Limassol: Results of the Intercultural Cities Index

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A comparison between 31cities

Introduction

The Intercultural Cities programme is a joint initiative between the Council of Europe and the European Commission. 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 is rich in content and detail. However, it is relatively weak as a tool to monitor and communicate progress. The new intercultural city index has been designed as a new benchmarking tool for the cities taking part in the pilot phase of the programme as well as future participants.

As of today 31 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora *(Portugal)*, Barcelona (*Spain),* Donostia,-San Sebastian[1] (*Spain)* Duisburg *(Germany)*, Geneva (*Switzerland*), Izhevsk *(Udmart Republic, Russia)*, the London borough of Lewisham (*United Kingdom*), Lublin *(Poland),* Melitopol *(Ukraine)*, Mexico City *(Mexico)*, Neuchâtel *(Switzerland),* Neuköln *(Berlin, Germany)*, Oslo *(Norway)*, Patras *(Greece)*, Pryluky (*Ukraine),* Reggio Emilia *(Italy)*, Rijeka (*Croatia*), Sechenkivsky *(District of Kyiv, Ukraine)*, Tilburg (*The Netherlands*), Turnhout (*Belgium*), and Zurich (*Switzerland*).

This document presents the results of the Intercultural City Index analysis for the city of Limassol and provides related intercultural policy conclusions and recommendations.

Intercultural city definition

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

Methodology

The Intercultural City Index analysis is based on a questionnaire involving 66 questions grouped in 14 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

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[1] The Spanish city of Donostia-San Sebastian hereinafter referred to as San Sebastian

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

The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach in urban policies and intended only as a tool for benchmarking, to motivate cities to learn from good practice.
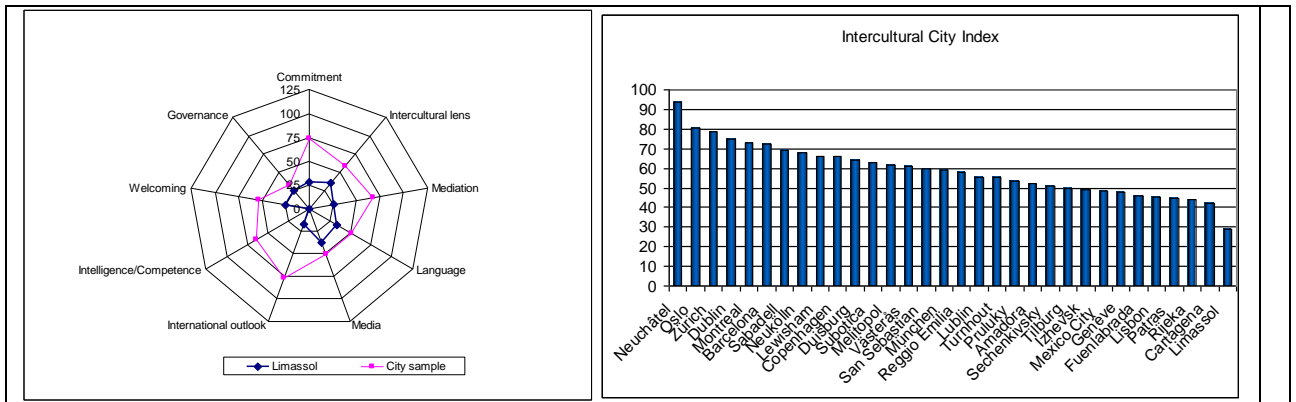
According to the overall Index results, Limassol is positioned last among the 31cities in the sample in relation to the index as it stands at present. The Municipality has a restricted mandate and very limited means of intervention in several of the areas covered by the Index, which explains partly the positioning of Limassol.

Limassol -An overview

Limassol is the second largest city in Cyprus. Limassol is divided into 5 administrative units; Limassol, Mesa Geitoniam, Kato Polemidia, Agios Athanasios. Limassol Municipality is the only administrative unit to participate in the Intercultural Cities network. The district of Limassol- composed of the 5 municipalities mentioned above- has a population of 230,000 inhabitants. The city's urban area is inhabited by 187,000 people. The largest minority group,Greek-Cypriots make up 83% of the city's population. Non-nationals make up 17% of Limassol total inhabitants. The most important minority groups come from: Poland, Romania, Slovakia, Bulgaria, Greece, Latvia, Ukraine, Belarus, Syria, Egypt, Lebanon, Jordan, Sri Lanka, the Philippines, India, Bangladesh and China. The latest GDP/ per capita figures are of €16.000.

1. Commitment

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

The rate of achievement of Limassol's commitment policy goals is lower than the city sample's[2]: only 28% of these goals were achieved, while the city sample's rate for commitment policy is 74%. This is explained by the recent nature of immigration and the relatively restricted competence of the local authority in integration matters.

Limassol has adopted a number of initiatives which demonstrate its commitment to the intercultural approach. The city council has formally adopted a public statement in favour of diversity, peace and co-existence. Limassol official make clear reference to this commitment in public speeches as well as in communications.

According to the answers provided in the survey, Limassol is also "seriously considering" setting up a dedicated cross-departmental co-ordination structure to be responsible for its intercultural strategy and action plan. In this area the Spanish city of Vic may be a source of inspiration and learning for the future. Here, three councillors oversee the intercultural relation policies. Several services including the education, welcome office, police, mediation teams, the department for employment and social integration are involved in a coordinated system which allows for a personalised follow up of newly arrived migrants with specific needs and mainstreams integration and intercultural relations across all of the city services and departments.

The French city of Lyon has put into practice a similar initiative. Here, a task force composed of political officials with different portfolios, institutional representatives and civil society members have revised city policies as of 2010 and propose changes in order to ensure that these policies promote equality of opportunity, non-discrimination and positive recognition of cultural diversity. The task force is supported by a secretariat, which requests studies and takes policy initiatives. It set up an evaluation process and an observer monitors the impact on the ground.

Limassol city council might also consider ameliorating its commitment initiatives by designing an intercultural strategy and developing an action plan to put it in practice. An interesting example of such an initiative has been introduced by Dublin city council. Here an action plan was constructed around five themes: promoting equality, by setting equal access, participation, outcome and conditions, for all actions that achieve redistribution, representation, recognitions and respect; preventing racism, exclusion,

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[2] The term "city sample "refers to the weighted average of the 21 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

restriction or preference; promoting interculturalism, interaction, understanding and integration; promoting and protecting human rights and principles that are true for all peoples; and preventing poverty, that is, enabling people to attain a standard of living (material, cultural and social) to participate equally in society.

Another example in this area has been put into practice by Gallaway (Ireland) city council. The city has declared itself an intercultural city and set out an 'intercultural framework' in its three year strategy 'Towards a City of Equals". It has an action plan around five themes: enhancing protection against racism; ensuring economic inclusion and inequality; accommodating cultural diversity in service provision; recognition and awareness of cultural diversity and racism; as well as enhancing the participation of culture and ethnic minorities in Irish society.

Limassol should consider designing an intercultural strategy and action plan. An interesting example of such an initiative has been developed by the UK government in order to asses the impact of community cohesion and conflict prevention policies. It has been devised as a four step process. The first stage, information gathering, identifies- "What is the activity to be assessed and in what area will it have an impact"? Stage two of the preliminary assessment involves identifying the "aims" and "benefits" of the activity. The third stage- the full impact assessment- involves "clarifying the aims and process of the activity". Finally, the last step in this model is to develop an "action plan". An evaluation mechanism for the strategy would also be essential.

The Dutch city of Tilburg has also put into practice a similar initiative. The city undertook a complete reassessment of the offer and performance of public services in the light of citizens expressed wishes and needs. The result was public services which are much more flexible, client-centred, result oriented, evidence based, responsive and effective.

Limassol's intercultural commitment will be reinforced by its diversity campaign planned under the SPARDA programme in co-operation with the Council of Europe and the European Commission. While preparing the campaign, Limassol could take inspiration from similar initiatives of other cities. An interesting example of such an initiative has been put into practice by the Swiss canton of Neuchâtel. Here, the project Neuchâtel (a play on words for Your Neuchâtel) ran for 9 months in 2006. It involved hundreds of events including conferences, plays, exhibitions, posters and partners inviting people to question their customary idea of the city's identity and develop a more pluralistic idea of Neuchâtel.

Limassol may wish to consider acknowledging local citizens who have done an exceptional thing to encourage interculturalism in the local community. The city of Bern provides an interesting example of this, as it launched an annual integration prize in 2003 to award the individual who achieves the most in cultural integration each year.

Another similar practice has been introduced by the London borough of Lewisham. Its "Love Lewisham" award celebrates a person who has made a difference to improving green spaces, reducing waste and contributing to the care and upkeep of the local neighbourhood, resulting in notable environmental benefits.

Finally Limassol city council may consider launching an official webpage for diversity and interculturality; as well as allocating a budget for the implementation of its intercultural strategy and action plan.

2. Education[3] policies through an intercultural lens
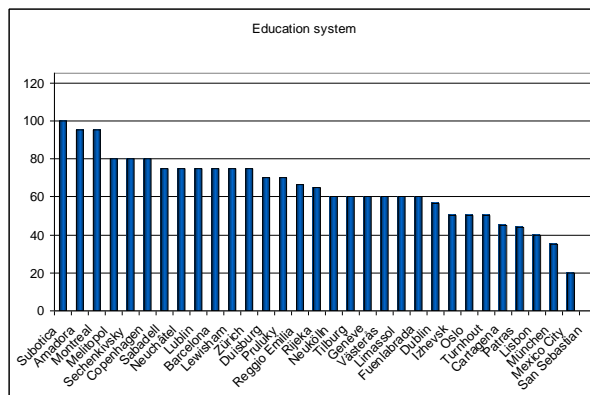
School has a powerful influence in society and has the potential to either reinforce or challenge prejudices in a number of ways through the social environment it creates, the guidance it provides and the values it nurtures.

The analysis shows that Limassol's education policy achievement rate is lower (60%) than the city sample's rate (65%).

In none of the local primary schools do almost all pupils come from the same ethnic background. The city also promotes local schools which carry out intercultural projects.

According to the answers provided in the survey, only very few schools involve parents from migrant/minority backgrounds in daily school life. This is the case of St. Nicholas-a local school- parents' association which hosted in 2009 an intercultural day involving parents from migrant backgrounds as well as migrant associations. Examples of good practice in this area exist in other cities. For instance, the Swiss canton of Geneva has introduced a Sac d'histoires- "a bag of histories" programme. Children can bring a collection of books, CDs, DVDs and other media which they share with their parents,

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

who are then given a much greater stake and involvement in their child's progress at school and improve their own language skills.

Another similar initiative has been put into practice by Copenhagen city council. The Rådmandsgade School invite parents to an open school twice a month. They are given a free dinner and have the opportunity to talk to psychologists, nurses, teachers, as well as local associations.

According to the answers provided in the survey, a policy is under consideration in Limassol to increase ethnic/cultural mixing in the city's schools. An interesting example of an initiative in this area has been put into practice by the British city of Bradford. Here, the education authority found that in some neighbourhoods schools were increasingly polarised into becoming all white or all non-white. This was allowing little opportunity for children to learn more about each other. A process of linking between over 70 local schools has now lead to much closer cooperation and joint working between staff and pupils. Pupils have on average made 2.6 new cross cultural friendships since the project began.

Limassol might consider ameliorating its intercultural education approach by ensuring that the ethnic background of teachers mirrors the diverse population in a larger proportion of local schools. The Roma Education Centre in the city of Subotica (Serbia) may provide a source of learning and inspiration in this area. In Subotica the Roma Education Centre has pressed for the training of Roma teachers and non teaching assistants and for their employment in local schools and kindergartens.

3. Neighbourhood policies through an intercultural lens[4]

An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.

Limassol's neighbourhood policy indicators are lower (44%) than the city sample's rate (61%).

St. Nicholas, Omonia and Neapolis are the only neighbourhoods in Limassol were a vast majority[5] of residents come from the same ethnic background. In a few of the city's neighbourhoods a vast majority of inhabitants come from minority ethnic groups[6].

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[4] By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of "neighbourhood" varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

[5] For the purpose of this report, a "vast majority" refers to a situation where more than 80% of residents come from the same ethnic background.

Limassol does encourage residents from one neighbourhood to meet and interact with residents from another from different ethnic/cultural backgrounds. Put simply, the city does seek to promote interaction between neighbourhoods.

According to the answers provided in the survey, a policy is being prepared to promote intercultural interaction also **within** Limassol's diverse neighbourhoods. The city could consider the following neighbourhood initiatives of other cities. For instance, Tilburg (the Netherlands) supports ideas for creating more meeting places and therefore lets neighbourhoods apply to make benches, or "social sofas". The inhabitants state where they want to place them and how they should be designed. In addition through the "enrich your neighbourhood programme," Tilburg's residents can ask for some money to organize special activities in their own neighbourhoods.

Limassol may also wish to consider a policy which avoids ethnic concentration. The city of Zurich may be a source of inspiration and learning for the future. In Zurich a large proportion of the city's inhabitants live in rented accommodation. 25% of the rented flats are provided by the city or through housing associations which have implemented an allocation policy. The city's allocation scheme includes achieving a "good mix" between different social groups as one of the initiative's criteria.

4. Public service policies through an intercultural lens

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

The analysis shows that Limassol's public services policy achievement rate is lower (15%) than the city sample's rate (43%).

Limassol provides one out of the five services listed in the Intercultural cities index which are tailored to the needs of the ethnic/cultural background of its citizens: it offers funeral/burial services and school meals in response to culturally-based requests.

The city may wish to build upon its services which are tailored to the needs of the ethnic/cultural background of its citizens. We invite the city of Limassol to consider the following initiative launched by Tilburg (The Netherlands) in this area. This practice was introduced due to the city's growing concern that migrants were unable to get care adapted to their culture when they became elderly. Now the housing corporations in Tilburg build old people's homes for specific groups, like elderly from Suriname and from Turkey. The policy is general when possible, specific when needed.

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[6] By "minority group" we understand a subordinate group whose members have significantly less control or power over their own lives than the members of a dominant or majority group have over theirs. (ref. http://highered.mcgraw- hill.com/sites/0072435569/student_view0/glossary.html)

Limassol may also wish to consider implementing a specific recruitment strategy to ensure that the ethnic background of public employees reflects the composition of the city's population. An interesting example of an initiative of this type can be drawn from Berlin (Germany)[7]. Here, the senate launched "Berlin braucht dich" recruitment campaign which can be translated as 'Berlin needs you'. It was set up in 2006 and aims at diversifying the Senate's workforce by promoting traineeship opportunities to migrant communities. Planned to last until 2012, the promotion and information activities of the campaign also include migrant associations and parents to increase outreach. Stakeholders are also involved in making sure the progress is closely monitored. As a result of this project, the percentage of trainees with a migrant background has already increased from 6% in 2006 to 14.5% in 2008.

The Dutch city of Amsterdam has also put into practice a similar human resource policy[8]. Here, a municipal workforce that reflects the composition of the city's population is a clearly formulated objective of Amsterdam's administration, both at a political and senior management level. A new Diversity Programme was established for the period 2007-2010 with targets across salary scales. The Diversity programme has enabled the administration to already make progress from 14% of staff with a migrant background in 2006 to 21.5% in 2008.

According to the answers provided in the survey by Limassol, non-nationals can seek employment "on certain positions" in the local public administration. The city may wish to consider opening up the administration further to non-nationals, as long as the legislative framework allow this. Though with a much wider level of local authonomy, the the canton of Neuchâtel in Switzerland is an example: it worked with the police to convince them to include more non-nationals in its ranks. After an initial phase of reluctance motivated by the belief that only nationals can really defend national interests, the police finally opened up to foreigners and their integration has been successful.

5. Business and labour market policies through an intercultural lens

Limassol's business and labour market policy indicators are much lower than the city sample's: 0% of these goals were achieved, while the city sample's rate for business and labour market policy is 43%.

The city may wish to build upon its business and labour market initiatives for instance by prioritising companies which implement a diversity strategy when procuring their goods and services. The city of Amsterdam (The Netherlands) may provide a source of learning and inspiration in this area[9]. Here, "Social Return on Investment", which is designed to include social obligations in public contracts, started as a pilot project in 2007 in Amsterdam's South East District. In particular, contractors are asked to use the money

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[7] This particular example comes from: Integrating cities DIVE: "Cities accomodating Diversity; Find Recommendations from the peer review project "Diversity and Equality in European Cities"
[8] Ibidem
[9] Ibidem

generated by the contract to offer employment opportunities to people who are excluded from the labour market, including migrants.

According to the answers provided in the survey, Limassol has limited power on labour issues. It is therefore beyond the city's remit to sign a charter which outlaws discrimination in employment.

The city council's business and labour market policies may benefit from encouraging the creation of a business umbrella organization which promotes diversity and non discrimination in the workplace. According to the answers provided in the survey, Limassol has "not officially" set up such a structure but the labour market is heavily dependent on foreign labour. Limassol could learn from the Swiss canton of Neuchatel. Since January 2005 the canton has been working in partnership with local watch-making businesses. Its objective is to integrate its diverse inhabitants into local businesses. It achieves this by educating local businesses on the realties of the canton's diverse inhabitants; publishing material on the legal aspects of discrimination at work; as well as providing factory managers with half day training on intercultural communication.

We invite Limassol to consider encouraging "business districts/incubators" to facilitate inhabitants from different cultures to mix more easily. An interesting example of such an initiative has been put into practice by the Ukrainian city of Melitpol. Here an "Intercultural business centre" has been selected as one of the city's three flagship projects. It will be located in the former Palace of Culture and there is high demand from its prospective tenants.

Limassol's business and labour market policies may also benefit from encouraging ethnic/cultural minorities businesses to move beyond localized economies to enter into the main stream and higher value added sectors.

6. Cultural and civil life   policies through an intercultural lens

The time which people allocate to their leisure may often be the best opportunity for them to encounter and engage with inhabitants from a different culture. The city can influence this through its own activities and through the way it distributes resources to other organisations

Limassol's cultural and civil life policy goal achievement rate is lower (44%) than the city sample's rate (78%).

Limassol organises public debates and campaigns around the topics of diversity and living together.

In addition, the city may wish to build upon its cultural and civil life practices, for example, by using interculturalism as a criterion when allocating grants to associations.

Limassol's cultural and civil life policies may also benefit from organising more frequently events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix. The Italian city of Reggio Emilia may be a source of inspiration in this area. Here, the Mondinpiazza festival is an intercultural weekend that unfolds in the city streets. It is organized in collaboration with associations of foreigners, municipal services and foreign and local artists. Theatre, cinema, performances, music tales, folkdances, foreign craftwork, booths for foreign communities and ethnic food are all part of the activities during the weekend. These are preceded by several public debates and conventions held the days prior to the weekend. Reggio Emilia also organizes an annual five-a-side football tournament called "Due Calci al razzismo"- two kicks against racism. It was first launched in 2006 in collaboration with sports associations. Participants include representatives from the various minority communities, the police force, Italian and or foreign women, disabled individuals, local administrators as well as youth from secondary schools.

We invite Limassol to consider building upon its cultural and civil life practices for example by further promoting cultural organizations which deal with diversity and intercultural relations in their productions. According to the answers provided in the survey, Limassol does not provide grants to support this practice.

7. Public space policies through an intercultural lens

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

The rate of achievement of Limassol's public space policy goals is lower than the sample city's: 48% of these goals were achieved, while the sample city rate for public space policy is 67%.

According to the answer given in the survey, there are no areas in the city which have a reputation of being "dangerous". None of the areas in the city are dominated by one ethnic group and make other inhabitants feel unwelcome.

The city has implemented a public spaces policy instrument. The local government promotes intercultural mixing in playgrounds and squares.

Limassol may wish to promote intercultural mixing in the city's public libraries. An interesting example of such an initiative has been put into practice by the Swiss canton of Geneva. Here, libraries play an important part in neighbourhood lifer and each district is encouraged to stock materials relevant to the ethnic mix and to organize outreach activities. The branch library in Quartier Junction is particularly active and a charter has been drawn up with local citizens committing the service to equality and tolerance.

We invite Limassol to build upon its existing public space initiatives for instance by taking into consideration the ethnic/cultural backgrounds of its citizens when designing

and managing new public buildings or spaces. An interesting initiative has been implemented by the London Borough of Lewisham. In Pepys Park young people were invited into the process of designing and making a new playground area. At Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement of a park warden and a 'Rivers and People Officer'.

The city may wish to propose different forms and places of consultation to reach out to its ethnically and culturally diverse inhabitants when reconstructing an area. An interesting practice is implemented by a public-private development agency in Turin (Italy). Here, the "Gate Project" is an agency born to create, develop and manage specific regeneration projects in the area of Porta Palazzo in Turin. The project "Balloon in the middle", started in 1998 to cope with conflicts between regular and irregular pitchmen and to give an answer to the citizens' complaints in an urban area characterized by lack of security. Such a project, through the creation of the "Vivibalon Association", succeeded in creating new participatory processes by involving informal leaders selected among pitchmen, residents and representatives of the Urban Regeneration Department of Turin.

8. Mediation and conflict resolution polices

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

The analysis shows that Limassol's mediation and conflict resolution policy achievement rate is lower (27%) than the city sample's rate (67%).

Limassol has introduced a mediation and conflict resolution policy practice. The city has also initiated a mediation service with intercultural competences

Limassol may wish to further explore possible mediation and conflict resolution practices for instance by providing mediation services in places such as hospitals, in the city's administration, as well as in neighbourhoods and on the streets. The Spanish city of Vic may be a source of learning in the future. In this city of 40.000 inhabitants, a team of 10 "street mediators" deal with minor neighbourhood conflicts and seek to meet and talk with people on the streets and in public spaces about their concerns related to the arrival of foreigners, the changes in host community and the role of the host community in the integration process.

A similar initiative has been put into practice by the Italian city of Reggio Emilia. Here, the "Centro Mondinsieme"- The Centre for the World Together- supplies staff for schools and hospitals. The city has established an intercultural centre with trained mediators from a variety of ethnic and language backgrounds who intervene when they feel a problem might arise, for instance if kids in some schools tend to cluster too much on an ethnic basis.

We invite Limassol to build upon its existing mediation and conflict resolution initiatives for instance by setting up an organization which deals specifically with inter-religious relations.

9. Language[10]

Limassol's language policy achievement rate is lower (34%) than the city sample's rate (50%).

The city has implemented several language policy instruments. The city does provide specific language training in the official languages for hard-to-reach groups[11]. Limassol also offers Greek language training for foreigners as part of the Open School Programme.

According to the answers provided in the survey, Limassol "collaborates occasionally" with Russian newspaper and radio stations. The city may wish to consider providing financial support on a more regular basis to minority radio programs, newspapers and TV programs which are broadcasted in other than the majority ethnic language. The Swedish city of Vasteras may provide a useful example in this respect. Here, community radio broadcasts are available in four languages in addition to the Swedish programme. The city also supported for a three year period a local integration newspaper.

Limassol may wish to supports private/civil sector institutions which offer language training in migrant/minority languages. Zurich may provide a source of learning and inspiration in this respect. For example, additional curriculum courses, called HSK Courses, are offered by embassies, consulates as well as private organisations. These courses cover a range of topics including languages, history, geography, as well as minority cultures.

A similar initiative has been launched by the Ukrainian city of Melitopol. Here, the city supports cultural associations of ethnic communities which provide, inter alia, language courses open to everyone- including people of other ethnic and linguistic backgrounds, and many such people attend the courses.

We invite Limassol to consider the following language initiative as implemented by the Swiss canton of Neuchâtel. In 2009 32 language courses allowed 360 foreign residents to learn French. Since 2007 foreign citizens who take beginner and intermediary French language training can sit a recognized exam. These courses are designed to facilitate foreign citizens' integration into the local community and promote social cohesion.

The Swiss canton of Geneva has also introduced a similar initiative. Here, French language courses are open to all, without discrimination and are tailored to meet the

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

[11] The term makes specific reference to non-working mothers, the unemployed, as well as retired people

needs of specific members of the local community, for instance migrant women. They are offered by various public and private organizations which operate in the canton. For instance, in 2009 the canton's Office for the Integration of Foreigners provided financial support to 32 French language projects. They were operated by 19 local associations. The global objective is to ensure that newly arrived foreign citizens are able to reach the level of language fluency that is required in daily situations. This includes for instance to be able to ask for directions, engage in conversations, as well as seek employment and work in French. Language training constitutes one of the most important tools in order to integrate newly arrived migrant communities in Geneva's daily life

10. Media policies

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

38% of Limassol's media policy goals were achieved while the city sample's attainment rate for these goals is 52%.

Making reference to the answers provided, one specific policy is adhered to only 'occasionally'. This consists of promoting a positive image of migrants and minorities in the media through targeted press meetings and dedicated newspaper columns. An interesting example of this type of initiatives is found in the Italian city of Reggio Emilia. The city has run several pro-diversity workshops involving special editions of local newspapers and TV Sports. They have created a directory of reference persons for media to enlarge the view points expressed in the media.

Limassol may wish to take note of another initiative launched by the Danish capital, Copenhagen. The City has carried out a 3-year campaign (We Copenhageners) among others with the aim of acknowledging and celebrating diversity. A part of this campaign has been directed towards the media and there has been substantial press coverage.

The Swiss canton of Neuchâtel may also be a source of inspiration in this respect. "Vivre içi en venant d'ailleurs" is an initiative which promotes migrant groups participation in their communities. It seeks to promote a more positive image of migrant communities than achieved through normal media channels. A double media strategy is implemented through written press and a radio station. Articles as well as broadcasted shows are produced on the life a local migrant, his/her migratory journey or the political and historical situation of the foreigner's country of origin.

 A club in the French city of Lyon has put into practice a similar initiative. Here, the Diversity Club in Lyon, set up by professionals of migrant background, organised in 2009 the diversity awards event with the largest regional newspaper, "Le Progres", in order to highlight pro diversity initiatives and actions. The event was attended by 2000

people and was followed by a special supplement in "Le Progres". It has now become annual event.

 Limassol may wish to further explore possible media policies for instance by providing advocacy/media training/mentorships for journalists from minority backgrounds. An interesting example of such an initiative has been implemented by Oslo city council. Among journalists and editors, and media researchers operating in Oslo, there is a growing awareness about the role of the media in promoting cohesion and presenting news in a responsible and intercultural way. This has resulted in a stronger focus on the recruitment of journalists with ethnic minority background.

The city may wish to further explore possible media policies for instance by monitoring the way in which minorities are portrayed in the local media. The Spanish city of Barcelona may provide a useful example in this respect. Barcelona has launched a website, in collaboration with 60 city organizations, to combat clichés and stereotypes about cultural diversity. False stereotypes and rumours such as immigrants abusing public spaces or not paying taxes are just some of the perceptions the city council wishes to eliminate through its programme to fight cultural diversity stereotypes. The programme which comes under the Barcelona Intercultural Plan, envisages creating an antirumours website along with a first of its kind Anti-Rumors Manual featuring useful data and information to debunk these ideas. The website will publicize awareness-raising material, organize participatory activities for people to reflect on the concepts of rumours and stereotypes and analyse how the media treat cultural diversity.

11. International outlook policies

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

Limassol's international outlook policy indicators are lower (17% than the city sample's (77%).

Limassol has put into practice a policy to encourage international co-operation. The city may wish to build upon this for example by setting up an agency to monitor and develop Limassol's openness to international connections. The Swedish city of Vasteras may provide a useful source of learning in this respect. This is achieved by an International Coordinator and Diversity strategist in the city's Welfare and Labour Unit which is part of the City's management office.

Limassol may wish to further explore possible international outlook policies for instance by ensuring that the city develops projects and policies for economic relations with its migrant population's countries of origin. Even though the London borough of Lewisham has not introduced such policies or projects it does provide specific business advice and links to the UK Chamber of Commerce are established to encourage co-development with Lewisham's migrant groups countries of origin. Limassol may like to use this as an interesting example of good practice.

Limassol may finally wish to consider providing support to local universities in order to attract foreign students; as well as ensuring that foreign student populations take an active part in the city life.

12. Intelligence competence policies

A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one mode of behaviour on all situations.

The attainment rate of Limassol intelligence competence policy goals is much lower than the city sample's: 0% of these goals were achieved, while the city sample rate for intelligence competence policy is 64%.

According to the answers provided in the survey, "other state services" conduct surveys to find out how inhabitants perceive migrants/ minority groups

The city may wish to further explore possible intelligence competence policies for instance by regularly seeking and mainstreaming information available from other sources regarding diversity and intercultural relations to inform the city when formulating new initiatives. Or the city could consider folliwng the example of the Dutch city of Tilburg. Here, the town hall has a special department for Research and Information, where research about among others diversity and intercultural policy is carried out. The results are made available for the civil servants, the city council and the mayor and alderman. On the basis of this information, the policy of Tilburg can be continued, adapted or completely changed.

Limassol may wish to consider promoting the intercultural competences of its officials and staff through interdisciplinary seminars, information networks and training courses. The following examples put into practice by other cities may be useful. All civil servants in Tilburg (The Netherlands) with client contact in their work have been trained in diversity. The Swiss canton of Geneva offers intercultural awareness raising and training for its staff, as well as those who work in the canton's communes. The reason for these initiatives is that a large proportion of these employees either come in direct contact with migrant inhabitants or deal with services tailored for this group of residents. The Canton's Office for the Integration of foreign residents also runs internship programs. Its aim is to contribute to the professional development of its candidates in the field of cantonal government and integration. Lastly, representatives from the canton's office also provide training in the field of integration to local schools and vocational training centres.

13. Welcoming policies

People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to

which these measures can be co-coordinated and delivered effectively will have a significant impact on how the person settles and integrates.

The attainment rate of Limassol's welcoming policy goals is lower than the city sample's: only 25% of these goals were achieved, while the city sample rate is 54%.

Limassol has implemented a welcoming policy instrument. The city has published a comprehensive package of information to aid newly arrived foreign residents.

Limassol may wish to consider setting up a designated agency to welcome newcomers.

We invite Limassol to consider the following welcoming initiative as implemented by Tilburg city council (the Netherlands). Here, each new migrant resident has to follow the integration programme, which is a combination of getting work and courses about Dutch language, history, culture etc. Each month there is a special ceremony in the town hall for the people who passed the exams of the integration programme. Each month the alderman can congratulate about 30 people. Once a year a great party is organized by the municipality for all new residents.

Copenhagen city council (Denmark) has also introduced a similar initiative. Here, foreign students are invited to participate in a welcome reception at the City Hall with other expat. Here they can meet city officials, local associations and hear about cultural offers of the city. The Lord Mayor of Culture and Leisure officially welcomes participants to Copenhagen at the reception.

Limassol may wish to further explore possible welcoming initiatives for example by launching services and agencies which provide support tailored specifically for students, family members and refugees. An interesting example of services which offer specific support for refugees has been introduced in the Norwegian capital of Oslo. Here, Refugees are offered a two year introductory programme. This comprises language training, periods of in work training and mentorship as well as an introductory allowance for refugees.

The Polish city of Lublin offers similar support for refugees. Here, the Centre for Refugees offers educational and integration programmes which are carried out by the Voluntary Centre in Lublin. In addition, the municipal family aid centre offers social aid for foreigners and refugees.

An interesting example of services which offer specific support for family has been introduced in Izhevsk which is the capital city of the Udmart Republic (Russia). Here, the project "A New City", which is a club fore for young parents, aims at conveying skills and information but to do it in away which builds lasting relationships and social bonds.

14. Governance policies

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

25% of Limassol's governance policy goals were achieved while the city sample's attainment rate for these goals is 34%.

Newcomers are eligible to vote in local election "immediately after registering as residents".

Limassol may wish to further explore possible governance policies by ensuring the ethnic background of the city's administration reflects to a greater extent the composition of the city's population. Copenhagen has taken a number of actions to improve the representation of migrants in the city administration. The local government offers paid internships specifically targeted at people with minority backgrounds, for instance by requiring they should be able to speak a certain language. It also offers training possibilities for its interns so they can acquire permanent positions. The city council advertises its vacancies through community media groups, as well as Universities with a high proportion of students from minority backgrounds.

Limassol may wish to further explore possible governance policies by setting up an independent political body to represent all ethnic minorities living in Limassol; as well as establishing standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

15. Conclusions

Limassol needs to make progress in relation to its commitment, education, neighbourhood, public services, business and labour market, cultural and civil life, public spaces, mediation and conflict resolution, language, media, international outlook, intelligence competence, welcoming, and governance practices. The city may wish to look into some of the examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural cities database[12].

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[12] http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp