



# PAPHOS DISTRICT

## INTERCULTURAL CITIES INDEX ANALYSIS 2024



Diversity, Equality, Interaction, Participation

**BUILDING BRIDGES,  
BREAKING WALLS**



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PAPHOS DISTRICT  
INTERCULTURAL CITIES INDEX ANALYSIS

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This analysis is based on information provided by the [Cross Culture International Foundation Cyprus \(CCIF\)](#).

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

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## INTRODUCTION

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

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

While this report is being written (December/2024) more than 160 cities embraced the ICC programme and approach, and 132 (including Paphos District) have analysed their intercultural policies using the Intercultural Cities Index. The respective reports can be found [here](#).

Among these cities, 39 cities (including Paphos) have less than 100,000 inhabitants and 36 (including Paphos) have more than 20% of foreign-born residents.

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

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## INTERCULTURAL CITY DEFINITION

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

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## METHODOLOGY

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

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

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

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

|  |              |
|--|--------------|
| 7. Intercultural intelligence and competence | Public space |
| 8. Welcoming newcomers                       |              |
| 9. Leadership and citizenship                |              |
| <b>10. Anti-discrimination</b>               |              |
| <b>11. Participation</b>                     |              |
| <b>12. Interaction</b>                       |              |

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

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

So far, 51 cities have used the Intercultural Cities Index containing the new indicators in their evaluations, including Paphos. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

According to the overall Intercultural Cities Index results, Paphos has an aggregate Intercultural Cities Index result of 61 (out of 100 possible points). The details of this result will be explained below.<sup>2</sup>

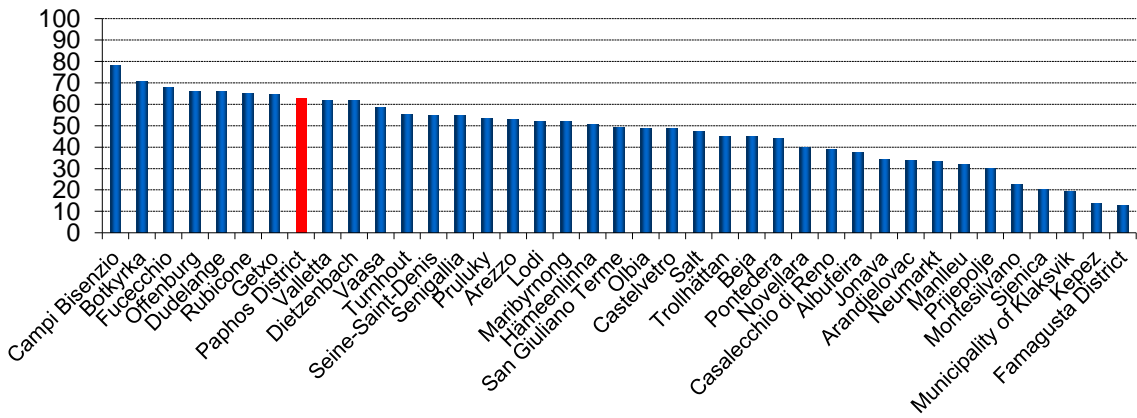
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<sup>2</sup> The original Intercultural Cities Index contained 69 questions. The Intercultural Cities Index was updated in 2019, when additional questions were added, some questions were removed and completely new indicators were added (anti-discrimination, interaction and participation), resulting in the extended Intercultural Cities Index with 86 questions. As a main rule, the Intercultural Cities Index report applies the scoring from the original Intercultural Cities Index, to ensure the broadest possible comparison group in the global achievement rate.

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

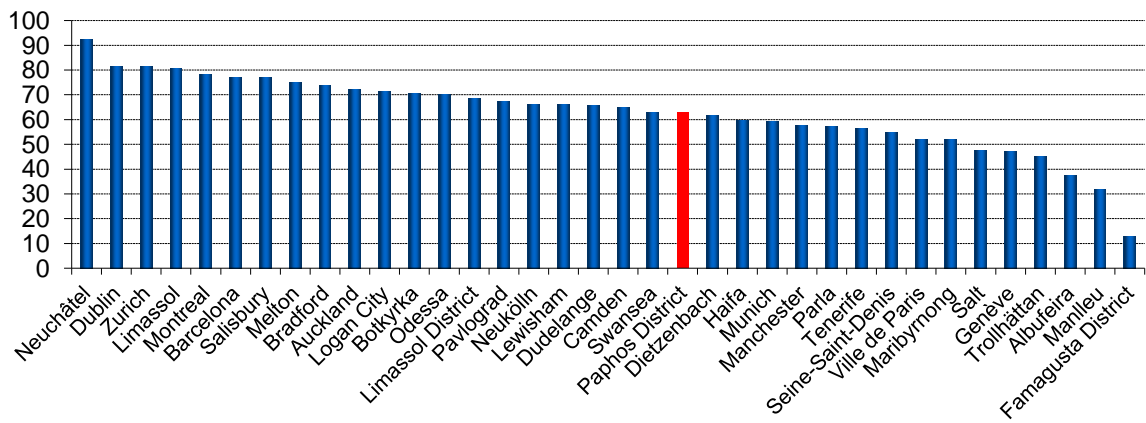
Per inhabitants

### Intercultural City Index (ICC) City sample (inhabitants < 100 000)

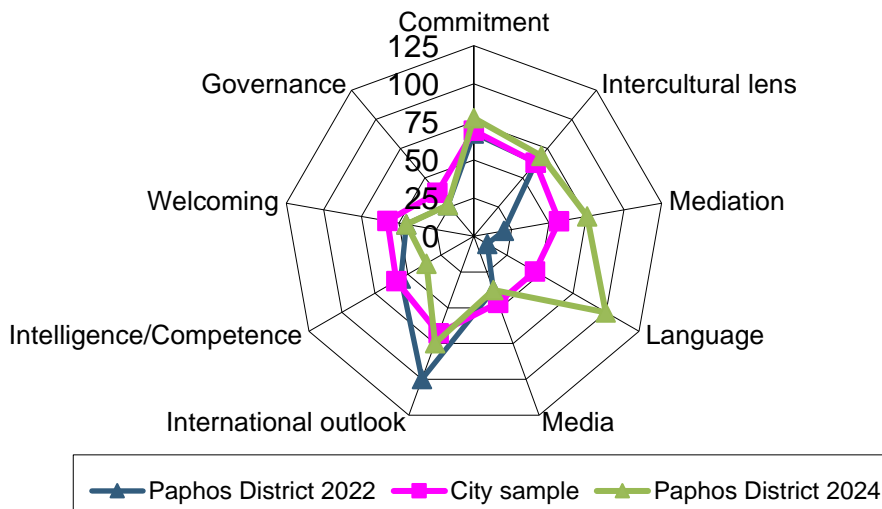


Per diversity

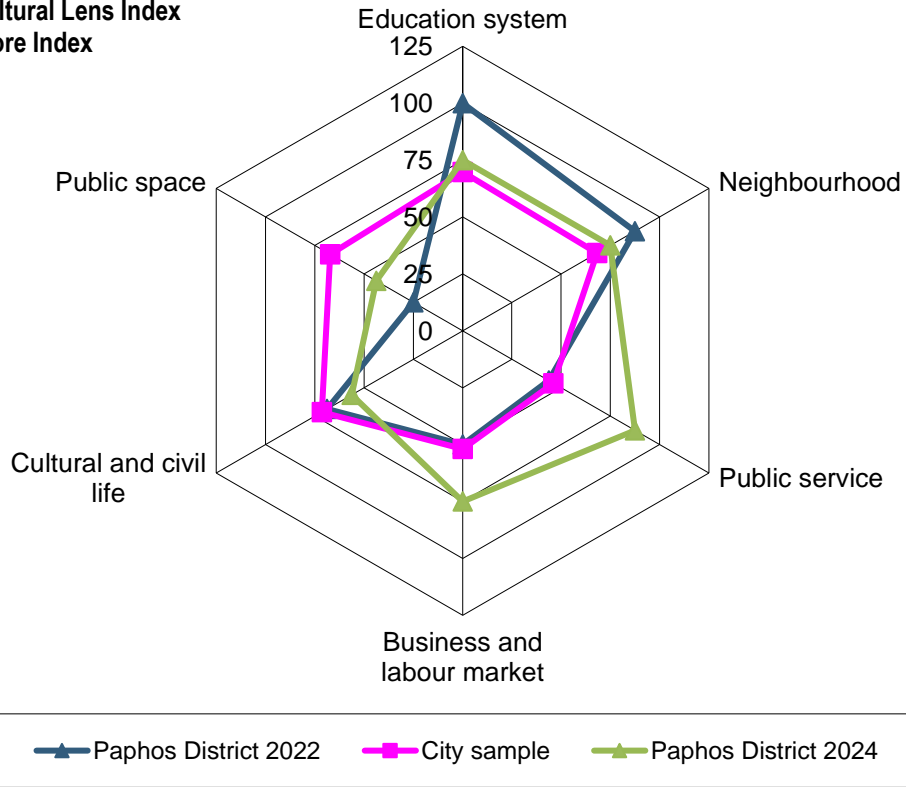
### Intercultural City Index (ICC) City sample (non-nationals/foreign borns > 20%)



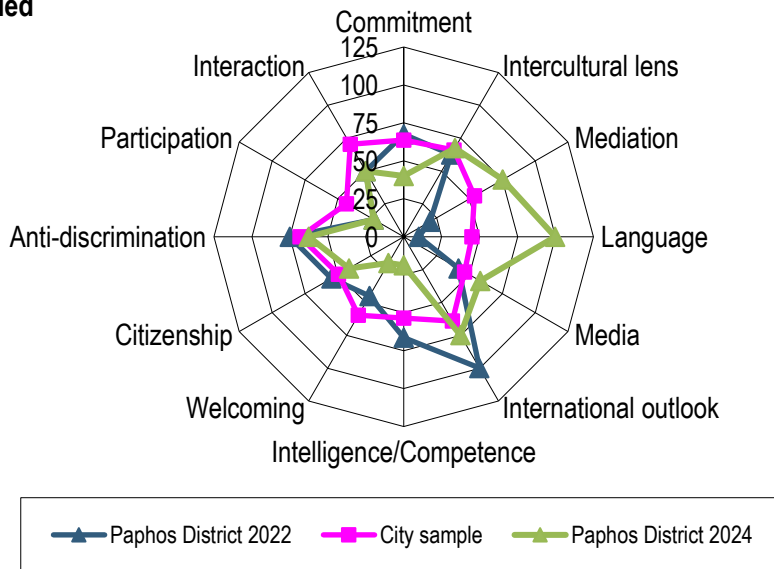
Core Index

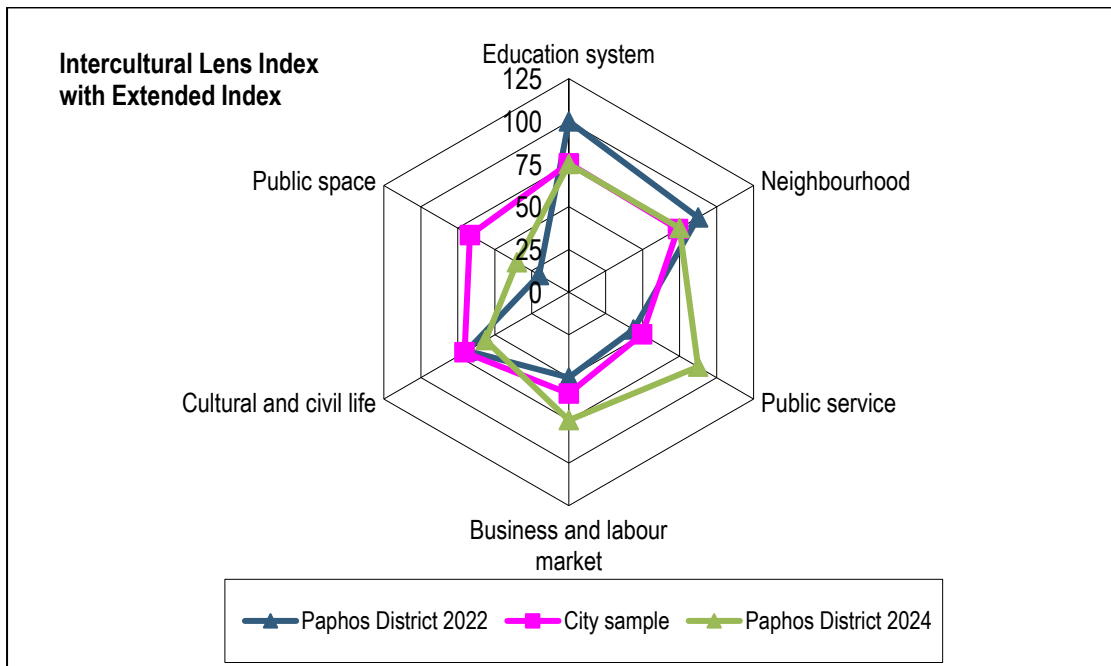


**Intercultural Lens Index  
with Core Index**



**Extended  
Index**





## PAPHOS: AN OVERVIEW

Paphos District is one of the five districts of Cyprus. The district covers 1,389 km<sup>2</sup> and is home to a population of 101 106, the 10.9% of the total population of the country (2021 Census). This implies an increase of 14.5% in the last 10 years, one of the largest in the country. The population density is quite low, with approximately 73 people per square kilometre.

The District of Paphos has four officially established municipalities and 121 local communities. These municipalities are: Paphos, Geroskipou, Pegeia and Polis Chrysochous. Its main town and capital is Paphos.

Main minority communities in Cyprus are Maronites, Latins (Roman Catholic) and Armenians. Roma people are not recognised as being entitled to religious minority rights but are deemed part of the Turkish Cypriot community with no special rights at all. Concerning the religious groups belonging to the Greek Cypriot community, at the end of 2019, the Armenians constituted 0,4% of the community, Maronites 0,8% and Latins 0,1%.

In 2011, there were 33.7% of foreign nationals, of which three thirds of them were EU-nationals (77%). Data from 2021 Census<sup>3</sup> shows an interesting change: 40.2% of the Paphos District have a foreign nationality, where 42.3% are EU-Nationals, thus EU nationals have decreased considerably, while Third Country Nationals have increased from 6 660 to 23 270.

From a national comparative perspective, Paphos District has the highest percentage of foreigners. When observing the country of birth, these figures increase slightly, as 41.03% of the population born in a different country than Cyprus.

The largest groups of foreign nationals are British (9.8% of the total District population), Georgians (4.4%), Greeks (3.9%), Syrians (3.4%), Russians (3.1%), Bulgarians (2.6%) and Romanians (2.4%). Most spoken languages in Paphos are Greek and English, followed by Arabic and Russian.

<sup>3</sup> Available here: [https://cystatdb.cystat.gov.cy/pxweb/en/8.CYSTAT-DB/8.CYSTAT-DB\\_Population\\_6.Population%20Census](https://cystatdb.cystat.gov.cy/pxweb/en/8.CYSTAT-DB/8.CYSTAT-DB_Population_6.Population%20Census)



Since 2015, Cyprus has been receiving an increasing number of refugees, particularly from neighbouring Syria. This increase intensified in 2018, with a 72% increase over the previous year and saw a further surge of 65% in 2019. In 2021, 13 235 new asylum applications were lodged, ranking Cyprus as the first asylum receiving country, per capita, among EU Member States. More recently, and according to the Asylum Service of the Ministry of Interior of the Republic of Cyprus, 11 617 applications were received in 2023.<sup>4</sup>

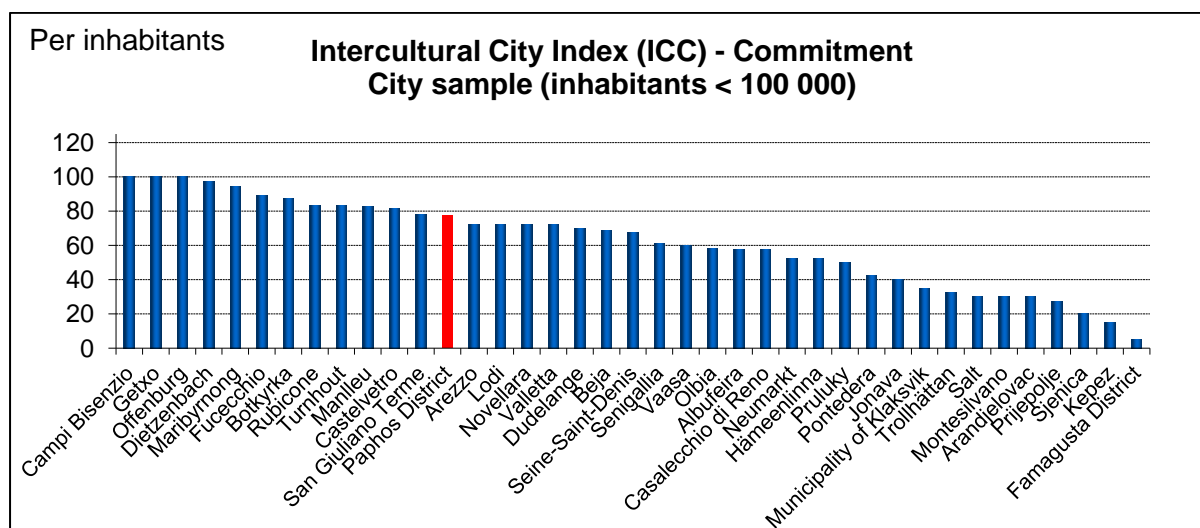
The economy of Paphos is largely based on tourism and there are four resorts in the district: Kato Paphos, Coral Bay, Latchi, and Aphrodite Hills. The largest is Kato Paphos which employs over half of Paphos' population. Farming, especially banana, grape and tobacco cultivation, contributes significantly to Paphos' economy. The second-largest international airport of Cyprus is located in Paphos and it is now gaining new importance not just among tourists but also as a commercial centre. While Kato Paphos is a major tourist hub and most of the hotels and entertainments centres are located there, Ktima is a historical region.

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

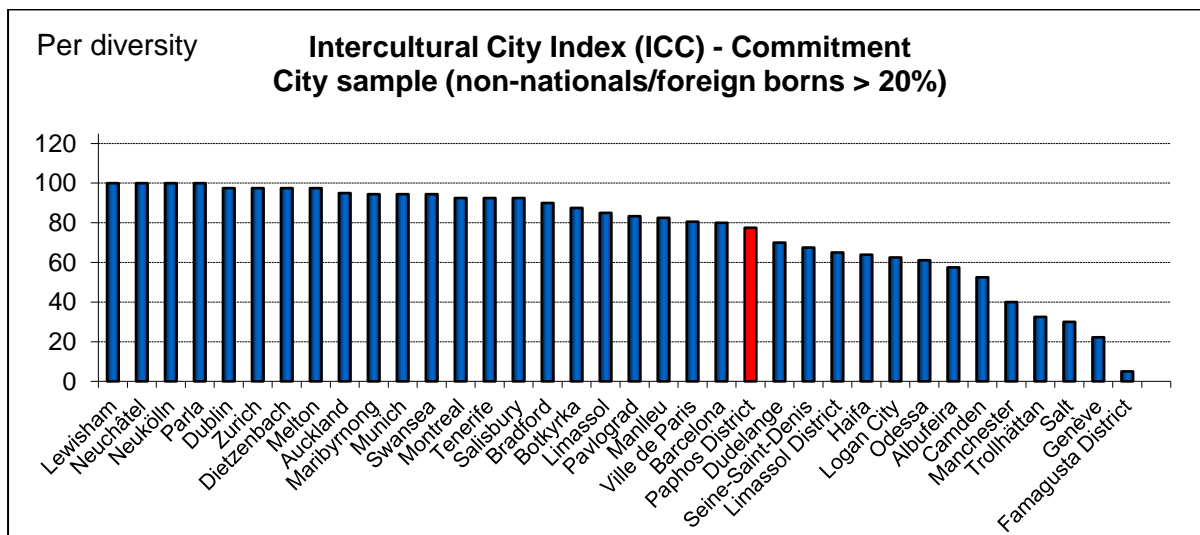
## COMMITMENT

*For intercultural inclusion to occur, city authorities need to send out a clear and well-publicised message emphasising their commitment to intercultural principles, i.e. diversity, equality and interaction. Ideally, a majority of elected officials and senior policy officers will have a clear understanding of these core principles and their implications for policy-making. City authorities also need to initiate an institutional process to translate the principles of interculturality into concrete policies and actions. Most importantly, an intercultural city actively seeks to include residents of all nationalities, origins, languages, religions/beliefs, sexual orientations and age groups in the policy-making process. The authorities also highlight and nurture any intercultural practices that may already exist in the city.*

Paphos District achieved a rate of 78 which is higher than the city sample's achievement rate of 69. The result is based on the Action Plan for Inclusion and Diversity, adopted and implemented by the Paphos Regional Intercultural Network, and the wide range of actions envisaged in it.



<sup>4</sup> Cyprus | Reception Capacity 31 December 2021. Available here: [https://www.unhcr.org/cy/wp-content/uploads/sites/41/2022/02/UNHCR-Cyprus\\_Reception\\_thru-2021.pdf](https://www.unhcr.org/cy/wp-content/uploads/sites/41/2022/02/UNHCR-Cyprus_Reception_thru-2021.pdf)



The European Union and Council of Europe's joint project "Building structures for intercultural integration in Cyprus"<sup>5</sup> supported the creation of a Regional Intercultural Network in the District of Paphos with the aim to empower local authorities, NGOs, and migrant organisations, which play a central role in shaping and implementing the intercultural strategy. The network's ongoing discussions and collaborations can facilitate the ongoing assessment of the plan's effectiveness and the identification of necessary adjustments. The [Cross Culture International Foundation Cyprus](#) (CCIF) is the coordinator for the Paphos District Intercultural Network.

The Paphos regional intercultural network adopted the [Action plan for inclusion and diversity in Paphos District 2023-2025](#). The design of the action plan is not the result of a consultation process with citizens, but it is based on the results derived from the Intercultural Cities Index (2022) which was conducted under the joint EU/CoE joint project, as well as relevant discussions within the Paphos District Network and experts from the Council of Europe.

The Action Plan gathers recommendations on the following fields, following the ICC Index: Commitment, Public services, Education, Access to public services, meaningful interaction and participation, conflict mediation. An evaluation of the plan is somehow foreseen. The Action Plan suggests ongoing monitoring of various aspects, such as the representation of migrants and minorities in governing bodies and the effectiveness of language programmes. It also recommends that Paphos District improves its data collection practices enabling more evidence-based policymaking. This suggests that ongoing data collection and analysis could inform the evaluation and updating of the plan. In addition, two ICC Index questionnaires have been conducted so far (2022 and 2024).

The Action Plan does not have a dedicated budget to implement it, however, the second European Union and Council of Europe joint project "Enhancing structures and policies for intercultural integration in Cyprus"<sup>4</sup> supported the implementation of some of the action plan activities, as well as this second ICC Index analysis.

Regarding the District's narrative and communication, it has not formally adopted a public statement that it is an Intercultural City and there is not an official website communicating the intercultural work and action plan.

CCIF reports that communications often make clear reference to the city's intercultural commitment. The Mayor of Paphos has expressed clear commitment to political and financial support for intercultural integration policies and the municipalities of Geroskipou and Pegeia are working on statements supporting intercultural integration.

<sup>5</sup> The European Union and Council of Europe joint projects: "Building structures for intercultural integration in Cyprus" and "Enhancing structures and policies for intercultural integration in Cyprus" were co-funded by the European Union via the Technical Support Instrument, and implemented by the Council of Europe, in cooperation with the European Commission.

The "Action plan for inclusion and diversity in Paphos District 2023-2025" proposes a clear welcoming statement emphasizing the municipalities' commitment to intercultural principles like diversity, equality, and interaction. This statement would be translated into multiple languages and shared in public spaces such as municipal buildings, schools, and libraries. The plan also suggests multilingual language aids to help residents communicate.

The district does not have a dedicated body or a cross-departmental co-ordination structure responsible for implementing the intercultural strategy, but it is seriously considering setting up such a body/structure.

Lastly, it is reported that the district acknowledges or honours local residents and organisations that have done exceptional things to encourage interculturalism in the local community. However, no examples were provided.

### Suggestions

Paphos District needs to consolidate its commitment to the intercultural approach by developing governance tools and narratives.

The case of Limerick, Ireland, offers an interesting example which can serve as an inspiration with its [Limerick City and County Integration Working Group](#) (similar to the Intercultural Network). This engages statutory, non-statutory, and voluntary bodies to share information and good practice and take initiatives to advance the goal of Limerick as an Intercultural City.

In addition, [Bilbao Intercultural City Plan](#) can serve as inspiration. This 3rd Plan builds on the thorough evaluation of previous experience thanks, among others, to the ICC Index. It is divided into 10 mainstream areas and 6 sectorial areas of intervention, with a total of 83 actions focusing on four priorities: welcoming policies, awareness-raising and social impact, intervention with migrant groups with greater social vulnerability, participation and interaction.

The mainstream areas set a shared framework for the development of general local policies and actions; the sectorial areas incorporate the intercultural lens into existing lines of work, thus enabling the advantages of diversity and the principles of inclusion to be promoted. In addition, it has an evaluation system to monitor and assess the implementation of the Plan.

The Paphos District may wish to show this commitment in a more visible way online, and by formally adopting a public statement. Inspiration may also be found in the guide '[Migration and integration, which narratives work and why?](#)'.

## **THE CITY THROUGH AN INTERCULTURAL LENS**

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

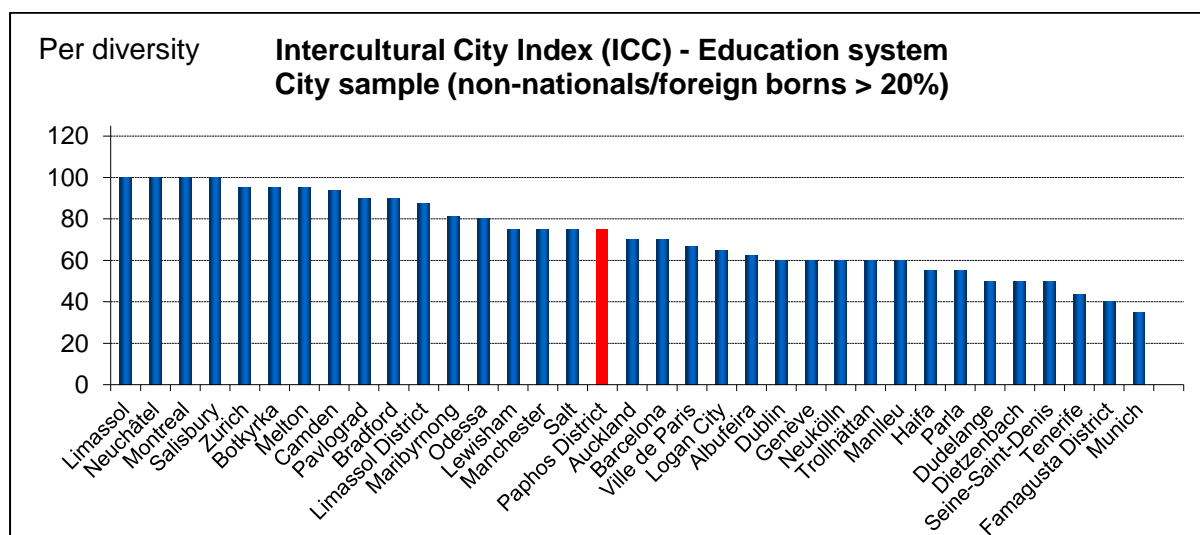
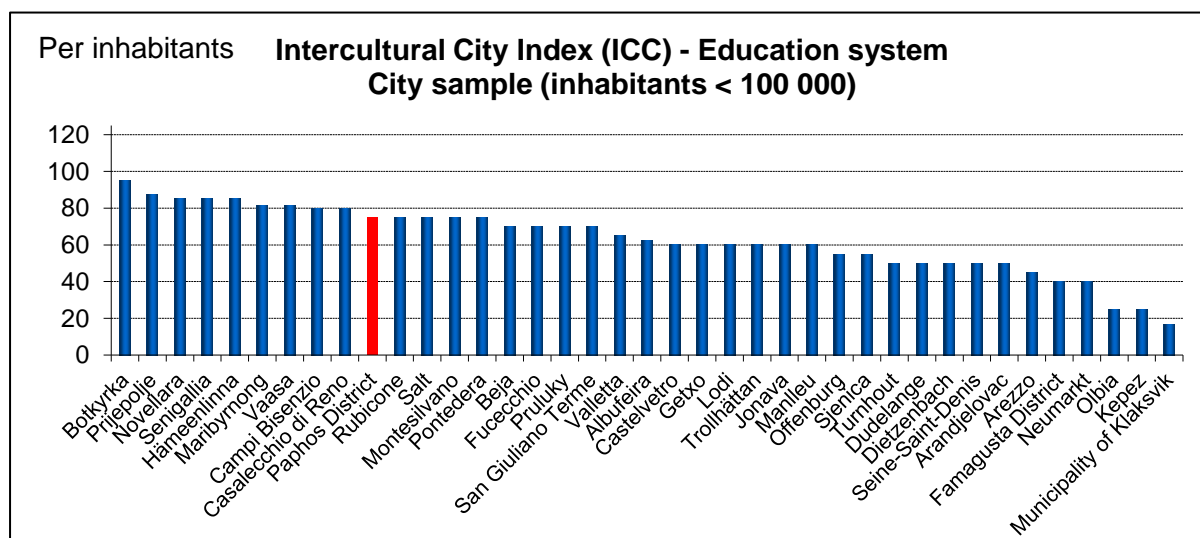
The overall rate of achievement of the urban policies of Paphos District, assessed as a whole through an "intercultural lens" is considerably lower to that of the model city: 69% of these objectives were achieved while the rate of achievement of the model city reaches 63%.

### **EDUCATION**

*Formal education and extracurricular activities have a powerful influence on how children will perceive diversity as*

they grow up. Schools therefore have a strong potential to reinforce or, on the contrary, challenge prejudices and negative stereotyping. Although school programmes are defined primarily at the national or regional level, local schools can look at alternative and innovative ways of providing opportunities for children of different cultures to build trust and mutual respect, and create thereby favourable learning conditions for all pupils, irrespective of their nationalities, origins, languages, sexual orientation or gender identity, religions/beliefs. From the intercultural perspective, cultural and other diversities, including multilingualism are treated as positive opportunities and are nurtured accordingly. Intercultural schools also consider parents of pupils with migrant/minority backgrounds on an equal basis as other parents. They take steps to ensure that all parents overcome any reluctance they may have in engaging with the school and give them in this way the possibility of playing the educational role usually expected from parents.

Paphos District achieved a rate of 75, which is slightly higher than the city sample's achievement rate of 70. Schools in the District organise a range of good projects relating to intercultural topics and work with parents.



The district highlights that children in primary schools are not of the same ethnic/cultural background. However, teachers rarely reflect the diversity of the population.

Most schools actively strive to engage parents from migrant or minority backgrounds in school activities. It is reported that schools are actively seeking ways to engage parents from diverse backgrounds in school life beyond simply inviting them to parent-teacher meetings. For example, refugee parents state that schools in Paphos are

putting in efforts in the field of intercultural education, including efforts to include parents of migrant pupils, despite language barriers.

Schools often organise special festivities where students from different cultures share their customs, dances, songs in their native language, games, or food, and parents and other community members are invited to these celebrations. These events provide opportunities for parents to connect with the school community, share their cultural heritage, and celebrate the diversity of the student body.

It is also reported that in schools where the majority of students have foreign backgrounds, some parents are involved in the schools' Parents' Association.

Schools frequently implement intercultural projects. Cyprus has initiated an educational reform, including a reform of the national curriculum towards a more intercultural orientation. Therefore, since 2008, the state and particularly the MEC have replaced the previously used term of multicultural education with the rhetoric of intercultural education and inclusion as the preferable educational responses to immigration.

There is not a policy to increase ethnic/cultural mixing in schools in Paphos, but the district is seriously considering such a policy.

### Suggestions

Paphos District shows very good results in this area. As Paphos is considering developing a policy to increase mixing in schools, it may wish to draw inspiration from Leeds, UK. Despite the fact that the city does not have a policy to fight segregation different measures are set in place: improving sports, leisure, and teaching facilities in schools attended by pupils from low-income families, attracting especially competent teachers to schools where pupils with migrant backgrounds form a majority, restricting possibilities for parents to have their children enrolled in schools from outside their regular catchment area. The city is also working on a project as part of [the Linking Network](#), where schools with students of predominantly different backgrounds are twinned whereby bringing children together for citizenship themed sessions. Some Leeds schools are also [Schools of Sanctuary](#) as part of the City of Sanctuary initiative.

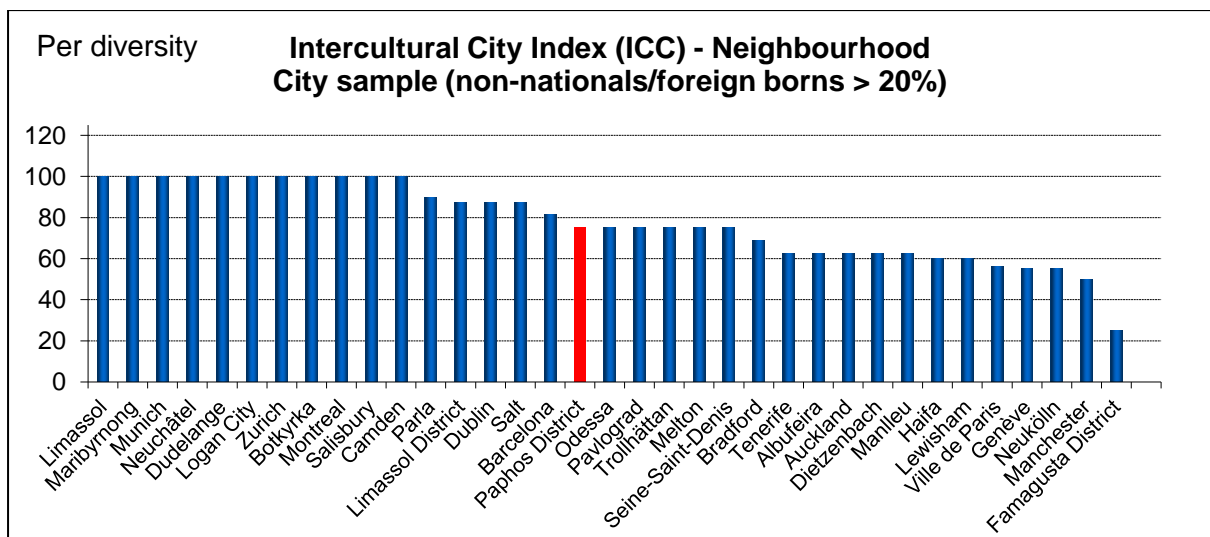
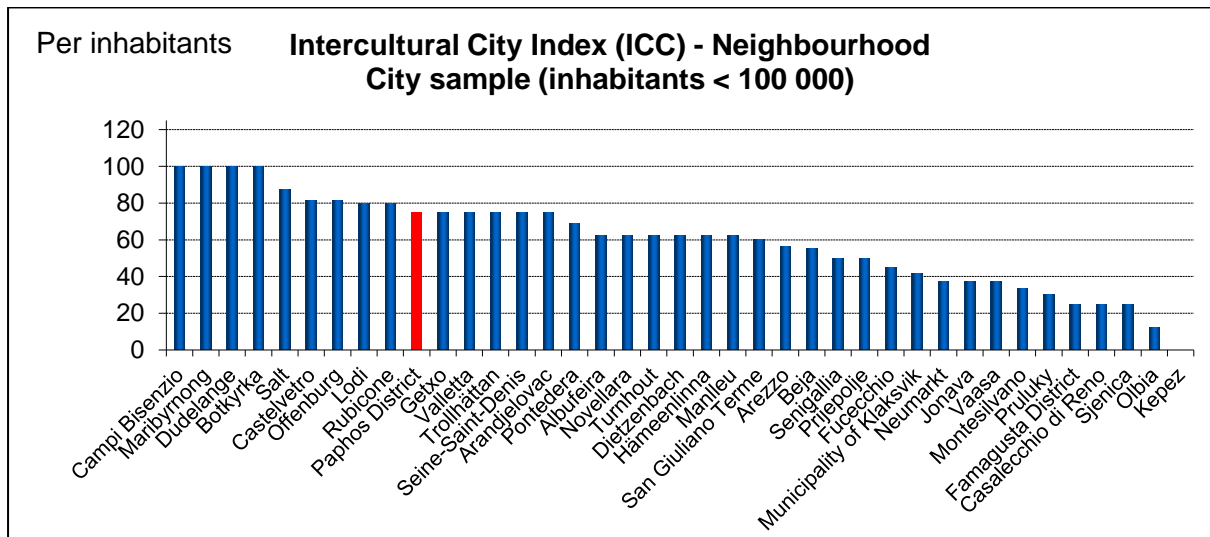
## **NEIGHBOURHOODS**

*Within a city, districts, neighbourhoods, or other territorial sub-units, can be more or less culturally/ethnically diverse. People are indeed free to move and settle in the neighbourhood of their choice. To be intercultural, a city does not require a 'perfect' statistical mix of people in all neighbourhoods. It will however make sure that ethnic concentration in a neighbourhood does not convert into socio-cultural segregation, and does not act as a barrier to the inward and outward flow of people, ideas and opportunities. In particular, the intercultural city ensures the same quality of public service delivery in all the neighbourhoods and plans public space, infrastructures, social, cultural and sport activities to encourage intercultural and socio-economic mixing and interaction.*

Paphos District achieved a rate of 75, which is higher than the city sample's achievement rate of 68. Paphos District neighbourhoods are diverse and several initiatives to support interaction in neighbourhoods are in place.<sup>6</sup>

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<sup>6</sup> Paphos achievement rate in the extended Intercultural Cities Index is 75, while the city sample achievement rate is 74.



It is reported that most neighbourhoods in the district are culturally /ethnically diverse. There is not a policy to increase the diversity of residents in the neighbourhoods nor to avoid ethnic concentration, but the district is seriously considering designing it.

There are actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods. In particular, [CCIF Cyprus](#) created a networking list of working groups for language learning in non-formal education where people from different backgrounds can meet, communicate and even build friendships. CCIF offers good opportunities in this regard by organising free Greek and English language lessons.

### Suggestions

Data-driven policy actions help with evidence-based decision making. This might be the first step if Paphos is considering designing a policy to avoid ethnic concentration: to receive and analyse data on the migrant and ethnic composition in the different neighbourhoods.

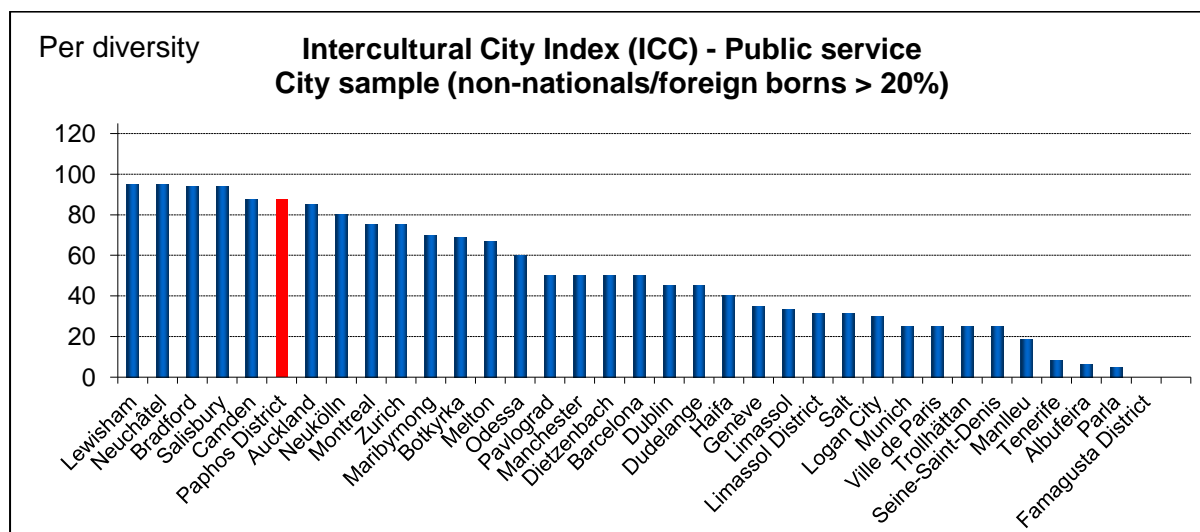
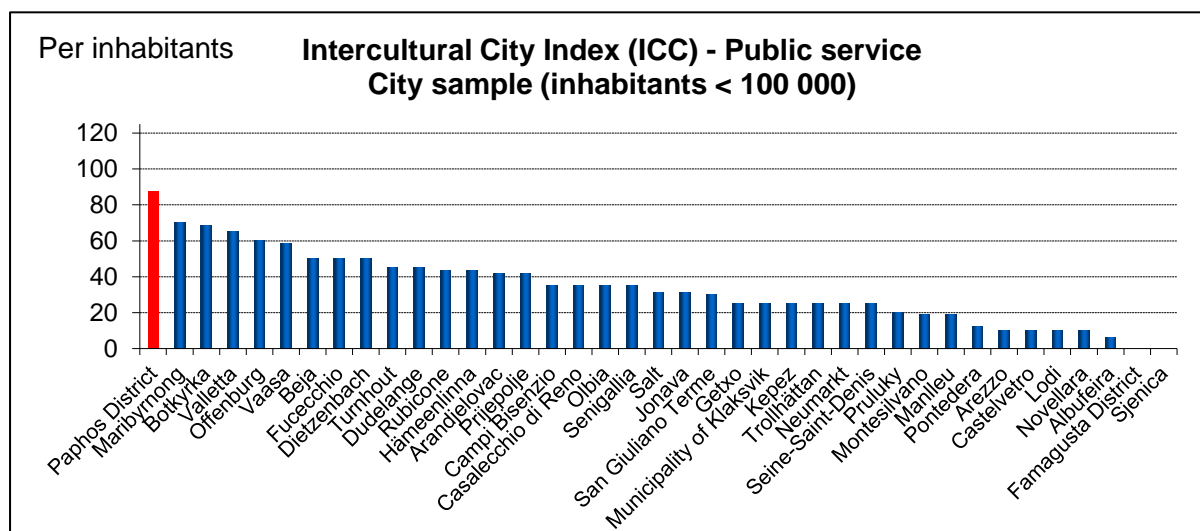
Inspiration could be drawn from Montréal, Canada, and its [policy for regeneration of neighbourhoods](#). The city also has a municipal housing bureau (OMHM), which regards intergenerational and intercultural shared living as a priority.

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.*

Paphos District achieved a rate of 88, which is considerably higher than the city sample’s achievement rate of 46. Paphos ensures diversity is respected in the public services offered while encouraging minority business.



It is reported that the migrant or minority background of public employees in Paphos District does reflect the composition of the city's population but only in lower levels and diversity is not adequately represented across all levels of the workforce, particularly in leadership and decision-making positions.

It is acknowledged that a recruitment plan would ensure diversity in the workforce. However, it is only argued that Paphos District follows Cypriot legislation on racial equality and employment equality, aiming to combat discrimination based on racial or ethnic origin, religion or belief, disability, age, and sexual orientation.

As a tourist area, the tourism sector heavily relies on a foreign workforce, which means that diversity is already present within this specific industry, potentially serving as a model for other sectors.

Although Cyprus does not have a comprehensive national policy explicitly aimed at encouraging a diverse workforce, intercultural mixing, or competence in private sector enterprises, several indirect actions contribute to promoting diversity within the workforce and fostering intercultural interaction.

Paphos collaborates with local business associations like the **Paphos Tourism Development Board**, the **Employers and Industrialists Federation (OEB)**, the **Paphos Chamber of Commerce**, and the **International Chamber of Youth of Paphos (JCI Paphos)**. These partnerships provide platforms to promote the benefits of diversity and encourage the adoption of intercultural practices within the private sector.

The city actively supports migrant entrepreneurship through initiatives like the **Paphos Innovation Institute (PII)**, which fosters intellectual and entrepreneurial cooperation among individuals from diverse backgrounds. Additionally, Paphos is home to businesses owned by entrepreneurs with migrant backgrounds, showcasing the contributions of diverse communities to the local economy. Nevertheless, there are no specific actions or policies to encourage private sector companies to adopt diversity-focused hiring practices.

Paphos District takes into consideration the migrant or minority backgrounds of all residents when providing school meals, funeral and burial services and offering women-only sections and times in sport facilities. In the case of burial services, cemeteries often have designated areas for different religious and cultural groups, ensuring that burial rites respect the beliefs and practices of migrants and minorities

### Suggestions

Some inspiring good practice to be inspired by to increase diversity further and achieve a workforce which reflects the diversity of the city are shared below.

The [Future Workplace action plan](#) in Bergen, Norway, is an interesting example. This includes actions to encourage minority ethnic job applicants in the public administration and intercultural competence in the private sector. Another good experience is the [intercultural policy model](#) of Botkyrka, Sweden, with a focus on intercultural competence in public administration. Actions include a critical, systematic and constructive analysis of practice and activity in public administration at strategic and operational levels and development and monitoring of a global intercultural strategy for inclusive integration. More recently, in Barcelona, Spain, a new recruitment process was set up in 2023 by the Urban Police. The [process to join the City Police](#) consisted of seven tests, including foreign language tests, which are not eliminatory but can improve candidates' marks, with up to seven languages recognised: German, English, Arabic, French, Italian, Urdu and Chinese (the most spoken languages in the city).

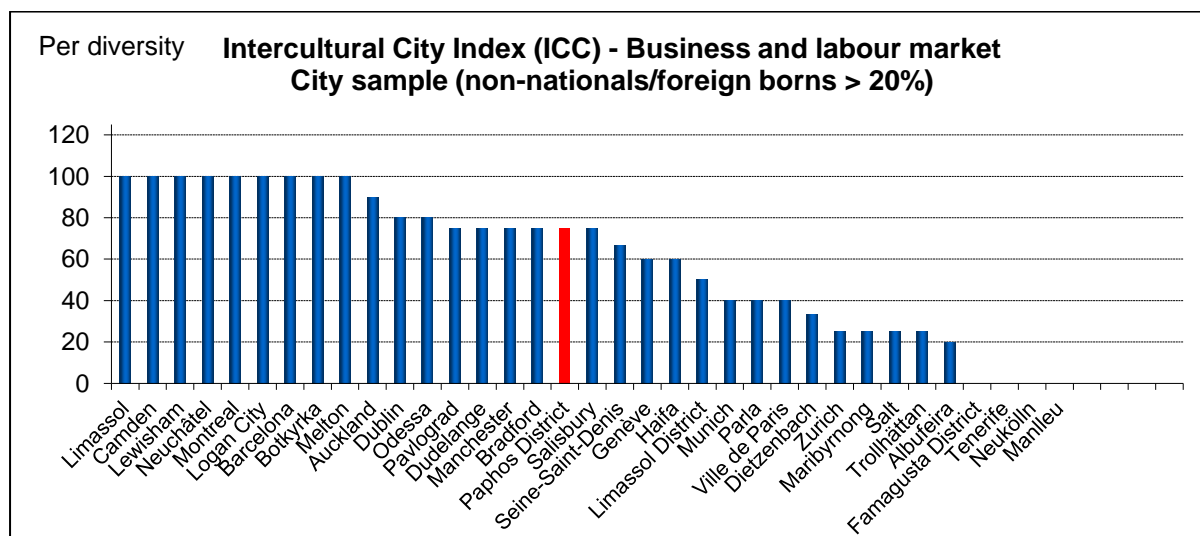
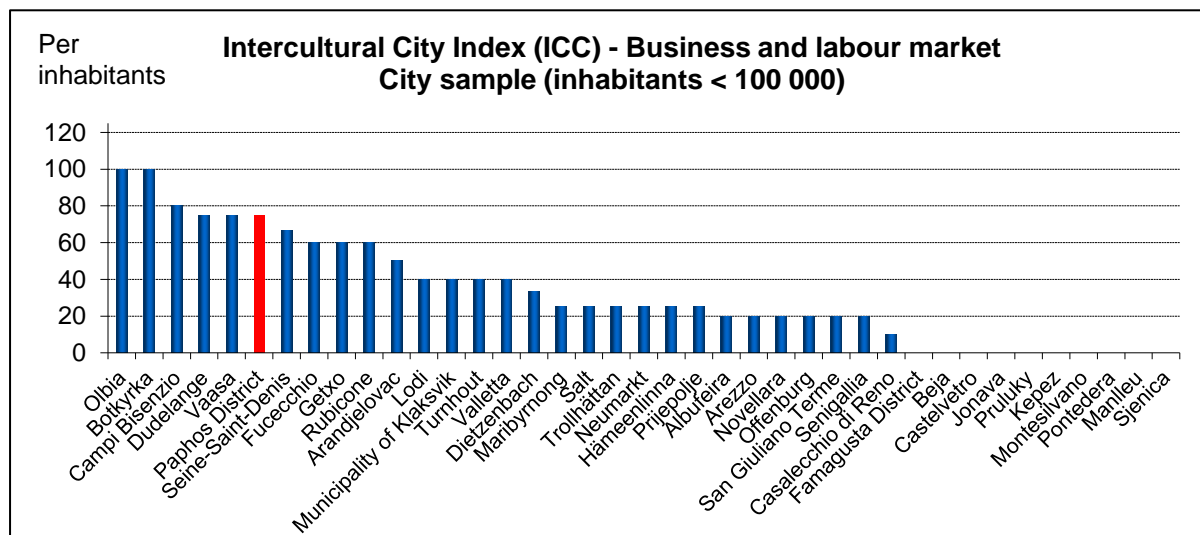
## **BUSINESS AND THE LABOUR MARKET**

*Access to the public sector labour markets is often restricted by national or regional legislation. When this is the case, the private sector may provide an easier route for people with migrant or diverse backgrounds to engage in*



economic activity. As a result, private companies and activities tend to offer much more diverse working environments than the public sector. Research has also proved that it is cultural diversity in private companies, and not homogeneity, which fosters creativity and innovation. By constantly highlighting the diversity advantage in business, and partnering with their chambers of commerce and entrepreneurs, cities can influence how diversity is perceived in the private sector in such diverse sectors as shops, clubs, restaurants, industry, technical services and science.

Paphos District achieved a rate of 75, which is considerably higher than the city sample's achievement rate of 52. Paphos has different examples of inclusive policies for minority entrepreneurs.<sup>7</sup>



There is a national organisation known as the Cyprus Federation of Employers and Industrialists (OEB), which promotes diversity and better employment practices for foreign workers, and the Cyprus Chamber of Commerce and Industry (CCCI).

Paphos District does take action to encourage businesses from ethnic minorities to move beyond the ethnic economy and enter the mainstream economy and higher value-added sectors, such as Business Support Programmes which are Governmental and EU-funded programs.

<sup>7</sup> Paphos achievement rate in the extended Intercultural Cities Index is 75, while the city sample achievement rate is 59%.

It is also reported that the district encourages 'business districts/incubators' to involve an adequate percentage of entrepreneurs with migrant/minority backgrounds and offer activities which encourage them and mainstream entrepreneurs to engage and develop new products/services together. **Paphos Innovation Institute (PII)** serves as a hub for higher education and entrepreneurial cooperation, aiming to generate solutions to challenges in fields like water, energy, and food security. Although it is not focused on migrant/minority entrepreneurs, its mission to encourage cooperation among individuals from diverse backgrounds suggests it could be a platform for promoting intercultural collaboration and potentially attracting entrepreneurs from various backgrounds.

Paphos attracts international investments, particularly from countries such as Russia, China, and the United Kingdom, primarily in the financial services and construction sectors. While not directly related to migrant/minority entrepreneurs, this influx of international businesses could contribute to a more diverse and multicultural business landscape, potentially creating opportunities for interaction and collaboration between entrepreneurs from different backgrounds.

As for the procurement of goods and services, Paphos District does not favour companies with an intercultural inclusion/diversity strategy, as national regulations do not foresee it.

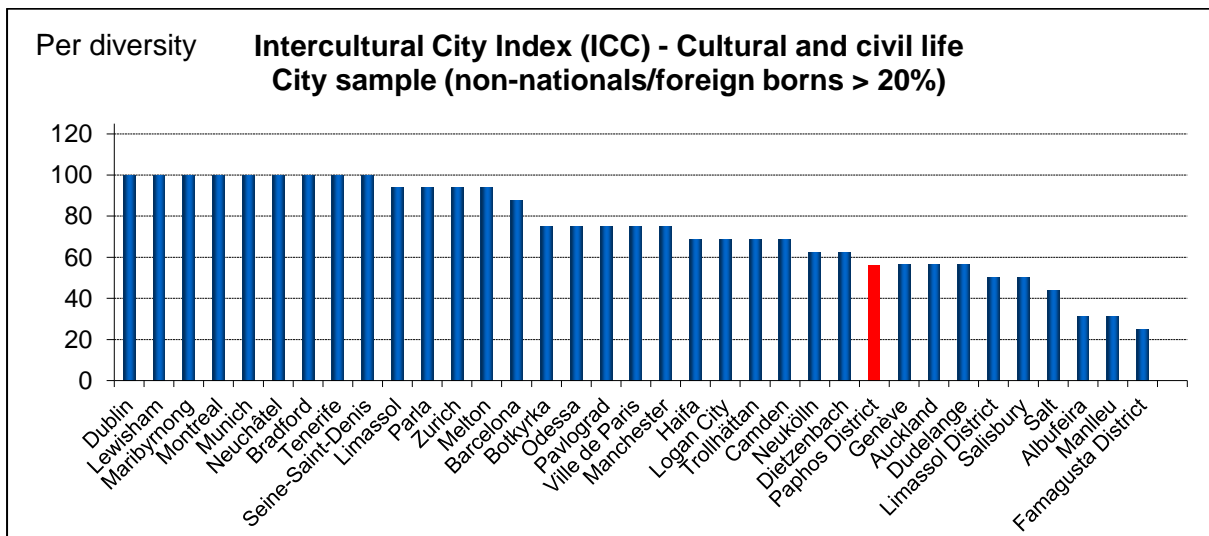
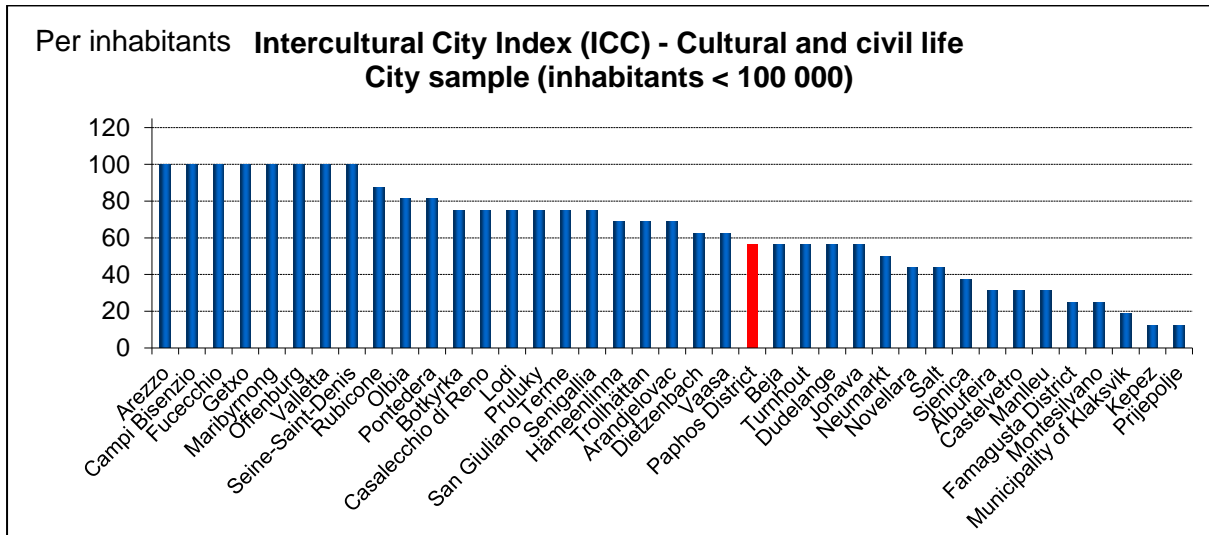
### Suggestions

Paphos may wish to explore collaboration with other stakeholders to create opportunities for people with migrant or ethnic backgrounds to engage in economic activity. A good practice comes from Leeds, UK: the [Innovation District](#) in the northern part of the city links the Council, two universities and one of the largest Teaching Hospital Trusts in the UK to research opportunities as well as start-up and scale-up companies supporting entrepreneurs from all backgrounds. Examples include programmes to secure more women in tech. Another example is the [OXLO Business Charter](#) in Oslo, Norway. It provides a forum and network for collaboration between the city and the business community. It works to promote migrants as a resource for business and economic growth with actions to support diversity recruitment, business leadership for diversity, and workplace diversity and inclusion.

## **CULTURAL AND SOCIAL LIFE**

*Whereas people living in a city may have different migrant/minority or other backgrounds, they very often share the same interests and satisfaction when engaging in leisure activities, especially in the fields of arts, culture and sports. Such activities are sometimes structured along ethnic lines. That is quite understandable when they aim to preserve folklore traditions or the language and history of countries of origin. What is problematic is when cross-cultural leisure activities are organised along ethnic lines, for example when a football team only accepts players from one ethnic group. The intercultural city can encourage cultural openness through its own activities and by introducing intercultural criteria when allocating resources to artistic, cultural and sports organisations.*

Paphos District achieved a rate of 56, which is lower than the city sample's achievement rate of 71. Paphos has a comprehensive culture strategy to promote diversity within culture, but funding is not well established.



Paphos District municipalities do not use the intercultural approach as a criterion when allocating funds to associations and initiatives.

It is reported that Paphos sometimes organises events and activities in the fields of culture that aim to encourage people from different ethnic/cultural backgrounds to interact: festivals, concerts and exhibitions that celebrate both local and international cultures, fostering intercultural dialogue and interaction. Events like the **Paphos International Festival** and other cultural programmes encourage participation from different communities.

A great opportunity was created by the designation of Paphos as the European Capital of Culture in 2017. This led to the development of numerous cultural projects and activities aimed at fostering intercultural dialogue and collaboration. For example, the **Cultural Mapping and Integration through Arts**, a project that mapped the city's diverse cultural heritage and invited minority communities to participate in decision-making processes related to cultural events. This allowed for the inclusion of migrant and minority voices in shaping the city's cultural landscape, thus promoting intercultural creation and collaboration.

It is also reported that the district encourages cultural organisations to deal with diversity and intercultural relations in their productions. The Paphos Regional Intercultural Network collaborates with municipalities and cultural organisations to achieve these goals. Cultural events and initiatives that promote intercultural dialogue and interaction like theatre performances, live music events featuring songs from different countries, and sports events

that promote interaction between cultures. The organisation CCIF Cyprus provides guided visits in museums and cultural spots in various languages, including those spoken by migrant communities.

Some events blend different cultural influences, such as multicultural festivals or exhibitions featuring diverse artists. These initiatives promote culturally hybrid creations and intercultural dialogue

Occasionally, Paphos organises public debates or campaigns on the subject of cultural diversity and living together. Consultations, community participation and engagement in developing the Paphos Networking events included participants from government bodies, the local community, civil society networks, migrant organisations, asylum seekers, community leaders, and elected officials. These consultations included discussions about cultural diversity and living together.

### Recommendations

The Paphos District could get inspiration from Sabadell, Spain, to design initiatives to engage the public in discussions about cultural diversity. The [Human Rights Programme](#) yearly organises a series of activities, with the collaboration of around fifty organisations, to get to know, reflect on and vindicate people's rights. This programme offers more than 30 proposals of activities from November to December to deepen the knowledge and shared commitment in the defence of Human Rights in Sabadell and everywhere. They include cinema, games for children, photo exhibitions, seminars, theatre and concerts.

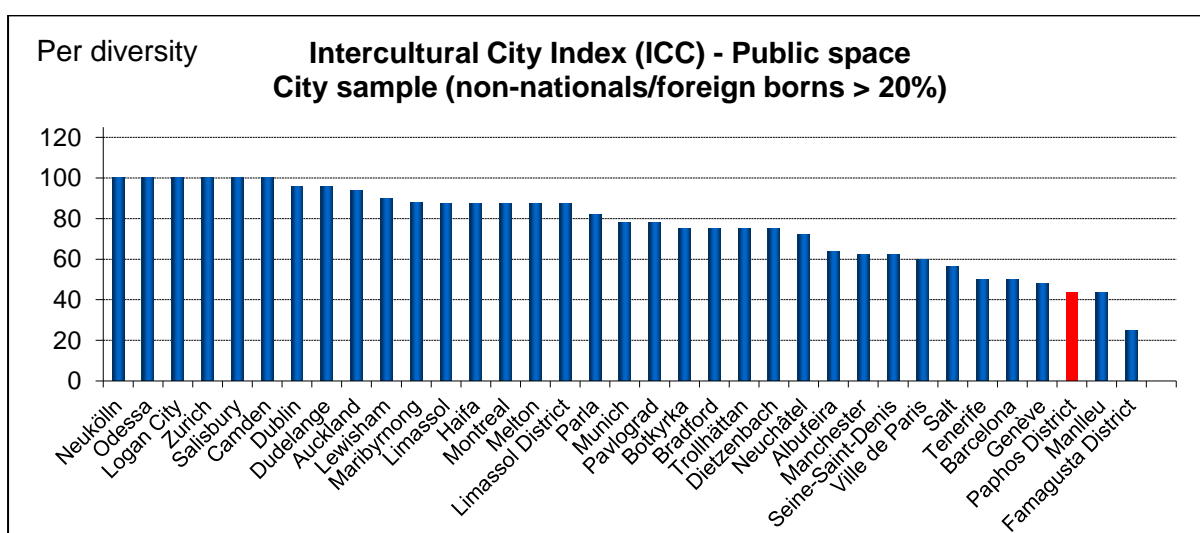
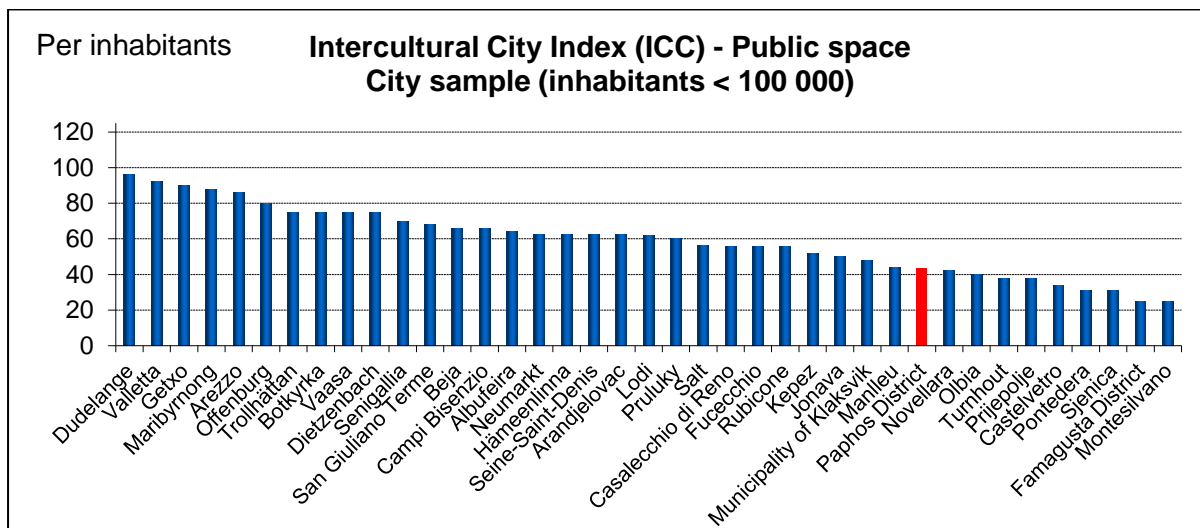
A key tool to mainstream the intercultural approach outside the public administration is to use the intercultural approach as a criterion when providing funding to civil society organisations. Several Spanish cities do it, such as [Bilbao](#), Spain, where questions related to CSO involvement in participatory bodies, such as the Bilbao Migrant Council and the socio-cultural origin of the Board are asked. The Intercultural perspective is also asked together with the Gender and Euskera (Basque language) perspective. Boxes to tick are:

- It takes into account the cultural diversity of the territory and/or aspects linked to migrations and refuge.
- Objectives and activities aligned with the values of equality and non-discrimination, recognition of diversity and promotion of positive interaction between people of different origins and cultures.
- It promotes the participation of people from different cultures throughout the project cycle.
- Develops an intercultural communication strategy.

### **PUBLIC SPACE**

*Public spaces (streets, squares, parks, etc.) and facilities (public buildings, day centres, schools, health centres, etc.) are places which most citizens are obliged to use. They offer the possibility of meeting people of different nationalities, origins, languages, religions/beliefs, sexual orientations and age groups. For encounters between diverse people to actually occur, such spaces and facilities should be designed and animated in a way that all residents feel comfortable when using them. Conversely badly-managed spaces can become places of suspicion and fear of the "other". When this is the case, the intercultural city actively engages with all the people concerned, firstly to understand the local context from their perspective, and secondly to identify solutions largely support by them.*

Paphos District achieved a rate of 44, which is considerably lower than the city sample's achievement rate of 67.



It is reported that municipalities in the Paphos District take action to encourage meaningful intercultural mixing and interaction in public space. In particular, in museums, squares and parks. This often includes guided visits in museums in different languages, community events, and public programmes designed to bring diverse groups together and promote interaction

It is reported that municipalities take into account the diversity of the population in the design, renovation and management of some public buildings or spaces. However, when an area is being redeveloped, the municipalities in Paphos District do not use different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds.

Lastly, it is reported that there are one or two spaces or areas dominated by one ethnic group and where other people feel unwelcome or unsafe. There are some urban areas in the wider Paphos area with a high concentration of some ethnic groups, which has resulted in frequent incidents between foreigners and locals, sometimes requiring police intervention. This has created a sense of insecurity among inhabitants, both locals and foreigners, who feel unwelcome or unsafe.

## Recommendations

Municipalities in the Paphos District might be interested in exploring other ways to encourage intercultural interaction in public space, such as in libraries. [Montréal](#), Canada, has several good practices in this area. All neighbourhood library services are designed to take account of the diversity of the local communities and run their collections (print, audiovisual, digital) and mediation activities in such a way as to turn libraries into places where all cultures can exchange with one another and learn without criticism. The “Living library: borrow a life” programme invites representatives of Montreal’s cultural communities to turn themselves into “human books” and talk about their life stories. They can be “borrowed” to find out about the worlds of Indigenous peoples or migrants in one-to-one exchanges that offer ideal opportunities for fighting prejudices and building bridges between cultures. Another example comes from Bergen, Norway, and its Public Library. It aims to facilitate a learning hub centred around language and intercultural meetings between Norwegian residents and newcomers. It offers a variety of Norwegian and foreign language courses and cafés, provides books and newspapers translated in several languages, and facilitates the project Language Friends where two people can “switch” language with one another.

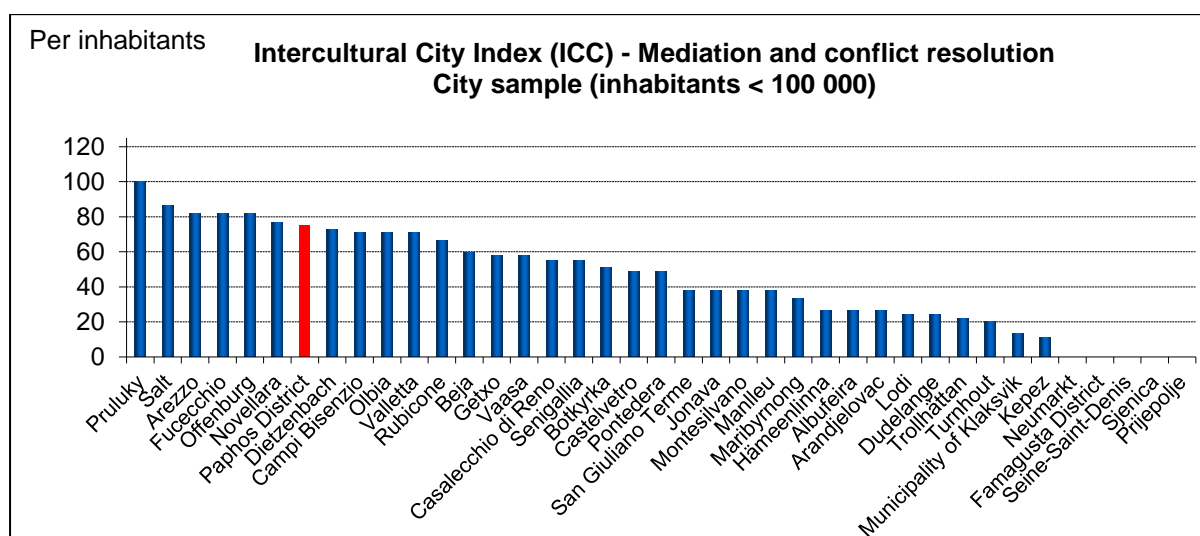
When it comes to include the intercultural perspective in participatory processes for the (re)design of public buildings or spaces, further inspiration could be drawn from [Afrikaanderplein](#), a multi-ethnic market, an already existing public space (anonymous and insecure) that has been turned into an intercultural asset in Rotterdam, Netherlands.

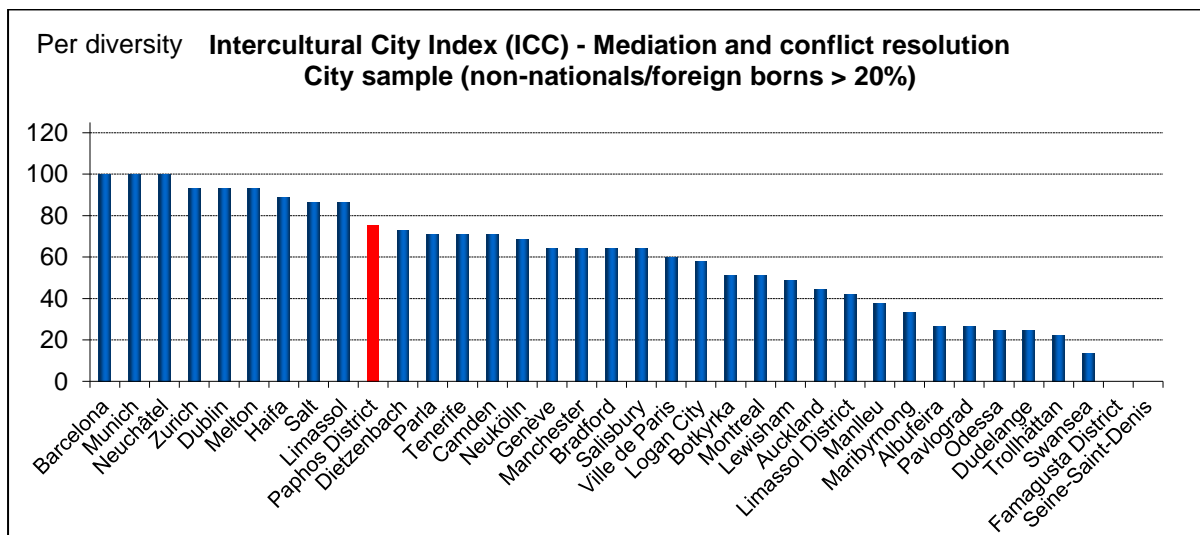
Further inspiration could be drawn from the [Intercultural Cities in Placemaking project](#).

## MEDIATION AND CONFLICT RESOLUTION

*In diverse societies there is always the potential for misunderstanding and conflict over values, behaviour or resources. In cities, where people with different cultural backgrounds and socio-economic statuses live together in close proximity, such tensions are natural and indeed part of everyday life. Instead of denying, ignoring, or repressing conflict, the intercultural city seeks to anticipate, identify, address and resolve issues to the satisfaction of all protagonists without compromising the principles of human rights, democracy and the rule of law. The intercultural city views conflict as a normal feature of free, dynamic and communicative communities and sees the very process of conflict mediation and resolution as an opportunity for innovation and sustainable social cohesion.*

Paphos District achieved a rate of 75, which is considerably higher than the city sample’s achievement rate of 57. Paphos has a number of mediation and inter-faith initiatives from both the state and civil society.





A region/state-run mediation service provides a professional service for mediation of intercultural communication and/or conflict. Additionally, an intercultural mediation service is provided by a civil society organisation (CSO).

Paphos reports to provide intercultural mediation services in specialised institutions such as hospitals, police, youth clubs, mediation centres, retirement homes, etc. However, these services seem to be provided at national level and not necessarily including the intercultural lens. For instance, the Office for Combating Discrimination of the Cyprus Police, established in 2005, is responsible for implementing preventive measures and monitoring intervention tactics to address racism, discrimination, and xenophobia (no evidence is provided if they handle intercultural mediation). Also, the Ministry of Education has implemented an anti-racism policy in all state schools.

Local institutions and CSOs such as CCIF Cyprus, and the Learning Refuge are running anti-discrimination actions that encompass aspects of intercultural mediation.

A CSO which deals specifically with inter-religious relations: the **Paphos Interfaith Dialogue Group**. This group facilitates dialogue and cooperation between different religious communities in the city.

### Suggestions

Although Paphos District offers certain mediation services (more focused on counselling), municipalities are encouraged to provide such services in a variety of contexts, including education, health, housing, commerce, etc.

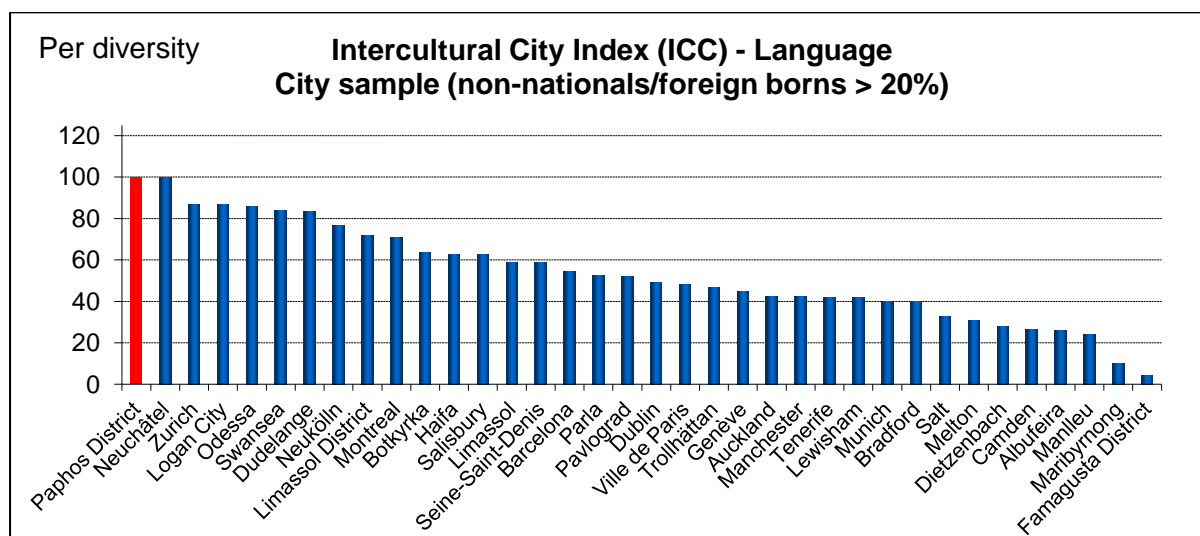
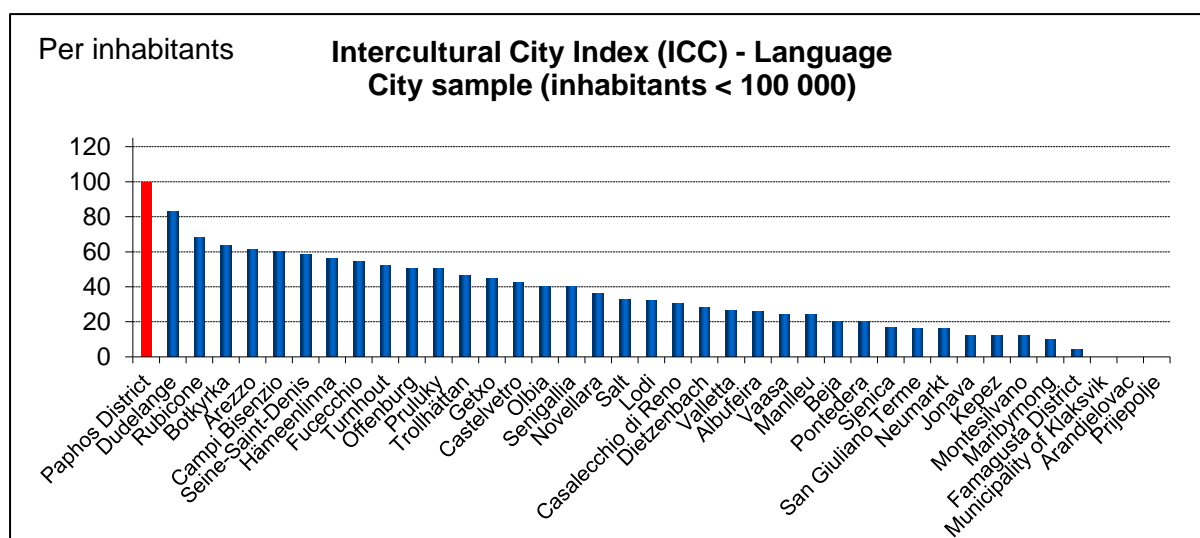
As there is a national policy concerning anti-racism in schools, intercultural mediation could be explored in collaboration with schools. Inspiration could be drawn from Cascais, Portugal. The [Educa Programme](#) is a group of trained immigrant or immigrant descendent mediators that develop activities of animation and mediation in contexts signalled by the teachers, functioning as a resource for the various educational activities. Another example is the [Tåget and Mentors in Violence Prevention](#) methods in Botkyrka, Sweden. It targets schools with pupils aged 9 to 15 and is the result of the cooperation between social services, the safety and security unit of the municipality, the police, a housing company and the civil society. They focus on empowering children/youth to report situations of violence and raise awareness among peers on ways to prevent violence. With these methods, teenagers also can become mentors for younger pupils.

Other ICC programme good practices on mediation are available [here](#).

## LANGUAGE

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

Paphos District achieved a rate of 100, which is considerably higher than the city sample's achievement rate of 46. Paphos shows a number of initiatives to offer language teaching to different groups and support to stakeholders working in the field of communication.



The following services in the field of language competences can be found in the Paphos District:

- specific language training in the official language(s) for hard-to-reach groups (e.g. non-working mothers, unemployed, retired people, etc.).
- teaching migrant/minority languages as part of the regular curriculum at schools, as a mother tongue course for migrant/minority children only, and as a regular language option available to everyone
- support for private/civil sector organisations providing language training in migrant/minority languages



Awareness is raised on migrant/minority languages by providing logistical or financial support to local minority radio programmes and newspapers in migrant/minority language(s). The Russian Cyprus magazine provides news and information in Russian and is supported through community funding or partnerships. Radio programmes in Russian are broadcasted to the Russian-speaking community, sometimes supported by local grants or community organisations.

It is reported that Paphos supports specific projects that seek to give a positive image of migrant/minority languages.

### Suggestions

Many different cities within the ICC programme promote multilingualism as a resource for education, business, tourism, cultural life, etc. and underline the value of all languages present in the city. One example comes from Leeds, UK, and the project '[Translation and Translanguaging: Investigating linguistic and cultural transformations in superdiverse wards in four UK cities from 2014-2018](#)'. It led to a new understanding of multilingual interaction, as well as hosting a talk on Our Languages, which explored the relationship between sociolinguistics and language teaching. Leeds integrated this approach into the Language Hub grant funding, which values linguistic diversity and the realities of multilingual interaction in the superdiverse areas of Leeds.

Another good example comes from Auckland, New Zealand, where celebration of the culture and language of the 700,000 Māori people living in the country takes place. Auckland participates in the [Māori Language Week](#), organising various events and activities across the city. These include bi-lingual storytelling in te reo Māori and English, performances by Māori artists, competitions in the knowledge of Māori words, reading groups for adults, workshops in specific Māori traditions (e.g. flax-weaving) and various after-school Māori traditional activities for children. The Auckland libraries play an important role in organising these events.

## **MEDIA AND COMMUNICATION**

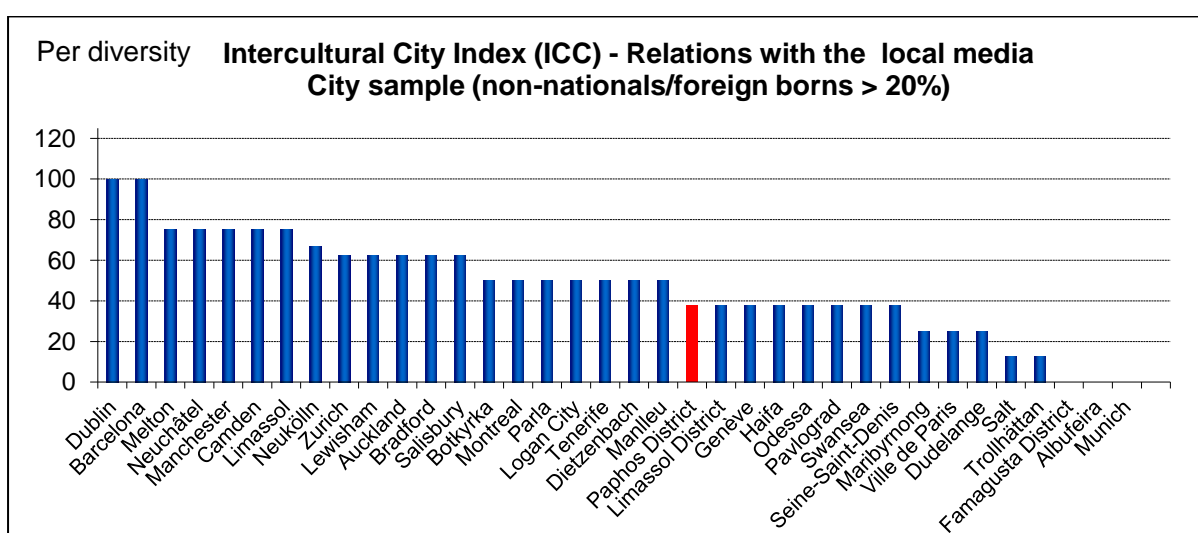
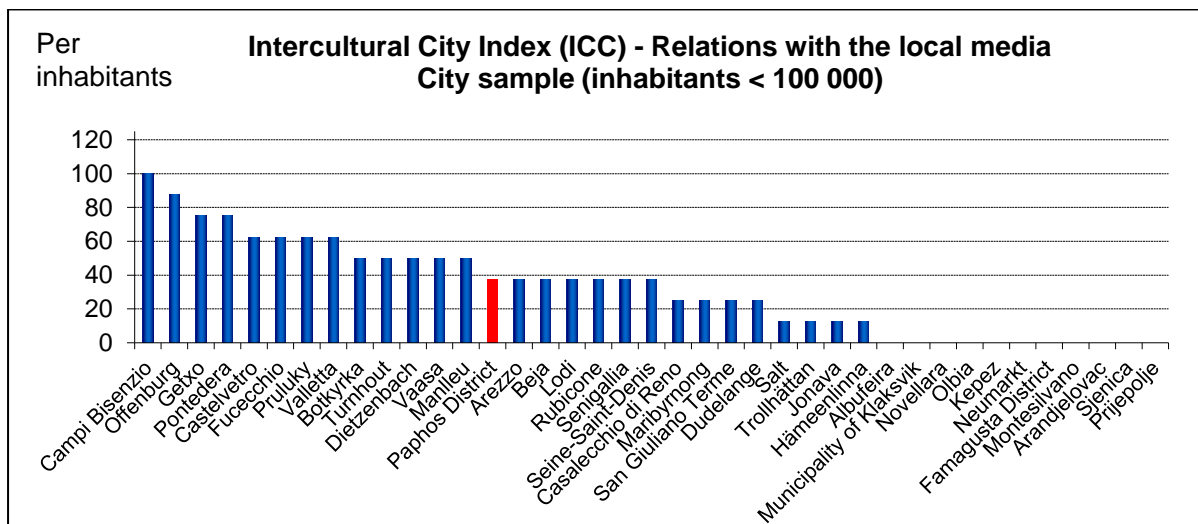
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*Traditional and social media have a very powerful influence on attitudes towards cultural diversity and other diversities. Much of the information people access is generated by international newsgroups, national media, or by private persons in the case of social media. Nevertheless, there is still much the city authorities can do to achieve a climate of public opinion more conducive to positive intercultural relations. In its communication, an intercultural city constantly highlights the positive contribution of people with migrant/minority backgrounds to the social, cultural and economic development of the city. More importantly, the city partners with local media agencies so that they purvey a similar message and cover events occurring in the city in an objective and unbiased way.*

Paphos District achieved a rate of 38, which is slightly lower than the city sample's achievement rate of 46. While an external body monitors and addresses the way in which media and social media portray people with migrant/minority backgrounds, none of the municipalities in the district have a communication strategy yet.<sup>8</sup>

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<sup>8</sup> Paphos achievement rate in the extended Intercultural Cities Index is 58, while the city sample achievement rate is 46%.



Municipalities in the Paphos District do not have communication strategies to improve the visibility and image of people with migrant/minority backgrounds in the local media, but occasional actions are implemented. The Paphos communication department is not instructed to highlight diversity as an advantage. In addition, the district does not provide support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds.

An external body does monitor the way in which traditional local and/or national media and social media portray people with migrant/minority backgrounds.

In Paphos, if local media portray people with migrant or minority backgrounds through negative stereotypes, the city supports external organisations that engage with the media to address and rectify these issues.

### Recommendations

Partnering with local media and journalists is key to have a greater impact around positive climate on diversity and migration. To strengthen the links with journalists and support a positive narrative of diversity the city could consider not only to monitor their work, but to build strategies targeted to journalists. Inspiration could be drawn from [#BCNvsODI initiative](#), from Barcelona, Spain. It is a platform for dissemination and awareness-raising in the fight

against hate speech, both online and offline, with information, materials and pedagogical, informative and analytical resources for citizens.

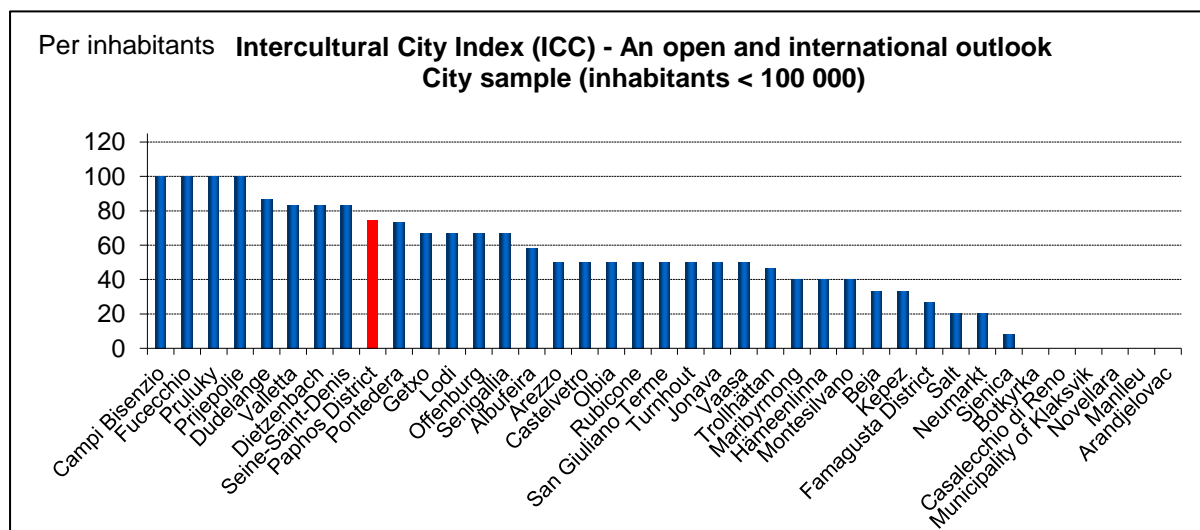
Projects from civil society organisations, such as Ramon Barnils Association and [Critical Media Observatory Média.cat project](#). It has thematic Observstories (LGBT, mental health, discriminatory discourse) and it elaborates the Média.cat Yearbook, the paper publication, which each year brings to light issues that have been silenced in the media during the previous year. Reports are usually published; the last one was about 'Male violence against journalists'

ICC has developed very rich and diverse material to support a positive narrative of diversity, such as the [Guide on how to design a communication strategy](#) or the Policy Brief '[Inclusive communication](#)'.

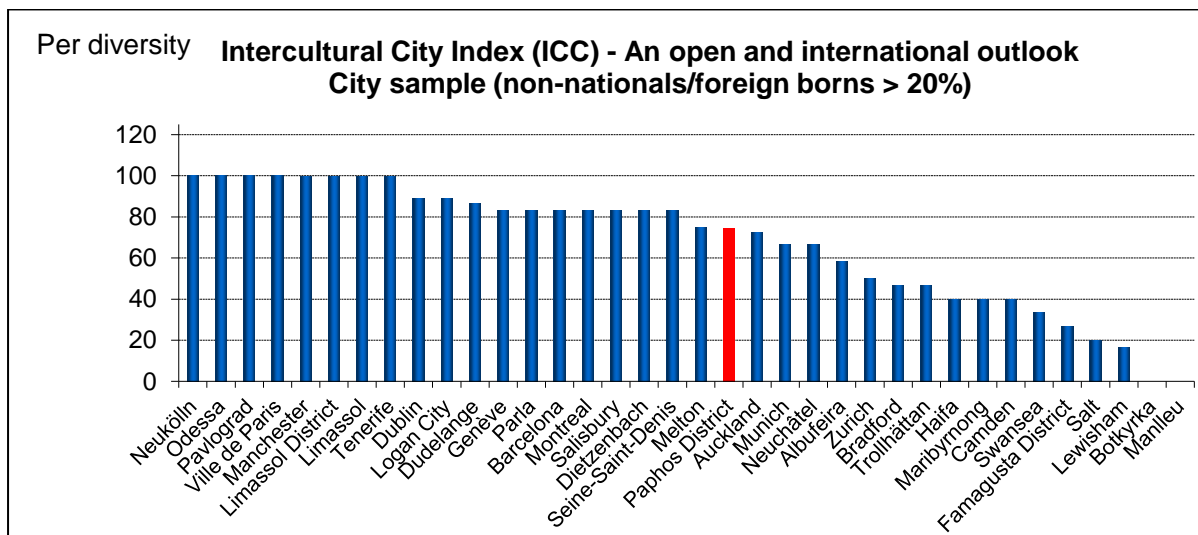
## INTERNATIONAL OUTLOOK

*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.*

Paphos District achieved a rate of 75, which is slightly higher than the city sample's achievement rate of 68. Paphos seeks to develop business relations with countries/cities of origin of its diaspora groups by involving diaspora and mainstream entrepreneurs in international visits and meetings.<sup>9</sup>



<sup>9</sup> Paphos achievement rate in the extended Intercultural Cities Index is 75, while the city sample achievement rate is 64%.



It is reported that Paphos has an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, and other areas and to take actions to develop international connections. However, the examples provided seem to be suggestions for future actions.

It is also reported that Paphos seeks to develop business relations with countries/cities of origin of its diaspora groups by involving diaspora and mainstream entrepreneurs in international visits and meetings, by partnership/business agreements with counties or cities of origin and by supporting organisations seeking to develop business relations with countries/cities of origin of its diaspora groups.

Paphos facilitates trade missions involving local entrepreneurs and diaspora members to forge business partnerships with their countries of origin. The city also supports local chambers of commerce or business associations in establishing links with international counterparts.

### Suggestions

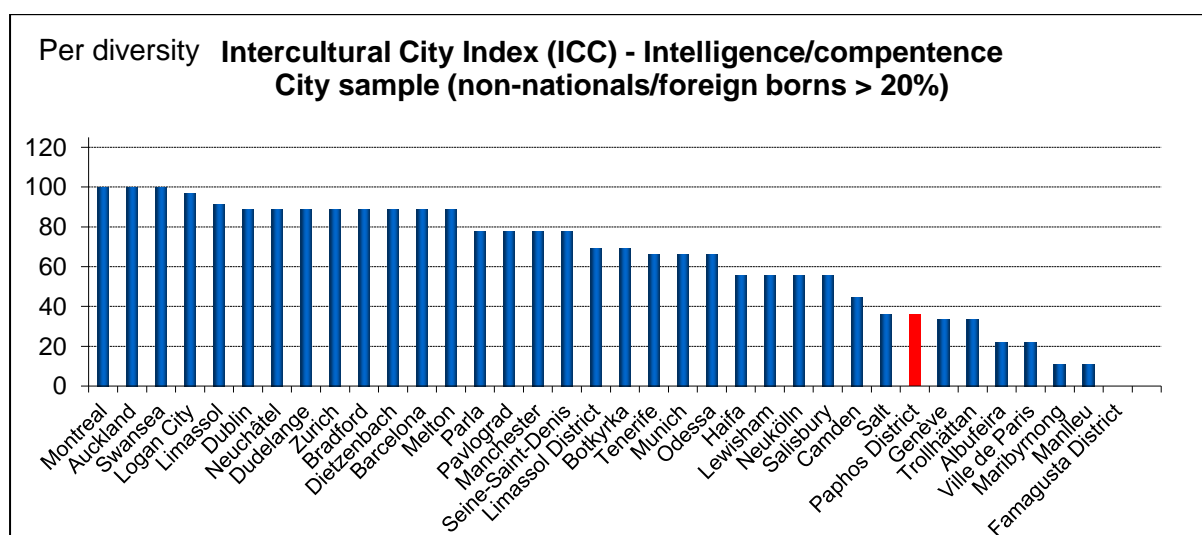
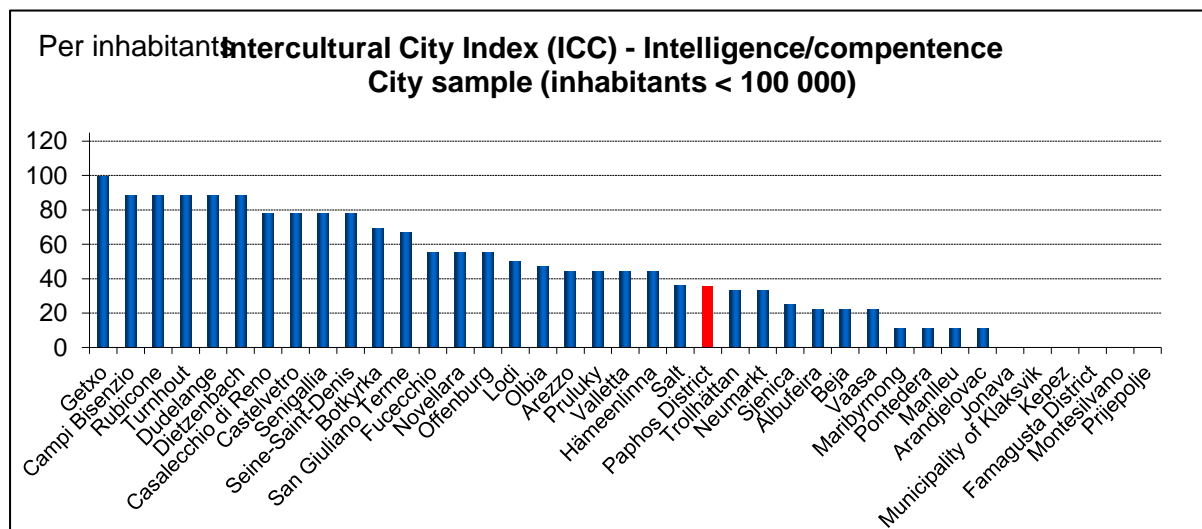
Additional good practice to be inspired around contact with diaspora come from Reggio Emilia, Italy. In 2000, Reggio Emilia set up an Agency to sustain the management & improvement of all the city's international contacts and projects: [Reggio Nel Mondo](#). It acts as a crosscutting tool supporting all municipal departments in developing a continuous international exchange and dialogue.

The city of Santa Maria da Feira, Portugal, shows another interesting practice. Diversity and migration are perceived as a window to explore new opportunities and new 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.

### **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.*

Paphos District achieved a rate of 36, which is considerably lower than the city sample's achievement rate of 59. The score stems from using only sometimes statistical and qualitative information to inform policymaking and the lack of intercultural competence provision to municipal staff.<sup>10</sup>



Statistical and qualitative information about diversity and intercultural relations is sometimes mainstreamed to inform policymaking. Paphos does not carry out surveys about the public perception of migrants/minorities or the feeling of security/safety with respect to people with migrant/minority backgrounds.

Municipalities in the Paphos District do not promote the intercultural competence of its officials and staff, in administration and public services.

### Recommendations

Several ICC examples can be found in relation to mainstreaming statistical and qualitative information about diversity. For example, the [Leeds Migration Map](#), a toolkit developed to provide intelligence and insight into migration trends and the spread of new and existing communities in the city. The map can be used alongside other

<sup>10</sup> Paphos achievement rate in the extended Intercultural Cities Index is 19, while the city sample achievement rate is 54%.

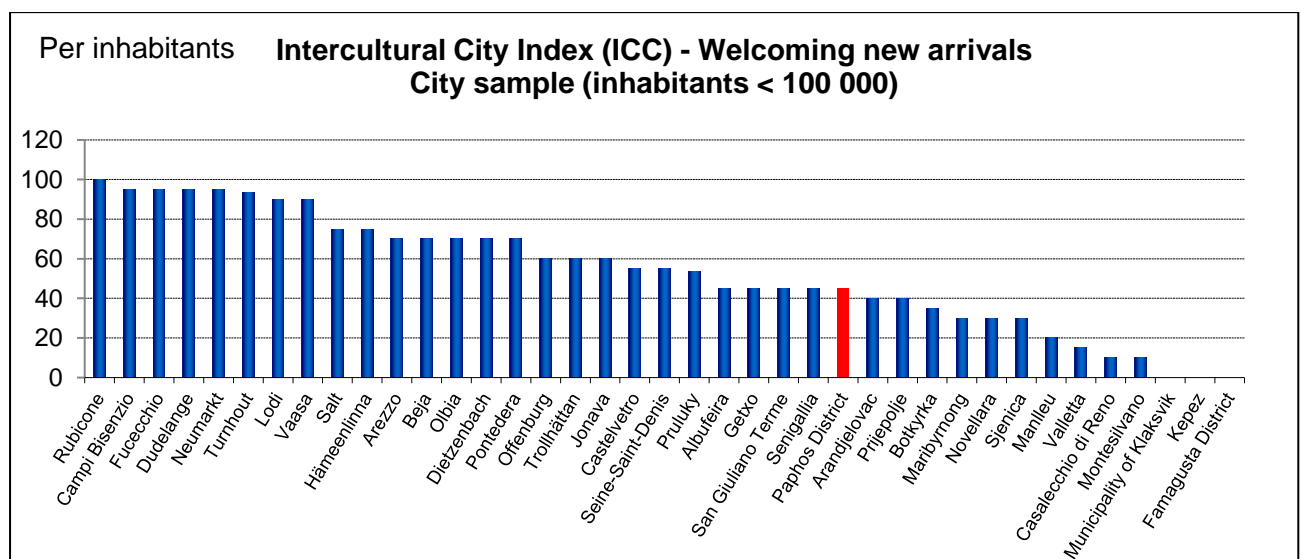
layers including housing, health, crime and economy. The tool also maps many different places of worship and faith communities from the main religions or beliefs practised in Leeds

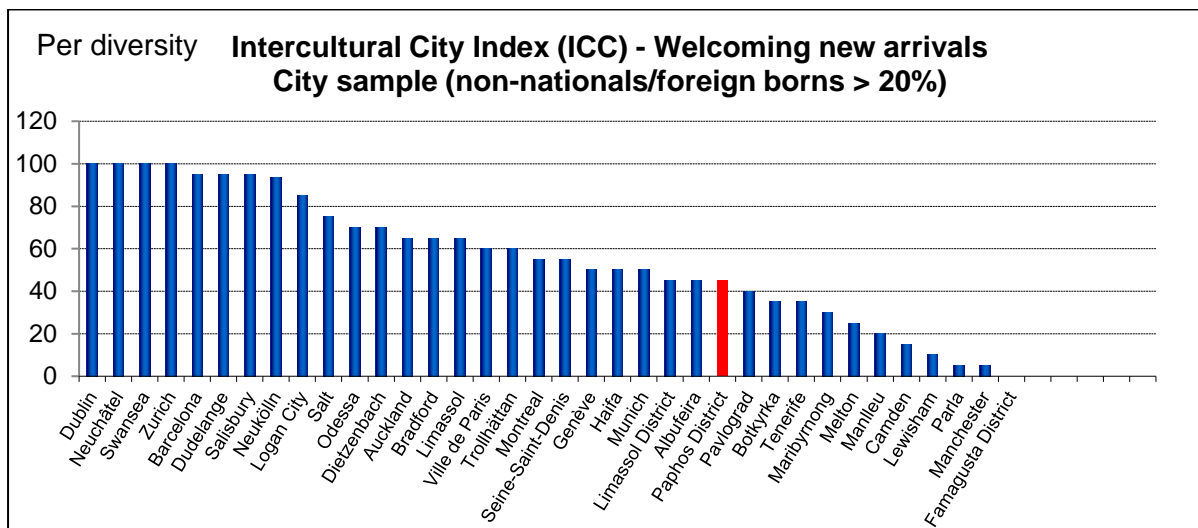
Finally, in relation to capacity building on intercultural competences, Paphos could use the “Manual for designing intercultural competence training” that specifically focuses on communicating to the participants the value of intercultural integration elaborated by the Council of Europe’s Committee of Experts on Intercultural Inclusion. Additionally, ICC offers all member cities three easy-to-use intercultural checklists and a full guide to check if their planned or proposed project, policies or actions are intercultural. The manual and the intercultural checklist can be found [here](#).

## 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.*

Paphos District achieved a rate of 45, which is lower than the city sample’s achievement rate of 57. This is mainly due to the lack of a designated agency or policy to welcome newcomers and a comprehensive specific package of information and support for newcomers.





Paphos District does not have a designated agency, unit, person, or procedure to welcome newcomers and does not have a comprehensive specific package of information and support for newcomers. However, various city services and agencies provide tailored support for different groups of newcomers. For example, the Paphos Municipality offers orientation and assistance to families relocating to the city, including information on local schools and community resources. Students receive support through educational institutions and student organisations that help them integrate into local academic and social environments. Unaccompanied minors are supported by child protection services and local NGOs, ensuring their safety and well-being. Refugees and asylum-seekers get assistance from specialized organizations that provide legal aid, housing, and integration programmes. Migrant workers receive support through employment services and community groups focused on workplace rights and social integration.

Municipalities in the district do not organise public ceremonies to greet all people arriving to live in the city regardless of origin or nationality.

### Recommendations

Regarding the information package, inspiration could come from Tenerife, Spain. They have created a [Welcome guide 'Hola'](#) for all starting the life in Tenerife. The project required collaboration with various sectors with the aim to improve the welcoming and social integration of migrants and refugees through education and art. Another good example is the [Handbook on services available by the Riga Municipality](#) for Foreigners updated in 2022. Information was prepared in English, Russian, Latvian and accessible Latvian languages. A handbook for emigrants who are planning to come back to Riga was produced in English, Russian, German and Latvian languages. There is also a ["Step-by-Step" relocation guide](#) available, aimed at different groups of employees willing to relocate to Riga for work purposes.

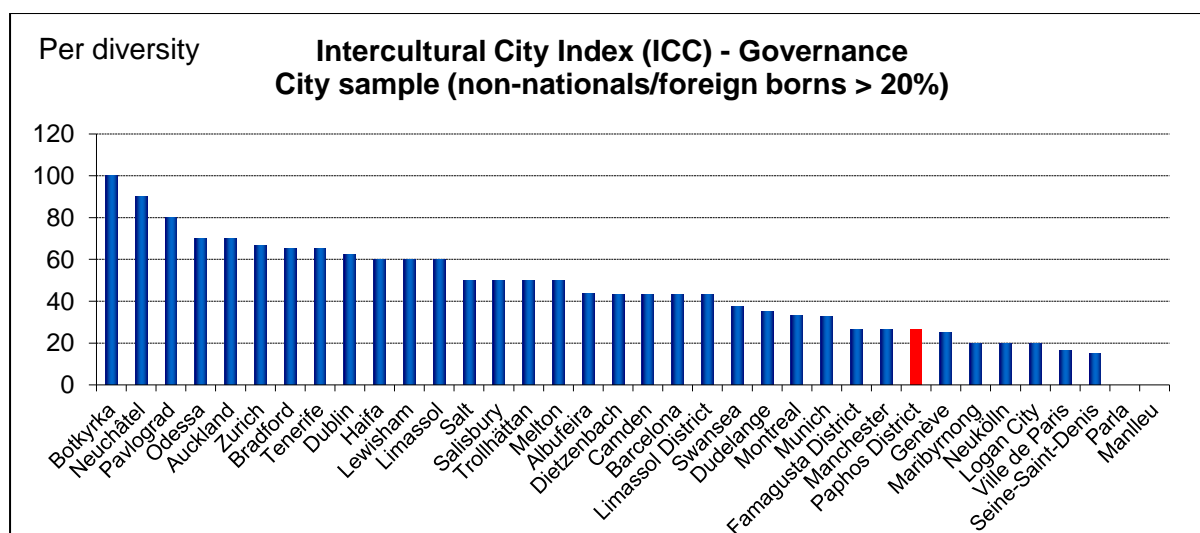
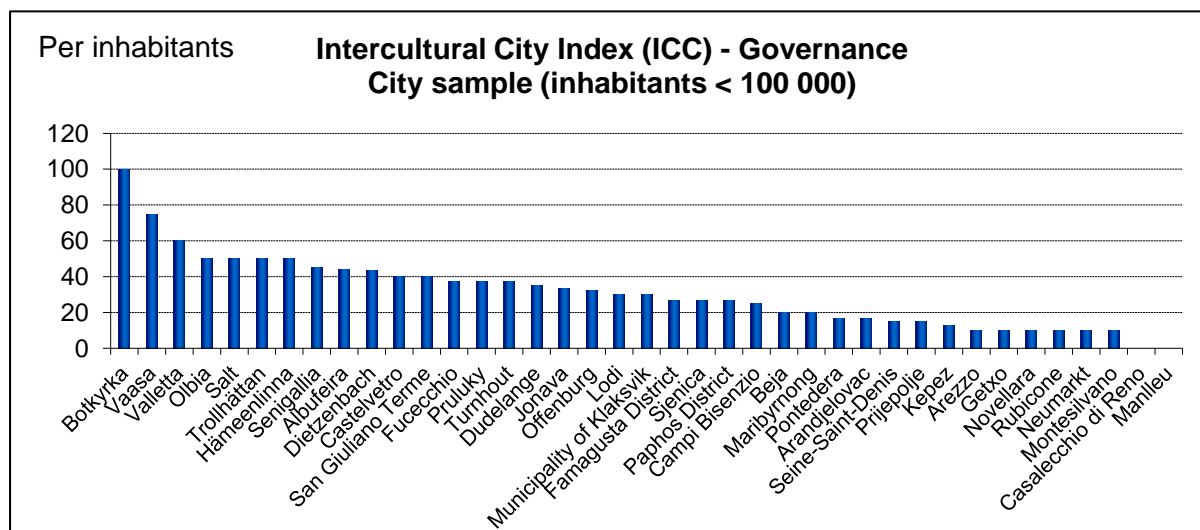
ICC programme resources on refugees and welcoming policies are also available [here](#).

### **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.

Paphos District achieved a rate of 27, which is lower than the city sample's achievement rate of 37. Although the District encourages people with migrant/minority backgrounds to engage in political life, it does not have a consultative body through which people with migrant/minority backgrounds can voice their concerns and advise the Council(s).<sup>11</sup>



In Cyprus, the right to vote is given to citizens of the Republic of Cyprus or another EU member state and Turkish Cypriots living in the free area, who have reached the age of 18. Additionally, they all should be registered under the relevant electoral roll. To be able to stand as candidate, same requirements apply, in addition to have reached the age of 21. Currently, there are no foreign-born or dual nationals elected members in the council.

For foreign nationals to vote in local elections they must submit an application to the local offices of their District Administration at any time during the year. The electoral roll is revised and updated four times a year. EU citizens who have been entered on the special electoral roll remain registered as long as they reside in Cyprus and satisfy the conditions for exercising the right to vote, and unless they apply to be removed from the electoral rolls.

<sup>11</sup> Paphos achievement rate in the extended Intercultural Cities Index is 42, while the city sample achievement rate is 50%.



Paphos does not have an independent consultative body through which people with migrant/minority backgrounds can voice their concerns and advise the municipal council on diversity and integration matters.

There is not a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services.

Lastly, municipalities in the Paphos District sometimes take initiatives to encourage people with migrant/minority backgrounds to engage in political life. These initiatives include informational events about political participation. While not a constant focus, such efforts are part of broader strategies to foster inclusivity and ensure diverse community voices are represented in local governance.

### Recommendations

Certain non-formal initiatives can be implemented to enhance the participation in the local political and decision-making processes. The London Borough of Lewisham, UK, 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 along with a cabinet of young advisors. The cabinet 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.

Cities are encouraged to implement a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services. An interesting example comes from Ballarat, Australia, as they have established the [Multicultural Ambassadors' Program \(MAP\)](#) to provide leadership within the migrant community, by encouraging minorities to participate in the political life of the city. The programme aims to enhance community awareness while fostering social cohesion and mutual acceptance.

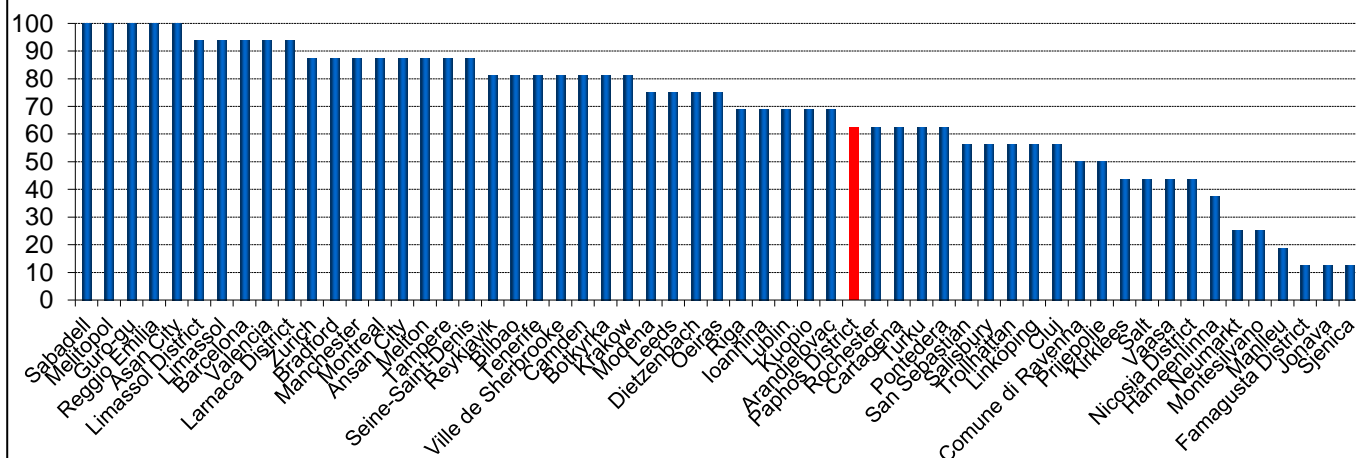
### **ANTI-DISCRIMINATION**

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

Indicators on anti-discrimination have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 51 cities have replied to this new Intercultural Cities Index chapter. Paphos District rate of achievement in the field of anti-discrimination is 63%. Paphos provides resources to organisations supporting victims of discrimination.

### Intercultural City Index (ICC) - Anti-discrimination



Although municipalities in the Paphos District have not carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds.

The municipalities do not have 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.

Paphos District does not have a dedicated service that advises and supports victims of discrimination, as it is done at national level. However, Paphos provides financial and logistical support to civil society organisations that advise and support victims of discrimination. This support includes funding for their programmes, resources for their operations, and assistance with outreach activities. The city collaborates with these organisations to enhance their capacity to offer effective support and ensure that victims receive the necessary help and resources.

Regional or national public organisations regularly monitor / research the extent and the character of discrimination in the city. These organisations provide comprehensive reports and insights on discrimination issues, which inform city policies and practices.

Municipalities in the Paphos District sometimes run anti-discrimination campaigns and raise awareness on discrimination.

Municipalities participate in national and regional organisations that address the issue of discrimination such as the Cyprus Anti-Discrimination Body. This national organisation, part of the Office of the Commissioner for Administration and Human Rights, addresses issues related to discrimination and works to ensure the implementation of anti-discrimination laws in cities like Paphos.

Municipalities in the Paphos District have not designed an anti-rumours strategy or plan.

## Recommendations

Designing an Anti-Rumours Strategy could be a way to further the work done on anti-discrimination. There are many good practice that can serve as inspiration could be found in Spanish cities. It is the case of [Barcelona](#), [Bilbao](#), [Santa Coloma de Gramenet](#), and [Tenerife](#).

Further inspiration for the campaigns run 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.

ICC programme resources on anti-rumours are available [here](#).

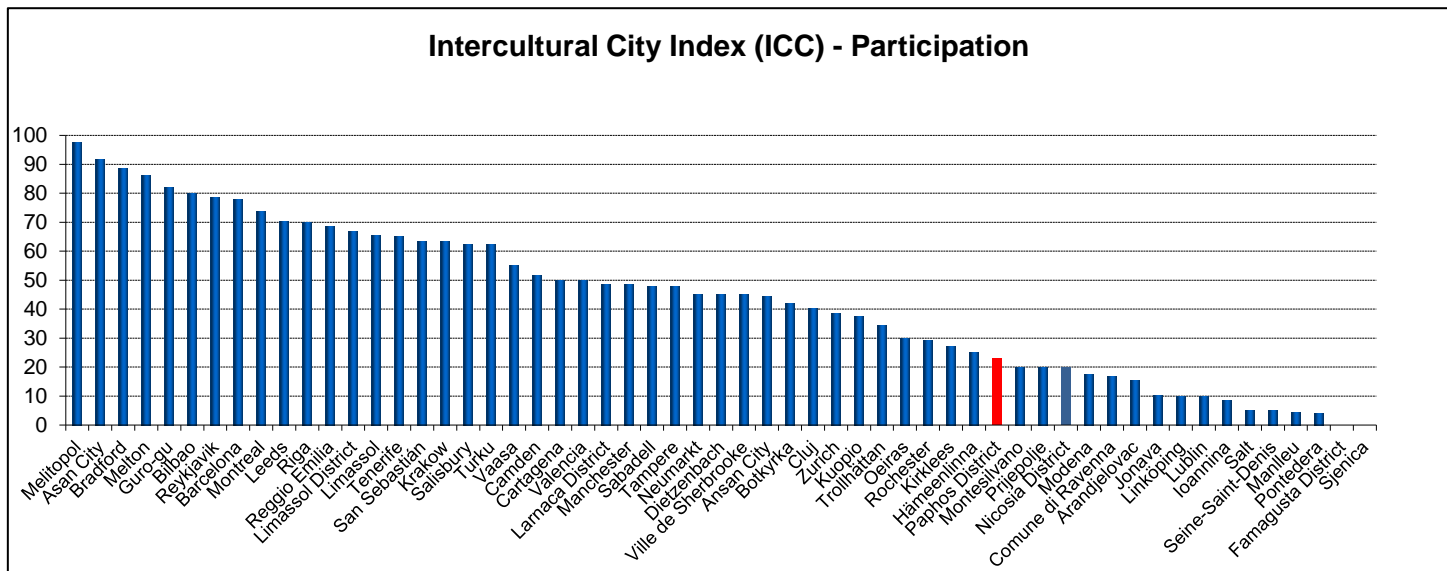
A city should provide a dedicated service to advise and support victims of discrimination. Inspiration can be drawn from Barcelona, Spain, and the [Office for Non Discrimination](#). It was created in 1998 as the municipal service for dealing with, advising on, mediating over and penalising (where legally possible) discriminatory situations and for providing information and training and raising awareness on rights and duties recognised in the city.

## **PARTICIPATION**

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

Indicators on participation have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 51 cities have replied to this new Intercultural Cities Index chapter. Paphos District rate of achievement in the field of participation is 23%. However, the Paphos is seriously considering introducing participatory mechanisms to enable all residents, including those with migrant/minority backgrounds are fairly represented in key institutions and organisations.



Data is not available to monitor the participation of city residents with migrant/minority backgrounds in the decision-making process. Paphos is seriously considering introducing participatory mechanisms to enable all city residents, irrespective of their migrant/minority backgrounds and to take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations.

Paphos reports to have introduced mechanisms to make sure 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. As part of Cyprus, Paphos is influenced by national and European Union frameworks that promote gender equality and inclusion. Cyprus has gender equality laws in place, and as an EU member, it is bound by directives aimed at ensuring gender equality in various aspects of governance, including decision-making processes.

### Recommendations

Many ICC cities have mechanisms in place to ensure participation and involvement of the diverse communities. In Leeds, UK, an Equalities Assembly has been set up. It is a forum made up of Equality Hubs, which helps ensure the city engages with the full range of citizens in the decision-making. Each year, Leeds holds an Equality Assembly Conference which brings together the hubs to discuss key challenges and opportunities faced by groups across the city, listen to their contributions and let them have their say through round table discussions. The hubs are: Religion or Belief Hub, Age Hub, Black and Minority Ethnic Hub, Disability Hub, LGBTQ+ Hub and the Women and Girls Hub. The Assembly acts as the corporate consultation and involvement forum for equality, diversity and integration issues. It also acts as a forum to challenge the council’s progress on equality, diversity, cohesion and integration.

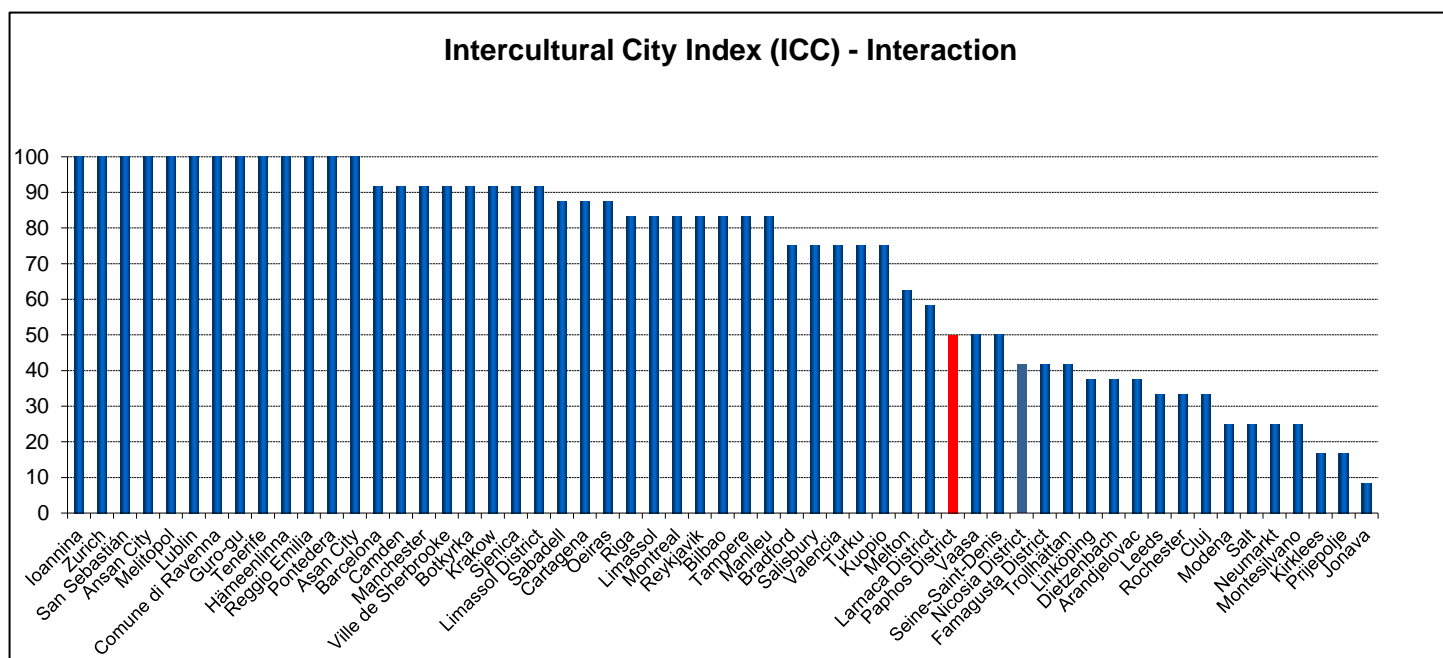
Another form of participation and representation is the establishment of a structured group/council to give a voice to the foreign residents, representatives and the foreign community itself. Paphos could draw inspiration from the migration councils set up in several ICC cities in view to provide advice and opinions to the city council. As does the [Local Council of Immigration in Bilbao](#), Spain. This has a consultative role with the city and an information role with migrant communities. Its objectives include to participate in the city’s Integration and Intercultural Co-existence Programme, to strengthen migrant associations and to be an interlocutor on the situation of migrant communities.

In connection with the gender equality and the need to mainstream the intersectional approach, it is worth sharing that one of the Council key areas of work is the empowerment and recognition of migrant women. One of the projects developed within this area of work is the [‘Annual recognition of migrant women’](#). The initiative pursues several objectives: to make visible the importance of the presence of migrant women in the social and public life of Bilbao, to identify the contribution they make to the community’s political and economic development, to reduce stereotypes and prejudices about migrant women, and to create spaces of reference and opportunity for other migrant women. To create links between all women participating in the ‘Annual recognition of migrant women’ initiative, but also to attract other women to participate, the Local Board of Immigration presented this idea to the Participatory Budgeting 2024 of the city of Bilbao. The initiative was approved by the citizenship and in 2024 the network will constitute a space for interaction, knowledge, dialogue and mutual learning.

## INTERACTION

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

Indicators on interaction have been included in the Intercultural Cities Index in 2019. The data collected so far is not yet relevant for statistical purposes. So far, 51 cities have replied to this new Intercultural Cities Index chapter. Paphos District rate of achievement in the field of interaction is 50%. Paphos stands out for the capacity building offered to teachers.



Paphos has a list/database of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion. However, it is incomplete and not regularly updated. Cyprus does not have a single, comprehensive, publicly accessible national database that lists all civil society and grassroots organisations specifically focused on intercultural inclusion. However, several platforms and initiatives provide information on organisations active in this field like Cyprus Civil Society Directory.

Municipalities in Paphos District collaborate with NGOs that are active in the various fields concerned by intercultural inclusion but not in an organised or regular way. It is reported that municipalities collaborate with NGOs

and other civil society organisations to organise events like Erasmus days, Cypriot culinary lessons, children's painting competitions about diversity, and film screenings about immigrant experiences. The municipality of Paphos, for example, supports organisations that assist victims of discrimination and run anti-discrimination actions such as CCIF Cyprus.

Teachers in elementary/primary schools receive training in intercultural communication and pedagogy as part of broader efforts to address diversity and inclusion in education. This training is designed to help teachers effectively engage with students from different cultural and linguistic backgrounds and promote an inclusive learning environment. The Cyprus Pedagogical Institute provides ongoing professional development opportunities for teachers, including workshops and training sessions on intercultural communication, inclusive teaching practices, and pedagogy tailored for multicultural classrooms. This includes addressing the needs of migrant, refugee, and minority students.

### Recommendations







Municipalities in Paphos District might wish to enhance collaboration with NGOs in a more consistent and organised way. A good example is the functioning of Riga NGO House, which has a database of non-governmental organisations. The database is created on a voluntary basis including NGOs (among them minority NGOs and NGOs promoting intercultural inclusion), which cooperate with the NGO House and Neighbourhood Residents Centre. More than 1,200 contacts of NGOs have been collected in the database and it is regularly updated in cooperation with the NGOs. The NGO House database includes at least 60 minority organisations and at least 20 organisations working in the field of cultural dialogue.

In addition, Paphos might wish to look into the practices from other ICC cities for additional inspiration of initiatives that facilitate meaningful interaction between residents of all backgrounds and origins, and, particularly, of those harder to reach, such as migrant women. A good example comes from Sabadell, Spain: The “Espacio Mujeres” ([Women's Space](#)) programme aims to empower women from all origins and socio-cultural backgrounds by creating relational spaces where women meet and learn and supporting them in the acquisition of skills. The programme offers relational learning spaces located in different neighbourhoods of the city, organising different activities related to the physical and mental health of the participants (knowledge of the environment, female health, personal growth, women's rights, gender violence, etc.). A similar initiative is the [Woman's House](#) in San Sebastián, Spain. It is a space for women to meet, debate and reflect in order to influence policies, programmes and projects that aim to advance towards real and effective equality between women and men in all areas of life. This space is considered essential to be able to build and articulate a meeting place where complicities and experiences can be shared, favouring the generation of collective action in order to move forward together.

## OVERALL CONCLUSIONS

The overall score for Paphos District is 56 (out of 100 possible points). Below you will find a summary of the report, including the strengths (what Paphos does) and the weaknesses (what Paphos does not yet do).

|  |          |   |
|--|----------|---|
| <p><b>COMMITMENT</b></p>                     | <p>✓</p> | <p>Paphos has formally adopted a public statement that it is an Intercultural City, and official communications making clear reference to the city's intercultural commitment are often made.</p> <p>The Paphos Regional Intercultural Network adopted and is implementing an Action Plan for Intercultural Inclusion.</p>  |
|  | <p>✗</p> | <p>The District does not acknowledge or honour residents and organisations that have done exceptional things to encourage interculturalism in the local community. In addition, there is not an official website communicating the intercultural work</p>   |
| <p><b>EDUCATION</b></p>                      | <p>✓</p> | <p>In Paphos District, most schools actively engage parents from migrant or minority backgrounds in school activities. Additionally, schools often implement intercultural projects.</p>  |
|  | <p>✗</p> | <p>Teachers rarely reflect the composition of the city.</p> <p>Paphos does not have a policy to increase ethnic/cultural mixing in schools, but it is seriously considering it.</p>   |
| <p><b>NEIGHBOURHOODS</b></p>                 | <p>✓</p> | <p>Most neighbourhoods in Paphos District are diverse.</p> <p>Paphos encourages actions where residents of one neighbourhood meet and interact with residents with different migrant/minority backgrounds from other neighbourhoods.</p>  |
|  | <p>✗</p> | <p>Paphos does not have a policy to increase the diversity of residents in the neighbourhoods nor to avoid ethnic concentration (but it is under consideration).</p>  |
| <p><b>PUBLIC SERVICES</b></p>                | <p>✓</p> | <p>Paphos is reported to have a recruitment plan to ensure diversity in the workforce and to take action to encourage a diverse workforce, intercultural mixing and competence in private sector enterprises.</p> <p>Paphos District takes into consideration the migrant or minority backgrounds of all residents when providing school meals and when provides funeral/burial services.</p>   |
|  | <p>✗</p> | <p>Paphos District reports that the migrant or minority background of public employees only reflect the composition of the city's population in non-managerial levels.</p>  |
| <p><b>BUSINESS AND THE LABOUR MARKET</b></p> | <p>✓</p> | <p>The Cyprus Employers and Industrialists Federation (OEB) and the Cyprus Chamber of Commerce and Industry (CCCI) are national organisations that promote diversity and better employment practices for foreign workers.</p> <p>Paphos District encourages businesses from ethnic minorities to move beyond the ethnic economy and business districts/incubators to involve entrepreneurs with migrant/minority backgrounds through the Paphos Innovation Institute (PII).</p> |
|  | <p>✗</p> | <p>Municipalities in the Paphos District do not favour companies with an intercultural inclusion/diversity strategy for the procurement of goods and services.</p>  |
| <p><b>CULTURAL AND SOCIAL LIFE</b></p>       | <p>✓</p> | <p>It is reported that it is encouraged that cultural organisations deal with diversity and intercultural relations in their productions.</p> <p>Occasionally public debates or campaigns are organised on the subject of cultural diversity and living together (e.g. the Paphos Networking events).</p>   |

|   |  |   |
|---|--|---|
|   |   | <p>Municipalities in Paphos District organise events and activities in the fields of arts, culture and sport that aim to encourage people from different ethnic/cultural backgrounds to interact (mainly festivals, concerts, and exhibitions).</p> <p>Paphos District municipalities do not use the intercultural approach as a criterion when allocating funds to associations and initiatives.</p>   |
| <p><b>PUBLIC SPACE</b></p>                      | <br><br> | <p>It is reported that actions are taken to encourage meaningful intercultural mixing and interaction in public space. In particular, in museums, parks and squares.</p> <p>When Paphos decides to reconstruct an area, it does not use different methods and places for consultation to ensure the meaningful involvement of people with different migrant/minority backgrounds.</p> <p>There are some urban areas in Paphos with a high concentration of some ethnic groups, which has resulted in frequent incidents between foreigners and locals. This has created a sense of insecurity among inhabitants, both locals and foreigners, who feel unwelcome or unsafe. However, there is not a policy or initiative in place to work on it has been designed.</p>   |
| <p><b>MEDIATION AND CONFLICT RESOLUTION</b></p> |   | <p>A region/state-run mediation service and a civil society organisation provide professional services for mediation of intercultural communication and/or conflict.</p> <p>When dealing specifically with inter-religious relations Paphos counts on the Paphos Interfaith Dialogue Group, which is run by local civil society organisations. This group facilitates dialogue and cooperation between different religious communities in the city</p>  |
| <p><b>LANGUAGE</b></p>                          |   | <p>Paphos District provides the following services in the field of language competences:</p> <ul style="list-style-type: none"> <li>▪ specific language training in the official language(s) for hard-to-reach groups (e.g. non-working mothers, unemployed, retired people, etc.).</li> <li>▪ teaching migrant/minority languages as a mother tongue course for migrant/minority children only.</li> <li>▪ teaching migrant/minority languages as a regular language option available to everyone</li> <li>▪ teaching migrant/minority languages as part of the regular curriculum at schools</li> <li>▪ support for private/civil sector organisations providing language training in migrant/minority languages</li> </ul> <p>Paphos raises awareness on migrant/minority languages by providing logistical or financial support to local minority radio programmes in migrant/minority language(s), to local TV programmes in migrant/minority language(s) and local newspapers (The Russian Cyprus magazine and Russian radio programmes).</p> <p>Paphos supports projects that seek to give a positive image of migrant/minority languages.</p> |
| <p><b>MEDIA AND COMMUNICATION</b></p>           |   | <p>An external body supported by Paphos monitors and engage with media when they portray people with migrant/minority backgrounds through negative stereotypes.</p>   |



|   |                   |  |
|---|-------------------|--|
|   | ✗                 | <p>Municipalities in the Paphos District do not have communication strategies to improve the visibility and image of people with migrant/minority backgrounds in the local media and the communication department is not instructed to highlight diversity as an advantage.</p> <p>Paphos does not provide support for advocacy/media training/mentorship/setting up of online media start-ups for journalists with migrant/minority backgrounds.</p>  |
| INTERNATIONAL OUTLOOK                     | ✓                 | <p>Paphos District reports to have an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural, or other areas and to take actions to develop international connections.</p> <p>Paphos facilitates trade missions involving local entrepreneurs and diaspora members to forge business partnerships with their countries of origin. The city also supports local chambers of commerce or business associations in establishing links with international counterparts.</p> <p>It is reported that municipalities reach foreign students and other youth groups arriving through exchange programmes.</p>                    |
| INTERCULTURAL INTELLIGENCE AND COMPETENCE | <p>✓</p> <p>✗</p> | <p>Statistical and qualitative information about diversity and intercultural relations is sometimes mainstreamed to inform policymaking.</p> <p>Municipalities in the Paphos District do not carry out surveys including questions about the public perception of migrants/minorities or the feeling of safety.</p> <p>Municipalities do not promote the intercultural competence of their officials and staff, in administration and public services.</p>   |
| WELCOMING NEWCOMERS                       | <p>✓</p> <p>✗</p> | <p>In Paphos, various city services and agencies provide tailored support for different groups of newcomers (unaccompanied minors, refugees and asylum seekers, re-located families, students and migrant workers).</p> <p>Paphos District does not have a designated agency, unit, person, or procedure to welcome newcomers. And it does not have a comprehensive city-specific package of information and support for newcomers. The District does not organise a public ceremony to greet all people arriving to live in the city regardless of origin or nationality</p>  |
| LEADERSHIP AND CITIZENSHIP                | <p>✓</p> <p>✗</p> | <p>There are foreign-born or dual nationals elected members in Paphos institutions.</p> <p>Paphos reports to take initiatives to encourage people with migrant/minority backgrounds to engage in political life.</p> <p>Paphos District does not have a standard for the representation with people with migrant/minority backgrounds in mandatory boards supervising schools and/or public services.</p> <p>Paphos District does not have an independent consultative body through which people with migrant/minority backgrounds can voice their concerns and advise the municipal council on diversity and integration matters (but it's seriously considering it).</p> |
| ANTI-DISCRIMINATION                       | ✓                 | <p>A dedicated service that advises and supports victims of discrimination is provided at national level.</p> <p>Municipalities in the Paphos District sometimes run anti-discrimination campaigns and raise awareness about the impact of discrimination.</p> <p>Municipalities participate in a national organisation that address the issue of discrimination: the Cyprus Anti-Discrimination Body.</p>   |

|               |                   |   |
|---------------|-------------------|---|
|               | ✗                 | <p>Municipalities in the Paphos District have not carried out a systematic review of all municipal rules and regulations to identify mechanisms that may discriminate residents with migrant/minority backgrounds. The municipalities in the district do not have 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.</p> <p>Municipalities in the Paphos District do not have an Anti-rumours Strategy nor implements anti-rumours actions.</p>  |
| PARTICIPATION | <p>✓</p> <p>✗</p> | <p>It is reported that municipalities in the Paphos District to have introduced mechanisms to make sure 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</p> <p>Municipalities have not introduced participatory mechanisms to enable all city residents, irrespective of their migrant/minority backgrounds, to participate equally in the decision-making process. In addition, the municipalities do not take action to ensure that residents with migrant/minority backgrounds are fairly represented in key institutions and organisations, on boards or ruling bodies of trade unions, public schools or work councils.</p> |
| INTERACTION   | <p>✓</p> <p>✗</p> | <p>Teachers in elementary/primary schools receive training in intercultural communication and pedagogy thanks to the Cyprus Pedagogical Institute.</p> <p>Paphos has a list/database of NGOs active in the various fields concerned by intercultural inclusion but the list is incomplete and not updated. Collaboration or interactions with NGOs lack a formal, structured system.</p>  |

In view of the above, we wish to congratulate municipalities in the Paphos District for the efforts taken on their intercultural journey, and we are confident that if the municipalities follow our guidelines and other Intercultural Cities' practices the results will rapidly be visible and tangible. Paphos scores very highly in a number of policy areas (language, public services, international outlook, mediation, education, neighbourhoods, and business), while the most evident gap is the need to open up democratic representation and decision making to all residents, remove barriers to participation, build intercultural competences of municipal staff and design a well-structured and comprehensive welcoming policy.

## RECOMMENDATIONS

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

**Commitment:** We recommend that municipalities develop appropriate governance tools to ensure that intercultural policies are implemented, coordinated and monitored and that their impact is properly evaluated. The municipalities should use the framework created by the regional intercultural project, "Building structures for intercultural integration in Cyprus". The [Action plan for inclusion and diversity in Paphos District 2023-2025](#) could be mainstreamed in the different district municipalities, for instance, by setting up more concrete local action plans and using consultation process with citizens in its elaboration. Resources have to be dedicated and aligned with the plan(s).

The Paphos Regional Intercultural Network could strengthen its role in assessing the Plan's implementation. Inspiration could be drawn from Limerick, Ireland, and its [Limerick City and County Integration Working Group](#). This engages statutory, non-statutory, and voluntary bodies to share information and good practice and take initiatives to advance the goal of Limerick as an Intercultural City.

The municipalities may wish to show this commitment in a more visible way online, and by formally adopting a public statement that it is a membership in the Intercultural Cities programme, Paphos may also find inspiration in the Guide ['Migration and integration, which narratives work and why?'](#).

**Cultural and social life:** Municipalities in the Paphos District may wish to use interculturalism as a criterion to provide funding to civil society organisations as a tool to mainstream the intercultural approach outside the public administration. Municipalities could get inspiration from [Bilbao](#). Applications ask questions related to NGO involvement in participatory bodies, such as the Bilbao Migrant Council and the socio-cultural origin of the Board. The Intercultural perspective is also asked together with the Gender and Basque language perspective.

Municipalities may wish to consider encourage cultural openness and organising more cross-cultural leisure activities, such as the [Human Rights Programme](#) from Sabadell. It offers initiatives to engage citizens in discussions about cultural diversity and organises yearly a series of activities in collaboration with 50 organisations.

**Public space:** We recommend municipalities actively engage with neighbours to identify problems and solutions to real and potential incidents that occur in some areas of the District that are perceived as insecure. Inspiration could be drawn from [Afrikaanderplein](#), a multi-ethnic market, an already existing public space (anonymous and insecure) that has been turned into an intercultural asset in Rotterdam, Netherlands. Further inspiration could be drawn from the [Intercultural Cities in Placemaking project](#).

Municipalities might be interested in exploring other ways to encourage intercultural interaction in public space, such as in libraries. [Montréal](#), Canada, has several good practices in this area.

**Media and communication:** Municipalities may want to look into experiences of partnering and strengthening the links with media and journalists to have a greater impact around positive climate on diversity and migration. Inspiration could be drawn from [#BCNvsODI initiative](#), Barcelona, a platform for dissemination and awareness-raising in the fight against hate speech, both online and offline, with information, materials and pedagogical, informative and analytical resources for citizens.

Municipalities in the Paphos District may wish to explore their own communication and design a communication strategy. ICC has developed the [Guide on how to design a communication strategy](#) and the Policy Brief ['Inclusive communication'](#) to support cities on this process.

**Intercultural intelligence and competence:** Municipalities in the Paphos District may wish to improve the intercultural 'mind-set' of its officials by offering capacity building. ICC has developed several tools and content around this that can be found [here](#). In addition, when it comes to use statistical and qualitative information about diversity for policy making, the [Leeds Migration Map](#) comes as a very good example.

**Welcoming newcomers:** We recommend municipalities in the Paphos District to improve the coordination and delivery of the support to newcomers and address the needs of especially vulnerable groups such as unaccompanied minors, refugees and asylum-seekers. One of the simplest and easiest tools to do that is to elaborate an information package. In this sense, Paphos may wish to get inspiration from the Tenerife [Welcome guide 'Hola'](#). The project required collaboration with various sectors with the aim to improve the welcoming and social integration of migrants and refugees through education and art. Another good example is the [Handbook on](#)

[services available by the Riga Municipality](#) for Foreigners updated in 2022. Information was prepared in English, Russian, Latvian and accessible Latvian languages. A handbook for emigrants who are planning to come back to Riga was produced in English, Russian, German and Latvian languages.

**Leadership and citizenship:** Municipalities might want to enhance the participation in the local political and decision-making processes of all citizens. The London Borough of Lewisham, UK, 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 along with a cabinet of young advisors. The cabinet 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. Another example comes from Ballarat, Australia, as they have established the [Multicultural Ambassadors' Program \(MAP\)](#) to provide leadership within the migrant community, by encouraging minorities to participate in the political life of the city.

**Participation:** We recommend municipalities in the Paphos District encourage active participation and representation. To do that, the municipalities may want to look into Leeds Equalities Assembly. It is a forum made up of Equality Hubs, which helps ensure the city engages with the full range of citizens in the decision-making, and it also acts as a forum to challenge the council's progress on equality, diversity, cohesion and integration. Each year, Leeds holds an Equality Assembly Conference which brings together the hubs to discuss key challenges and opportunities faced by groups across the city, listen to their contributions and let them have their say through round table discussions. The hubs are: Religion or Belief Hub, Age Hub, Black and Minority Ethnic Hub, Disability Hub, LGBTQ+ Hub and the Women and Girls Hub.

Another form of participation and representation is the establishment of a structured group/council to give a voice to the foreign residents, representatives and the foreign community itself. Paphos could draw inspiration from the migration councils such as the [Local Council of Immigration in Bilbao](#), Spain. This has a consultative role with the city and an information role with migrant communities. Its objectives include to participate in the city's Integration and Intercultural Co-existence Programme, to strengthen migrant associations and to be an interlocutor on the situation of migrant communities.

**Interaction:** In the spirit of learning, municipalities in Paphos District may wish to consult good practices of other cities to seek new ideas for facilitate meaningful interaction between residents of all backgrounds and origins, and, particularly, of those harder to reach, such as migrant women. A good example comes from Sabadell, Spain: The "Espacio Mujeres" ([Women's Space](#)) aims to empower women from all origins and socio-cultural backgrounds by creating relational spaces where women meet and learn and supporting them in the acquisition of skills. The programme offers relational learning spaces located in different neighbourhoods of the city, organising different activities related to the physical and mental health of the participants (knowledge of the environment, female health, personal growth, women's rights, gender violence, etc.). A similar initiative is the [Woman's House](#) in San Sebastián,

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

Diversity has become a key feature of societies today and is particularly tangible in urban centres. While people of diverse national, ethnic, linguistic and faith backgrounds have immensely contributed to post-war prosperity, inequalities related to origin, culture and skin colour persist, and anxiety about pluralism, identity and shared values is often politically instrumentalised. The challenge of fostering equity and cohesion in culturally diverse societies has become more acute. Cities are uniquely placed to imagine and test responses to this challenge.

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

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

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