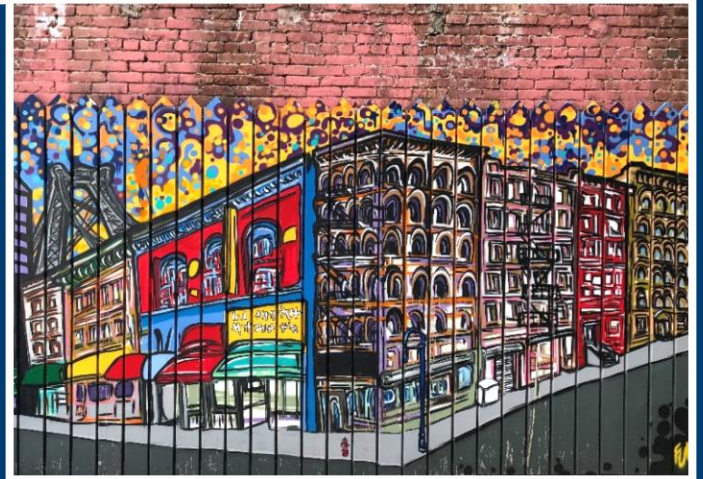




LIMASSOL

ICC INDEX ANALYSIS 2021



Diversity, Equality, Interaction

BUILDING BRIDGES, BREAKING WALLS



www.coe.int/interculturalcities



LIMASSOL
INDEX ANALYSIS

Published in May 2021

Intercultural Cities Secretariat
Council of Europe
F-67075 Strasbourg Cedex
France

www.coe.int/interculturalcities

INTRODUCTION.....	4
Intercultural city definition	4
Methodology	4
LIMASSOL: AN OVERVIEW	8
COMMITMENT	9
THE CITY THROUGH AN INTERCULTURAL LENS.....	12
Education	13
Neighbourhoods	15
Public Services	16
Business and the labour market	18
Cultural and social life	20
Public Space	22
MEDIATION AND CONFLICT RESOLUTION	24
LANGUAGE	25
MEDIA AND COMMUNICATION	27
INTERNATIONAL OUTLOOK.....	29
INTERCULTURAL INTELLIGENCE AND COMPETENCE.....	31
WELCOMING NEWCOMERS	33
LEADERSHIP AND CITIZENSHIP	35
ANTI-DISCRIMINATION	37
PARTICIPATION.....	38
INTERACTION.....	40
OVERALL CONCLUSIONS	42
RECOMMENDATIONS.....	44

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 City 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 (February 2020) 145 cities embraced the ICC programme and approach, and 116 (including Limassol) have analysed their intercultural policies using the Intercultural City Index. The respective reports can be found here: <https://www.coe.int/en/web/interculturalcities/index-results-per-city>.

Among these cities, 34 cities (including Limassol) have between 100,000 and 200,000 inhabitants and 28 (including Limassol) have more than 20% of foreign-born/non-nationals residents.

This document presents the results of the Intercultural City Index analysis for Limassol, Cyprus, in 2020, and provides related intercultural policy conclusions and recommendations.

INTERCULTURAL CITY DEFINITION

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

METHODOLOGY

The Intercultural City 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 ICC Index).

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

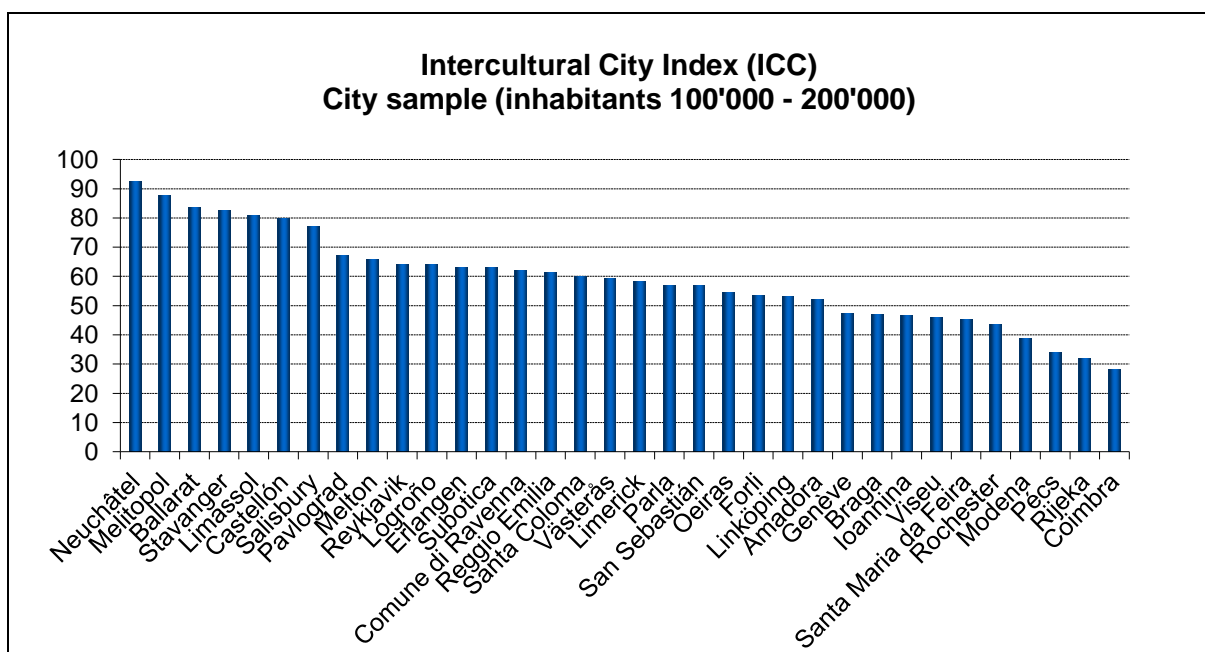
1. Commitment	
2. Intercultural lens	Education
3. Mediation and conflict resolution	Neighbourhoods
4. Language	Public services
5. Media and communication	Business and the labour market
6. International outlook	Cultural and social life
7. Intercultural intelligence and competence	Public space
8. Welcoming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

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

Taking into account the above-mentioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size (below 100,000 inhabitants, between 100,000 and 200,000, between 200,000 and 500,000 and above 500,000 inhabitants) and the percentage of foreign-born residents/ non-nationals (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, 30 cities have used the index containing the new indicators in their evaluations, including Limassol. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

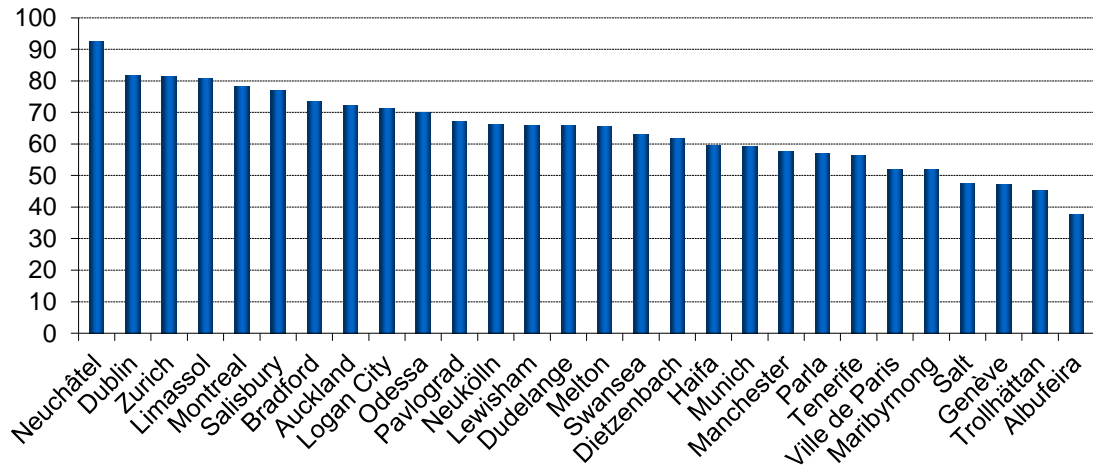
According to the overall index results, Limassol has an aggregate intercultural city index of 81 (out of 100 possible points). The details of this result will be explained below.¹



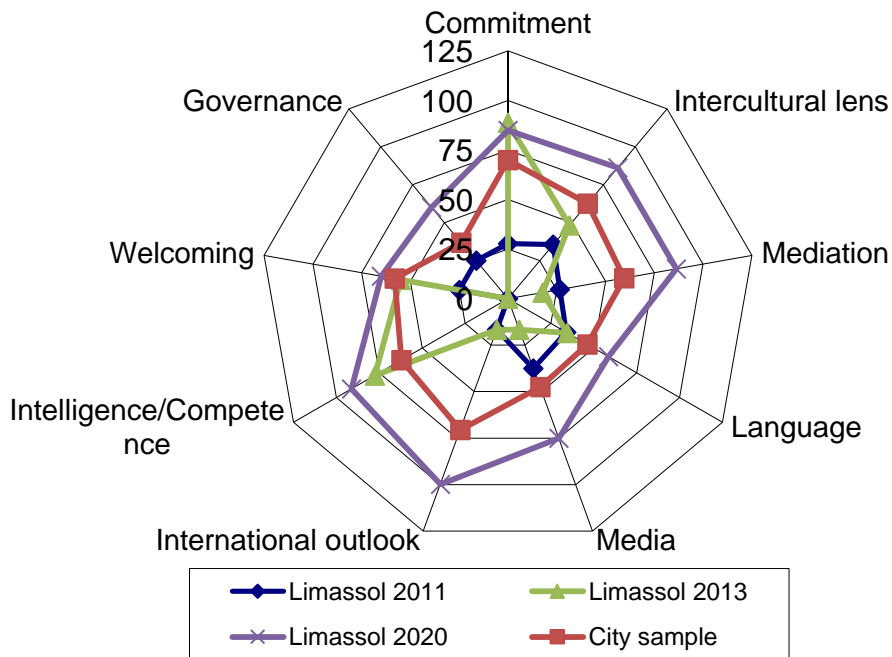
¹ The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and new indicators were added (anti-discrimination, interaction and participation), resulting in the extended ICC index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

In addition, the scoring from the extended intercultural 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 index as well as the new questions of the extended index for each specific indicator. The scoring of the original index and extended index for the same indicator may hence differ based on the differing number of questions. Finally, the indicators which are new to the extended index only include the scoring from the extended index. The scoring for these indicators hence shows directly in the text and not in a footnote.

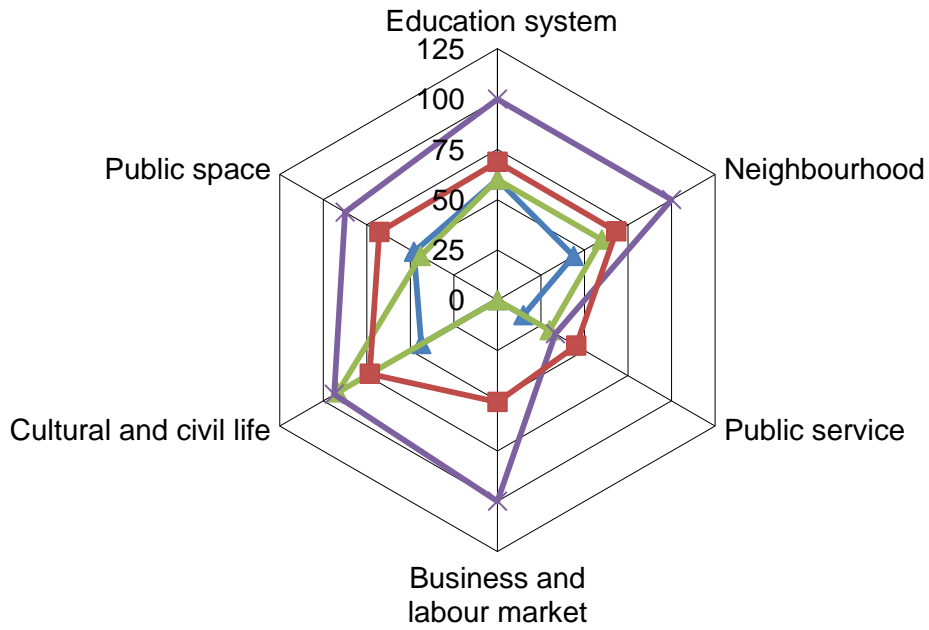
Intercultural City Index (ICC) City sample (non-nationals/foreign borns > 20%)



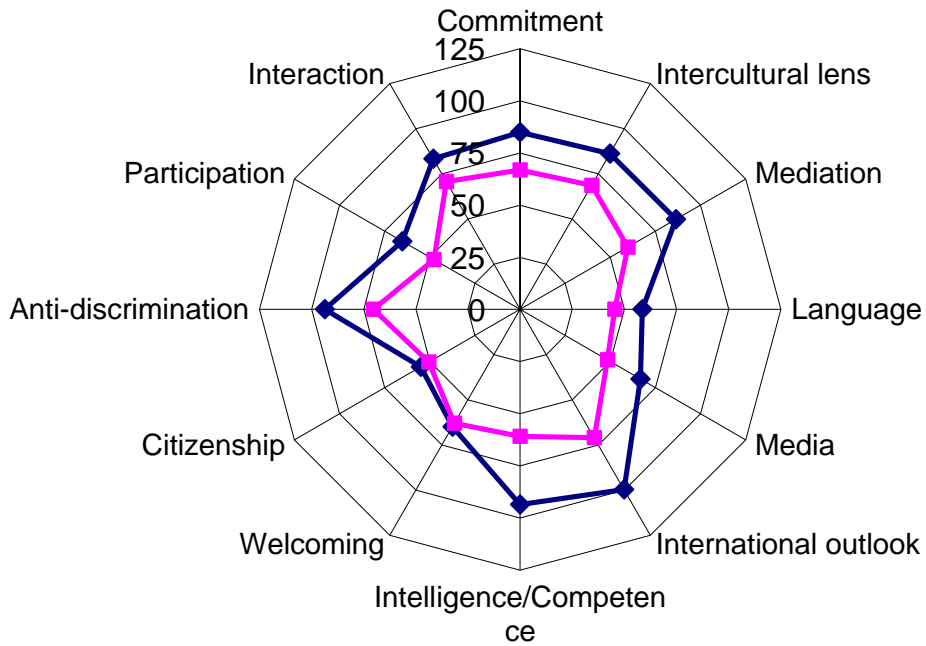
ICC Index

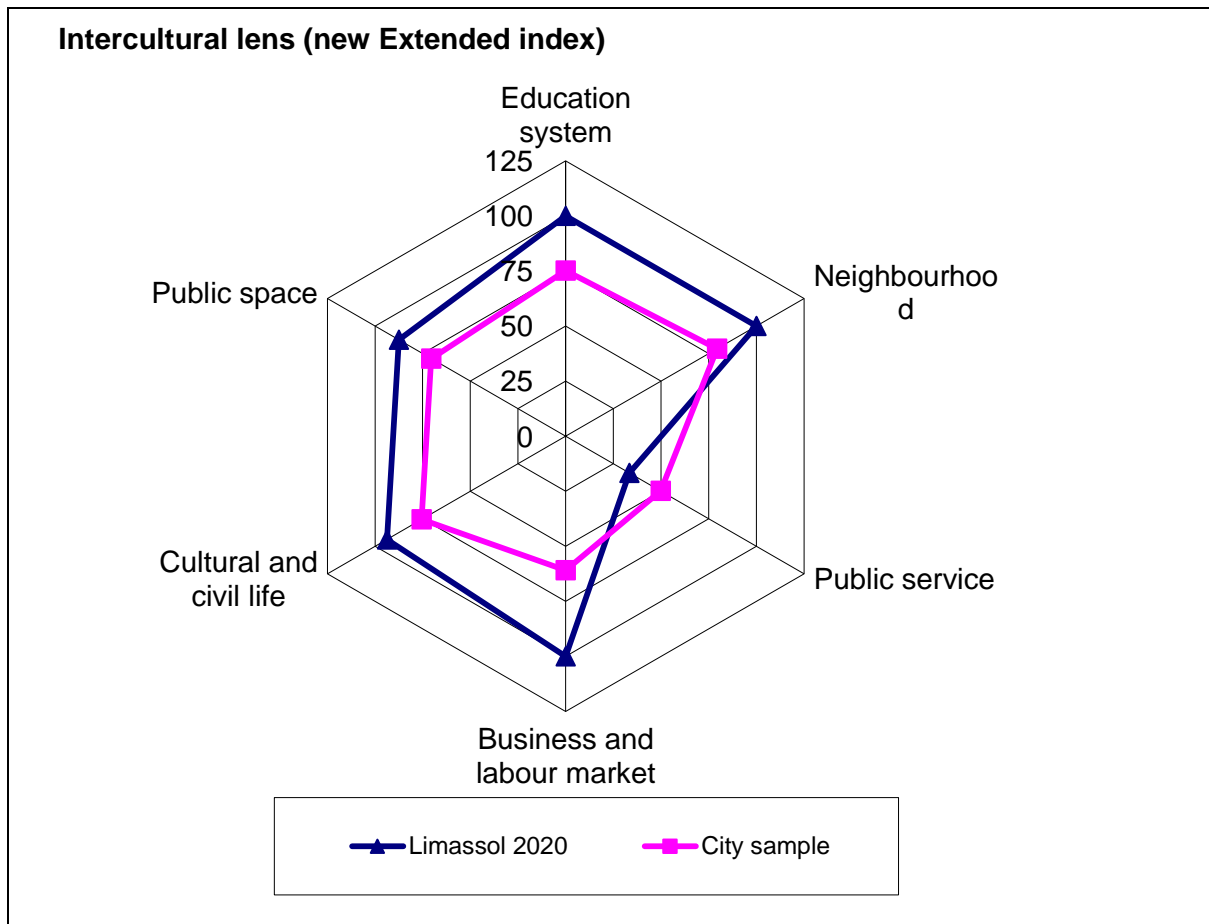


Intercultural lens index



ICC Index (new Extended index)





LIMASSOL: AN OVERVIEW

Limassol, located on the southern coast of the Republic of Cyprus, is the second largest city and the country's main port. The city is important for its harbour, one of the largest in the eastern Mediterranean Sea, for tourism and for its cultural traditions.

The island of Cyprus renowned since ancient times for its mineral wealth, wines, and natural beauty, stands at a cultural, linguistic, and historic crossroads between Europe and Asia and is the third largest and third most populous island in the Mediterranean.

Since ancient times, Limassol and the other cities of Cyprus, have absorbed the influences of the diverse people that inhabited it. The closing of the main port at Famagusta made Limassol the main port of the Republic of Cyprus. Internal migration since the 1960s and the arrival of displaced persons after 1974 significantly increased the population of Limassol and its suburbs.

According to the last official census done by Cyprus Statistic Services (CYSTAT) in 2011, the Republic of Cyprus has 840,000 inhabitants². The Municipality of Limassol has 101,000 inhabitants; the greater metropolitan area of Limassol has around 180,000, while the Limassol district has 235,000 inhabitants. Among the six greater Limassol urban area municipalities, the Municipality of Limassol is the largest by population.

Approximately 20% of the residents in Limassol are non-nationals. Between 55% and 60% are from Bulgaria, Romania, Poland, the Slovak Republic, Greece, Serbia, and the United Kingdom. Between 40% and 45% of the non-nationals come from Eastern Europe, the Middle East (mainly Syria and Iraq), Turkey, Asia, Sub-Saharan Africa, and Latin America. The city also enjoys a wealth of different cultures with residents from many different

² The demographic situation might have changed during the last decade, especially in terms of documented and not-documented migration, the last also includes EU nationals.

ethnic and cultural groups including Greek-Cypriots, Turkish-Cypriots, Roma, and religious groups like Maronites and Latin-Catholics.

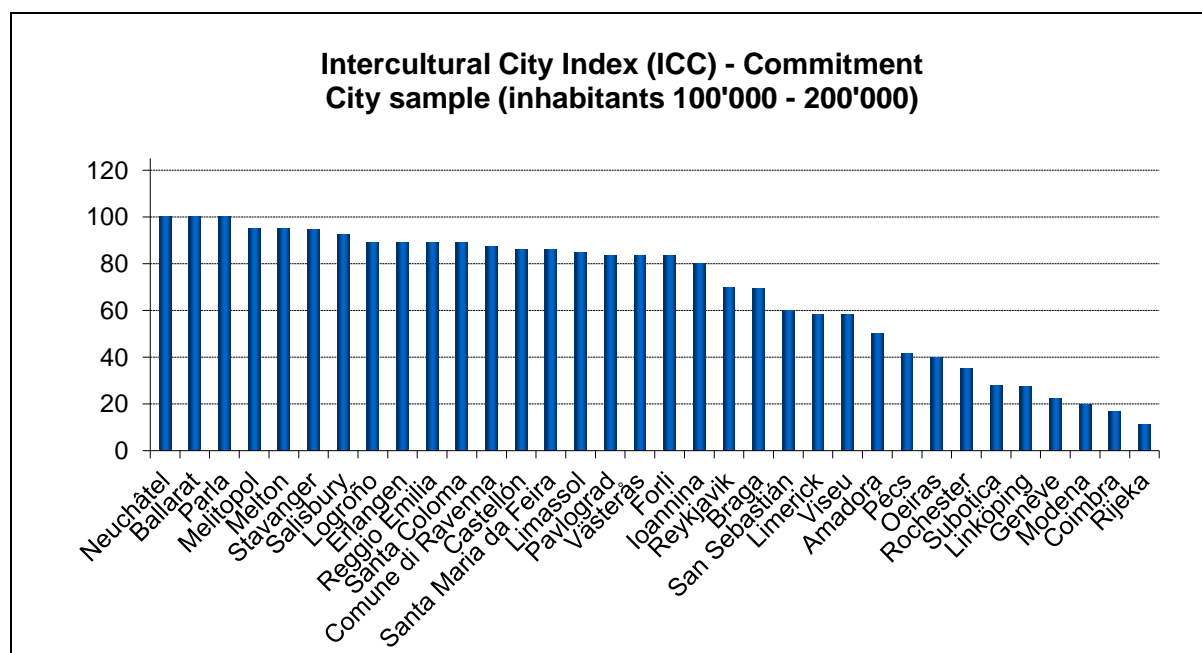
Limassol counts approximately 3,000 to 4,000 asylum seekers which represent around 3,5% of the total population of the city.

There is no specific GDP data for Limassol, but an estimation shows that it is higher than the national GDP (32,093 US dollars in 2019) as the economy of Cyprus relies on the third sector for over 85% of its GDP, and Limassol is the biggest financial, economic, and cultural centre of the country.

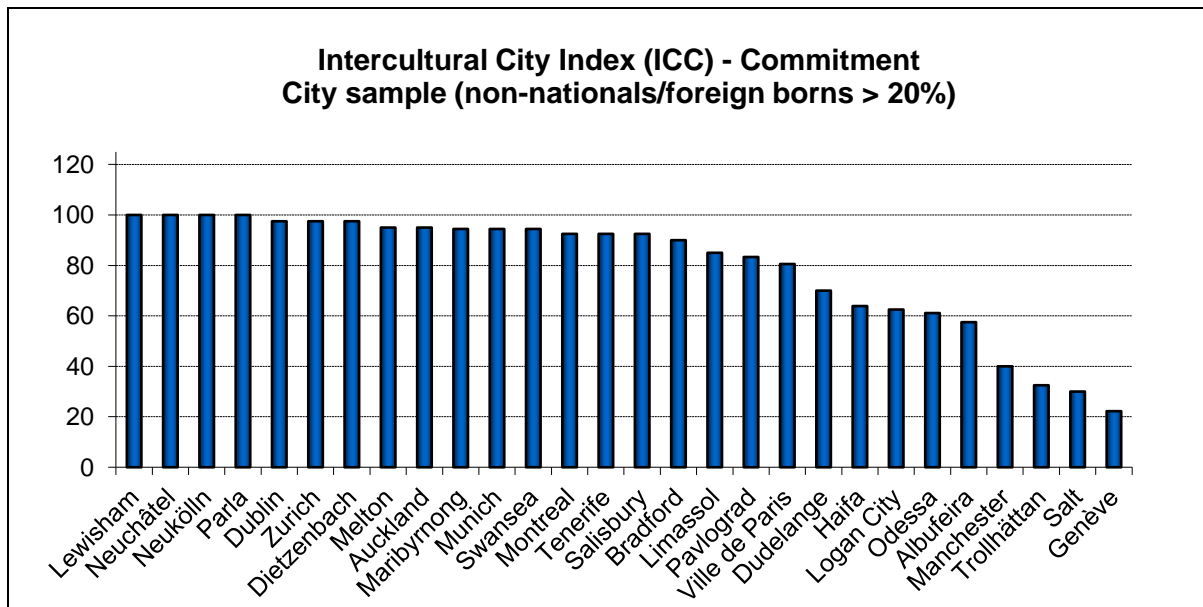
COMMITMENT

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 policymaking process. The authorities also highlight and nurture any intercultural practices that may already exist in the city.

Limassol's score in the field of commitment is 85, considerably higher than the city sample result of 70. This is slightly lower compared to Limassol's result of 89 in 2013, but still shows the continued commitment of Limassol as an intercultural city.³



³ Limassol's score in the extended index is also 85.



Limassol's official communications make clear reference to the city's intercultural commitment. The city has formally and publicly stated that it is an Intercultural City and has successfully adopted a comprehensive Intercultural Integration Strategy. The strategy is a part of a wider integration project named "**Limassol – one city, the whole world**", based on good practices from the Intercultural Cities Programme.

The Municipality has established a migrants' advisory body called "Limassol Intercultural Council" which brings together over 40 representatives of migrants' associations and NGOs, diplomatic representations, labour unions, media, and active citizens interested in the inclusive integration work. The Intercultural Council meets and discusses the various challenges migrants and locals face and propose possible measures to solve them. As a result, the Council and the Municipality jointly developed the city's first Intercultural strategy for the period 2018-2020. Politically supported by the [2017 ICC Lisbon Declaration](#), the strategy was adopted in a joint session of the Intercultural and the Municipal councils in January 2018. The Strategy aims to become a guiding document which facilitates the development of Limassol as an open and intercultural city. The strategy was developed through a series of meetings of the Intercultural Council which were open to the public. Through needs assessments and brainstorming sessions, the Council detected eleven areas deemed relevant for the migrant communities and which need immediate intervention. They include culture, education, youth, families and parenting, housing, health, labour issues, policing and safety, access to public services, citizenship and participation as well as intercultural branding and media. The budget necessary for the implementation of the strategy is covered by the EU AMIF fund with a contribution from the municipality.

Limassol has recently appointed an Intercultural Counsellor to develop a comprehensive action plan based on the new Intercultural Strategy 2021-2025. The action plan will be based on indicators from the Intercultural Index questionnaire and evaluation of the implementation of the Intercultural Strategy 2018-2020. The appointment provided a basis for cross-departmental collaboration between the social affairs department and other municipal departments such as the cultural, urban and technical planning departments, but also external stakeholders (business and employer organizations, youth, migrant NGOs, labour unions, diplomatic representations etc).

Suggestions

Limassol already demonstrates its commitment to being an intercultural city in many ways, not least through completing the ICC index for the third time since joining the intercultural cities programme - an achievement in itself. The evaluation of the implementation of the Intercultural Strategy 2018-2020 could be a good opportunity to identify strengths and room for improvement in the intercultural policymaking of Limassol. An interesting good practice that shows the political commitment towards openness and which could be useful for Limassol is the example from Neukölln where they maintain the [Berlin Intercultural Calendar](#) that integrates the various holidays and festivals celebrated in the city. In this calendar, the new year is celebrated several times. Various religious and cultural celebrations are included, from Christmas and Thanksgiving, Saint Patrick's Day or Bastille Day to the Jewish holiday Sukkot or Ramadan. It also includes important dates unrelated to a specific religions or ethnicity

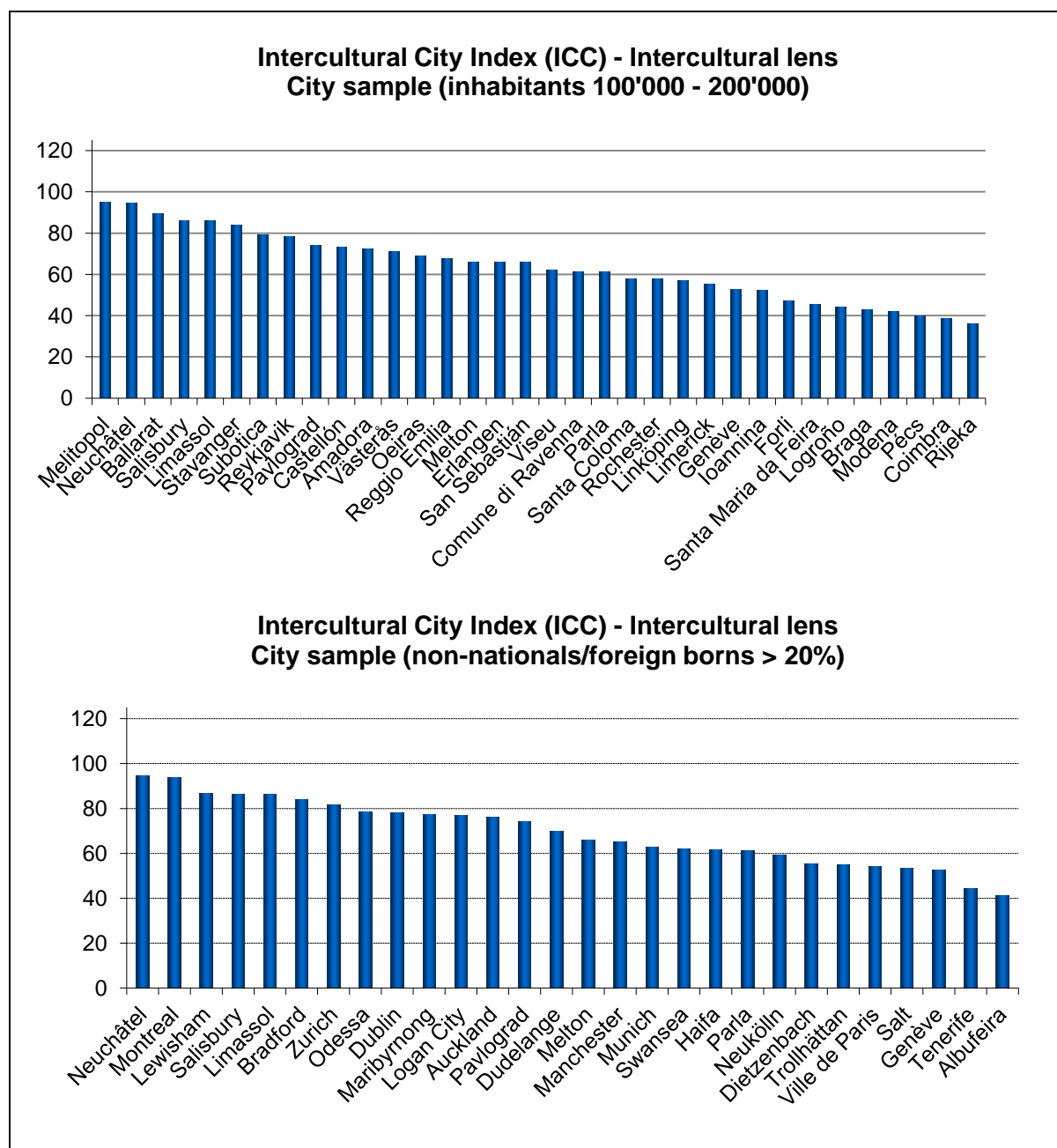
such as World Refugee Day, International Women's Day, the international LGBT celebration on Christopher Street Day as well as celebrations specific to the city. This calendar thereby brings together various religions, cultures, nationalities, and identities – to be acknowledged, respected, and celebrated by all.

In the meantime, Limassol could perhaps take inspiration from cities that publicly honour their residents or organisations that have done exceptional things to encourage interculturalism. For instance Cascais, Portugal, created the Municipal Merit Award and Santa Maria da Feira, Portugal, promotes the Awards Solidarity, which aims to honour organizations or institutions which, through their actions, innovations and good practices contribute to the promotion of cohesion and social development of the municipality. The Intercultural Council of Limassol could consider instating the creation similar awards.

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 Limassol, assessed as a whole through an "intercultural lens" is higher to that of the model city: The city's score is 86/100, considerably higher than the model city's score of 63/100.⁴

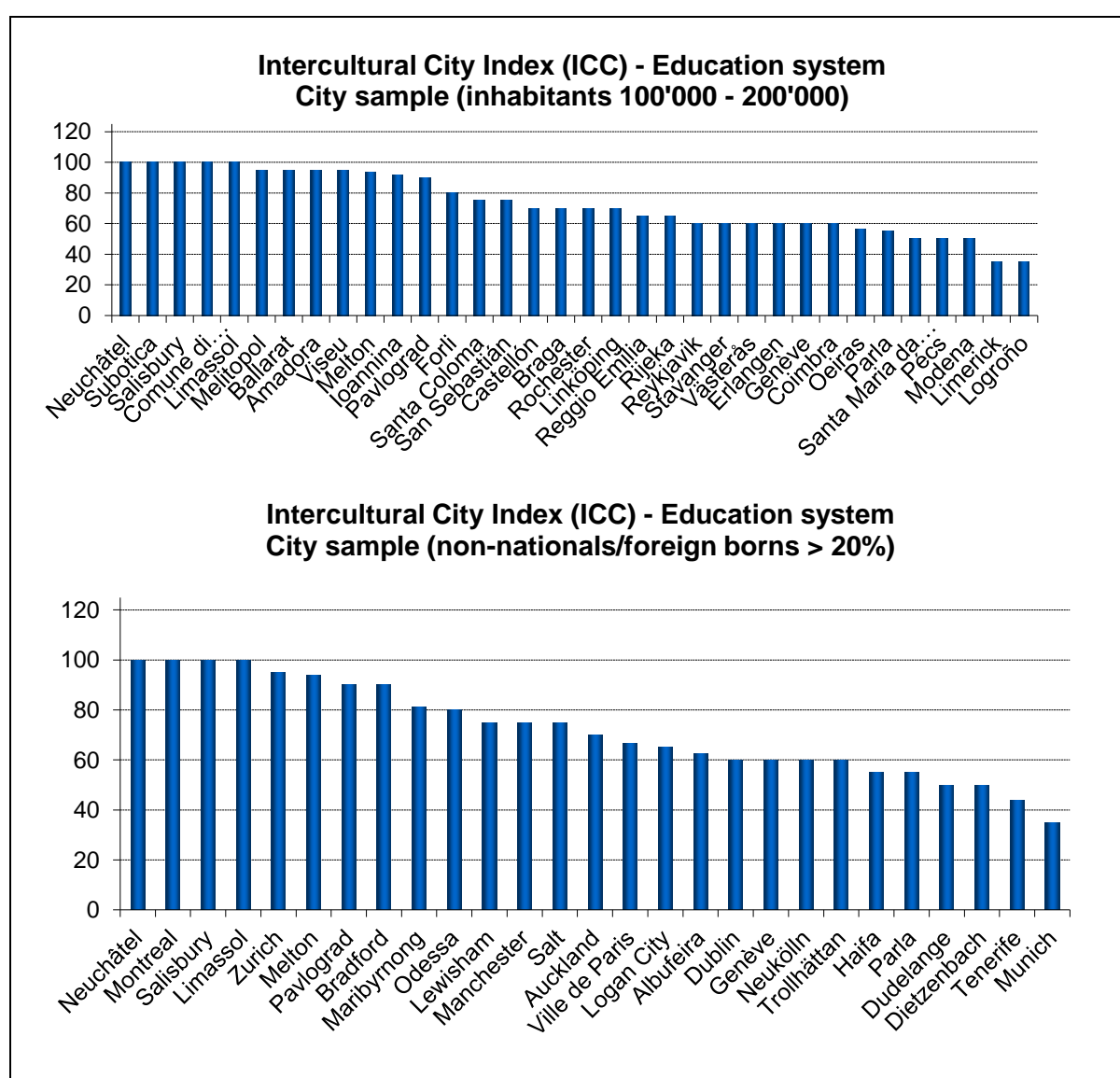


⁴ Limassol's score in the extended index is also 86.

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.

Limassol's score in the field of education is 100/100, considerably higher than the city sample result of 69/100. It is higher than Limassol's 2013 and 2011 result of 60. This shows that Limassol has made significant efforts in order to achieve these excellent results.⁵



⁵ Limassol's score in the extended index is also 100.

Limassol's schools are diverse, and the city authorities make strong efforts to involve parents with migrant/minority backgrounds in school life.

Despite the fact that the municipalities in Cyprus do not have competence in the formal public education, various synergies have been developed by the Municipality of Limassol, in order to enhance the extracurricular activities of the schools.

Through the project "Limassol – one city, the whole world", the Municipality of Limassol is realising the programme "[Intervention to schools](#)" through which teams are set up to promote the cooperation between families from third countries and teachers through the implementation of experiential workshops, with the objective to develop the social skills of the children. The pilot programme, which is in place in three schools, is expected to be expanded to other schools as of September 2020.

The Municipality also runs a special music-education programme called "[Multi-coloured Music](#)" supported by private and municipal funds, where teachers from the municipal music school visit public schools in the afternoon hours and provide free music lessons to children from deprived urban areas. The exchanges with schools with different ethnic, cultural, or social background strengthen the cooperation and collaboration skills of the children through creative activities. Within the framework of the EU [funded DRAsis Sholikis ke kinonikis Entaxis \(DRASE\) programme](#) run by the Ministry of Education, Culture, Sport and Youth, the Gymnasium of Agios Antonis runs anti-racism extra-curricular classes under the title "[Mosaic](#)", where the teachers work with socially diverse students (including children of migrant background and mixed families) to fight racism and increase awareness about other cultures. The DRASE programme additionally aims at facing various social challenges for diverse social groups, including migrants and asylum seekers, to which the Municipality and the school board provide different kinds of support. The [Pedagogical Institute](#) of the Ministry of Education, Culture, Sport and Youth also has strong anti-racism policies and formal documents related to the subject.

The city does not have a policy to increase ethnic/cultural mixing in schools because such policy exists at the national level. The Ministry of education of Cyprus applies a system of high mobility and rotation of teachers in all public schools nation-wide with a one-year term aiming to provide better quality in the field of education and know-how exchange, as well as to avoid the phenomena of favouritism and disbalance in the education services and between various social groups/neighbourhoods/schools.

In addition to that, the municipality of Limassol runs the Bi-communal Social Centre supporting youngsters from deprived areas in extracurricular activities, cultural and sport activities.

Suggestions

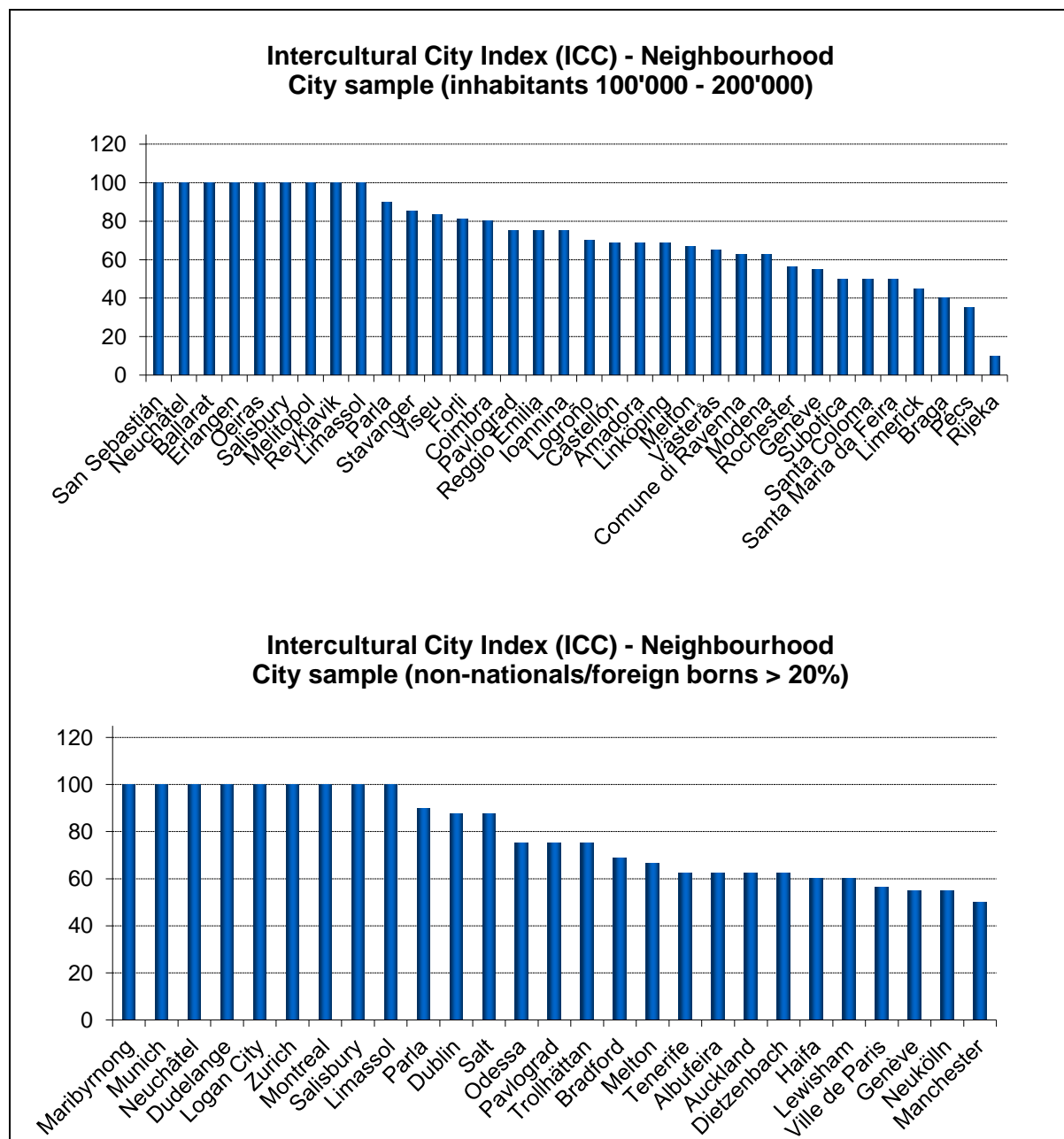
Anticipating a further diversification of the school population, Limassol could increase its already excellent offer through additional non-formal education projects to foster greater intercultural competence, following the example of the city of Montreal which also runs a wide range of activities, with a [holistic approach to intercultural education](#), aimed at school students from primary to secondary education. The Montreal History Centre, a city-run body, conducts various intercultural projects in co-operation with schools, including: "[You're part of the story](#)"- a programme aimed at building bridges between the past of recently arrived students and their new lives in the country by telling of personal stories and recording of personal "treasures" which students share with Montrealers in the museum. The programme fosters learning of the host country's languages, as well as self-esteem and interaction between the newcomers and other citizens.

Another interesting practice is the [co-existence and mediation initiative in Barcelona](#), Spain. This wide-ranging initiative seeks to introduce interculturalism as a mainstream element in the curriculum and encompasses learning of first languages, teacher training, involvement of families in the educational process, linking the school with its wider neighbourhood, and teaching about the neighbourhood's cultural diversity.

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.

Limassol's score in the field of neighbourhoods is 100/100, considerably higher than the city sample result of 68/100.⁶ This reflects the fact that Limassol is running a wide range of activities to ensure that neighbourhoods are diverse.



⁶ Limassol's score in the extended index is also 100.

Limassol has no problems of ethnic concentration and most of its districts are culturally/ethnically diverse. The city encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from the same and from other neighbourhoods. Limassol successfully operates a programme called “Neighbourhood councils” which, among others, also provide support to the organisation of various mobile cultural events like the rotating cultural festival Neighbourhood Day, held every year in different neighbourhoods. For 2020, it was planned to be held in three areas simultaneously, but it was cancelled due to the COVID-19 pandemic.

The public services, both, national and local, are spread around the city as there are specific local and national policies encouraging this. Additionally, the social activities related to the various educational, sport and cultural events have a centuries-long tradition in Limassol.

In collaboration with the neighbourhood councils and the city’s theatre development agency, the city organises the [“Neighbourhood Theatres”](#) which are open to all residents and characterised by a popular and high quality artistic approach. The free entrance the participation and mixing of all residents. The city also organises satellite events within the traditional city festivities; for example, carnival choirs visit the neighbourhoods during the carnival days, the “Europe day” activities take place outside the main promenade area, and always offers free entrance and intercultural content. Additionally, various sport and cultural events take place regularly all over the city.

Suggestions

The remarkable score of Limassol in the area of neighbourhoods should serve as a motivation for the city’s authorities to sustain their excellent work in this field. To go even further, a great inspiring initiative can be in [Donostia-San Sebastian](#), Spain, where they promote participation and interaction through the renovation of public spaces. An example of this action is Tabakalera, a former tobacco factory that was converted into a contemporary culture centre where everybody feels welcome and can explore different ways to express themselves. Located in the Egia district, the building is an impressive space (13,277m²) that organises, since 2007, a wide sort of activities (exhibitions, short film screenings, etc.). Given the dynamism of Limassol cultural life, this example can be certainly relevant to make it even more visible.

Another example is the [EMPO Multicultural Resource Centre](#) in Bergen, Norway. Empowerment is the goal of this centre which pursues initiatives to create dialogue, mutual understanding and change. These include women’s groups, men’s gatherings, courses, theme days, seminars, counselling, parental guidance, language and work practice and social network across cultures.

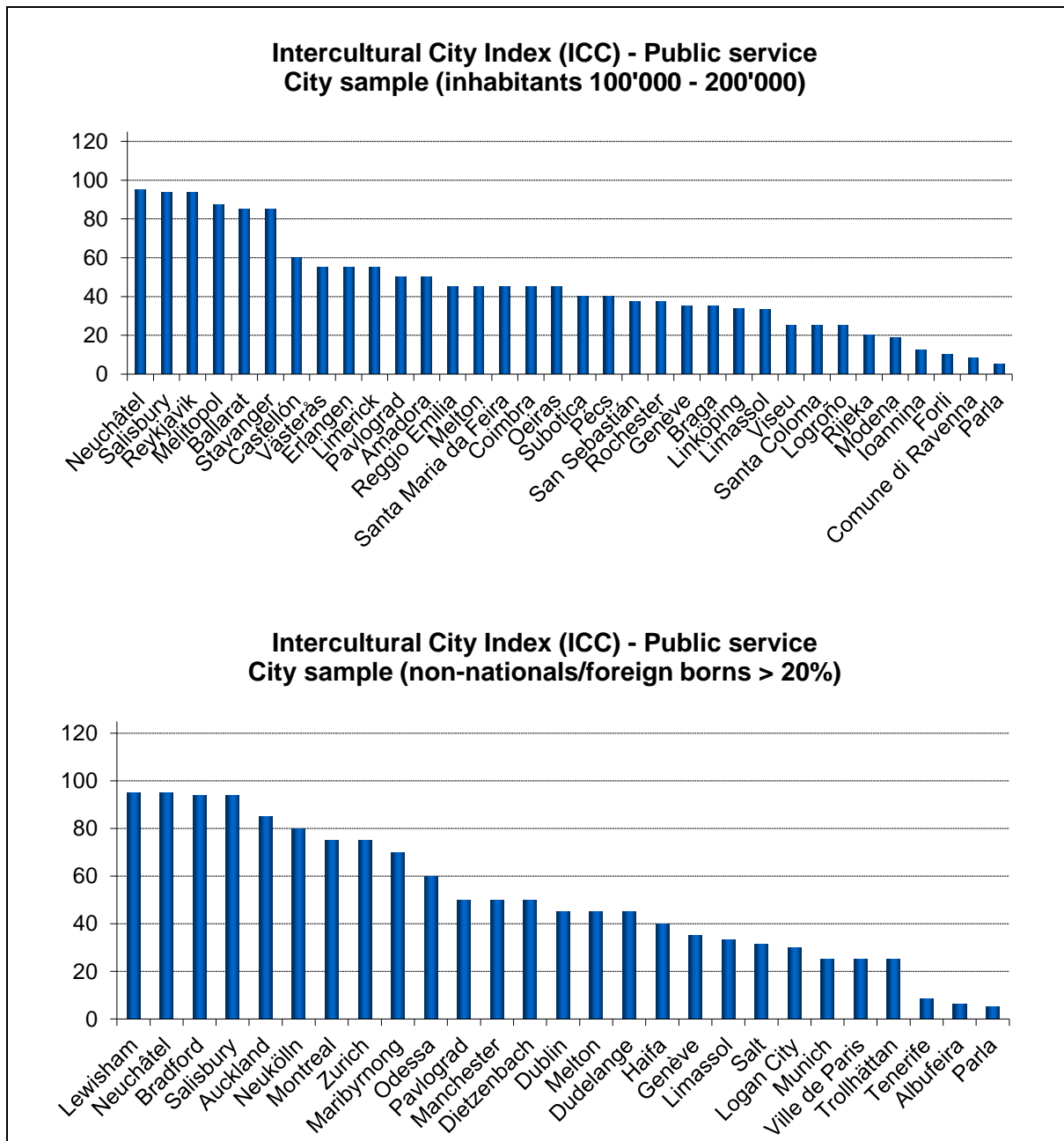
Further, the ICC has published a study and policy brief on [Managing Gentrification](#), which together with other city policies on housing, could offer further inspiration within the field.

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.

Limassol’s score in the field of public services is 33/100, lower than the city sample result of 45 but a significant improvement of Limassol’s previous scores of 30 in 2013 and 15 in 2011.⁷

⁷ Limassol’s score in the extended index is 33.



Limassol is taking action to encourage a diverse workforce, intercultural mixing and competence in private sector enterprises. The city has developed a local "diversity for business" project with the participation of numerous employers, associations, the chamber of commerce, trade unions, youth NGOs and universities. A series of focus-group meetings produced the Intercultural Twinning Declaration of the Municipalities of Limassol and Ioannina, dedicated to the role of cultural diversity for inclusive growth. The "diversity for business" project also made possible the creation of the Greek version of the Intercultural Cities Step-by-step guide.

However, it should also be noted that the city does not have a recruitment plan to ensure an adequate rate of diversity within its workforce, but the Mayor of Limassol envisions the creation of such plan through [legislative and budgetary tools at local level](#).

Recommendations

Limassol's score in the field of the public services shows that there is considerable room for improvement. The public employees of the city do not reflect the composition of its population and there is no plan to ensure it. A good point is that the city is lobbying for more competences in the public services area. An example which can be used as a starting point in order to create a long-term planification is Ballarat's, Australia, [Intercultural Employment](#)

[Pathways Program](#) which aims to enhance social inclusion, employment and education pathways for culturally and linguistically diverse men, women and youth. Another good practice is shown in the evaluation of [Geneva's diversity policy for the period 2016-2020](#) where the accessibility of public services and “The implementation of a human resources policy that reflects the diversity of Geneva’s population” are two of the four strategic axes.

[Montreal, Canada](#), applies a good practice that can be interesting. Minorities account for some 20% of the workforce in the city. The city’s recruitment policy is inspired by the concept of promoting diversity and is geared towards talent of all kinds in terms of gender, age, background, experience, and culture. Specific measures and programmes are implemented to ensure employment equality, with a specific focus on under-represented groups such as women, persons with disabilities, Indigenous groups, visible minorities, and ethnic minorities. These measures apply to all city departments. Some concrete examples include:

- The Police Service of Montreal city organizes recruitment activities specifically targeting women, visible minorities, and ethnic minorities in order to raise the interest of these groups to take a career as police officers, and thus increase their representation in these positions. On the other hand, police officers already in position receive training to learn how to better deal with populations of diverse origins and statuses.
- The Human Resources Department has a professional mentoring programme that allows candidates facing barriers to employment within the city, as public employees or trainees. In addition, the city addresses systemic discrimination through equal opportunity measures, in accordance with the Employment Equity Action Plan, which will be evaluated annually. The city also provides trainings for managers to facilitate respect for and understanding of cultural differences in order to increase the ability to successfully intervene in problematic situations. Also, recruiters at the City Staffing Centre receive training to demystify cultural differences in order to anticipate and avoid cultural misunderstandings.
- The Montreal Fire Department introduced a preferential appointment rate for ethnic and visible minorities with the view to eliminate any systemic discrimination in hiring in order to facilitate the integration of these groups within the department.

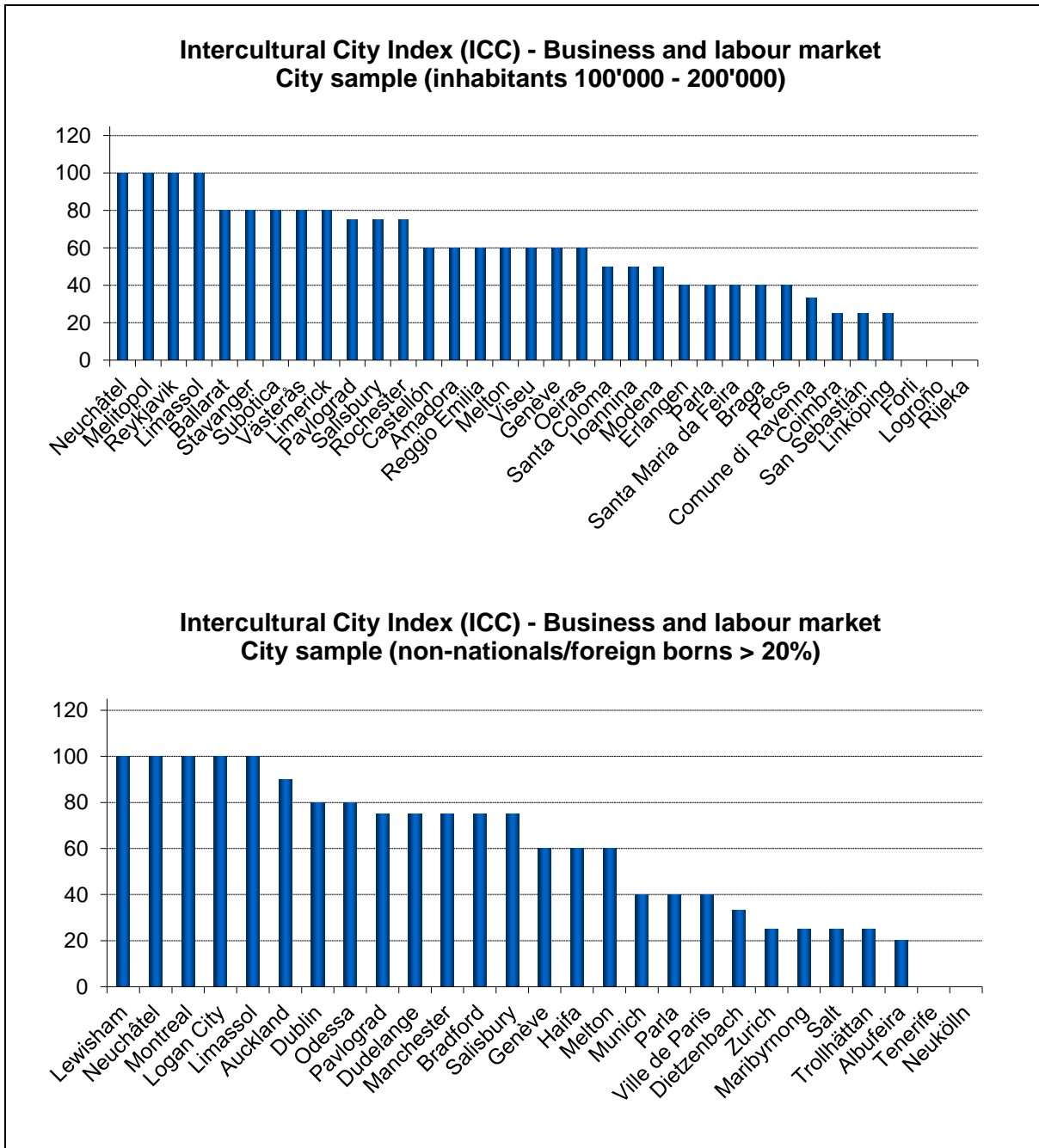
Another good practice that could help inspire Limassol’s authorities is Bergen’s, Norway, [Public library initiative](#) where the city’s library has become a meeting place for dialogue and has increased the number of activities aimed at multiplying the meeting opportunities between Norwegian residents and the new-comers. The library has a learning centre and some learning activities including a reading group, an IT club for immigrants - run by a Somali refugee - and a “Norwegian language café”, in cooperation with the Joint Immigrant Council in Hordaland. The library also organises events during which the refugees can present their countries through an historical and socio-cultural lens and explain the reasons that made them feel unsafe in their homeland. The last event of this kind was on Eritrea and the attendance of Eritreans and Norwegian was equal in proportions.

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.

Limassol’s score in the field of business and the labour market is 100/100, considerably higher than the city sample result of 51 and a magnificent improvement compared to its scores of 0 in 2011 and 2013. Limassol’s progress in this field shows the effectiveness of the ICC Index and programme’s recommendations and tools, when combined with efforts from the city authorities.⁸

⁸ Limassol’s score in the extended index is 100.



As showed by the Index score, the field of business and labour market is a priority for Limassol's authorities. An example of this is the recently implemented project "diversity for business", as described in the section for public services.

Additionally, the economy of Limassol and Cyprus are largely based on foreign investment. Before becoming a member of the European Union, Limassol was one of the biggest centres for the offshore sector. Thousands of international businesses still operate in the city, especially international companies (maritime, banking etc). The city administration and the mayor carefully maintain the relationships with various stakeholders including bi-lateral chambers of commerce (Cyprus-Russia, Cyprus-China, Cyprus and EU countries etc.) which function on a national level and the city also organises various events and business forums.

The city is the headquarter of the national Cyprus International Business Association (CIBA), and the city administration has strong connections to the association and similar structures.

The city takes action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and other higher value-added sectors. The city also encourages the migrants from

a lower income background to move into entrepreneurship through various activities funded by EU grants, including training and business incubators. The city for example organised a [training course on Online Marketing](#) in 2018 together with the neighbouring Municipality of Agios Athanasios.

Suggestions

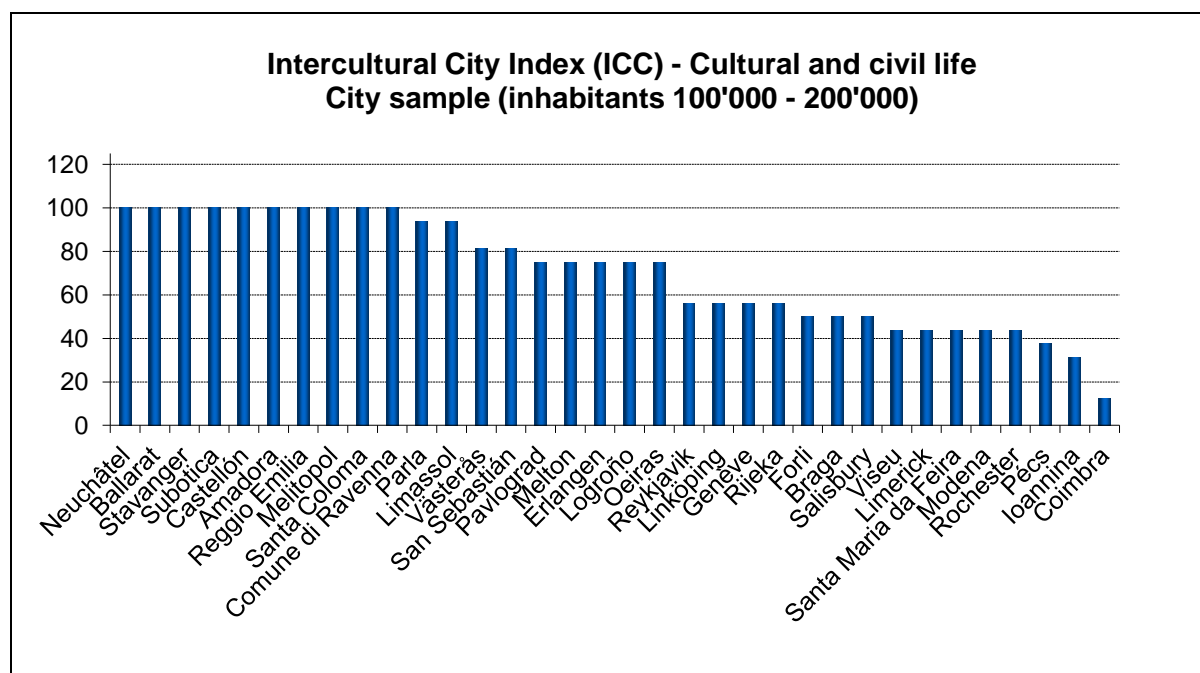
Similarly to Limassol, the city of Montreal, Canada has launched an [Integration – work- training programme \(PITF\)](#). This project aims to speed up the integration of newcomers in the jobs market, while supporting the largest Montreal employers in testing and assessing innovative processes for recruiting, integrating, and retaining newly arrived skilled workers in Quebec. The objective is to offer significant work experience to 60 qualified newcomers and to ensure lasting changes in attitude and practices by approximately ten stakeholders within the human resources processes of major participating Montreal employers.

In case the Limassol wishes to develop an even more focused linkage between its intercultural and business-development activities, it may be interesting to look at the good practice from Kirklees, United Kingdom, where they have set up a [Diversity = Inclusion group](#). The group involves public and private sector employers and large companies and small and medium-sized enterprises (SMEs). It provides space for employers to network; and also gathers and analyses data on diversity in the local labour market, shares and promotes good practice, and supports business leaders in championing diversity.

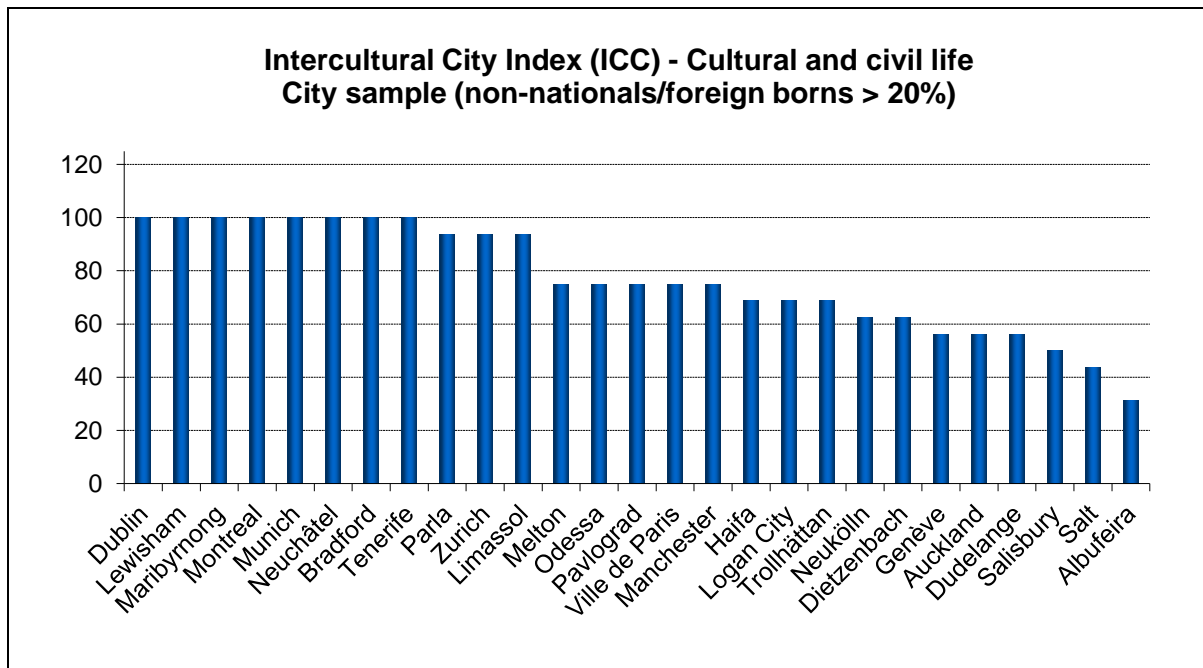
CULTURAL AND SOCIAL LIFE

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.

Limassol's score in the field of cultural and social life is 94/100, considerably higher than the city sample result of 73.⁹ The city is doing slightly better than its score of 92 in 2013, which proves that the measures taken by the city in this field are effective.



⁹ Limassol's score in the extended index is 94.



The City Council of Limassol 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. A number of art performances were performed by youth to the delight the watching crowds and an “Ao Dai”, a Vietnamese traditional long dress fashion show, fascinated the audience and created positive feeling towards Vietnamese culture.

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.

The free entrance [Photography exhibition dedicated to the theme of interculturalism](#) coincides with the International Migrants Day and is celebrated every December. The event aims to highlight the social, cultural, and economic contribution of immigrants to the local community. The Day of Europe is held at the open promenade area together with other intercultural events.

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.

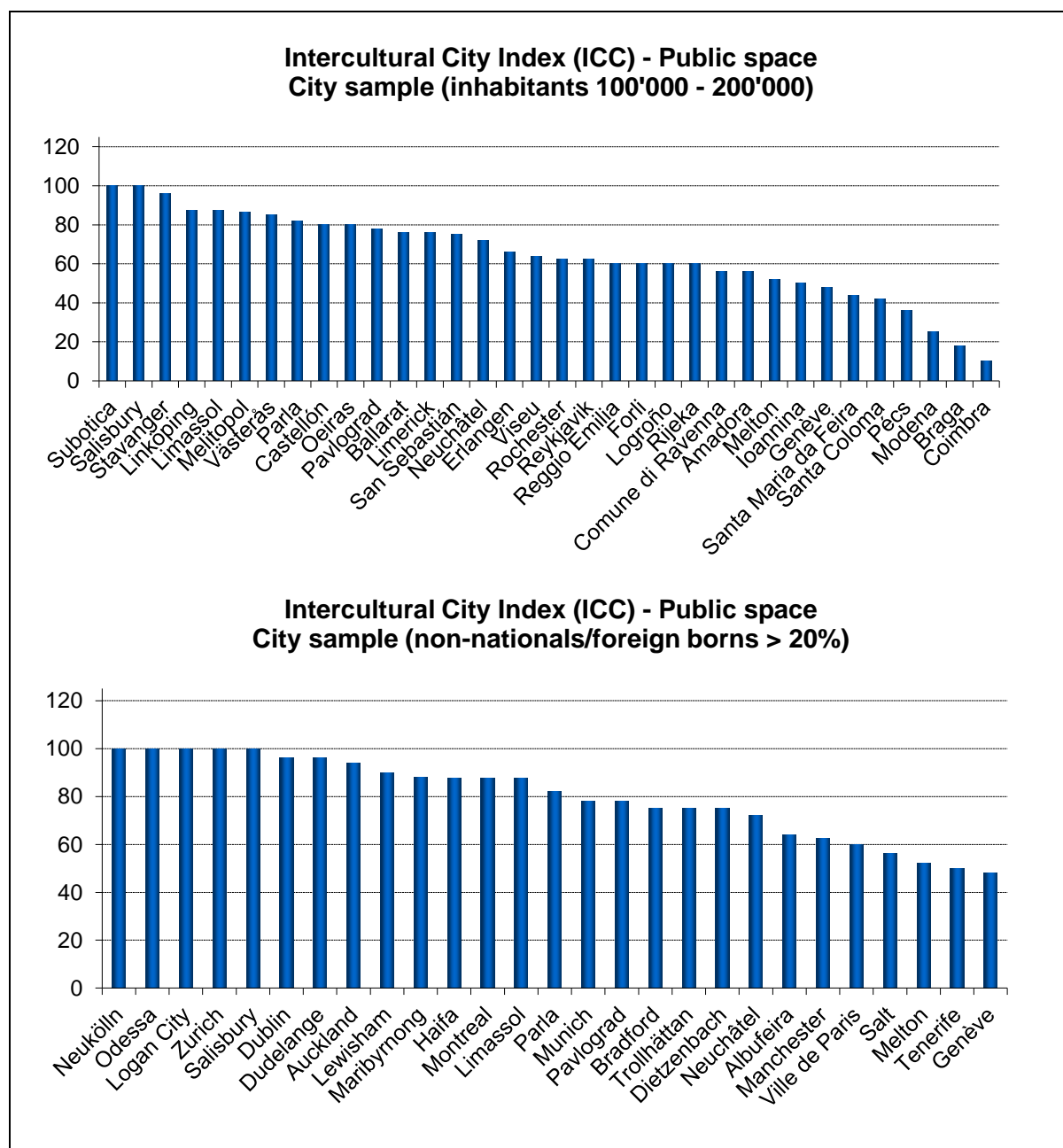
Suggestions

In order to continue the good dynamic in the field of cultural and civil life, Limassol could take inspiration from the city of Lisbon, Portugal, where the [Todos \(Everyone\)- Walk of Cultures festival](#) creates simultaneous impact in a variety of policy areas. It is an annual festival of world music and culture which combines international professionals with local performers. It is a peripatetic event located in a particular neighbourhood of the city for three years before moving to another area. This may be an area in which the city council wishes to focus its efforts.

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 orientation, 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.

Limassol's score in the field of public space is 88/100, considerably higher than the city sample result of 68/100¹⁰ which shows significant improvement of its scores of 44 in 2013 and 48 in 2011.



¹⁰ Limassol's score in the extended index is 88.

The City of Limassol takes action to encourage meaningful intercultural mixing and interaction in public spaces, such as public libraries, museums, and squares, among others. The Municipality regularly provides an “[intercultural shelf](#)” in public libraries targeting non-Greek speakers. It also regularly organises visits for migrants and asylum seekers to cultural sites like museums. Such activities are funded by a current AMIF programme coordinated by the Limassol metropolitan and surrounding municipalities, whose terms can be consulted on the [dedicated page](#) on the city’s website.

Limassol takes into account the diversity of the population in the design, renovation and management of new public buildings or spaces. Public parks (including the Municipal Garden) and playgrounds are designed as places for intercultural mixing and are regularly visited by migrants, tourists, mixed and Cypriot families. Two playgrounds have been especially designed in Limassol Promenade (Molos area) as an intercultural public space for children.

The city has developed mechanisms of public consultation in order to take into account the diversity of the population in the design, renovation and management of new public buildings or spaces. The city authorities follow all EU regulations regarding new urban developments, including the measurements of environmental and socio-economic impact. The Intercultural Council representatives are regularly invited to take active part in the public consultation process. For example, when the “2021-2027 Development and Innovation Strategy” and the city’s “Cultural Development and Cooperation Strategy” were presented by the local authorities of the greater Limassol area, representatives of the Intercultural Council were also invited to the public consultation.

As a part of the 2006 project Akti Olympion, the “[Sea side multi-functional park](#)” transformed the seafront area into a place buzzing with life, and one of the most important places for the city’s residents as well as for the thousands of visitors who visit it to walk, train, rest and enjoy the beauty of the sea. The park is also designed to encourage intercultural mixing. This is accomplished through the creation of an attractive promenade area with parks, benches, open theatres and playgrounds which are often used for social and cultural purposes, targeting the whole population.

Additionally, the Intercultural Strategy of Limassol also proposes various [working groups on urban development](#), which are under the responsibility of the central government. The development of relatively under-developed areas, such as areas with a higher number of migrants, refugees, internally displaced people or Roma, are an integral part of the city strategy. An example of this are the developments around Misiaouli & Kavazoglou street which have been planned around social goals and include the creation of an Intercultural Centre.

Despite the fact that there are no unwelcoming and unsafe areas in Limassol, the municipality proactively runs a school programme in two areas, the Turkish-Cypriot neighbourhood and the St. Nicolas area, which potentially run a high risk of future ghettoization. Additionally, with a view of maintaining a safe Limassol, the municipality, with the support of the Intercultural Cities programme and in collaboration with the Intercultural Council and the Cyprus police, organised an intercultural police training in November 2018. [The three-day course](#) was part of the activities planned within the Limassol Intercultural Strategy 2018-2020. During the event, around 25 police officers and representatives of civil and migrant communities living in Limassol, as well as other social stakeholders, participated in the training held by four experts from the municipal local police of Lisbon, Portugal; Madrid, Spain and Fuenlabrada, Spain, who presented the best practices and innovative methods of intercultural policing in their respective cities.

Suggestions

Limassol has very good public space policies and involves all sectors of the community in looking forward into the future. In order to continue its progress in this area and address the threat of future ghettoization of some neighbourhoods, the city can be inspired by the London Borough of Lewisham, United Kingdom. In 2006-2007 the Borough of Lewisham, United Kingdom, conducted [research of public attitudes](#). Residents complained of loneliness and alienation, intergenerational suspicion, and fear of using certain public spaces. Public discussion forums were set up which elicited a great deal of deep knowledge about local lifeways which had previously been unknown to officials. It also raised issues which might appear obvious but were nevertheless overlooked. Since then a programme of targeted improvement has transformed numerous locations within the district – and Lewisham’s commitment has aroused widespread recognition and approbation.

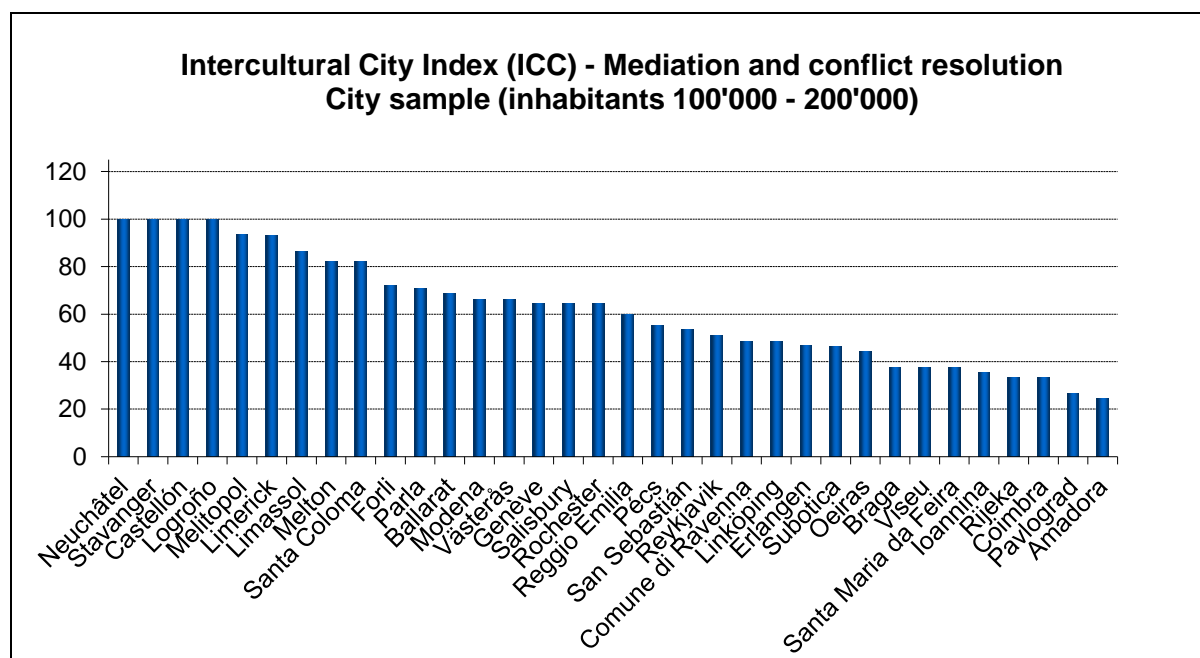
Another interesting example comes from Leeds, United Kingdom, where the city piloted [new ways of working to improve community cohesion](#) in and are where new arrivals to the neighbourhood gave rise to some low-level tensions with more established communities. To address this, the city created a communications campaign to

share messages that reinforce positive behaviour and warn of the potential consequences of poor behaviour in a simple and visual format that could be understood by speakers of multiple languages (wheelie bin stickers). The project also involved several sectors, including West Yorkshire Police, Leeds Anti-Social Behaviour Team and Communities, alongside partners to engage and bring local residents together to lead positive change in their area. A series of activities have taken place including weekly conversations, an 'aspirations' session with children, a community clean-up and a session where local roads were closed to create a play-space, facilitated by play workers and colleagues from Communities and Gypsy, Roma and Traveller Team.

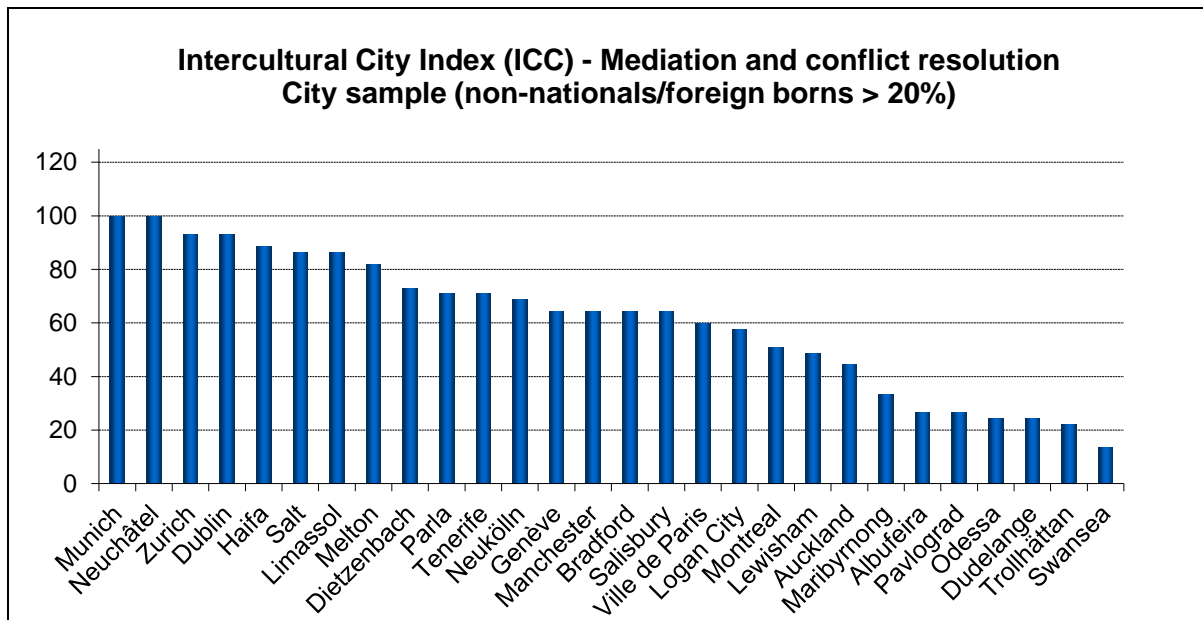
MEDIATION AND CONFLICT RESOLUTION

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.

Limassol's score in the field of mediation and conflict resolution is 86/100¹¹, considerably higher than the city sample result of 60/100. The city shows significant improvement of its scores of 27 in 2011 and 18 in 2013.



¹¹ Limassol's score in the extended index is also 86.



Limassol has both a generic municipal mediation service which also deals with cultural conflicts (including those in the public space) as well as an intercultural mediation service run by civil society.

The intercultural mediation is divided among various instances including the municipal social services (including the Streetwork project), the intercultural counsellor who also coordinates the Intercultural Council, and NGOs working with migrants (MiHUB and AGAPI). The local police also have a Community Police Department in all major cities. Intercultural conflicts occur very rarely and in the case of increase of such cases, the municipality informs that it is ready to develop further measures.

Limassol does not have a local organisation which deals specifically with inter-religious relations. However, the city is relying on the [Religious Track of the Cyprus Peace Process initiative](#) (RTCYPP). Under the auspices of the Embassy of Sweden, this is a peacebuilding initiative with the religious leaders of Cyprus who are committed to work together for human rights, peace, and reconciliation. The office of RTCYPP contributes positively and constructively to the Cyprus peace talks with the help of the religious leaders of all main confessions.

Suggestions

Various members of the ICC network have developed the 'horizontal' dimension to social relationships among diverse cities by developing cultural-mediation services, which use experienced professionals to address intercultural tensions. Bergen, Norway, is one of the cities that created a [municipal mediation service, with a specific focus on interreligious dialogue](#).

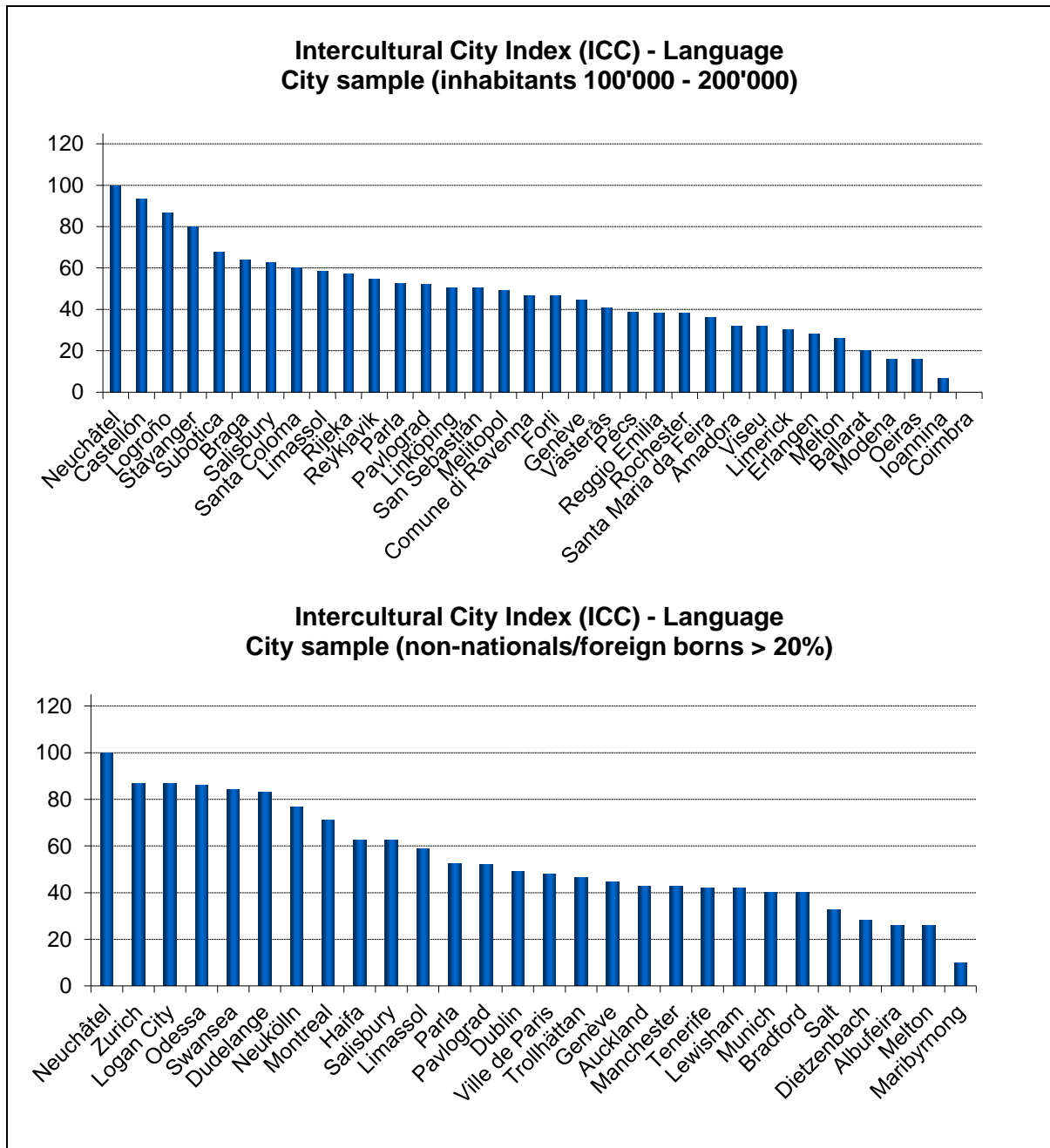
Sabadell, Spain, has some good examples of how to increase the understanding of different religions. The [map of the diversity of beliefs in Sabadell](#) shows all the spiritual, religious or non-religious and humanistic traditions present in the city. There is information about places of worship, when the religious groups meet, how to contact them, etc. The map is a tool to bring different religions closer and to encourage them to set up common projects. For the past ten years there has also been an open day including guided tours of places of worship to promote knowledge about religious diversity and freedom of conscience.

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.

Limassol's score in the field of language is 59/100¹², higher than the city sample result of 46/100. The city shows significant improvement of its scores of 34 in 2011 and 35 in 2013.



Limassol proposes a wide range of language training activities, covered by the national authorities (Ministry of Education, Pedagogical Institute) and the civil sector (Cyprus Labour Institute). They are supported and welcomed by the Municipality of Limassol, which is able to provide a wide range of language courses for a very low fee to the residents of Limassol.

There are [Adult Education Centres](#) of the Ministry of Education in the city, where the following foreign languages are taught: English, Arabic, Bulgarian, French, German, Greek (for repatriated Cypriots, repatriates, foreigners,

¹² Limassol's score in the extended index is also 59.

asylum seekers and persons who are illiterate), Spanish, Italian, Romanian and Turkish. The development of new classes is easy and flexible, upon a request by a teacher.

In general, due to history, the English language is widely spoken in Cyprus, which facilitates the communication between migrants and locals to a great extent. The public servants are usually fluent in English.

The teaching of English language is mandatory in all public schools at all levels, while a number of languages are provided optionally, including French, Turkish, Russian, German and Arabic.

Limassol raise awareness about migrant/minority languages by providing logistical or financial support to newspapers in [English](#), [Russian](#), [Romanian](#) and [Bulgarian](#) languages. Their functioning is encouraged and facilitated by the city and the Intercultural Council. There are also privately owned Russian TV and Radio stations, whose activities go beyond the mass media and include social, cultural, business, and other fields.

The city seeks to give a positive image of migrant/minority languages by supporting various cultural events and projects. Limassol supports various cultural events and projects including: a municipal website in Greek, English and Russian; intercultural shelves in the Public Municipal Library; World Poetry Day (21st of March) created by Cultural Movement Epilogi; the Day of Europe and intercultural festivals such as the "Musical Footprints" festival.

Suggestions

Given Limassol's dedication to promoting language and bilingualism, the city may want to look into [Barcelona's learning programme for family members' languages](#) in order to promote multilingualism at school and in the city. A learning programme for family members' languages - recognising and promoting the linguistic diversity in Barcelona's neighbourhoods - has been launched to: i) foster multilingualism in the city and within the educational system, ii) enable and strengthen links between the educational community – schools and Parents' Associations (AMPAs) – and the communities of each neighbourhood, iii) and turn schools into a welcoming and meeting space for families from various cultural contexts. Implemented in different districts of Barcelona, the project has been launched through different actions.

Another good practice which if applied could be very valuable to Limassol is the Vienna's [European primary school which has pioneered an intercultural pedagogy based on multilingualism](#). The school realized that they had pupils with 28 different mother tongues and decided to explore the possibilities this language diversity gives. They came up with the idea of language ateliers where children could learn to appreciate their own language as well as the others and understand all languages are worth the same. The school was fortunate to have teachers with different mother tongues who also spoke additional languages and used this talent pool.

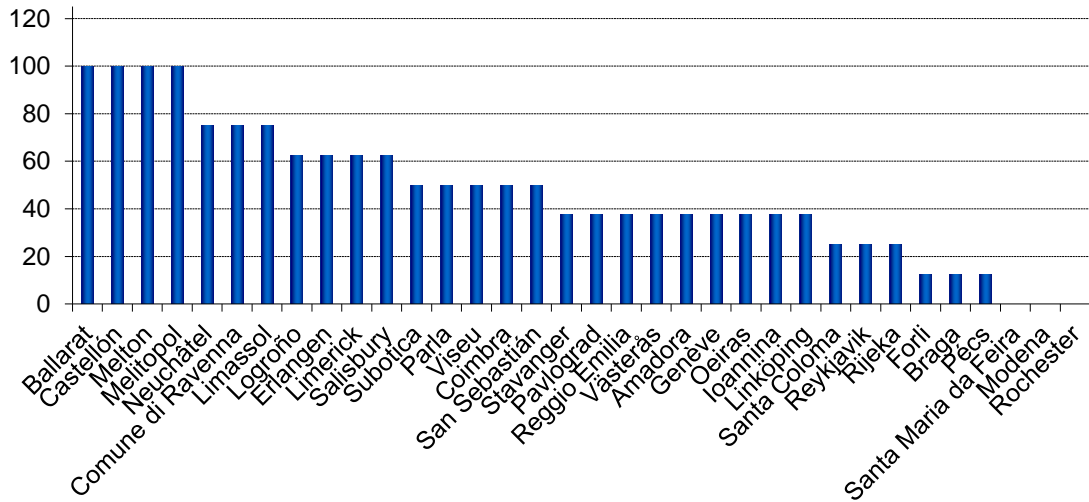
MEDIA AND COMMUNICATION

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.

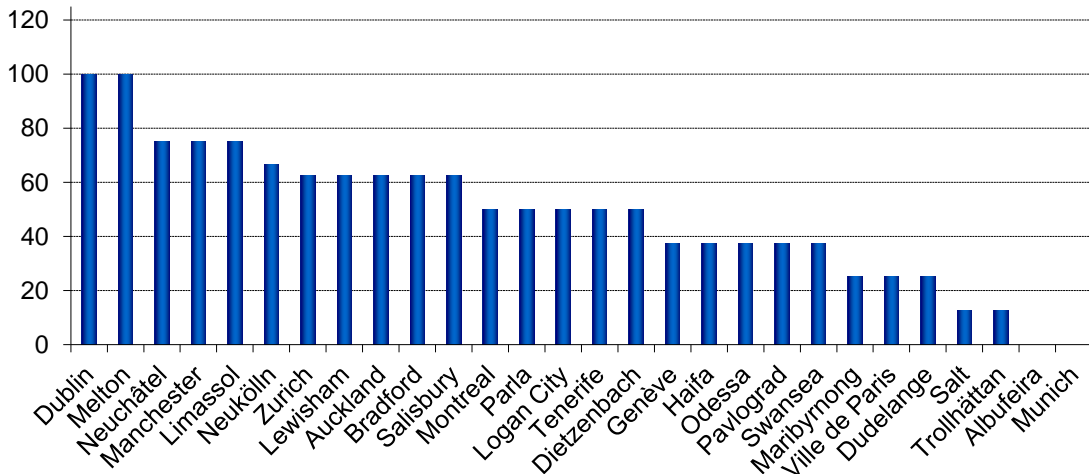
Limassol's score in the field of media and communication is 75/100, considerably higher than the city sample result of 48/100¹³. The 2020 score shows the city's significant efforts in this area, which was one of the weakest areas of work in 2013 with 17 points.

¹³ Limassol's score in the extended index is 67.

**Intercultural City Index (ICC) - Relations with the local media
City sample (inhabitants 100'000 - 200'000)**



**Intercultural City Index (ICC) - Relations with the local media
City sample (non-nationals/foreign borns > 20%)**



Limassol have a communication strategy which is an integral part of the Intercultural Action Plan, implemented through the AMIF funded project “Limassol – one city, the whole world”. It combines various interesting activities for the media such as press conferences with the participation of the mayors of all municipalities in Limassol, website and [social media](#) ([project page](#), Intercultural Council page) maintenance and more.

Limassol has a communication strategy which improves the visibility and the image of persons with migrant/minority backgrounds in the local media. The city monitors the way in which traditional media portray persons with migrant/minority backgrounds. In addition, the city is currently in the preparatory stage of an Anti-Rumours Strategy, based on the Council of Europe methodology which is partially funded by the Council of Europe through the Intercultural Cities programme. The strategy aims to mobilize local civic and media stakeholders.

Limassol’s Intercultural Council monitors various types of media and prepared a public statement on how to portray persons with migrant/minority backgrounds in order to avoid negative stereotypes. A number of other NGOs with similar missions work on the city’s territory and their opinions are usually taken into serious consideration by the city.

Recommendations

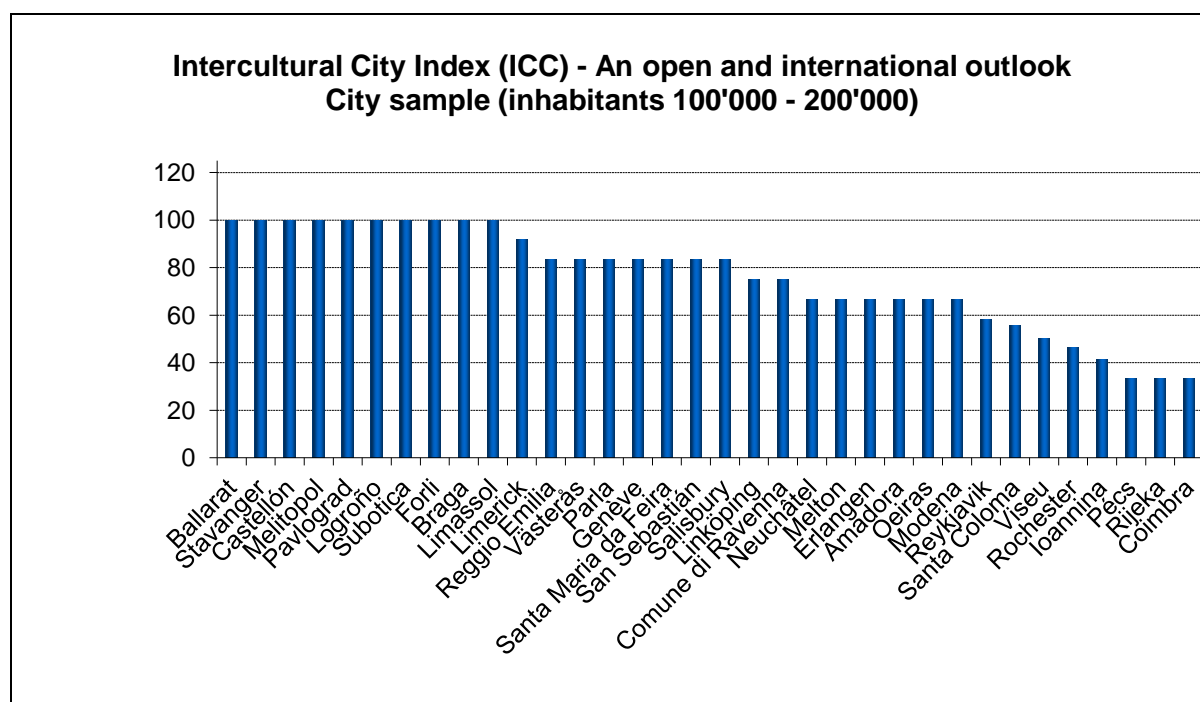
As the city undertakes monitoring, it could consider training for the media in areas where it notes a need within a particular theme or approach. Limassol may wish to consider the good practice “Tomar Claro”, an Intercultural Prize for Local Journalists organised in Cascais, Portugal, whose objective is to promote news and articles on the themes of interculturality and identity, sense of belonging to the community, migratory pathways, social integration and education for intercultural citizenship.

Another good example is the [media and social media intercultural literacy initiative](#) in Ansan, South Korea, which includes a multicultural newspaper subscription project which aims to provide non-nationals with a range of information and inform them about the city’s policies. The multicultural newspaper is published twice a month, with a circulation of 20,000 copies. The city invests 30,024,000 KRW (approximately 23,400 euros) annually in this project. The Ansan City media department also works with broadcasting companies in South Korea to publicise international cuisines, intercultural education, intercultural streets, and the Ansan City non-nationals policy. In 2019, seven episodes were filmed and aired. As part of its non-nationals’ employment support initiatives, Ansan City also runs a course for Information Technology Qualification (ITQ) test-takers. As part of the vocational capacity building education, the city runs classes to teach residents how to use YouTube, social networks, and blogs.

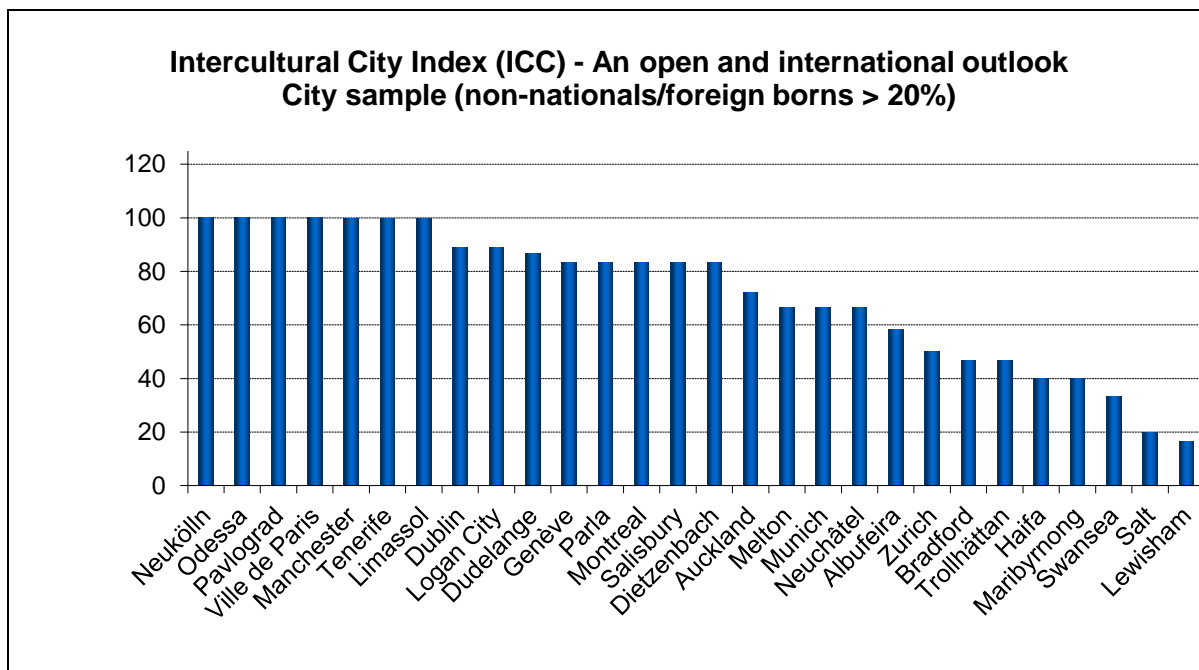
INTERNATIONAL OUTLOOK

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.

Limassol’s score in the field of international outlook is 100/100¹⁴, considerably higher than the city sample result of 70/100 and considerably higher than its own scores of 17 in 2011 and 2013. The city authorities should be proud of their efforts in this area.



¹⁴ Limassol’s score in the extended index is also 100.



Limassol has a policy to encourage international collaboration in the economic, cultural, and other spheres. Cyprus has developed national policy mechanisms for financial, cultural, educational, and various kinds of (para)diplomacy. Over 200,000 new companies are registered in Cyprus every year, which is a high number considering the size of the country. As such, Limassol has a long tradition of international cooperation as the financial centre of Cyprus and the eastern Mediterranean region. The city is the seat of the Cyprus International Business Association (CIBA) and of many bilateral chambers of commerce. Being supportive to such national and international initiatives, Limassol also developed a network of twinned cities and regularly maintains the relations with them. Numerous city missions which combine political, cultural, and financial stakeholders organise visits to other cities (e.g. St. Petersburg, Russia; Alexandria, Egypt and Marseille, France). Additionally, the city participates in several thematic networks, including [Medcities](#) and the [Global Covenant of Mayors for Climate and Energy](#).

As mentioned earlier in the report under public services, Limassol developed the local "diversity for business" project with the participation of numerous employers, associations, chambers of commerce, trade unions, youth NGOs and universities. A series of focus-group meetings produced the Intercultural Twinning Declaration of the Municipalities of Limassol and Ioannina, dedicated to the role of cultural diversity for inclusive growth. The "diversity for business" project also made possible the creation of the Greek version of the ICC Step-by-step guide.

The Municipality seeks to develop business relations with countries of origin of its diaspora groups. Limassol is home of numerous bi-lateral chambers of commerce ([Cyprus-Russia](#), Cyprus-Vietnam, [Cyprus International Business Association](#), etc). The city's urban development is largely based on foreign investment and the municipality provides a vibrant environment for them.

Suggestions

This is another area of strength for Limassol. In the spirit of learning, Limassol has developed its international outlook through twinings, agreements and cooperation protocols. To continue this dynamic, the city may wish to consult the good practice of Santa Maria da Feira, Portugal, where diversity and migration are perceived as a window to explore new opportunities and markets. The Municipality is planning the launch of [an online platform that will link local business owners of all backgrounds with the Portuguese diaspora](#) and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The Municipality has regular business exchanges with Kenitra, Morocco.

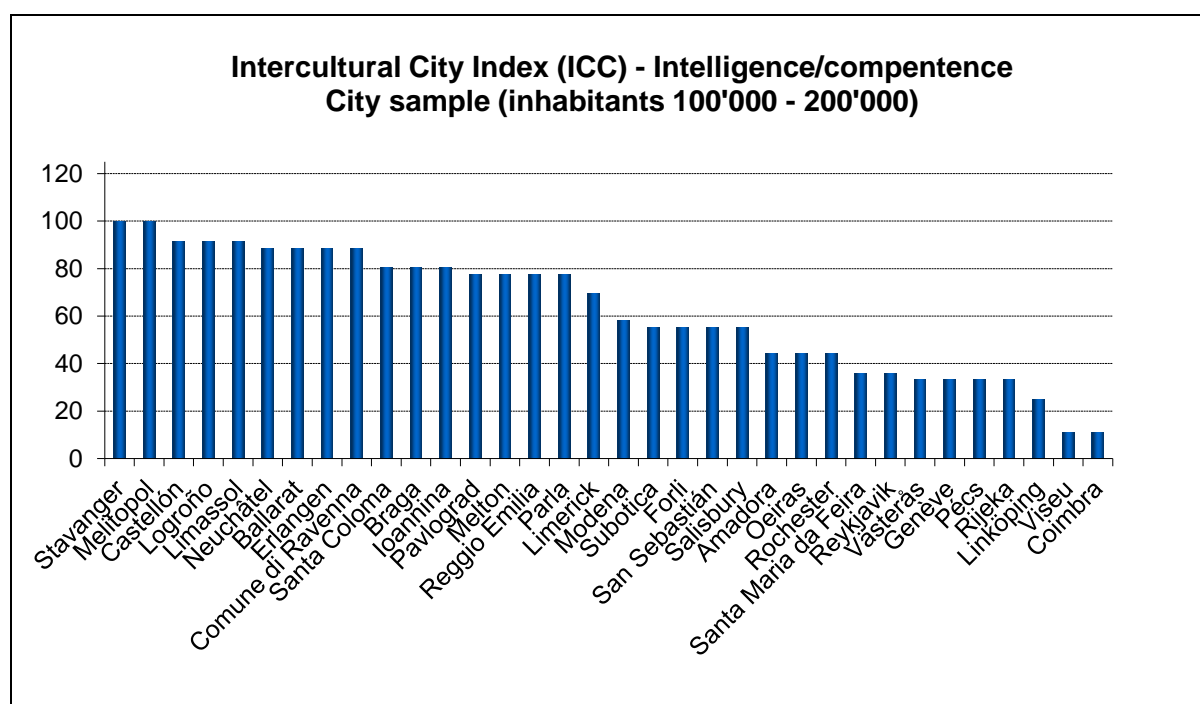
Limassol may also wish to draw inspiration from [Leeds, United Kingdom](#), who show similar practices through a policy to encourage international cooperation in economic, scientific, cultural, or other areas. The policy further has a specific financial provision and the city actively takes action to further the international relations. The city has an International Relations Team who work alongside the Visitor Economy (Tourism) and Inward Investment

(Economic Attractiveness) teams within the Economic Development Unit. The team also promotes the active involvement of the city council, the universities, and other partners in international networks. The team works closely with schools and the Children and Families Directorate to carry out projects which promote a sense of global citizenship in the younger generation. The city also runs the International Relationships Blog.

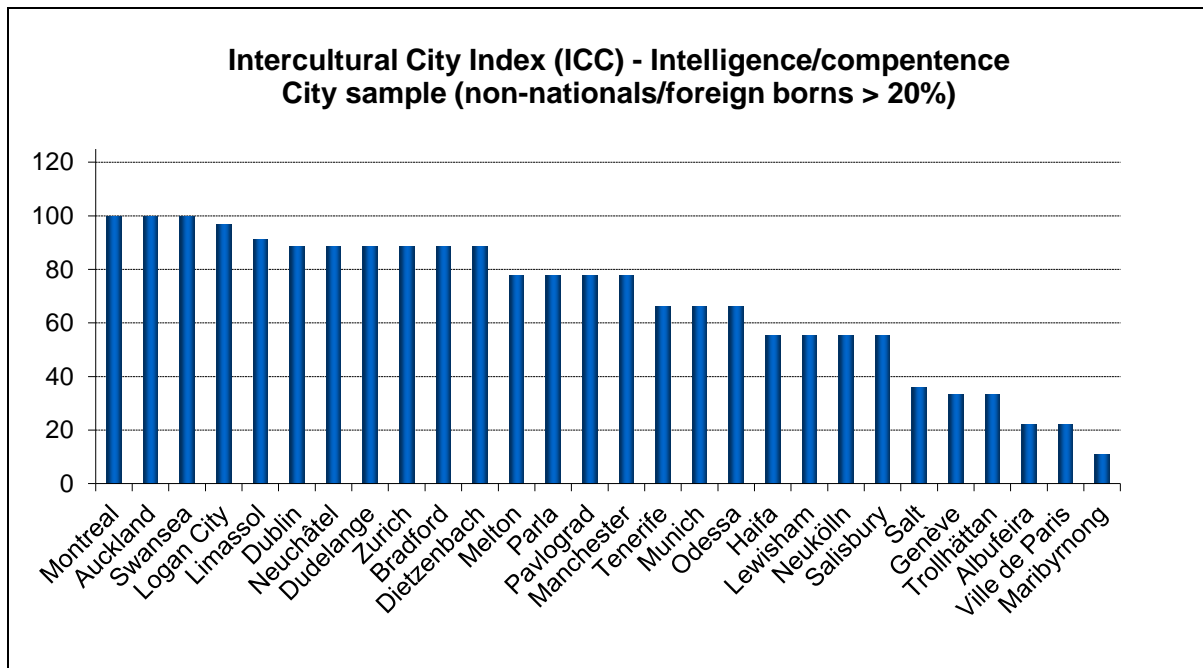
INTERCULTURAL INTELLIGENCE AND COMPETENCE

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.

Limassol's score in the field of intercultural intelligence and competence is 91/100¹⁵, considerably higher than the city sample result of 62/100 as well as its own previous scores of 0 in 2011 and 78 in 2013.



¹⁵ Limassol's score in the extended index is 94.



In Limassol, statistical and qualitative information about diversity and intercultural relations is mainstreamed to inform the local municipal council's policy formulation process. When needed or requested the Intercultural Council collects varied information and provide necessary support to the city administration.

Through the AMIF funded project Limassol – one city, the whole world, the city collects various contacts as well as statistical and qualitative data which are communicated with political instances, on both local and national government level through narrative and technical reports.

The city itself does not have its own competences/capacity/responsibility to carry out surveys including questions about the public perception of migrants/minorities. However, such surveys are regularly organised by private sector organizations and universities. The reports from the surveys are taken into consideration when drafting the intercultural and migration policies of the city.

Limassol promotes the intercultural competence of its officials and staff in the administration and public services through interdisciplinary seminars and networks, training courses and other activities.

Suggestions

Limassol has a high score in intercultural intelligence and a strong relationship with partners. It may be interested in the experience of Auckland, New Zealand, where all 170 elected members have a role description that includes [cultural awareness capability](#), requiring members to: understand and empathise with different people and cultures within the Auckland community; respect and embrace differences and diversity in a non-judgemental way; support equal and fair treatment and opportunity for all; understand the Māori Responsiveness Framework and the council's responsibilities under the Treaty of Waitangi; make an effort to support and use Māori and other languages where possible and appropriate; as well as to respectfully participate in cultural activities and ceremonies when required.

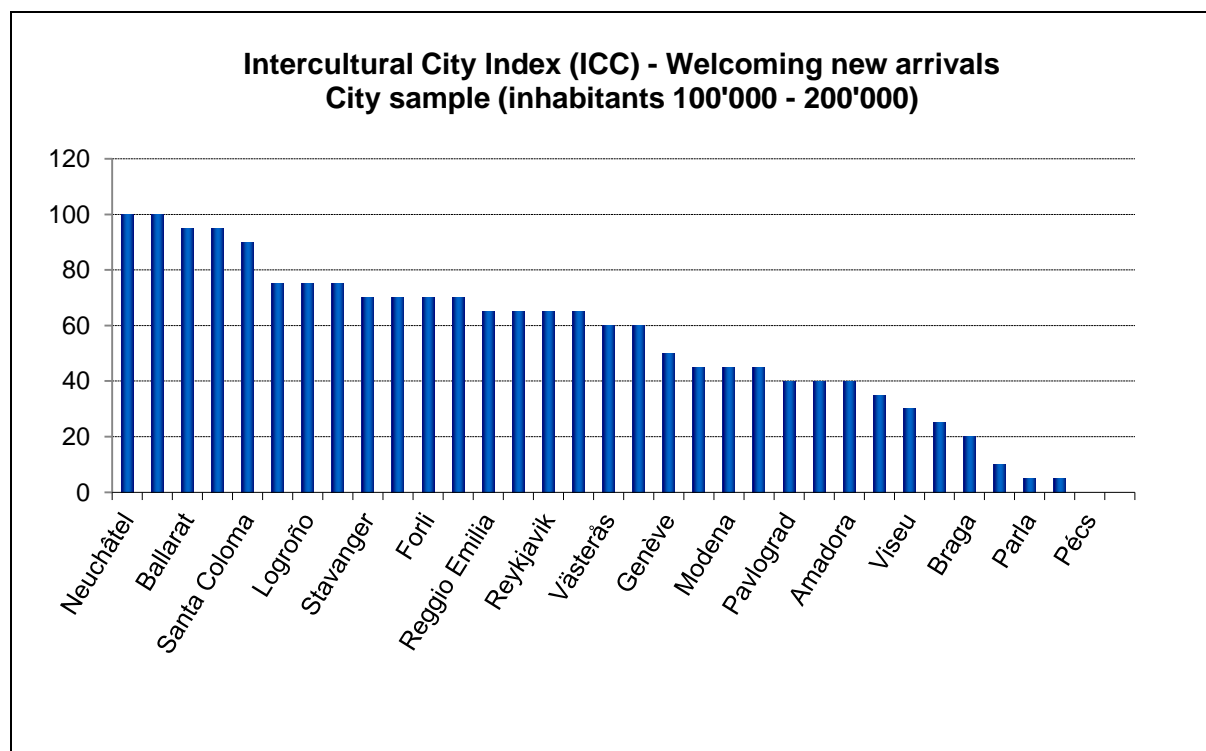
Another good practice that could be interesting is [the reflection on education and interculturality](#) in Spain, Barcelona. The BCN Interculturality Programme has encouraged periodic collaborative meetings with the technical area of Barcelona City Council 's districts in order to promote better policy implementation with regard to diversity with an intercultural perspective. These meetings have a training part on the different lines of action and another to exchange experiences, focused on areas of interest for adding an intercultural perspective to public policies (linguistic diversity education, participation, etc.). They allow participants to catch up with developments and the various districts to share the growing presence and relevance of an intercultural focus and the consolidation of related projects carried out by the districts.

Montreal, Canada has launched a major survey in order to determine Montrealers' views of migration and enable it to target the obstacles to migrants' labour market integration. The results feed into the policymaking to ensure an informed response. The city has also involved various stakeholders to map the views to address in the awareness-raising campaign. In the context of a future project, the city wishes to involve its employees, elected representatives and all local people in eliminating the main obstacles to the socio-economic integration of newcomers. This project reaches out to the host society in all its diversity, it is intended to be a fun, positive exercise and will be developed in co-creation with the relevant players.

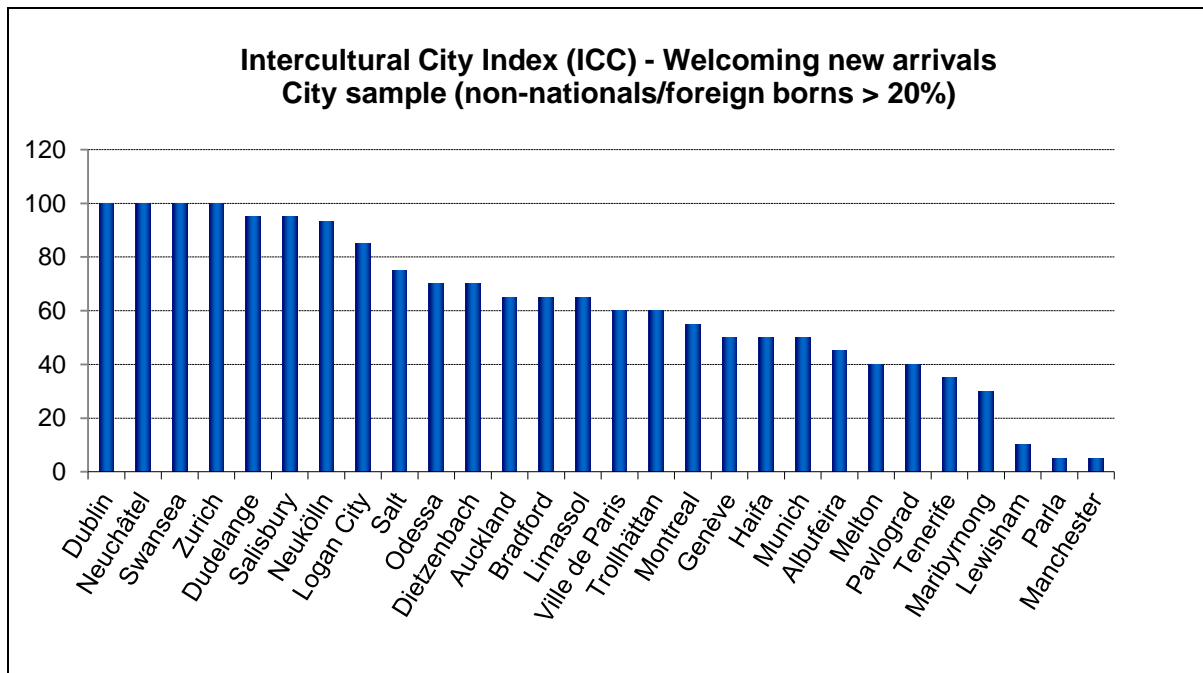
WELCOMING NEWCOMERS

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.

Limassol's score in the field of welcoming newcomers is 65/100¹⁶, higher than the city sample result of 58/100. The score shows gradual progress in this area compared to the city's score of 25 in 2011 and 55 in 2013.



¹⁶ Limassol's score in the extended index is 65.



Limassol have a [package of information and support for newcomers](#). The package is produced by CARDET social enterprise for Cyprus¹⁷ as a whole and through this, a number of copies have been allocated to Limassol. It is available as an app as well as in hard copy in several languages including English, Arabic, Filipino, Hindi, Moldovan Romanian, Russian, Sinhala, Tamil, Ukrainian and Vietnamese.

The city services and agencies provide welcome support for various groups of newcomers. Additionally, a number of private stakeholders, including AGAPI Cyprus, provide welcome support for particular groups of newcomers. AGAPI Cyprus is a member of the Intercultural Council of Limassol and is often supported by the city. Furthermore, Limassol University welcome the foreign students and the national authorities welcome unaccompanied minors.

The city organises a public ceremony where newcomers, regardless of origin or nationality, arriving to live in the city are welcomed personally in different ways.

Recommendations

Limassol may wish to look into an interesting example from Sabadell, Spain, where the [Tenderol project](#), coordinated by the Catalan Commission for Refugees, with the support of the Sabadell City Council, arose from the need to respond to persons who have been denied their application for international protection or who have remained outside the state programme. The project also targets persons who have completed the state programme but do not yet have full autonomy. In these situations where there is a risk of social exclusion, interdisciplinary intervention teams are required, and the municipalities are the closest administration managing the needs of the persons who live there.

Another good example at the [refugee reception and integration policies](#) in Botkyrka, Sweden, which are adapted to the local context. The questions posed through the pilot project have been answered by an analysis of the outcomes of focus groups and interviews, as well as based on existing policies and research on migration, integration, and human rights. The results derived from the pilot project show that intercultural reception is created in both interaction with refugees and newcomers, and on a structural organisational level. This entails looking at individuals as resources, affirming everyone's intrinsic dignity, providing the right information at the right time, encouraging awareness about standards and reasons behind social mobility, cooperating with civil society and NGOs and empowering newcomers in their self-organisation.

In [Montreal, Canada](#) the Diversity and Social Inclusion Department now includes an Office for the Integration of Newcomers in Montreal (BINAM), which enables it to work in partnership and hand in hand with the city's various

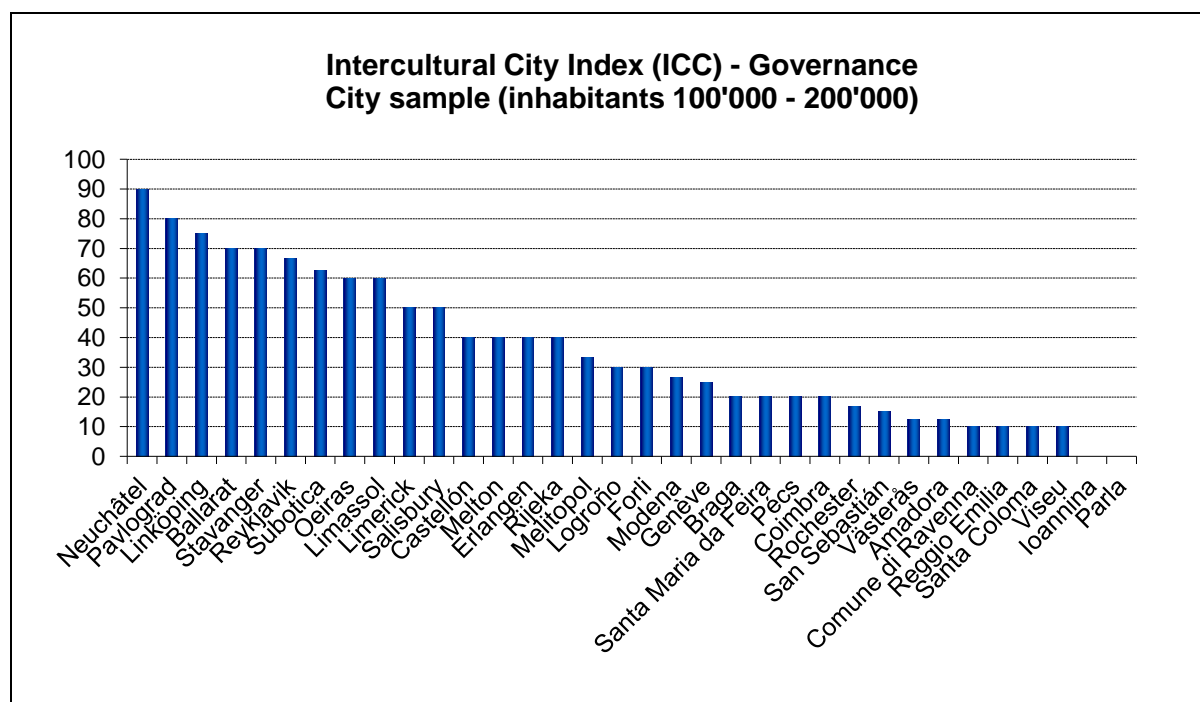
¹⁷ The city inform that Cyprus is a small country with only four urban areas (under the control of the Government of the Republic of Cyprus): Nicosia, Limassol, Paphos and Larnaca and there is no need for city-specific informational packages.

other departments and directorates to ensure crosscutting, effective and concerted action. The office helps newcomers familiarise themselves with the way the various institutions operate and with trends in the labour market, while acclimatising with the host society and all areas of life in Montreal. It helps to bring players in the business sector, community sector and social services together to prepare the host society for the arrival of and harmonious coexistence with newcomers, with a view to speeding up the process of their socioeconomic integration and maximising their participation in community life in Montreal. A digital solution called “Montreal, a new beginning” has been launched to inform newcomers about local services and settlement support programmes.

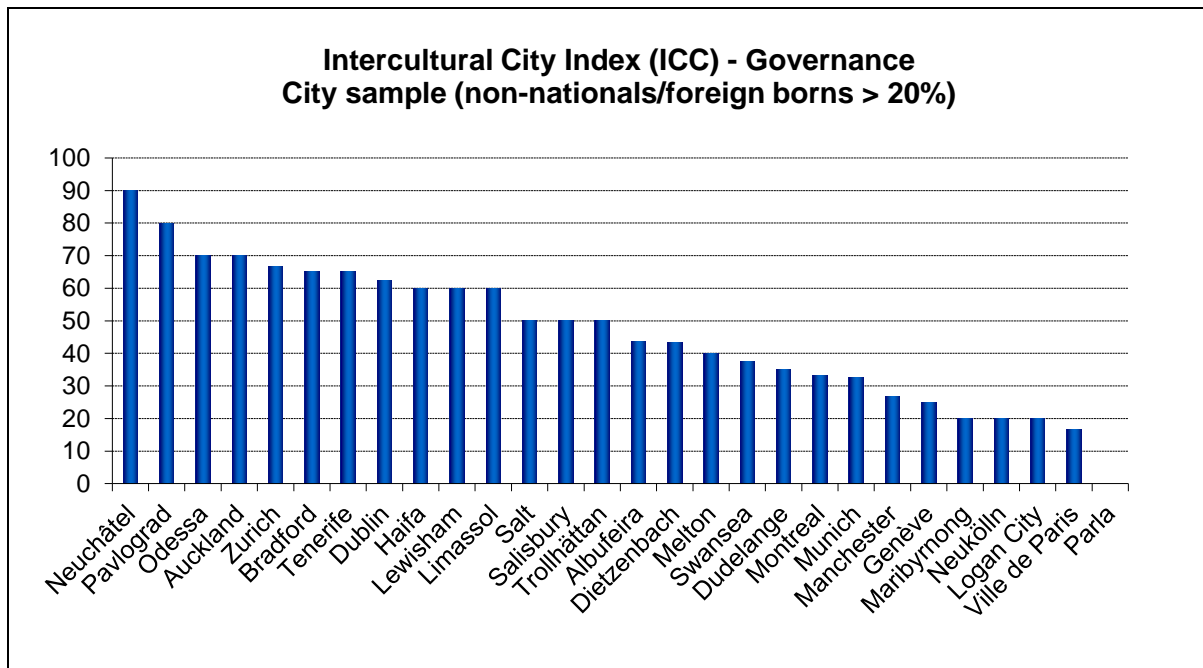
LEADERSHIP AND CITIZENSHIP

The most powerful and far-reaching action a city can take to be more intercultural is to open up democratic representation and decision-making to all residents of the city irrespective of their origin, nationality or residence status. Formal political rights at the local level are determined nationally or at the regional level in some federal states. Nonetheless, there is much that a city council can do to influence the way in which diverse groups interact and co-operate around the allocation of power and resources. An intercultural city strives to include all residents in the policy-making process and ensures thereby that public services are provided according to their diverse needs and not according to their cultural or political proximity to public decision-makers.

Limassol's score in the field of leadership and citizenship is 60/100¹⁸, considerably higher than the city sample result of 37/100 and considerably higher than its scores of 25 in 2011 and 0 in 2013. These results demonstrate the progress made by the city in the last years.



¹⁸ Limassol's score in the extended index is 55.



Nationals of member states of the European Union, who can provide information that they have taken steps to be included in the relevant voting catalogues can stand as well as vote in the local elections and for the election of the representatives of the European Parliament.

Limassol has a consultative body which involves migrants/minorities, other citizens, as well as relevant public institutions, organisations, and experts, through which persons with migrant/minority backgrounds can voice their concerns and advise the municipal council on various diversity and integration matters.

Additionally, the Intercultural Council of Limassol, established in September 2017, advises the Municipal Council on intercultural policies. More than 40 migrant NGOs, diplomatic representations, labour unions, local cultural NGOs, development NGOs as well as youth and minority NGOs are members of the Intercultural Council. The Intercultural Strategy 2018-2020 was developed and put in place through collaboration between all members. The same process is used in the development of its second edition (2021-2025). The strategy covers eleven strategic fields including culture, education, youth, parenting, housing, health, labour Issues, policing and security, access to public services, citizenship, and participation, as well as intercultural branding and media.

Limassol takes initiative to encourage persons with migrant/minority backgrounds to engage in the political life. Migrants are regularly involved in the political life either through the Intercultural Council or through various activities prepared by the local, national and the European authorities (e.g. European elections). The Intercultural Council was invited to and involved in the development of a Comprehensive City Strategy for the period 2021-2035. The Intercultural Counsellor, appointed in April 2020, is regularly invited to the meetings of the European Affairs Committee, and to the meetings of different cultural organizations which were set out by the municipality.

Recommendations

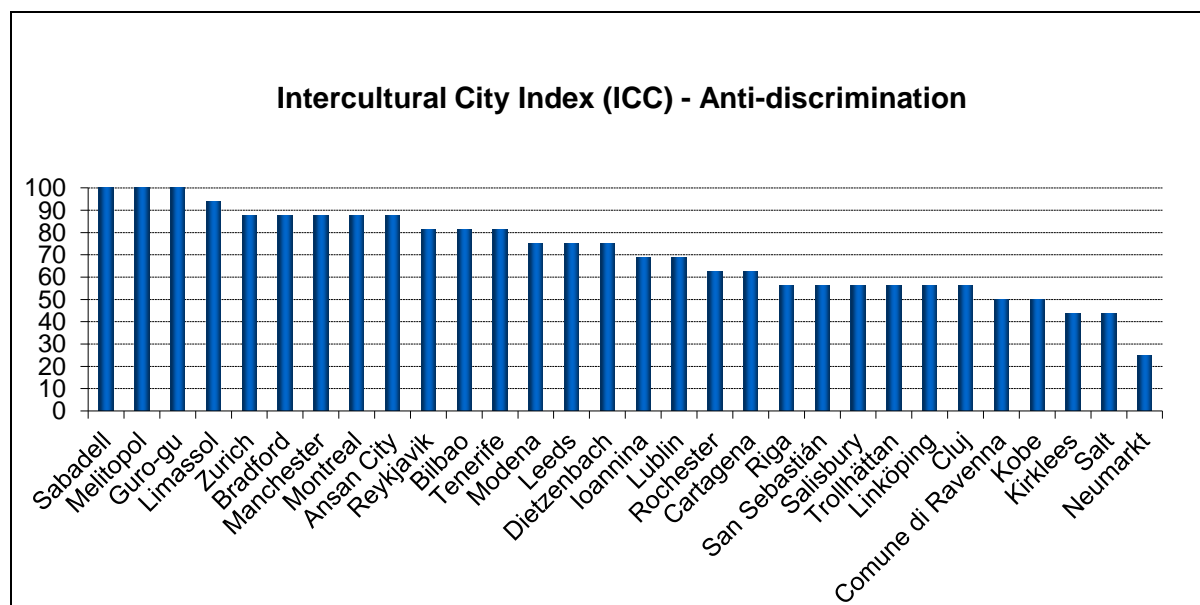
Limassol may find inspiration from Dublin, Ireland, where they have implemented [Public Participation Networks \(PPN\)](#) which enhance community participation in local government, promotes social inclusion and links citizens with local authorities. The Dublin City PPN is the main link through which Dublin City Council connects with the community and voluntary, social inclusion and environmental sectors. It is conceived as a formal structure for active citizenship and participation, providing a link for the local authority to connect with community groups promoting consultation, as well as to facilitate and articulate a diverse range of views and interests.

The London Borough of Lewisham, United Kingdom also gives a good example with its [Young Mayor initiative](#) - a robust attempt to put real power and responsibility in the hands of young people and treat them seriously. The young mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget to initiate a programme of work, as well as to scrutinise the work of Lewisham mayor and of the city 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 ICC Index in January 2019. 30 cities have so far replied to this new index indicator. Limassol's score in the field of anti-discrimination is 94/100, higher than the city sample score of 70/100.



Limassol has a charter or another binding document proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the municipal administration and services. In January 2018, in a joint session of the Municipal Council and the Intercultural Council, the city adopted the [2017 ICC Lisbon declaration](#) together with the Intercultural Strategy which was inspired by the Council of Europe's Intercultural Cities programme good practices database.

The city provides financial and/or logistical support to civil society organisations that advise and support victims of discrimination. Through participating in the Intercultural Council, NGOs could obtain various kinds of non-financial support, including facilitation of permissions for public events, meeting venues and capacity building activities. The municipality also gives recommendations related to the citizens' rights and procedures and is planning to open an Intercultural Centre that will provide regular support and better communication capabilities with the stakeholders.

Additionally, Limassol runs anti-discrimination and awareness campaigns within the framework of the ["Limassol – one city, the whole world"](#) project, funded by the EU AMIF and the Republic of Cyprus. The geographical scope of the project creates a network which includes municipalities of the greater Limassol area. The city addresses the issue of discrimination through its participation in the European Migration Network (EMN) which is run by the Immigration Department of the Ministry of Interior of the Republic of Cyprus.

The development of the anti-rumour's strategy is assigned to the newly appointed Intercultural Counsellor. The city has a funding agreement by the Intercultural cities programme of the Council of Europe on the implementation of a comprehensive Anti-Rumours Strategy (ARS) which will follow the official Council of Europe methodology. The city has also obtained political commitment, specific budget, and human resources for the creation of the strategy. The municipality will receive capacity building support from Council of Europe experts in this field through the

Intercultural Cities programme. Furthermore, the preparatory and implementation activities of the Anti-rumours Strategy will be financially supported by the EU AMIF fund.

Suggestions

A strong human-rights commitment is a sound basis for intercultural integration. It also ensures that all individuals are treated with equal human dignity. The efforts in the area of anti-discrimination are important as they engender a 'diversity advantage' by ensuring that all individuals are able to develop their talents to the full, without barriers being placed in their way.

An interesting practice comes from Barcelona, Spain where they have the [Annual Discrimination Observatory Report](#). For over of two decades, the city council has had in place an institutional infrastructure which combats all forms of discrimination, including systemic discrimination. This involves internal structures that enable the city to: identify and address systemic and other forms of discrimination; build a staff capacity on the issue; create platforms for the participation of people experiencing inequality and their associations in policy-making; and give public visibility to the issue of discrimination and the city's commitment to address it.

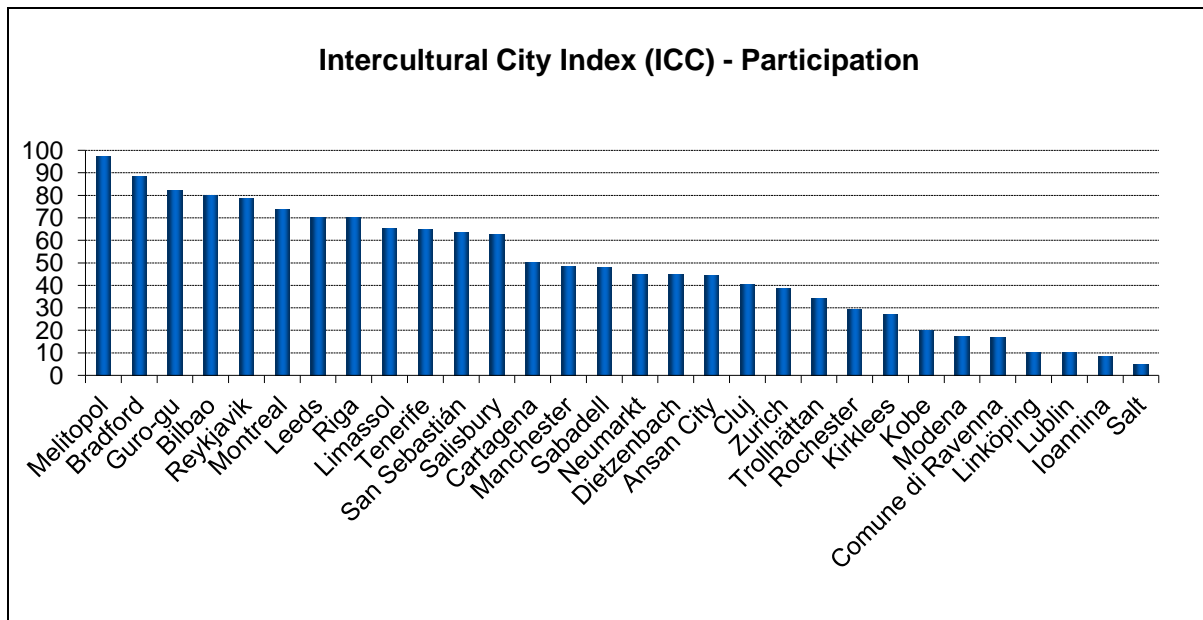
Montreal, Canada has taken steps to identify internal practices. The city recently introduced gender-based analysis plus (GBA+) in order better to respond to challenges in the area of diversity and inclusion. This method refers to the concept of intersectionality and adds analysis of needs and effects differentiated by other criteria to gender-based analysis. The approach is used to measure the impact of multiple discrimination on grounds that include gender, class and ethnocultural background, as well as disability, socioeconomic circumstances, sexual orientation, and gender identity. These factors interconnect, and sometimes reinforce each other, although not always. The method involves in-depth analysis which shows, among other things, that a person can be disadvantaged for several reasons and that an overview of discriminatory factors is necessary so as to respond appropriately to the needs of a diverse population.

Further inspiration for campaigns can be drawn from the cities of Milan, Palermo and Turin, Italy, which launched the project #iorispetto (I respect). The project promotes civic awareness and active empowerment oriented towards the realization of a more inclusive society. The project methodology combines training for teachers; intercultural mediators and volunteers; workshop and labs in schools; and finally, the launch of initiatives of active citizenship, with the use of participatory methodologies and the involvement of all realities present at local level.

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 ICC Index in January 2019. 30 cities have so far replied to this new index indicator. Limassol's score in the field of participation is 65/100, higher than the city sample score of 48/100.



A consultation process including persons with migrant/minority backgrounds was used in the preparation of the Intercultural Strategy 2018-2020. The process was the result of a mapping of intercultural stakeholders and contacts, needs assessments workshops, brainstorming sessions, grouping of themes, strategy drafting and approval by the Intercultural Council and the Municipal Council. The strategy is currently under revision for the period 2021-2025. The strategy also comprises an action plan which was drafted during the development process.

As mentioned earlier in the report under public services, Limassol developed the local "diversity for business" project with the participation of numerous employers, associations, chambers of commerce, trade unions, youth NGOs and universities. A series of focus-group meetings produced the Intercultural Twinning Declaration of the Municipalities of Limassol and Ioannina, dedicated to the role of cultural diversity for inclusive growth. The "diversity for business" project also made possible the creation of the Greek version of the ICC Step-by-step guide.

The Intercultural Council of Limassol is regularly invited to participate in a wide range of city consultations, including for the Limassol Comprehensive Strategy. Under the current Anti-rumours Strategy, the citizens are invited to rumour-detecting workshops. The city also runs a number of projects including the Council of Europe funded "**Intercultural Twinning: Cultural Diversity for Inclusive Growth**" through the Intercultural Cities programme, which brings together migrant communities, employers and labour union organizations.

Additionally, migrants in Limassol are regularly invited to participate in a wide range of public consultations on the urban development strategy, the innovation strategy, the operations of cultural organizations and others.

The municipality is seriously considering the introduction of mechanisms in order to ensure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds

Recommendations

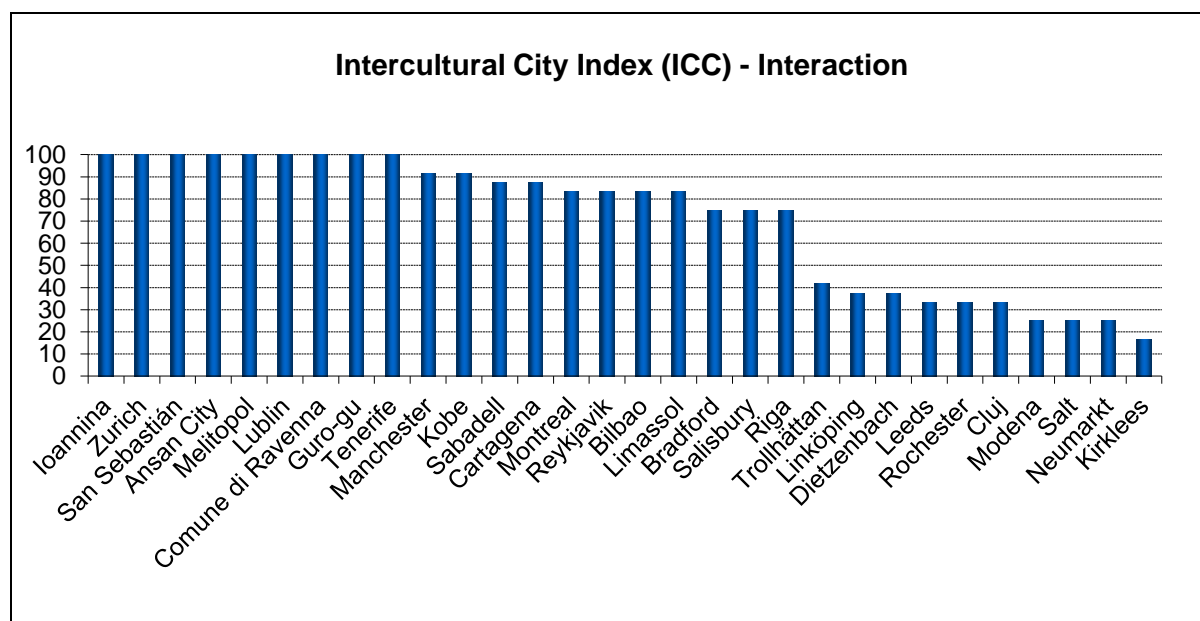
In order to advance its progress in the field of participation, the Limassol may wish to look at the [intercultural elections](#) in Auckland, New Zealand, where the city develops initiatives to encourage minority communities to engage in the political life. The 2016 Election Engagement Programme included 80 community events involving diverse communities, including persons with disabilities, of different faiths (Jewish and Muslim), LGBT persons, children and young persons, different nationalities (Korean, Chinese, African, Indian, Tongan, Samoan) as well as smaller communities such as Sri Lankan, Somali, Ethiopian, Rwandan, Filipino, West Indian, Burmese, Cambodian and Japanese. The 'Love Bus', a mobile information hub, attended these events over a 3-month period. Auckland also carried out research on the diversity of the candidate pool for the local body elections and compared that to the diversity of elected members. This provides a benchmark to support work on encouraging candidates from all communities.

Inspiration can also be drawn from [Leeds, United Kingdom](#), who have a number of practices to ensure participation. Leeds organises an [Equalities Assembly](#), participatory budgeting, intercultural dialogue platforms/round tables as well as MAP+ and the Migrant Community Networkers weekly drop-in. Additionally, the city has the Intercultural dialogue platform which was developed in 2010 when creating the 'Vision for Leeds' for the next 30 years. The city then undertook a public consultation to allow people who live and work in Leeds to respond on both short and long-term priorities. This was ground-breaking in terms of equal participation and was the first time the city used social media in the council on a mass scale, including blogging the opinions of each focus group and using people's opinions inform the decision-making on future policy for the city. Further, the MAP+ ran 'U Choose' which provided an opportunity for individuals to apply for a small pot of funding. A community event was run in order to decide on the projects that would receive funding, which included intercultural projects. Further, the city has developed the [migration map](#) through which the city has mainstreamed statistical and qualitative information about diversity and intercultural relations to inform the local/municipal council's process of policy formulation.

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.

As mentioned above, the indicators on interaction are also new as of January 2019. 30 cities have so far replied to this new index indicator. Limassol's score in the field of interaction is 83/100, higher than the city sample score of 71/100.



The municipality of Limassol has a database of all the relevant intercultural interaction associations which operate in the city and actively inform them on the city's intercultural inclusion policy. The collection of contacts and invitations to the Intercultural Council meetings have been a continuous task of the Intercultural Counsellor. The municipality has a list of around 50 stakeholders, including individuals, activists, representatives of migrant associations, NGOs, diplomatic representations, labour unions, and others. The list is expected to be supplemented with many more by the end of 2020.

The teachers in the elementary/primary schools in Limassol receive training in intercultural communication and pedagogy. The Pedagogical Institute of Cyprus, part of the Ministry of Education and Culture, [declared its commitment to the smooth integration of pupils with a migrant background](#). It runs a number of programs for teachers regarding the integration of migrants and intercultural communication. The municipality of Limassol does not have authority over the public schools, but a number of synergies have been developed with various municipal departments.

In November 2019, the municipality provided logistical support and co-hosted the Fourth Inclusive Integration Policy Lab, in collaboration with the Intercultural Cities programme. Further, the online archive of the various activities which take place within the EU AMIF funded Limassol – one city, the whole world project can be found on the following [website](#).

Suggestions








It is important to hold regular meetings with the stakeholders that are active in various fields of the intercultural inclusion. The Limassol's authorities could be inspired by the [Mondinsieme' Assembly](#) of the city of Reggio Emilia, Italy, where the municipality value citizen engagement and participation through addressing the needs, concerns and interests of the residents. This is made possible by collecting their views and proposals through formal and informal actions and initiatives.

OVERALL CONCLUSIONS

The City of Limassol's aggregate intercultural index is 81/100. In several categories, Limassol scored the highest points possible, including in areas such as education, neighbourhood, business and labour market, and international outlook. The table below lists many of Limassol's strengths and selected areas where there could be interesting mutual learning to be gained together with other cities.

COMMITMENT	✓	The city has formally stated its participation in the Intercultural Cities network; the city has adopted an intercultural integration strategy with allocated budget which is regularly evaluated and updated; the city systematically carry out public consultations with diverse groups; the city's official communications make clear reference to the city's intercultural commitment; the city have an official webpage to communicate news and initiatives.
	✗	The city has not adopted an intercultural action plan, but it is in the process of drafting the action plan.
EDUCATION	✓	The city's schools are diverse and often carry out intercultural projects; the city makes strong efforts to involve parents with migrant/minority backgrounds in school life.
	✗	The city does not have a policy to increase ethnic/cultural mixing in schools, but such policy exists at the regional/national level.
NEIGHBORHOOD	✓	The city has no problems of ethnic concentration and most of the its districts are culturally/ethnically diverse; the city encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from the same and from other neighbourhoods.
	✗	The city does not have a policy to encourage residents with migrant/minority backgrounds to meet and interact with other people living in the same neighbourhood.
PUBLIC SERVICE	✓	The city is taking action to encourage a diverse workforce, intercultural mixing and competence in private sector enterprises.
	✗	The public employees do not reflect the composition of the city's population; the city does not have a recruitment plan to ensure an adequate rate of diversity within its workforce but is working to achieve such plan.
BUSINESS AND LABOUR	✓	The city has a business umbrella organisation which has among its objectives the promotion of diversity and non-discrimination in the labour market; the city takes action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors.
	✗	The city may wish to develop an even stronger link between the intercultural and business-development activities in the city.
CULTURE AND SOCIAL LIFE	✓	The city promotes access to culture for the whole population, with a broad programme of free events and activities; the city uses interculturalism as a criterion when allocating funds to associations and initiatives; the city has a policy to facilitate and support cultural manifestations and organizations funded by migrants.
	✗	The city does not organise regular public debates or campaigns on the subject of cultural diversity and living together.
PUBLIC SPACE	✓	The city takes action to encourage meaningful intercultural mixing and interaction in public spaces, such as public libraries, museums, and squares, among others. The city takes into account the diversity of the population in the design, renovation and management of some of the new public buildings or spaces; when city authorities decide to reconstruct an area, they use different methods and places for consultation

	<p>✗</p> <p>The city does not always take into account the diversity of the population in the design, renovation and management of new public buildings or spaces.</p>	to ensure the meaningful involvement of persons with different /migrant/minority backgrounds;
MEDIATION	<p>✓</p> <p>The city has a generalist municipal mediation service which also deals with cultural conflicts (including those in the public space) as well as an intercultural mediation service run by the civil society; intercultural mediation services are provided in the city administration and in hospitals, police, youth clubs, retirement homes as well as on the public space.</p>	The city does not have a local organisation which deals specifically with inter-religious relations however, the city is relying on a national one.
	<p>✗</p>	
LANGUAGE	<p>✓</p> <p>The city proposes a wide range of language training activities, covered by the national authorities and the civil sector; the city raises awareness on migrant/minority languages by providing logistical or financial support to local minority newspaper/journals in (a) /migrant/minority language(s); the city support projects that seek to give a positive image of migrant/minority languages.</p>	The city does not propose teaching migrant/minority languages as part of the regular curriculum at schools; the city does not support local TV programmes in (a) migrant/minority language(s).
	<p>✗</p>	
MEDIA AND COMMUNICATION	<p>✓</p> <p>The city has a communication strategy to improve the visibility and image of people with migrant/minority backgrounds in the local media; the city's communication (PR) department is instructed to highlight diversity as an advantage regularly and in various types of communication; the city monitor the way in which traditional media portray people with migrant/minority backgrounds.</p>	The city does not monitor the way in which social media portray persons with migrant/minority backgrounds.
	<p>✗</p>	
INTERNATIONAL OUTLOOK	<p>✓</p> <p>The city has a clear policy to encourage international collaboration in economic, cultural, and other spheres; The city seeks to develop business relations with countries/cities of origin of its diaspora groups</p>	The city may wish to share further good practices with the international network to facilitate further peer to peer learning.
	<p>✗</p>	
INTELLIGENCE AND COMPETENCE	<p>✓</p> <p>The city promotes intercultural competence of its officials and staff, in administration and public services through interdisciplinary seminars and networks, training courses and other activities.</p>	The city's statistical and qualitative information about diversity and intercultural relations is sometimes mainstreamed to inform the local municipal council's policy formulation process.
	<p>✗</p>	
WELCOMING	<p>✓</p> <p>The city services and agencies provide welcome support for various groups of newcomers; the city organises a public ceremony to greet all persons arriving to live in the city regardless of origin or nationality where the newcomers are welcomed personally by the city in different ways.</p>	The city does not have a designated agency, unit, person, or procedure to welcome newcomers as well as its own package of information and support for newcomers.
	<p>✗</p>	
	<p>✓</p>	The city has an independent consultative body through which persons with migrant/minority backgrounds can voice their concerns and advise the municipal

LEADERSHIP AND CITIZENSHIP		<p>council on diversity and integration matters; the city takes initiative to encourage persons with migrant/minority backgrounds to engage in political life.</p> <p>Only nationals from certain foreign countries can stand as candidates/vote in local elections; the city does not have a standard for the representation of persons with migrant/minority backgrounds in mandatory boards supervising schools and/or public services, but is working on achieving this.</p>
ANTI-DISCRIMINATION	 	<p>The city has a charter or another binding document proscribing discrimination against persons or groups of persons on grounds of race, colour, language, religion, nationality, national/ethnic origin or sexual orientation in the municipal administration and services; the city provides financial and/or logistical support to civil society organisations that advise and support victims of discrimination; the city has an anti-rumours strategy or implement anti-rumours activities following the official Council of Europe methodology.</p> <p>The city does not carry out a systematic review of all municipal rules and regulations in order to identify mechanisms that may discriminate residents with /migrant/minority backgrounds, although they are seriously considering this.</p>
INTERACTION	 	<p>The city has a regularly updated database of all the associations relevant to intercultural interaction operating in Limassol; teachers in the city's elementary/primary schools receive training in intercultural communication and pedagogy.</p> <p>The city does not hold regular meetings with civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion.</p>
PARTICIPATION	 	<p>A consultation process which included persons with migrant/minority backgrounds was used in the preparation of the Intercultural Strategy 2018-2020 which includes an intercultural action plan; the city takes action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations, on boards or ruling bodies of work councils.</p> <p>The city has not introduced mechanisms to ensure that gender equality is respected in organisations that participate in the decision-making process on matters related to the inclusion of city residents with migrant/minority backgrounds but is seriously considering to introduce such mechanisms.</p>

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

RECOMMENDATIONS

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

Public services: Limassol may wish to consider the example from Ballarat, Australia, which can be used as a starting point for the creation a long-term planification in this field. The city has an [Intercultural Employment Pathways Program](#) which aims at enhancing social inclusion, employment and education pathways for culturally and linguistically diverse men, women and youth. Another good practice is shown in the evaluation of the [Geneva's diversity policy for the period 2016-2020](#) where the accessibility of public services and "The implementation of a human resources policy that reflects the diversity of Geneva's population" are two of the four strategic axes.

Language: The city may wish to look into the [learning programme for family members' languages](#) in Barcelona, Spain, in order to promote multilingualism at schools and in the city. A learning programme for family members' languages - recognising and promoting the linguistic diversity in Barcelona's neighbourhoods - has been launched

to: i) foster multilingualism in the city and within the educational system, ii) enable and strengthen links between the educational community – schools and parents' associations (AMPAs) – and the communities of each neighbourhood, iii) and turn schools into a welcoming and meeting space for families from various cultural contexts. Implemented in different districts of Barcelona, the project has been launched through different actions.

Media and communication: Limassol may wish to look into the [media and social media intercultural literacy initiative](#) in Ansan, South Korea, which includes a multicultural newspaper subscription project aiming to provide non-nationals with a range of information and inform them about the city's policies. The multicultural newspaper is published twice a month, with a circulation of 20,000 copies. Ansan City's media department also works with broadcasting companies in South Korea to publicise international cuisines, intercultural education, intercultural streets, and the Ansan City non-nationals policy. Finally, as part of its non-nationals' employment support initiatives, Ansan City runs a course for Information Technology Qualification test-takers. As part of the vocational capacity building education, the city runs classes to teach residents how to use social networks, and blogs.

Welcoming newcomers: Limassol may wish to look into the good practice from Sabadell, Spain, where the [Tenderol project](#), coordinated by the Catalan Commission for Refugees, with the support of the Sabadell City Council, arose from the need to respond to persons who have been denied their application for international protection or who have remained outside the state programme. The programme also responds to persons who have completed the state programme but do not yet have full autonomy. In these situations where there is a risk of social exclusion, interdisciplinary intervention teams are required, and the municipalities are the closest administration managing the needs of the people who live there.

Another good example which could give inspiration [refugee reception and integration policies](#) adapted to the local context in Botkyrka, Sweden. Questions have been answered through an analysis of the outcomes of focus groups and interviews, as well as based on existing policies and research on migration, integration, and human rights. The results show that intercultural reception is created in both interaction with refugees and newcomers, and on a structural organisational level. This entails looking at individuals as resources, affirming everyone's intrinsic dignity, providing the right information at the right time, encouraging awareness about standards and reasons behind social mobility, cooperating with civil society and NGOs, and empowering newcomers in their self-organisation.

Leadership and citizenship: Limassol can look for inspiration from other cities of the ICC network. Dublin, Ireland for example, has a [Public Participation Networks \(PPN\)](#) which enhance community participation in local government, promotes social inclusion and links citizens with local authorities. The Dublin City PPN is the main link through which the Dublin City Council connects with the community and voluntary, social inclusion and environmental sectors. It is conceived as a formal structure for active citizenship and participation, providing a link for the local authority to connect with community groups promoting consultation, as well as to facilitate and articulate a diverse range of views and interests.

The London Borough of Lewisham, United Kingdom, also provides a good example with its [Young Mayor initiative](#) - a robust attempt to put real power and responsibility in the hands of young people and treat them seriously. The Young Mayor is elected by direct ballot every year and – along with a cabinet of young advisors – is given a budget to initiate a programme of work, as well as to scrutinise the work of Lewisham Mayor and of the city council.

Participation: Limassol may wish to look at the [intercultural elections](#) in Auckland, New Zealand, where the city develops initiatives to encourage minority communities to engage in political life. The 2016 Election Engagement Programme included 80 community events involving diverse communities, including persons with disabilities, of different faiths (Jewish and Muslim), LGBT persons, children and young persons, different nationalities (Korean, Chinese, African, Indian, Tongan, Samoan) as well as smaller communities such as Sri Lankan, Somalian, Ethiopian, Rwandan, Filipino, West Indian, Burmese, Cambodian and Japanese. The 'Love Bus', a mobile information hub, attended these events over a 3-month period.

Auckland also carried out research on the diversity of the candidate pool for the local body elections and compared that to the diversity of elected members. This provides a benchmark to support work on encouraging candidates from all communities.

Limassol may wish to consider further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided above for each sector as well as in the Intercultural cities [database](#).

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely

contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

The Council of Europe and its partner cities have developed and validated an intercultural approach to integration and inclusion which enables cities to reap the benefits and minimise the risks related to human mobility and cultural diversity. A decade after the start of this work, there is growing evidence that diversity, when recognised and managed as a resource, produces positive outcomes in terms of creativity, wellbeing and economic development.

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

The Council of Europe is the continent's leading human rights organisation.

It comprises 47 member states, 27 of which are members of the European Union.

All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law.

The European Court of Human Rights oversees the implementation of the Convention in the member states.

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE