



## Lodi: Results of the Intercultural Cities Index

Date: February 2015

A comparison between 70 cities<sup>1</sup>

### Introduction

The Intercultural Cities programme is a joint initiative between the Council of Europe and the European Commission. It seeks to explore the potential of an intercultural approach to integration in communities with culturally diverse populations. The cities participating in the programme are reviewing their governance, policies, discourse and practices from an intercultural point of view. In the past, this review has taken the form of narrative reports and city profiles – a form which is rich in content and detail. However, it is relatively weak as a tool to monitor and communicate progress. The new Intercultural City Index has been designed as a new benchmarking tool for the cities taking part in the pilot phase of the programme as well as future participants.

As of today 70 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Rena (*Italy*), Castellón (*Spain*), Castelvetro (*Italy*), Coimbra (*Portugal*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian<sup>2</sup> (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forlì (*Italy*), Fucecchio (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Hamburg (*Germany*), Izhevsk (*Udmart Republic, Russia*), Jerez de la Frontera<sup>3</sup> (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Ravenna (*Italy*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), San Giuliano Terme (*Italy*), Sabadell (*Spain*), Sechenivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone<sup>4</sup> (*Italy*), Valletta (*Malta*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, 38 have less than 200,000 inhabitants and 38 have less than 15% of foreign-born residents.

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

<sup>2</sup> The Spanish city of Donostia-San Sebastian is hereinafter referred to as San Sebastian.

<sup>3</sup> The Spanish city of Jerez de la Frontera is hereinafter referred to as Jerez de Frontera.

<sup>4</sup> The Italian city of Unione dei Comuni-Savignano sul Rubicone is hereinafter referred to as Rubicone.

This document presents the results of the Intercultural City Index analysis for Lodi (Italy) and provides related intercultural policy conclusions and recommendations.

### **Intercultural city definition**

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

### **Methodology**

The Intercultural City Index analysis is based on a questionnaire involving 69 questions grouped in 14 indicators with three distinct types of data. Indicators have been weighed for relative importance. For each indicator, the participating cities can reach up to 100 points (which are consolidated for the general ICC Index).

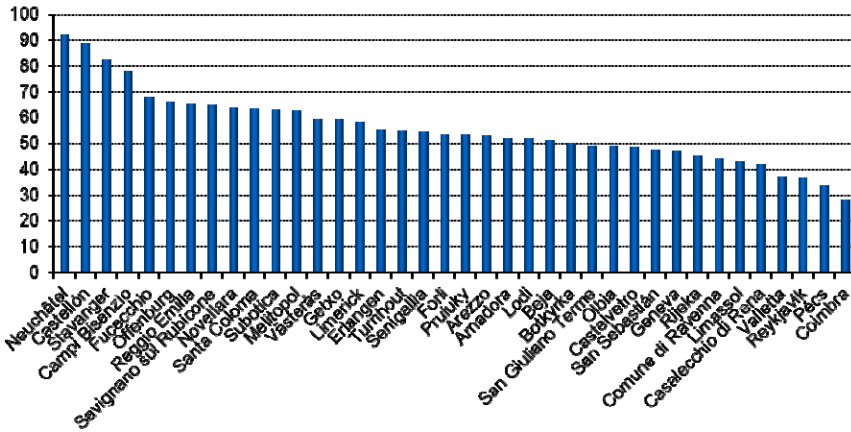
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

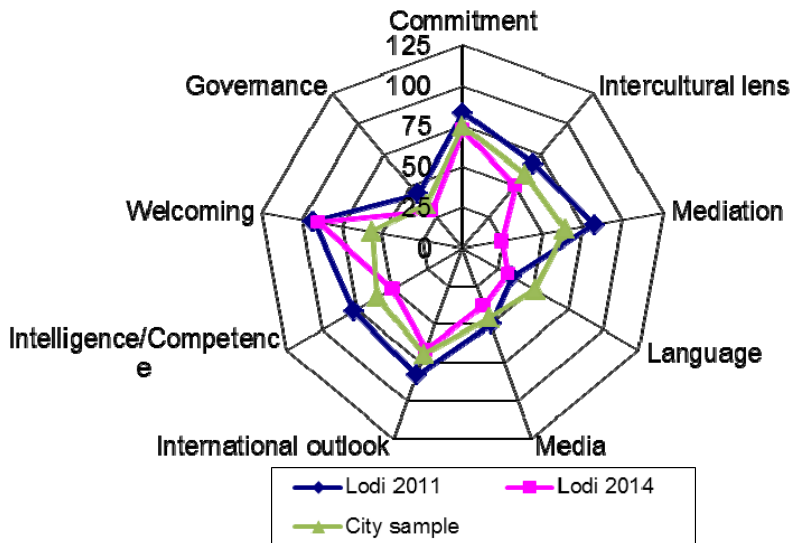
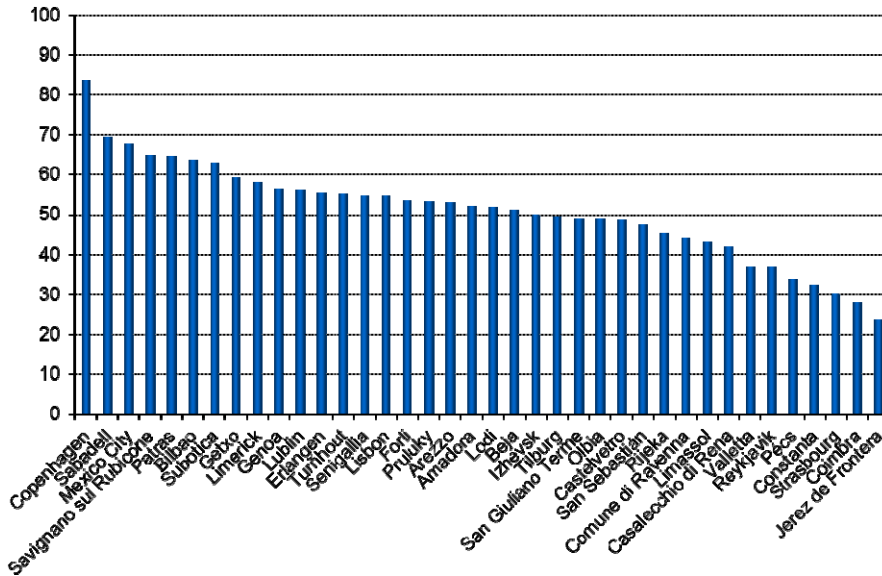
Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

According to the overall index results, Lodi has been positioned 47<sup>th</sup> among the 70 cities in the sample, with an aggregate intercultural city index of 52%, same score registered by the cities of Amadora (Portugal) and Sechenivsky (District of Kyiv, Ukraine). Lodi has been ranked 18<sup>th</sup> among cities with less than 200,000 inhabitants and 20<sup>th</sup> among cities with less than 15 per cent of foreign-born residents.

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



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

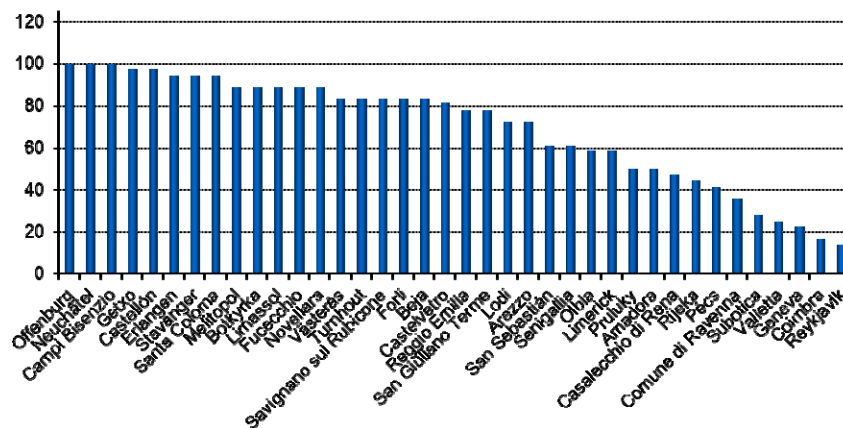


## Lodi – An overview

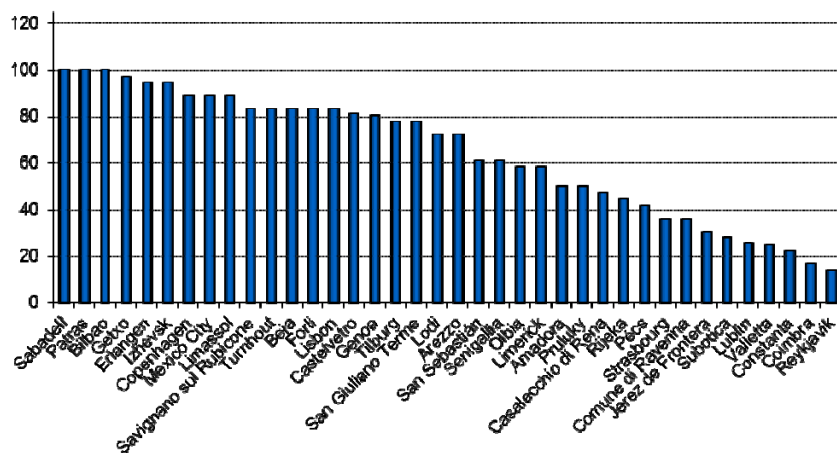
Lodi is a city in the North of Italy, devoted to the handicraft, as well as at the agro-biotech sector. The city hosts the Parco Tecnologico Padano, one of the main European Agro-Biotech cluster. The city's population is 44.481 inhabitants (31.12.2011 data), among which Italian people represent the majoritarian group (86.58%). Among the non-nationals (13.42%), 85.44% are foreign-born, while 14.54% were born in Lodi. None of the minority groups represent more than 5% of the population. The biggest foreign-population is Romanian (4.29%), followed by Albanian (2%) and Egyptian (1.15%). Remarkably during the 2010-2011 period, two groups, people from Nigeria and Togo, impressively increased respectively of the 26.9% and 10.9%

### 1. Commitment

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



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



The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to

intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

The rate of achievement of Lodi's commitment policy goals is slightly lower than the city sample's<sup>5</sup>, but sensibly lower than the 2011's: 72% of these goals were achieved, while the city sample's rate for commitment policy is 76%. In 2011 Lodi achieved 83%.

Lodi has adopted a public statement as an intercultural city, as well as an integration strategy with intercultural elements. The city has also deployed an action plan regarding integration, even if not focusing on interculturalism. The pillars of this action plan are: "sportello stranieri" to provide both foreigners and nationals with information and assistance on migration issues; sustaining courses of Italian language and law; the Council of New Citizens; the intercultural project "Lodi Città Aperta"; the project for Asylum Right in Lodi. A budget is allocated but no evaluation process has been studied yet.

The setting up of a dedicated cross-department body is under evaluation through a memorandum of understanding between the Social Policies and Cohesion Department, the Participation Department, the Equality Department as well as the Housing Department.

It is noteworthy that official speeches and communications by the city often make reference to the intercultural commitment and the city sometimes provide means of acknowledging local citizens who have done exceptional things to encourage interculturalism in the city.

Lodi might get inspiration from the experience of Copenhagen that in May 2011 has launched its Diversity Charter. Copenhagen had also introduced the inclusion barometer for evaluating its intercultural strategy. The barometer is based on 16 indicators set out in the inclusion policy and updated every year. All political committees make a yearly status report about the indicators they are responsible for as well as the progress of their action plan and the general inclusion efforts of the administration. These reports are gathered into a common document, which is presented to the City Council.

## **2. Education<sup>6</sup> policies through an intercultural lens**

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

The analysis shows that Lodi's education policy achievement rate (60%) is slightly lower than the city sample's rate (66%), but considerably lower than the 100% reached in 2011.

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<sup>5</sup> The term "city sample" refers to the weighted average of the 61 cities included in the Index at this moment in each of the fourteen areas of intercultural governance.

<sup>6</sup> The term "Education" refers to a formal process of learning in which some people consciously teach while others adopt the social role of learner (ref. [http://highered.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)).

In none of the local primary schools almost all pupils are coming from the same ethnic background. Foreigners account for a percentage between 14% and 23% of pupils in primaries. For this reason a policy to increase ethnic/cultural mixing in schools has not been put in place.

The ethnic background of teachers in schools doesn't reflect the composition of the city's population. Nevertheless, most schools are making strong efforts to involve parents from ethnic minority/migrant background in school life and local schools often carry out intercultural projects.

Lodi should act to ensure that the teachers' background reflects the composition of the general population: in Stavanger, for example, even if the permanent teaching staff in public schools does not reflect the ethnic composition of the population, the City has hired a broad team of mobile teachers with multilingual competence that provide mother-tongue tuition and dual-language subject training.

Furthermore, a sponsorship scheme administered by the National Centre for Intercultural Learning allows Stavanger to stimulate minority teachers to gain further education so as to qualify for a permanent position in Norwegian schools. The goal is to employ more multilingual teachers in the regular schools and thus have a teaching community who is ethnically more in step with the pupils. Since 2010, eight teachers have been sponsored by the scheme and three are currently on a further education pathway.

Other cities, such as Hamburg, could also be an inspiration in relation to intercultural education. In the German city, more than 20 teachers of different schools are participating in the pilot-project "qualification for intercultural coordinators" in order to become intercultural change managers in their schools. They all work on intercultural school projects. Finally, about 200 teachers of different schools participate regularly in the "intercultural fair" of the department of intercultural education and are part of the intercultural "exchange forum" at the teacher training institute in order to get new ideas for intercultural projects in their schools.

### **3. Neighbourhood policies through an intercultural lens<sup>7</sup>**

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

Lodi's neighbourhood policy indicators are higher (80%) than the city sample's rate (63%) and the results achieved in 2011 (60%).

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<sup>7</sup> By "neighbourhood" we understand a unit within a city which has a certain level of administrative autonomy (or sometimes also certain political governance structures) and is considered as a unit with regard to city planning. In larger cities districts (boroughs) have several neighbourhoods. The statistical definition of "neighbourhood" varies from one country to another. Generally, it includes groups of population between 5,000 and 20,000 people on the average.

In none of Lodi's neighbourhoods people from minority background constitute the majority<sup>8</sup> of residents, but nevertheless they account for 12%-16% of the population of each neighbourhood. For this reason the city does not feel the necessity to implement a policy to increase the diversity of residents in the neighbourhoods, nor to encourage residents from one neighbourhood to meet and interact with residents from different ethnic/cultural backgrounds.

The city has instead developed policies and projects to encourage people to meet and interact within the neighbourhoods, like "Lodi Città Aperta" or initiatives of individual neighbourhoods.

#### **4. Public service policies through an intercultural lens**

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

The analysis shows that Lodi's public services policy achievement rate (10%) is much lower of both the city sample rate (45%) and the 2011's achievement (50%).

According to the answers provided in the survey, the ethnic background of public employees does not reflect the composition of the city's population, as non-nationals cannot seek employment in the local public administration.

The city does not take any action to encourage intercultural mixing and competences in private sector enterprises.

Finally, Lodi provides only two of the services listed in the Intercultural cities index which are tailored to the needs of the ethnic/cultural background of its citizens.

In spite of the legislative constraints that are reducing the recruitment pool for public employment to Italian citizens only, Lodi might explore the initiatives of Copenhagen (Denmark) and Berlin (Germany). Thus, the Copenhagen administration offers paid internships to people with minority backgrounds, for instance, on condition that they master a certain language. In Berlin, the recruitment campaign 'Berlin braucht dich' (Berlin needs you) programmed for 2006-2012 aims at diversifying the Senate's workforce by promoting traineeship opportunities and raising awareness of migrant associations and parents. As a result of the campaign, the percentage of trainees with a migrant background increased from 6% in 2006 to 14.5% in 2008.

Finally, the city could develop services tailored to the needs of the ethnic/cultural background of its citizens, such as women only sections or times in sports facilities.

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<sup>8</sup> For the purpose of this report, a "vast majority" refers to a situation where more than 80% of residents come from the same ethnic background.

Interesting example, in this sense, is Copenhagen, where the Commission for Culture and Leisure has been supporting organisations which, through the Network for Girls and Women Swimming, provide swimming facilities for women only, in a number of city areas. Some 10 volunteer associations organise activities for girls/women alone, such as swimming, dance or gymnastics, on a weekly basis. The Department for Culture and Leisure provides free sports facilities, funding and advice for these associations.

## **5. Business and labour market policies through an intercultural lens**

Lodi's business and labour market policy indicator is slightly lower (40%) than the city sample's rate for business and labour market policy (43%), but fell short compared to the 60% achieved in 2011.

Lodi does not have an umbrella organisation having among its objectives the promotion of diversity and anti-discrimination nor a charter against ethnic discrimination within its own administration and services.

The city hosts the Parco Tecnologico Padano, one of the main European Agro-Biotech cluster.

Lodi might wish to ameliorate its business policies prioritizing the companies that implement a diversity strategy in their procurement of goods and services. For example, the city of Copenhagen does it, since 2006, by including hard or soft clauses in the procurement contracts. Hard clauses require that the supplier recruit a certain number of unemployed, trainees or people in "supported employment". Soft clauses require that the supplier weave diversity management practices into his/her human resources. By the end of 2009, 420 contracts with social, majorly soft clauses were signed. In September 2010 it was decided to use hard social clauses, in particular, with regard to trainee employment. By December 2011, 15 contracts with hard social clauses were signed with 55 full-time trainee positions. By May 2013, 63 contracts with hard social clauses had been signed with 183 full time trainee positions. This is a remarkable increase.

## **6. Cultural and civil life policies through an intercultural lens**

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

Lodi's cultural and civil life policy goal achievement rate is slightly lower (75%) to the city sample's rate (78%).

Interculturalism is not used as a criterion when allocating grants to associations and initiatives. The city is regularly encouraging cultural organisations to deal with diversity and intercultural relations, as well as organizing specific events and activities in the fields of arts, culture and sports for encouraging people from different ethnic groups to mix.



Finally, Lodi organises public debates and campaigns around the topics of diversity and living together.

## **7. Public space policies through an intercultural lens**

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

The rate of achievement of Lodi's public space policy goals is slightly lower than the sample city's: 62% of these goals were achieved, while the sample city rate for public space policy is 64%. It is noteworthy that the city doubled this indicator from 2011 (30%).

No area in the city seems to be dominated by one ethnic group and there are no areas which are reputed as 'dangerous'.

Actions to encourage intercultural mixing are taken in libraries, playgrounds and squares, for example through the free concession of these spaces for the organization of intercultural events.

Furthermore the city takes into account the population diversity when designing and managing new public spaces and buildings. An example of this practice is the construction of the Civic Center "La Casa del Quartiere".

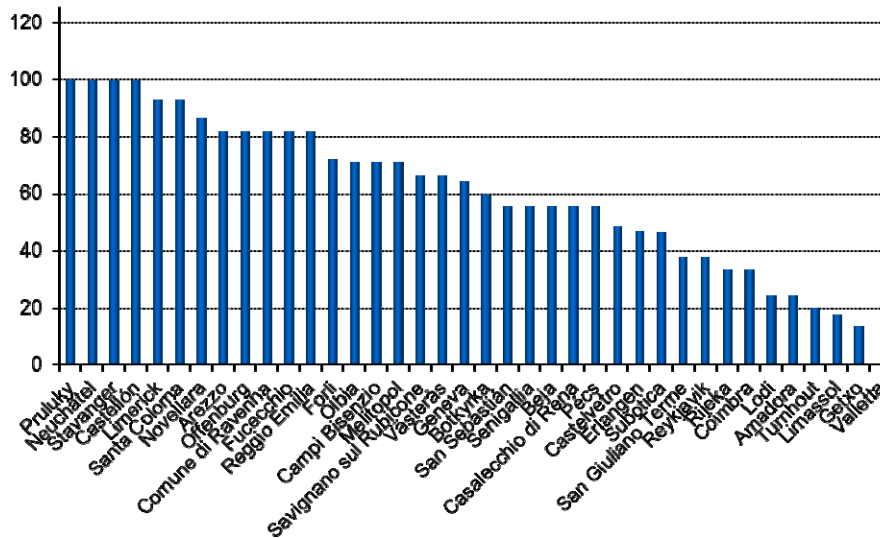
Nonetheless, we invite Lodi to build upon its existing public space initiatives, for instance by consulting its citizens when reconstructing an area.

An interesting initiative has been implemented by the city of Reggio Emilia, where, in the framework of the pact for the requalification of the railway station's zone, an outreaching action for interviewing and talking with people living and working in the zone has allowed the consultation of more than 180 people.

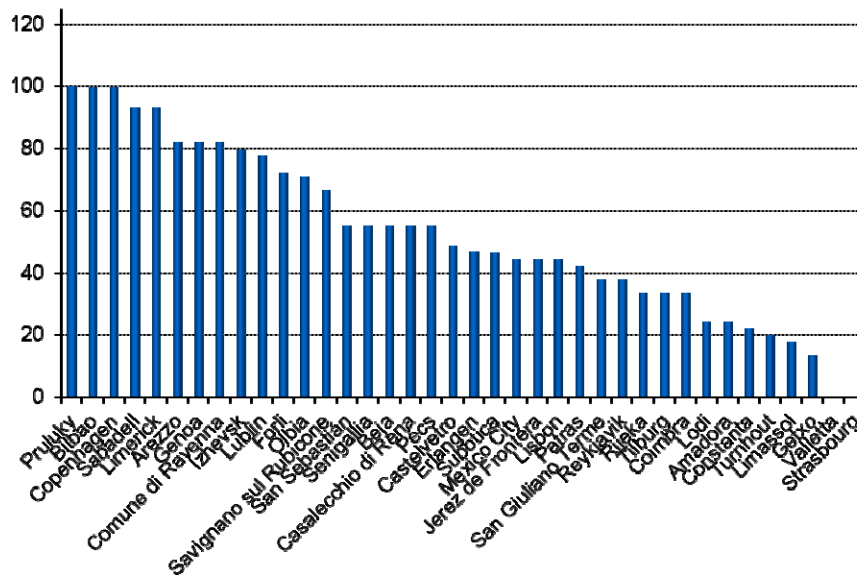
Another example is provided by the London borough of Lewisham. In Pepys Park young people were invited into the process of designing and making a new playground area. At Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement of a park warden and a 'Rivers and People Officer'.

## 8. Mediation and conflict resolution policies

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



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



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

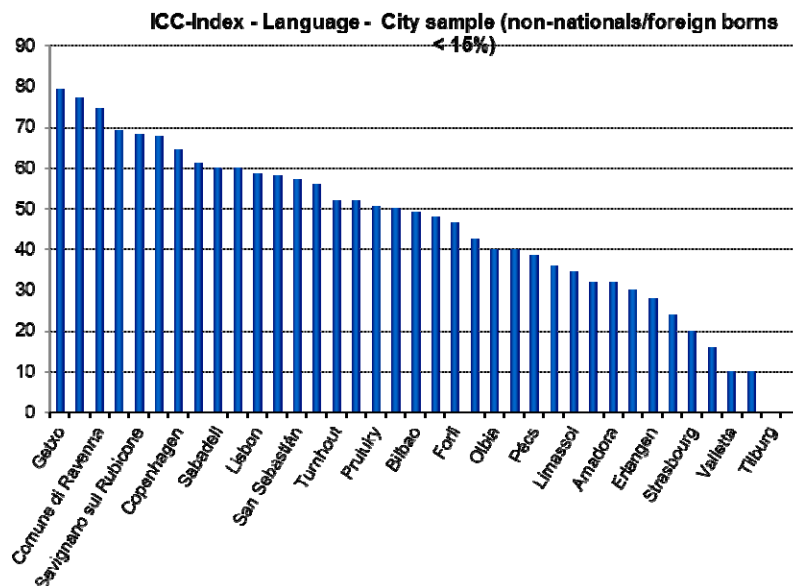
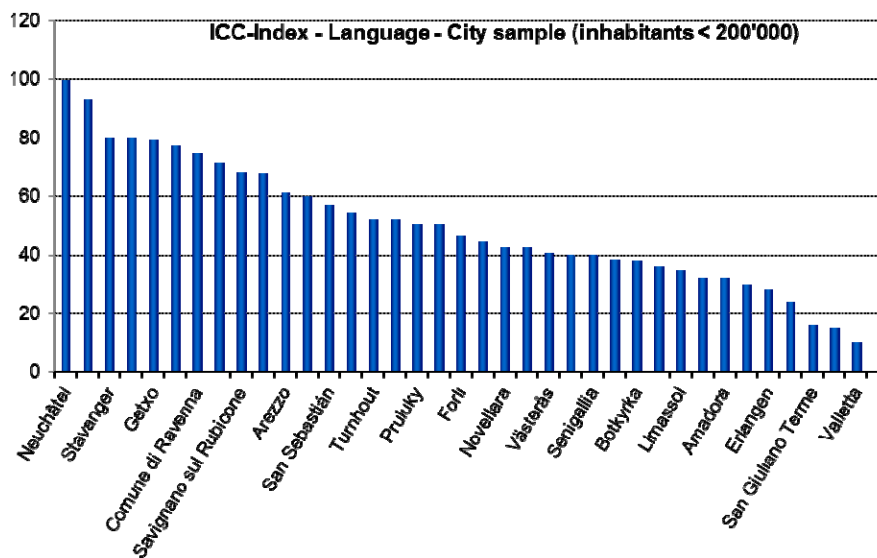
The analysis shows that Lodi's mediation and conflict resolution policy achievement rate is 24%, while the city sample's rate is 64%.

The city provides a professional mediation service within its public services (hospitals, police, mediation centres..) through the coordination of the Council of Lodi, cooperatives and intercultural associations.

No organization for inter-religious relations have been set up, but these relations are dealt with by the Public Administration, the Association “Viviamo Insieme il nostro Quartiere”, cooperating with the Diocese, the Muslim Community, Orthodox and Evangelic Communities.

Lodi may wish to further explore possible mediation and conflict resolution policies. In Stavanger, for example, intercultural mediators and mentors dedicated to the city services, as well as teaching supervisors dedicated to kindergartens and schools, are deployed.

## 9. Language<sup>9</sup>



<sup>9</sup> By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- [http://highered.mcgraw-hill.com/sites/0072435569/student\\_view0/glossary.html](http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html))

Lodi's language policy achievement rate is lower (32%) than the city sample's rate (51%).

The city provides minorities' languages courses as an option open to everyone. Lodi also supports projects seeking to give positive image of migrant/minority languages.

Lodi might consider strengthening its pluri-lingualism policies by providing specific language training in the official language for specific groups<sup>10</sup> and supporting private/civil sector institutions on providing language training in migrant/minority languages. The municipality also may wish to support financially local minority newspaper/journals or TV/radio programmes in minority languages.

In this field, Lodi may wish to consider the example of the city of Hamburg, supporting financially minority journals, newspapers and TV programmes. In 2012, the Ministry of Culture of the city of Hamburg supported a 12-month TV programme for minority groups living in Hamburg called "Zwischenräume".

Lodi might also get inspiration from Stavanger, where the Johannes Learning Centre (Joannes Læringscenter) is providing mandatory tuition in Norwegian language and culture for immigrants between 16 and 55 years old having a resident permit, as well as the possibility to attend these courses for people over 55.

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<sup>10</sup> The term makes specific reference to women with care obligations, unemployed people, people with lower educational background, etc.



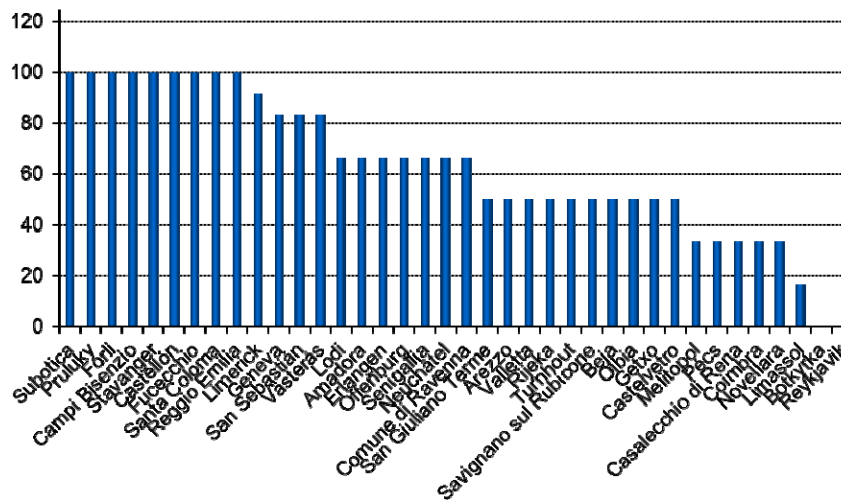
Lodi may wish to further explore possible media policies, for instance, by monitoring the way in which minorities are portrayed in the local media. The city may notice an initiative launched by the city of Stavanger. This municipality is monitoring every incident where migrants occur in an article or otherwise.

Another example comes from Reggio Emilia which is also monitoring the way migrants are being portrayed. For example the documentary "VociPlurali" (PluralVoices) was developed after the participation of the city to a research carried out by Corecom Emilia-Romagna (Regional Committee for Communications) and it aims at enriching monitor tools and sources to discuss the image of migrants in the media and its impact on the social environment.

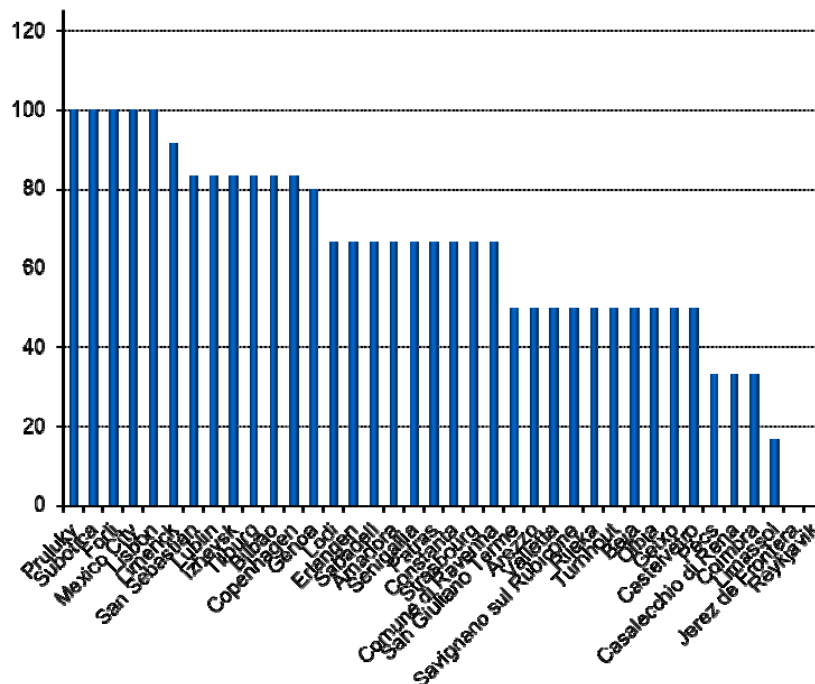
Finally, the municipality may also wish to provide advocacy/media training/mentorships for journalists from minority backgrounds. An interesting example of such an initiative has been implemented by Reggio Emilia, which is providing training activities, with the help of the reporters of the Fondazione Mondinsieme, that are free and open to everyone, in order to give the citizens the tools to critically analyse the present and eventually join the group of the reporters.

## 11. International outlook policies

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



**ICC-Index - An open and International outlook - City sample  
(non-nationals/foreign borns < 15%)**



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

Lodi's international outlook policy indicators are slightly lower (67%) than the city sample's (70%).

The city has put into practice an explicit policy to encourage international co-operation associated with a specific financial provision and an agency specifically responsible for monitoring the development of the international relations of the city is present. The municipality supports local universities in order to attract foreign students but it is ensuring that foreign student populations take an active part in the city life.

Lodi may wish to further explore possible international outlook policies by, for example, encouraging co-development projects with migrant groups' countries of origin.

An interesting example is provided by Santa Maria de Feira. Here, 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.



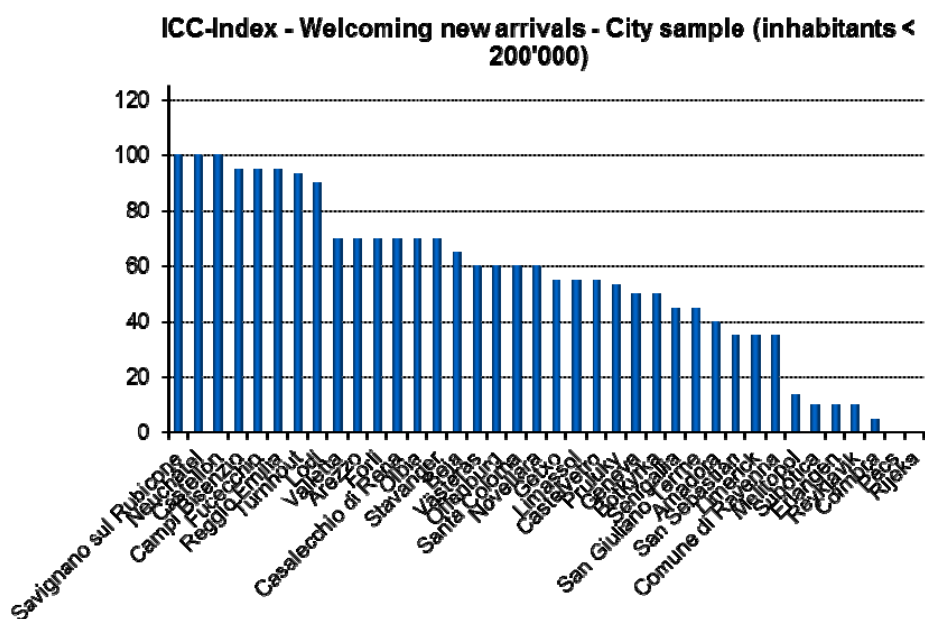


Lodi is conducting surveys concerning local inhabitants' perceptions of migrants.

The city may also wish to further explore possible intelligence/competence policies by promoting intercultural competence amongst staff and officials through interdisciplinary seminars, information networks and training courses. For instance, the city of Lublin (Poland) provides intercultural training for teachers, police officers and non-governmental organisations being in regular contact with refugees, migrants and minority communities.

Similarly, Lodi might wish to draw its attention to the city of Subotica for further inspiration. Here, the Local Development Agency set up training courses for local elected representatives and staff and developed a best practice toolkit called "Local Partnerships for Tolerance - Handbook for local elected and appointed councilors". Five districts have been selected for case studies for different forms of participation and conflict resolution. The most impressive example involves the Roma Educational Centre in the Peščara district which created multi-ethnic teams of residents to tackle the bad state of local roads, which broke down separation and built trust.

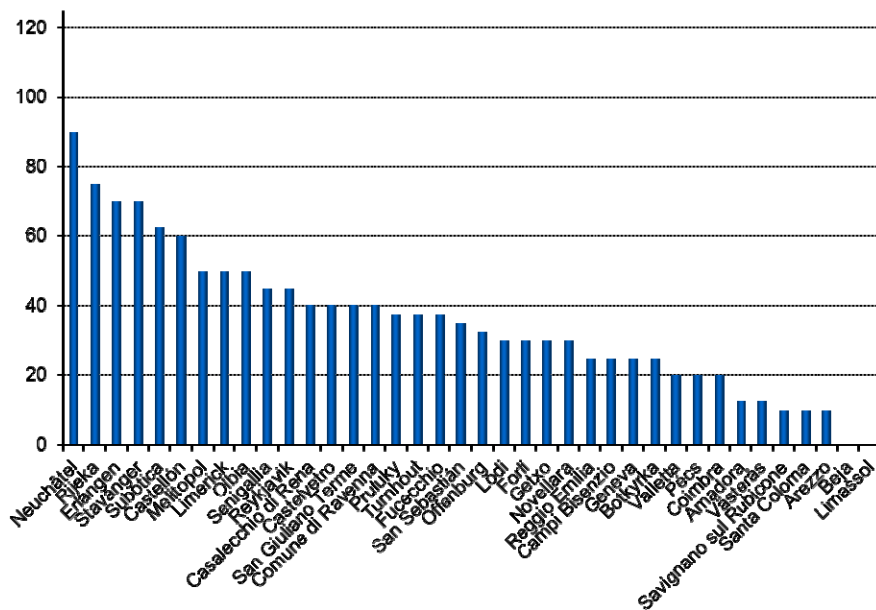
### **13. Welcoming policies**



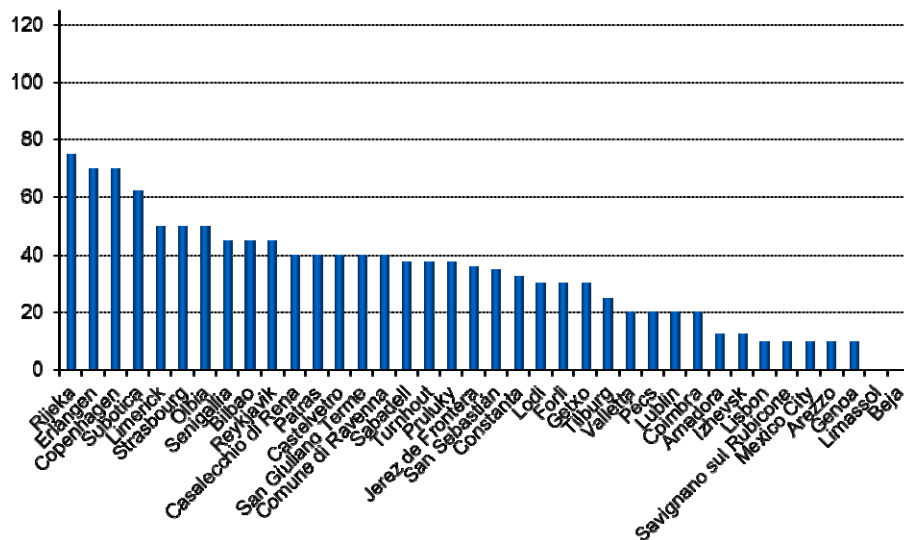


## 14. Governance of diversity

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



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



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

The attainment rate of Lodi in this field is higher than the city sample's: 50% of Lodi governance policy goals were achieved while the city sample's attainment rate for these goals is 35%.

The ethnic background of elected politicians does not reflect the composition of the city population and newcomers are eligible to vote in local election only after having obtained the citizenship.

On the other hand, the city has created an advisory body to represent all ethnic minorities living in the city and initiatives for encouraging migrants to engage in political life are sometimes deployed.

Lodi might wish to consider the experience of Copenhagen in this sense. Copenhagen has introduced initiatives to encourage migrants in political life such as number of activities related to promoting youth participation in the local election in the fall of 2013. The CPH International Service and CPH Volunteers invited expats living in the City to an information meeting where Danish democracy and the right to vote in local elections have been discussed. Moreover, a number of initiatives have been designed to address the challenge of political participation among minority youth groups (and youth in general), through the already mentioned youth advisory board.

From 2014, the Employment and Integration Committee has allocated funds to start a youth organisation focusing on intercultural issues and active youth participation.

Another interesting example of such an initiative has been developed by the UK-based operation Black Vote, which has set up a scheme in Liverpool. It allows young migrants to shadow established local politicians, so they better understand what the job involves, and encourages them to engage in politics.

The local government may wish to further explore possible governance policies by establishing standards in the representation of migrant minorities in mandatory bodies which supervise schools and public bodies.

## 16. Conclusions

The results of the current ICC Index suggest that in Lodi there is still ample room for improvement in the intercultural policies. The municipality could identify useful insights and examples from other cities in the field of education, culture, public services, mediation, language, media and intelligence/competence practices.

On the other hand, Lodi's achievements in the area of neighbourhood, welcoming and governance are higher than the city sample.

In view of the above, we invite Lodi to strengthen in most of the policy areas and improve in the policy areas detailed below.

## 17. Recommendations

When it comes to Lodi's intercultural efforts, with reference to the survey, the city could enhance them in the sectors below by introducing different initiatives:

- **Commitment:** Lodi might consider ameliorating its intercultural commitment by adopting an evaluation process for its intercultural strategy and action plan.

- **Education:** Lodi might consider ameliorating its intercultural education approach by ensuring that the ethnic background of teachers mirrors the diverse population in local schools.
- **Public services:** Lodi may wish to lay down a specific recruitment strategy to ensure that the ethnic background of public employees at higher level mirrors that of the city's inhabitants. The municipality may also wish to deploy other services which are tailored to the needs of the ethnic/cultural background of its citizens.
- **Business and labour market:** Lodi may wish to ameliorate its policies in this field by setting up an umbrella organization and a charter against discrimination. It may be also interesting to give priority to companies with a diversity strategy in the procurement of goods and services.
- **Mediation and conflict resolution:** Lodi may wish to ameliorate its intercultural mediation policies by establishing a dedicated municipal service dealing exclusively with intercultural issues.
- **Language:** Lodi may wish to ameliorate its language policies in the future, for example by ensuring that all of the city's citizens are eligible to receive training in immigrant/minority languages and by supporting private/civil sector institutions in providing language training in migrant/minority languages. Lodi may also find it interesting to provide specific language training for specific groups; to introduce the learning of minority languages to the regular school curriculum; to introduce awareness measures aiming to give a positive image of migrant/minority languages and to provide financial assistance to minority press, radio and TV programmes.
- **Media:** Lodi may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds and by introducing monitoring mechanisms to examine how media portray minorities.
- **International outlook:** Lodi may wish to ameliorate its international outlook policies by encouraging co-development projects with migrant groups' countries of origin.
- **Intelligence and competence:** Lodi may wish to further explore promoting the intercultural competences of the city's officials and staff through training courses.

Lodi may wish to look into further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural cities database<sup>11</sup>.

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<sup>11</sup> [http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance\\_en.asp](http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp)