economic, scientific, cultural, or other areas. There are no specific financial provisions allocated to reinforcing international cooperation, nor does the city engage in formal actions such as signing collaborations with foreign cities or organisations. Larnaca also does not have established actions aimed at developing international connections, such as offering internships or facilitating regular contacts with twin cities.

However, Larnaca actively reaches out to foreign students and youth groups through exchange programs. Local colleges and universities, including UCLan Cyprus, organize events such as Open Days where foreign students are introduced to entry requirements, scholarship opportunities, and career prospects. These events, led by student ambassadors, also offer campus tours and share student experiences, helping newcomers integrate into the local community. Furthermore, the universities provide essential support services, including job search assistance and housing guidance after graduation, ensuring that foreign students feel welcomed and well-supported during their time in the city.

Despite these efforts, Larnaca does not currently seek to develop business relations with the countries or cities of origin of its diaspora groups, and there is no active engagement in fostering business partnerships with these communities.

### Recommendations

To improve performance in the field of International Outlook, Larnaca could strengthen its international presence by creating an explicit policy for international cooperation, supported by dedicated financial resources. The municipalities in the district should also take steps to develop international connections, such as signing collaboration agreements, offering internships, and engaging with twin towns. Additionally, they could foster business relations with the countries or cities of origin of its diaspora groups. This could involve diaspora entrepreneurs in international visits, forging business partnerships, and supporting organizations that seek to build connections, thus promoting economic growth and cultural exchange.

[BizFeira](#) is an online platform launched by the municipality of Santa Maria da Feira in northern Portugal to foster entrepreneurship and internationalization by connecting local business owners with the Portuguese diaspora and the countries of origin of local immigrants. This initiative builds on existing international business partnerships, such as those with Kenitra, Morocco, and other countries like Venezuela, Mozambique, and France. BizFeira serves as a digital business network that promotes local companies, supports investment, and provides training, business opportunities, and job matching. It is part of a broader economic development strategy aimed at leveraging the cultural diversity in the municipality to drive economic growth. The platform has already facilitated over 3,200 support interviews, promoting investments exceeding 270 million EUR, and helping reduce local unemployment from 15% to 5%, creating over 6,000 jobs in the process.

The city of Leeds (United Kingdom) offers a strong example of a strategic and concrete policy for promoting international cooperation in economic, scientific, and cultural areas. With dedicated financial resources, Leeds actively fosters global connections through its International Relations Team, which collaborates with the Visitor Economy, Inward Investment, and other sectors within the Economic Development Unit. The team works across

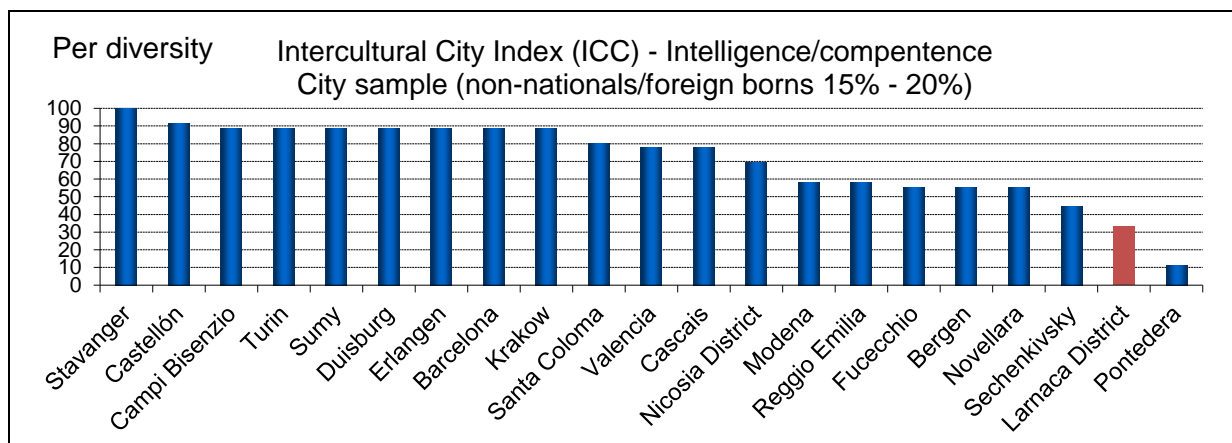
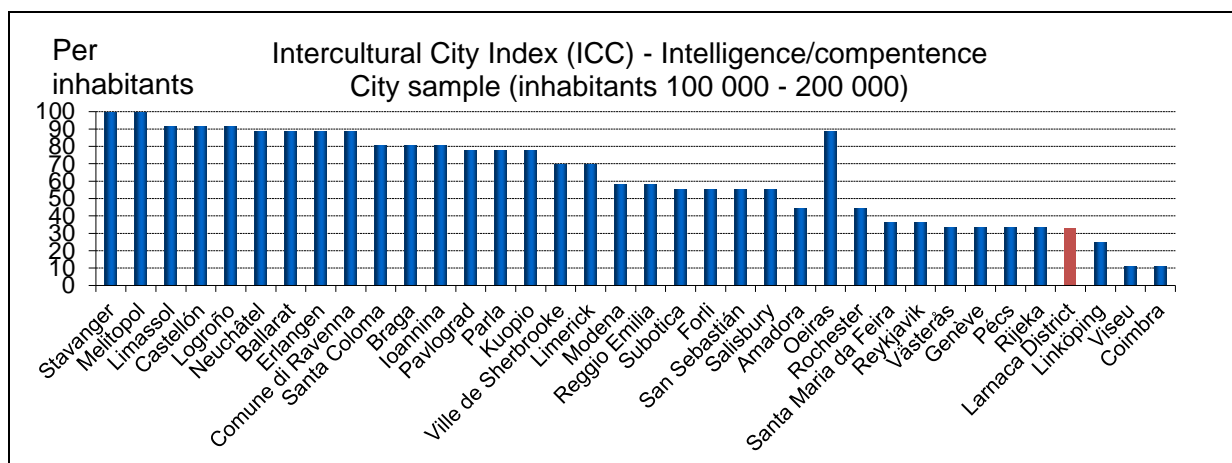


the council, partner organizations, and private sector to promote international engagement and enhance the city's global presence. Additionally, Leeds encourages international collaboration by involving schools, universities, civil society, and businesses, and promotes global citizenship through youth-focused projects. The city's efforts are showcased through the ["Global Leeds"](#) website, further supporting its international initiatives.

## INTERCULTURAL INTELLIGENCE AND COMPETENCE

*Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural "mind-set" which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence require a specific know-how when dealing with unfamiliar situations and not an in-depth and often elusive knowledge of all cultures. Such sensitivity and self-confidence is not commonly-seen. It is a technical skill which can be acquired through training and practice. In an intercultural city, the authorities view such skills as equally important and essential to the good functioning of the city as the other professional and technical skills usually expected from public employees.*

Larnaca District achieved a rate of 33%, which is considerably lower than the city sample's achievement rate of 59%, but a considerable improvement from the 0 scored in the 2022 ICC Index. Although there is progress, the district has room for improvement in the field of data collection.



Larnaca does not currently mainstream statistical or qualitative diversity data into policy formulation, nor does it conduct specific surveys on public perceptions or safety regarding migrants/minorities. However, relevant data is available through the University of Cyprus' 2022 study [on perceptions of refugees and migrants](#), which includes findings applicable to Larnaca.



The city promotes intercultural competence among its staff through initiatives such as anti-rumour training, participation in the Intercultural Cities program, and its Larnaca Intercultural Strategy 2023-2025. Activities include public consultations, city tours highlighting migrant contributions, and questionnaires to engage with both locals and migrants, fostering greater intercultural understanding.

### Recommendations

Despite some efforts being carried out, the District has great potential to improve performance in this area through fostering smaller initiatives to regularly collect statistical or qualitative diversity data.

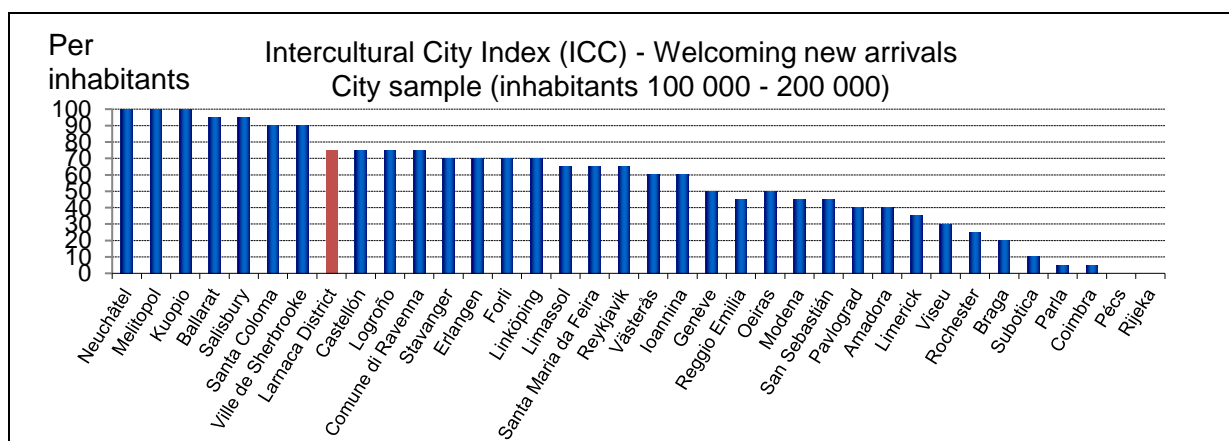
The [Equality Data Strategy](#) in Belgium aims to establish a robust evidence base to effectively address inequality. Led by Unia and the Equal Opportunities Team of the Federal Public Service for Justice, the project adopted a participatory approach involving public institutions, civil society, and academia. It began with a mapping of existing equality data sources through surveys and expert interviews, resulting in a report identifying data gaps and recommendations. A key output was the creation of an online Equality Data Hub, allowing stakeholders to access and utilize data across domains such as employment, education, and health. Deployment focuses on updating and expanding the hub, promoting intersectionality, and raising awareness about the legal framework for equality data. Long-term goals include developing a coordinated strategy through a consultative body, ensuring respect for privacy, transparency, trust, and the participation of affected groups in the data collection process.

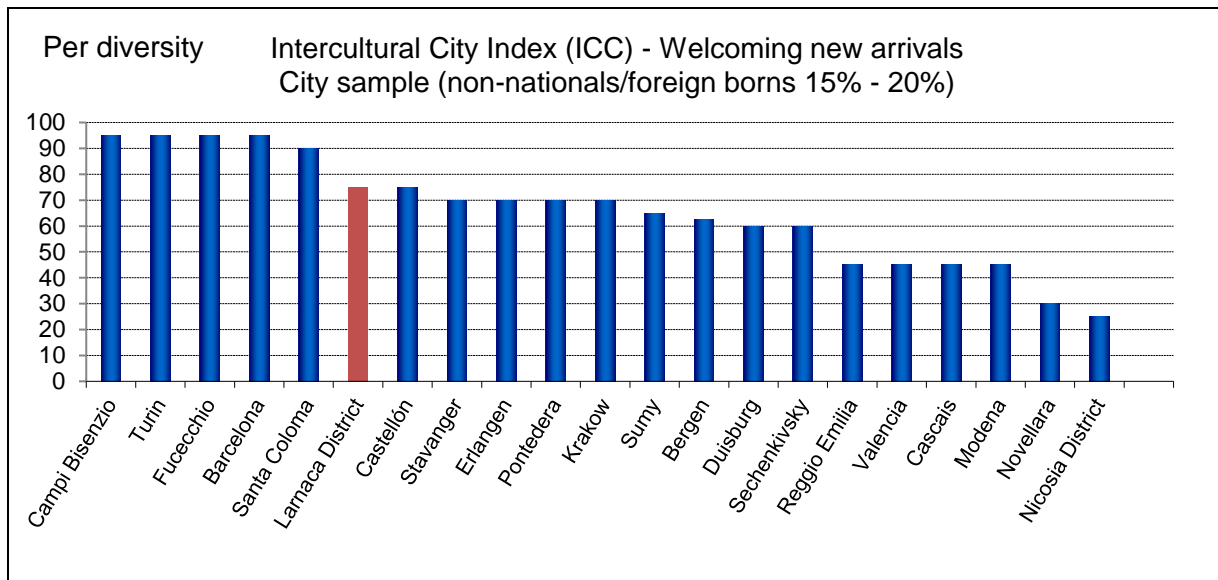
Regarding intercultural training, it could be interesting to check different experiences. [Montreal](#) (Canada) has developed and provided an interesting training initiative on intercultural communication in the workplace. This explores obstacles to efficient intercultural communication in the workplace; 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. Likewise, the [Inclusive Auckland Framework](#) developed in the Australian city of Auckland includes a focus on promoting intercultural competence to create inclusive workplaces and to enable leadership for inclusion. This includes anti-racism workshops and eLearning resources on unconscious bias.

### WELCOMING NEWCOMERS

*People arriving in a city for an extended stay, whatever their circumstances (expats, migrant workers, spouses, refugees, unaccompanied minors, retired persons, etc.), are likely find themselves disorientated. The less familiar they are with the new environment, the more support they will need to feel comfortable and confident enough to start building a new social and professional network. The way in which the city coordinates and effectively delivers various support measures strongly conditions their capacity to integrate or, conversely, their tendency to remain confined to a cultural “ghetto”. This also depends to a great degree on whether the rest of the city’s population is open to the idea of welcoming newcomers in their capacity as residents and citizens or, on the contrary, is accustomed to viewing newcomers as outsiders who pose a potential threat. Again, it is the message the authorities convey on diversity, in communication or through concrete actions, that determines to a certain degree attitudes towards newcomers.*

Larnaca District achieved a rate of 75%, which is higher than the city sample’s achievement rate of 58%, although a slightly lower than its 85% scored in the 2022 ICC Index. The results reflect a lot of great action being taken in welcoming new arrivals and still some room for improvement.





Larnaca has implemented several initiatives to welcome and support newcomers, reflecting its role as a key hub for national migration-related activities. Larnaca has a designated procedure for welcoming new residents and offers a comprehensive information package, although it is not strictly city specific. As part of these efforts, the "[Leaflet for Applicants for International Protection](#)" provides general information relevant to Larnaca District, particularly as it hosts Cyprus's largest refugee camp, the Reception and Accommodation Centre in Kofinou.

Efforts to enhance information dissemination include group sessions conducted by EUAA Info Providers at the Pournara Centre, which cover asylum procedures and reception conditions with interpreter assistance. Although primarily oral, there are plans to provide this information in written form. Leaflets explaining the Dublin and asylum procedures, alongside updated UNHCR materials and [online platforms](#) in English, French, and Arabic, further support asylum seekers and refugees. Additionally, NGOs offer booklets, websites, and other resources tailored to asylum seekers' needs, providing information on rights, obligations, and available support services.

Larnaca also provides targeted services for specific groups of newcomers, supported by both government authorities and civil organisations. These include city walks under the Intercultural Cities program to help migrants feel welcome and connect with local authorities in an informal setting. Family members benefit from language courses and cultural orientation programs, while students and parents are supported with resources and [mentoring programs](#) to ease integration into the school system. Unaccompanied minors receive legal, social, and psychological assistance, while refugees and asylum seekers gain access to housing, job placement programs, and community outreach initiatives.

Furthermore, specialized services are available for other groups, such as elderly migrants, facilitated by organizations like the Red Cross Cyprus, which organizes activities at the Kofinou reception centre, and [OASIS](#), which hosts weekly gatherings for women from diverse backgrounds. However, Larnaca does not currently organize a public ceremony to greet newcomers, although alternative personal and community-based welcoming initiatives are in place.

### Suggestions

The district has many initiatives in place to welcome new arrivals. Still other complementary and specific measures could be considered by for example specialising existing instruments to target specific groups such as for example migrant workers. Moreover, the local authorities in Larnaca District could enhance their welcoming policies by considering several targeted measures. Establishing an inter-municipal body to gather welcome measures or design and distribute district-specific welcome packages could be a significant improvement. Additionally, hosting an annual ceremony to honour individuals and organisations that contribute to interculturalism would increase visibility and motivation for all involved.

An innovative practice that could be of inspiration if from Stavanger, Norway, called "[Eat in Common](#)," could also. This initiative encourages locals, newcomers, and expatriates to connect over shared meals, fostering intercultural



Larnaca also encourages political engagement through initiatives like city fairs, dialogue platforms, and conferences. Mayor Andreas Vyras and other officials have emphasised the importance of integration efforts led by local authorities, particularly given the influx of immigrants. These efforts, supported by the Council of Europe, aim to foster cross-cultural collaboration and empower migrants and minority groups to actively participate in local governance and decision-making. Additionally, programs involving mediators facilitate interaction between schools and migrant families, ensuring their voices are heard in educational and public service settings.

### Suggestion

Larnaca has already come a long way in good practices concerning leadership and citizenship initiatives. To further enhance the participation and engagement of diverse groups in civic and political life, local authorities in the Larnaca District could consider enhancing the organisation of regular or permanent public discussions mechanisms that involve a broad range of stakeholders for example in the framework of the Larnaca Regional Intercultural Network. These discussions would give people from migrant backgrounds the opportunity to voice their opinions, concerns, and challenges, while also fostering a sense of belonging and ownership in the development of the local community. This approach would ensure that all residents are actively involved in shaping the future of their neighbourhoods and society.

For example, in December 2023, the city council of Stavanger established a [Committee for Diversity and Inclusion](#) to enhance migrant participation in politics, civil society, and public life. The committee, composed of nine members (five women and four men) from various immigrant backgrounds, serves as a bridge between immigrant communities and local administration. Its goal is to amplify the voices of migrants, particularly those who are underrepresented, ensuring that everyone has access to the services they need and are entitled to. The recruitment process involved an open call for applicants, with criteria including an international background, a strong commitment to the city, good connections within the immigrant population, and residency in Stavanger. The members, who participate as private individuals and not representatives of any political party or organisation, contribute their perspectives on issues affecting the immigrant population, in line with Stavanger's equality and diversity strategy. The committee's expected impact is to increase migrant representation in public life, ensuring a more inclusive and participatory environment for all residents.

In Geneva (Switzerland), the new roadmap for the 2020-2025 legislature was adopted by the Administrative Council in 2022 under the title "Cultural Diversity and Anti-Racism Policy". It focuses on five priority areas: welcoming, accessibility, non-discrimination, responsibility and participation. Coordinated by the Agenda 21 - Sustainable City department, it was developed jointly with the City of Geneva's Diversity Network (Rédige) and the departments concerned, on the basis of a questionnaire sent to all the departments in the administration. The 2020-2025 roadmap presents the objectives pursued to translate into actions the priorities of the policy on cultural diversity and anti-racism adopted by the Administrative Council.

## **ANTI-DISCRIMINATION**

---

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

Indicators on anti-discrimination have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 57 cities have replied to this new Intercultural Cities Index chapter. Larnaca District's rate of achievement in the field of anti-discrimination is 94%. This supposes a significantly high overall score in this field.





## Suggestions

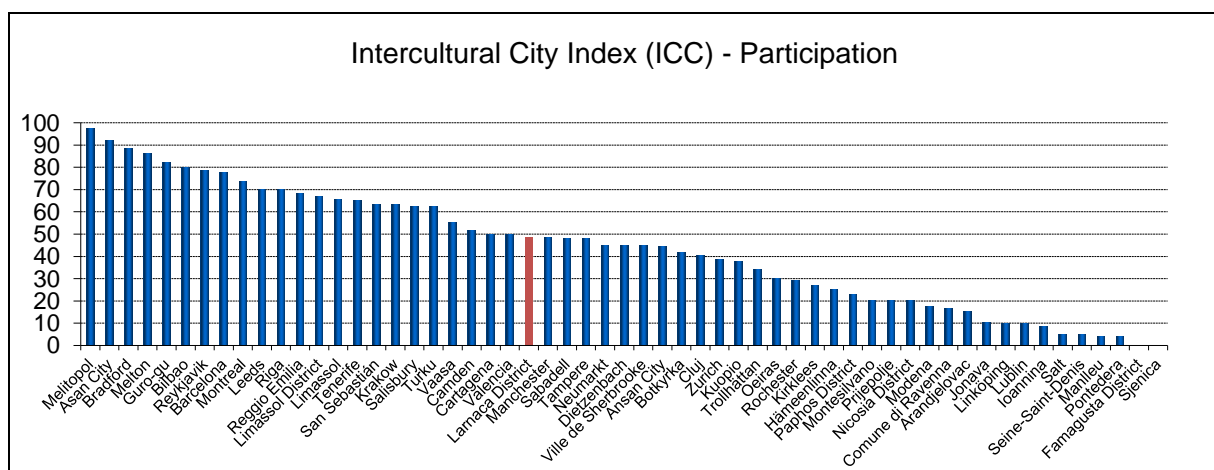
To enhance its approach to combating discrimination, Larnaca District could benefit from conducting a comprehensive mapping of existing anti-discrimination measures at both the municipal and national levels which would provide a clearer understanding of current practices, gaps, and opportunities for improvement. This would allow for a more strategic and coordinated effort across all municipalities. Moreover, taking the action one step further, the district could explore establishing a dedicated district or municipal service in synergy with existing mechanisms to support victims of discrimination would ensure more localized and accessible assistance. This service could work in partnership with national authorities and civil society organizations to offer tailored support and foster greater trust within the community.

For inspiration, the District of Larnaca could have a look at the [Office for Non-Discrimination](#) (OND). Established in Barcelona (Spain) in 1998, the OND serves as a municipal mechanism to address human rights violations and combat discrimination. Open to all residents, the OND focuses on forms of discrimination such as those related to origin, culture, religion, sexual orientation, and gender identity. Enhanced in 2017 under the Barcelona City of Rights Government Measure Programme, the OND adopted updated responsibilities and mechanisms, informed by consultations with City Council services, political groups, and human rights organisations. It also integrates an intercultural perspective, emphasizing diversity and positive interaction as central principles. The OND operates through prevention and guarantee efforts. The prevention efforts include public information, training, and awareness-raising to reduce discrimination and promote rights, supported by a Resource Centre coordinating with human rights organisations. The guarantee efforts provide direct support to victims, offering legal advice, mediation, and strategic intervention in systemic cases. Through the Entities Bureau, the OND collaborates with organisations to share resources and develop protocols to address structural discrimination, ensuring comprehensive support and action across the city.

## PARTICIPATION

*Inclusion, power-sharing and participation are the golden keys of intercultural policymaking. 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, 57 cities have replied to this new Intercultural Cities Index chapter. Larnaca District's rate of achievement in the field of participation is 49%. The results indicate some positive measures in the field and also some room for improvement.



Larnaca has taken significant strides to promote intercultural integration and inclusive participation in its governance processes, primarily through the development of its Intercultural Strategy for 2023–2025. This strategy, created with support from the European Union and Council of Europe joint project and the Regional Intercultural Network coordinator, appointed under the project, Citizen's in Power (CIP), reflects a collaborative process involving Larnaca, Athienou, and Aradippou Municipalities, the Ministry of Interior, and other stakeholders. A series of consultations actively engaged individuals from migrant and minority backgrounds, whose perspectives and contributions were integrated into both the strategy and its accompanying action plan. The process also drew on experiences from previous programming and relevant indices to ensure its comprehensiveness.

To enhance participatory governance, the Regional Intercultural Network provides mechanisms such as public participation forums and facilitates discussions on the intercultural strategy, action plan, and related budget allocations. These participatory mechanisms ensure equitable involvement of all residents, regardless of their backgrounds, in local decision-making processes. While monitoring of migrant and minority participation in governance and ensuring their representation in key institutions are areas still under development, Larnaca is committed to improving inclusivity and representation. Similarly, the city is considering introducing mechanisms to ensure gender equality in organisations contributing to decision-making on inclusion matters, demonstrating its ongoing efforts to foster a fair and diverse governance framework.

### Recommendations

To strengthen its commitment to inclusion and equity, Larnaca should prioritise the development of mechanisms to monitor the participation of residents with migrant and minority backgrounds in decision-making processes and to ensure gender-equality in these. This could involve creating a robust data collection system to track representation and engagement levels.

For inspiration, the Larnaca District could look towards Nantes (France) that has implemented a [participatory budgeting process](#) that actively engages residents from diverse backgrounds, including migrants and minorities, in the decision-making process about how public funds are allocated. This practice allows citizens to propose, vote on, and implement projects that address local needs. By providing accessible channels for participation and ensuring representation from underrepresented groups, Nantes promotes social inclusion and strengthens community cohesion.

As an additional example, Lisbon (Portugal) has set up [intercultural dialogue tables](#), which are regular meetings that bring together representatives from various community organisations, including migrant associations, local government, and other stakeholders. These dialogue platforms provide an open space for discussing issues affecting migrant communities, such as access to housing, healthcare, and education, and allow for co-creating solutions to these challenges.

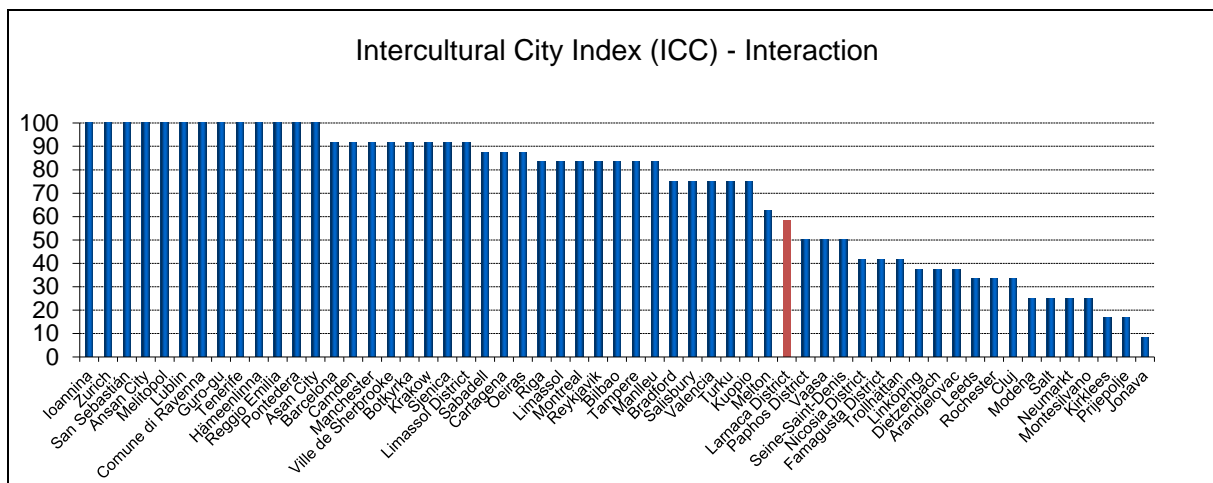
## **INTERACTION**

---

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

Indicators on interaction have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 57 cities have replied to this new Intercultural Cities Index chapter. Larnaca District's rate of achievement in the field of interaction is 58%, showing potential for improvement as well as a notable effort in the field.





The city of Larnaca maintains a list of officially recognised civil society and grassroots organisations that work on intercultural inclusion. However, this list is not publicly accessible and can only be provided upon request by local authorities. The list includes stakeholders that work on various aspects of inclusion, such as migrant status, ethnicity, language barriers, and cultural practices, which are key to addressing the needs of migrants and minority groups. Although the list is maintained, it is not regularly updated or available for public view.

Regarding collaboration with these organisations, Larnaca engages with civil society and grassroots groups through the Intercultural Cities Programme. This collaboration included meetings, training sessions, and public consultations where organisations can contribute to the city's intercultural inclusion efforts. However, this engagement is not yet part of a formalised, structured system of regular communication, though there are efforts underway to improve consistency in these interactions.

On the topic of education, district schools do provide training for teachers in intercultural communication and pedagogy. The Ministry of Education, Sport, and Youth supports this initiative through a [dedicated platform](#) for intercultural education, including a detailed curriculum for migrant students and materials in various languages also for [teachers and principals](#). Additionally, [experiential workshops](#) have been conducted in schools to facilitate the integration of migrant children, with action plans for migrant integration being implemented in 20 primary and secondary schools.

### [Recommendations](#)

The municipalities within the Larnaca District could strengthen their collaboration with civil society organisations (CSOs) in the integration sector by establishing structural mechanisms for collaboration and clear priorities and identifying specific target groups.

As inspiration, The [Council for Civil Society Development](#) in Botkyrka is an innovative platform established to foster intercultural dialogue between civil society organisations and local politicians. Launched in 2018 through the *Local Agreement on Cooperation between Civil Society and the Municipality of Botkyrka*, the Council aims to empower local civil society by giving them a direct voice in policy-making processes. The Council consists of both elected officials, including the mayor, and representatives from the *Platform for Local NGOs*, ensuring a collaborative approach to addressing the needs of the community. This initiative is rooted in principles such as democracy, diversity, and transparency, and it focuses on strengthening local democracy, promoting participation, and ensuring civil society is an integral part of the solution to local challenges.

Moreover, Camden (United Kingdom) [works closely with civil society and grassroots organisations](#) to promote intercultural inclusion by sharing information and engaging in regular meetings. The council relies on partnerships with community and voluntary sector groups, including faith leaders, through initiatives such as the quarterly Faith Leaders Forum. Camden's Community Partnership team communicates regularly with these organizations, providing updates on funding opportunities, policy changes, and capacity-building initiatives via a bi-weekly VCS bulletin. Additionally, infrastructure organisations like Voluntary Action Camden and Volunteer Centre Camden help assess the needs of smaller groups and offer financial support to enhance their outreach efforts.

## OVERALL CONCLUSIONS

The Larnaca District has an aggregate Intercultural Cities Index result of 72 (out of 100 possible points).

<b>COMMITMENT</b>	✓	Public Declaration of commitment to interculturality. Comprehensive Intercultural Strategy (2023-2025). Funding for inclusivity activities.
	✗	Lack of a central, dedicated webpage for intercultural initiatives. Could expand co-creation processes further.
<b>EDUCATION</b>	✓	Inclusive school policies, diverse student body. Multilingual resources for parents and students. Active anti-segregation measures.
	✗	Limited diversity in teaching staff. Need for stronger involvement of parents from minority backgrounds in school activities.
<b>NEIGHBOURHOODS</b>	✓	Efforts like Mahalart festival and "Follow the Music" to foster cohesion. Initiatives to spotlight marginalised neighbourhoods.
	✗	No specific policy to address ethnic concentration.
<b>PUBLIC SERVICES</b>	✓	Inclusive services, such as faith-based dietary options and burial services. Efforts to recognise the value of intercultural competencies.
	✗	Limited diversity at higher administrative levels. No targeted recruitment plan to increase diversity.
<b>BUSINESS AND THE LABOUR MARKET</b>	✓	Programmes supporting migrant entrepreneurs, such as Cyprus Startup Visa Scheme. Inclusive business incubators and training resources.
	✗	Could expand local measures to showcase intercultural business success and deepen partnerships with diverse entrepreneurs.
<b>CULTURAL AND SOCIAL LIFE</b>	✓	Strong events promoting multiculturalism like Larnaca 2030. Hybrid cultural events like Mahalart and Story Fest.
	✗	Does not use intercultural criteria when allocating municipal funds for cultural projects.
<b>PUBLIC SPACE</b>	✓	Renovated inclusive spaces like Zouchouri Square. Accessibility improvements for diverse populations.
	✗	Lacks structured consultation mechanisms for urban planning that include migrant perspectives. Could address areas with ethnic dominance.
<b>MEDIATION AND CONFLICT RESOLUTION</b>	✓	Some initiatives for mediation through police and NGOs. Efforts like RTCYPP for inter-religious dialogue.
	✗	No dedicated municipal-level mediation service. Limited conflict resolution structures.
<b>LANGUAGE</b>	✓	Language programmes for migrants and refugees. Support for minority languages like Armenian and Cypriot Maronite Arabic.
	✗	Could raise awareness of the value of migrant and minority languages.
<b>MEDIA AND COMMUNICATION</b>	✓	Workshops for media professionals on ethical journalism. Public Declaration against discriminatory rhetoric.
	✗	No external monitoring of social media representation. Could support minority-led media initiatives.

<b>INTERNATIONAL OUTLOOK</b>	✓	Engagement with foreign students via universities. Support services for job and housing searches for graduates.
	✗	No explicit policy for international cooperation. Lack of partnerships with diaspora communities.
<b>INTERCULTURAL INTELLIGENCE AND COMPETENCE</b>	✓	Efforts like anti-rumour training and intercultural strategy initiatives.
	✗	No regular collection of diversity-related data. Lacks systematic surveys on public perceptions or safety.
<b>WELCOMING NEWCOMERS</b>	✓	Information packages and orientation programs for asylum seekers. Activities like city walks to help migrants integrate.
	✗	No public ceremony for newcomers. Information packages not tailored to Larnaca specifically.
<b>LEADERSHIP AND CITIZENSHIP</b>	✓	Migrant participation in initiatives like Larnaca 2030. Regional Intercultural Network fosters collaboration.
	✗	No systematic tracking of migrant or minority representation in governance.
<b>ANTI-DISCRIMINATION</b>	✓	Strong national anti-discrimination laws. Regional strategy emphasizes inclusivity.
	✗	Lacks district-level mechanisms to support discrimination victims. No systematic review of municipal procedures for biases.
<b>PARTICIPATION</b>	✓	Initiatives like Regional Intercultural Network for inclusive governance. Consultations with migrant communities for strategy development.
	✗	Lacks mechanisms to monitor participation of migrants or gender balance in governance. Could adopt participatory budgeting.
<b>INTERACTION</b>	✓	Collaborations with civil society groups through the Intercultural Cities Program. Workshops for intercultural pedagogy in schools.
	✗	Interaction efforts not part of a formalized system.

In view of the above, we wish to congratulate municipalities and communities in the Larnaca District for the efforts taken and although a lot of great progress has been already achieved, we are confident that if they follow our guidelines and other Intercultural Cities' practices the even more positive results will rapidly be visible and tangible.

## RECOMMENDATIONS

---

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

**Commitment:** develop a central webpage dedicated to intercultural initiatives and further expand co-creation processes to involve diverse stakeholders.

**Education:** consider increasing diversity among teaching staff and enhance engagement with parents from migrant and minority backgrounds.

**Neighbourhoods:** explore developing policies to address ethnic concentration and encourage socio-economic mixing through targeted activities like cultural and sports events.

**Public Services:** implement targeted recruitment measures to increase diversity at all administrative levels and create a plan to further integrate intercultural competencies in public service delivery.

**Business and the Labour Market:** showcase intercultural business success stories and strengthen partnerships between the city and migrant entrepreneurs.

**Cultural and Social Life:** explore incorporating intercultural criteria when allocating funds to cultural initiatives and expand programs to spotlight underrepresented communities.

**Public Space:** consider formalising consultation mechanisms to ensure diverse perspectives in urban planning and address areas with ethnic dominance.

**Mediation and Conflict Resolution:** establish a dedicated mediation service to address cultural conflicts and foster partnerships with national and local organisations for interreligious dialogue.

**Language:** raise awareness of the value of migrant and minority languages and offer programs to support their preservation and public use.

**Media and Communication:** consider monitoring social media representation of migrants and support minority-led media initiatives to foster inclusive narratives.

**International Outlook:** develop a dedicated international cooperation policy, sign collaboration agreements, and build stronger ties with diaspora communities.

**Intercultural Intelligence and Competence:** explore collecting regular statistical and qualitative diversity data and conduct public perception surveys to inform policy decisions.

**Welcoming Newcomers:** introduce district-specific welcome packages and host annual ceremonies to recognize newcomers and contributors to intercultural initiatives.

**Leadership and Citizenship:** explore establishing permanent discussion forums to include migrants' perspectives in decision-making processes and ensure gender balance in leadership representation.

**Anti-Discrimination:** consider conducting a comprehensive review of anti-discrimination measures and establish a dedicated district-level service to support victims.

**Participation:** introduce participatory budgeting and mechanisms to monitor migrant and minority participation in governance structures.

**Interaction:** explore formalising partnerships with civil society organisations and expand intercultural training initiatives to foster interaction between diverse groups.

Municipalities in the Larnaca 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. Almost two decades after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing and economic development.

The Intercultural Cities (ICC) Programme invites cities in Europe and beyond to explore and apply policies that harness diversity for personal and societal development.

---

Co-funded  
by the European Union



EUROPEAN UNION

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

---

Co-funded and implemented  
by the Council of Europe