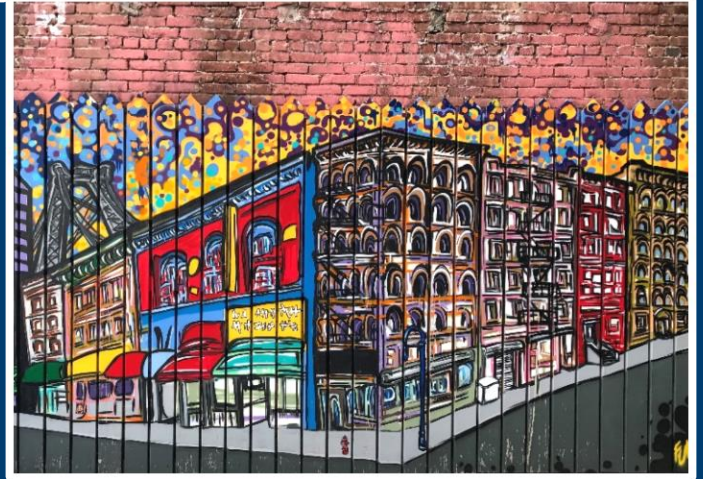




MODENA

ICC INDEX ANALYSIS 2019



Diversity, Equality, Interaction

**BUILDING BRIDGES,
BREAKING WALLS**



www.coe.int/interculturalcities



MODENA
INDEX ANALYSIS

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INTRODUCTION

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

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

While this report is being written (December 2019) 136 cities have embraced the ICC programme and approach, and 101 (including Modena) have analysed their intercultural policies using the Intercultural City Index. The respective reports can be found here: <https://www.coe.int/en/web/interculturalcities/index-results-per-city>.

Among these, 31 cities (including Modena) have less than 200,000 inhabitants and 17 (including Modena) have more than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Modena, Italy, in 2019 and provides related intercultural policy conclusions and recommendations.

INTERCULTURAL CITY DEFINITION

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

METHODOLOGY

The Intercultural City Index analysis is based on a questionnaire of 83 questions grouped in 12 indicators with three distinct types of data. The indicators have been weighed for relative importance. For each indicator, the participating cities can achieve between 0 and 100 points (which are consolidated for the general ICC Index).

These indicators comprise the following (including the two new participation and interaction):

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

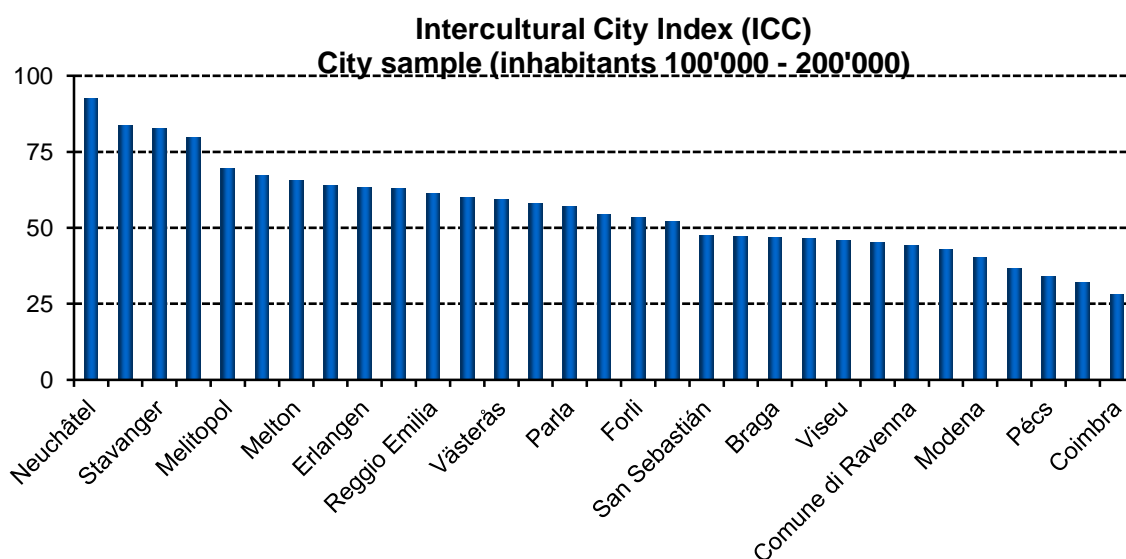
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development, type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

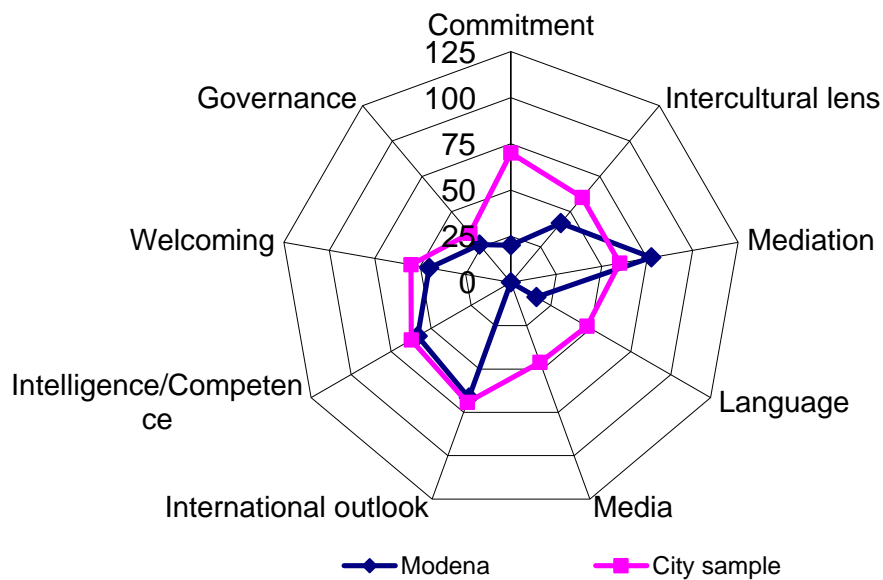
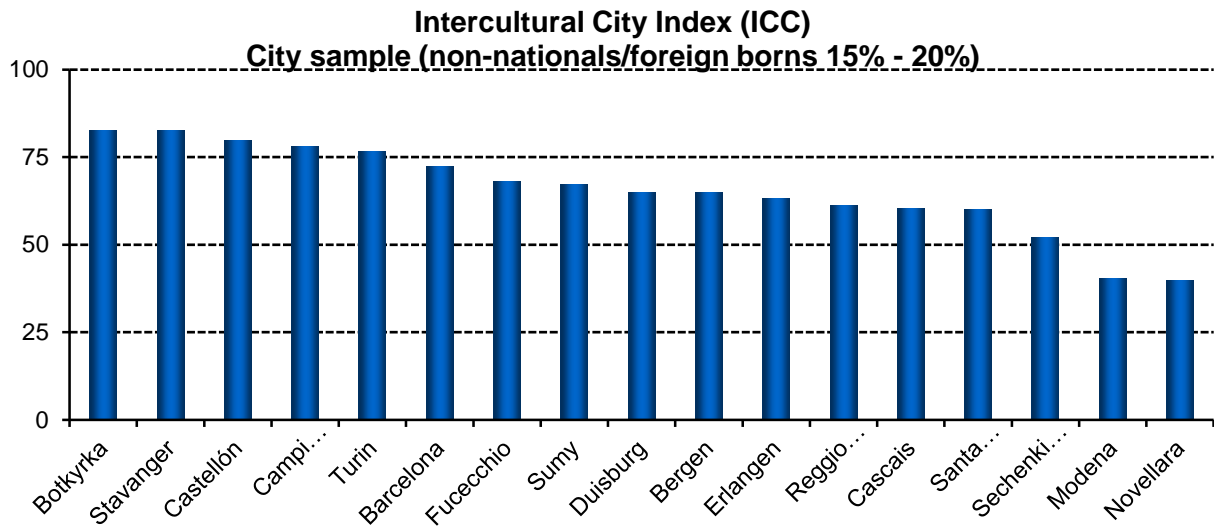
Taking into account the above-mentioned differences between the cities and the growing number of new cities interested in joining the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled out insofar: the size of the city (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.

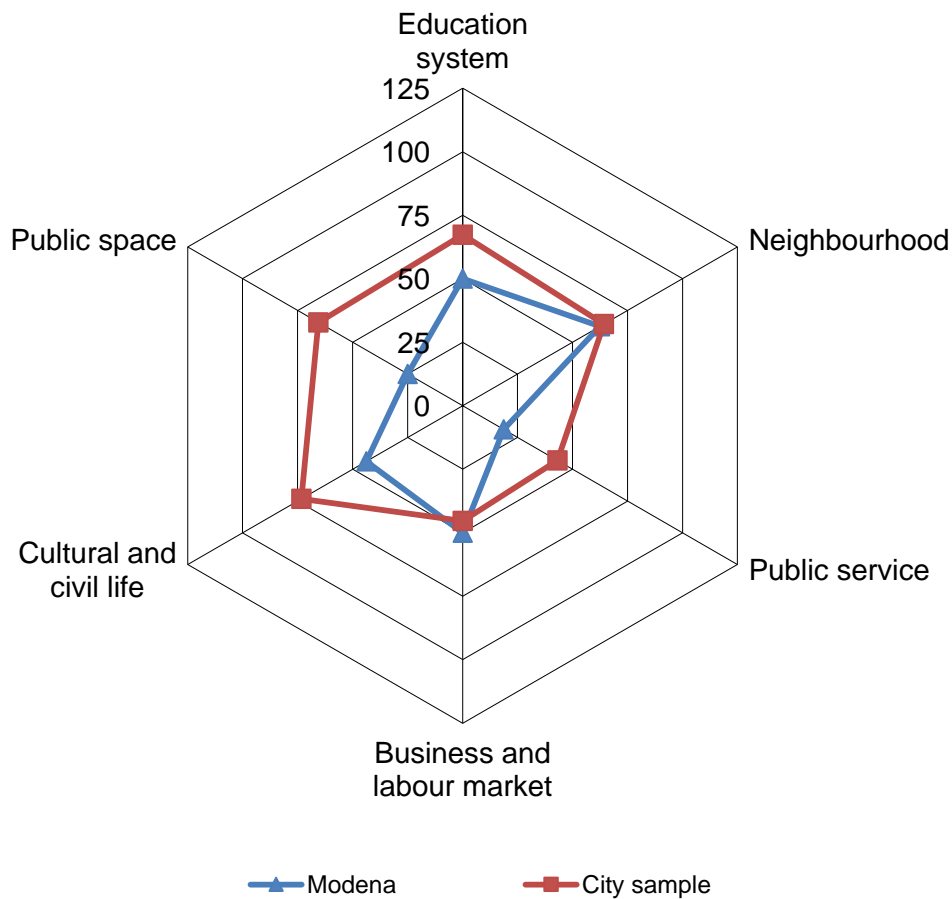
So far, 5 cities have used the index containing the new indicators in their evaluations, including Modena. Thus, the city will be compared to the entire sample for all the indicators, and to the new sample for the new indicators relating to participation and interaction.

According to the overall index results, Modena has an aggregate intercultural city index of 40 (out of 100 possible points). The details of this result will be explained below.

In the next sections you will find the full index report for the city of Modena. Please note that all information under the indicators on the city are based on information provided by the city in the Index Questionnaire or connected meetings.







MODENA: AN OVERVIEW

Modena is a city located on the south side of the Po Valley, in the Emilia-Romagna region of northern Italy. The city is famous for its university, founded in 1175. It is also known for the Military Academy where Italian army officers are trained, as well as for the Biblioteca Estense where historical volumes and 3,000 manuscripts can be found. The Cathedral of Modena, the Torre della Ghirlandina and Piazza Grande have been UNESCO World Heritage Sites since 1997. In the 20th century, the city became known for its automotive industry, where the factories of the famous Italian sports car makers Ferrari, De Tomaso, Lamborghini, and others are, or were, located. Modena is also known in culinary circles for its production of balsamic vinegar¹.

Demography

In 2019 there are 186,307 people residing in Modena. According to the ICC questionnaire with data as per 2019, Modena had 28,629 “Persons of non-Italian nationality but with habitual residence in Italy” registered in the city, making up 15.4% of its population. Of these, 12.14% come from Romania, 10.3% from Morocco, 10.1% from the Philippines, 8.4% from Ghana, 7.5% from Albania, and an additional 6.5% come from Ukraine. Further 6.1% come from Moldavia, 4.5% from Nigeria, 4.1% from the Chinese Republic, and 3.8% are Tunisians. Altogether, the

¹ <https://en.wikipedia.org/wiki/Modena>

percentage of foreign nationals from EU-EFTA countries residing in Modena in 2019 reached 17.5%. The percentage of citizens born abroad who reside in the city is 16.9%.

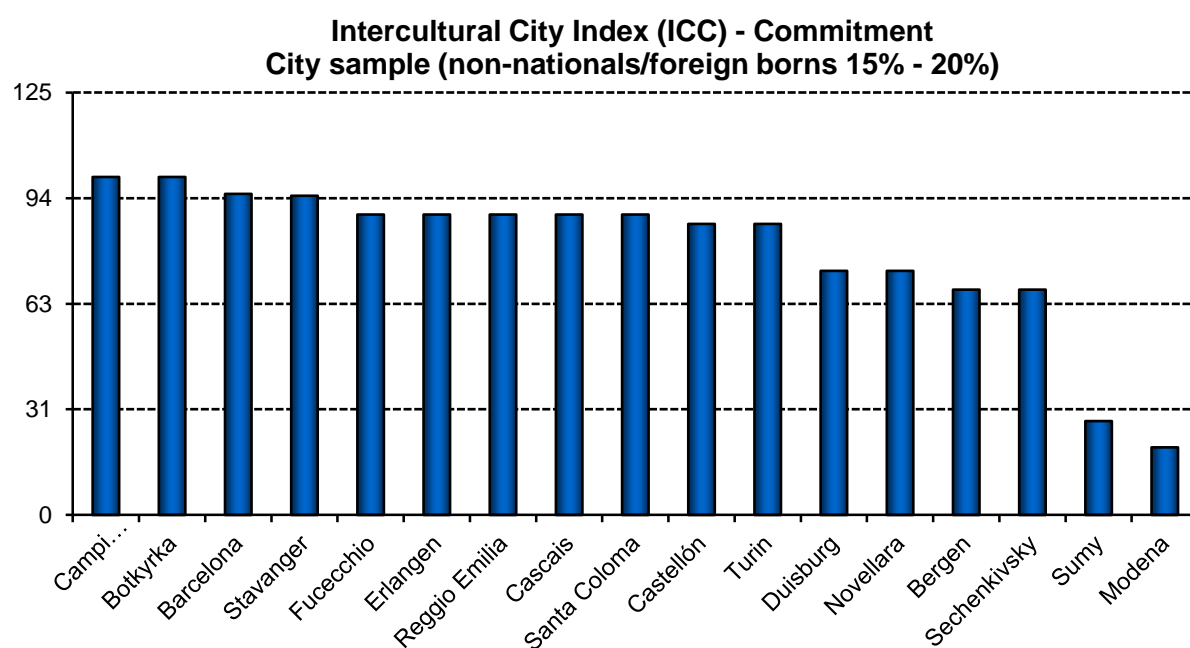
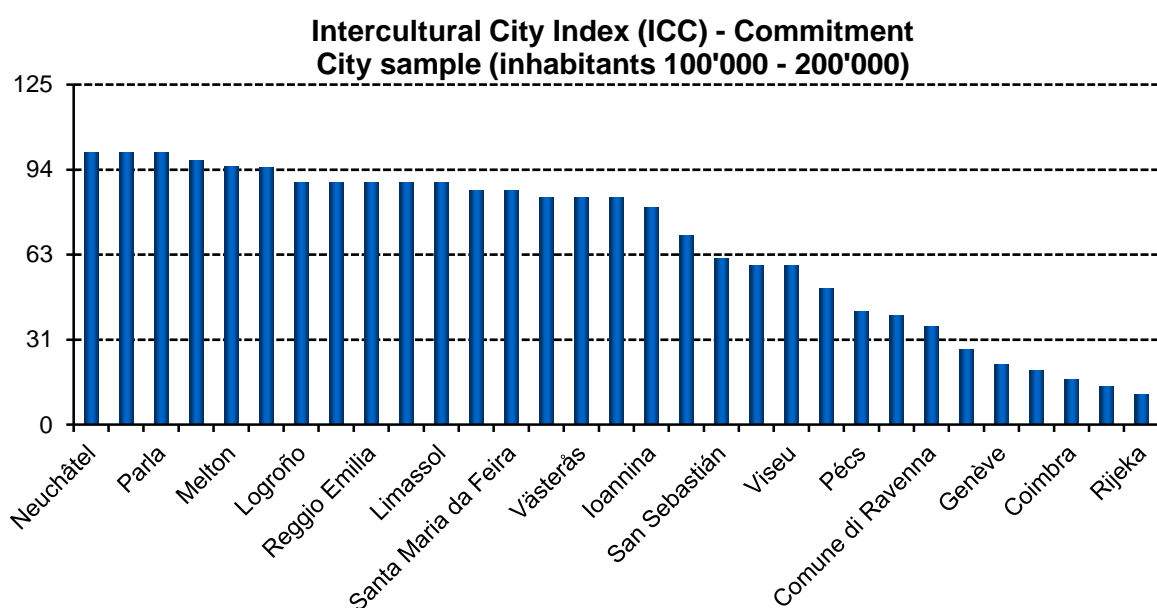
The municipality estimates that 1,800 people residing in the city are refugees or asylum-seekers, making up a little less than 1% of the population. The arrival of these new residents was reported as a significant change in the composition of the city's population. The city does not, at this point in time, have available data on the number of potentially undocumented migrants. Special attention by the city is given to "women of Muslim background who do not have the possibility, for various reasons, to socialise and participate in the "mainstream" activities of the city" and to the Roma population.

In May 2018, GDP per capita in Modena was estimated at € 34,000.

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.

Modena's score in the field of Commitment is 20%, considerably lower than the city sample result of 70%. The score stems from the lack of specific bodies and policies in the area of commitment as well as of clear referrals to interculturalism in the daily work of the municipality.



On February 5th, 2019, the City Council of Modena has adopted resolution N 45, a public statement declaring the city's membership to the Intercultural Cities programme. In the following weeks, a number of public information and awareness raising meetings took place, with a focus on immigration, reception and the intercultural city's cooperation methods.

The city has not yet adopted intercultural integration nor diversity and inclusion strategies, which would clearly outline the objectives of the city's intercultural inclusion policy for the next three to five years.

However, Modena reports to be in the process of adopting an intercultural action plan, which is commendable. This is of particular relevance as the plan will support the setting of concrete and cumulative short-term actions which must be taken to gradually achieve the strategic long-term goals. As this action plan is still in the planning phase, no budget has been allocated for its implementation nor for the evaluation process. Additionally, the city has raised that clear and explicit references to the intercultural commitments are made only rarely, something which can be easily improved in future.

At present, Modena does not have a dedicated body, entity or interdepartmental coordination structure responsible for implementing the intercultural strategy, but the city is evaluating the option of founding such a body. There is also no plan for recognising or honouring local residents or organisations who have taken exceptional steps to encourage interculturality in the local community. Additionally, there is no established web page dedicated to the topic of interculturalism.

Recommendations:

The city might wish to consider establishing an integration strategy with intercultural elements. For instance, Barcelona adopted a "*Plan Barcelona Interculturalidad*" which aims to ensure that interculturalism is the model to address diversity, bringing political strategies together to meet the challenges of coexistence. The intercultural lens is based on three principles:

- The **principle of equality** encourages respect of the fundamental values and democratic principles, while promoting equal rights. It discourages discrimination and inequalities based on cultural or ethnic differences, promotes a reciprocal recognition of all cultures as equals, and fosters access to opportunities for all.
- The **principle of diversity advantage** highlights the need to manage diversity as a collective advantage. Moreover, this principle goes beyond the mere passive tolerance as it emphasises the enrichment that derives from sociocultural diversity in every field: economic, social and cultural.
- The **principle of positive interaction** encourages mutual understanding, intercultural dialogue, and mixing, to strengthen the sense of belonging - the foundation of cohesion.

Other cities can also offer good examples, such as Bergen (Norway) who developed an Action Plan for Inclusion and Diversity or Neukölln that recently adopted a policy document including principles for good governance, such as promoting equality in education and empowering the citizens. Limassol (Cyprus), used its first ICC Index evaluation to build up and adopt a comprehensive intercultural strategy covering all policy areas detailed in the Index. It prepared it in a participatory way, foreseeing cooperation with the civil society for its implementation.

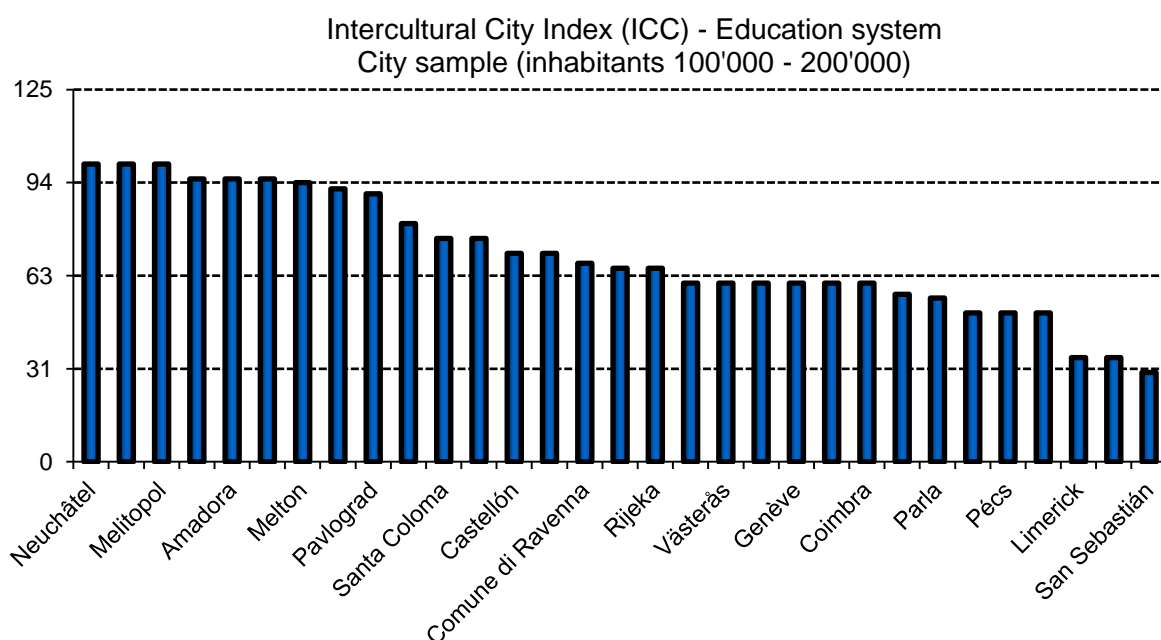
Another suggestion stemming from the examples of other cities regards the idea of honouring residents or organisations that have done exceptional things to encourage interculturalism, In Portugal, Cascais, for example, has created the Municipal Merit Award, whereas Santa Maria da Feira promotes the Awards Solidarity, which aims to honour organizations or institutions which, by their actions, innovations and good practices contribute to the promotion of cohesion and social development of the municipality. The city of Beja celebrates the international days of migrants, and Roma, while in Novellara (Italy) citizens try to enhance a feeling of inclusion by ensuring newcomers receive a welcome letter upon their arrival.

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.

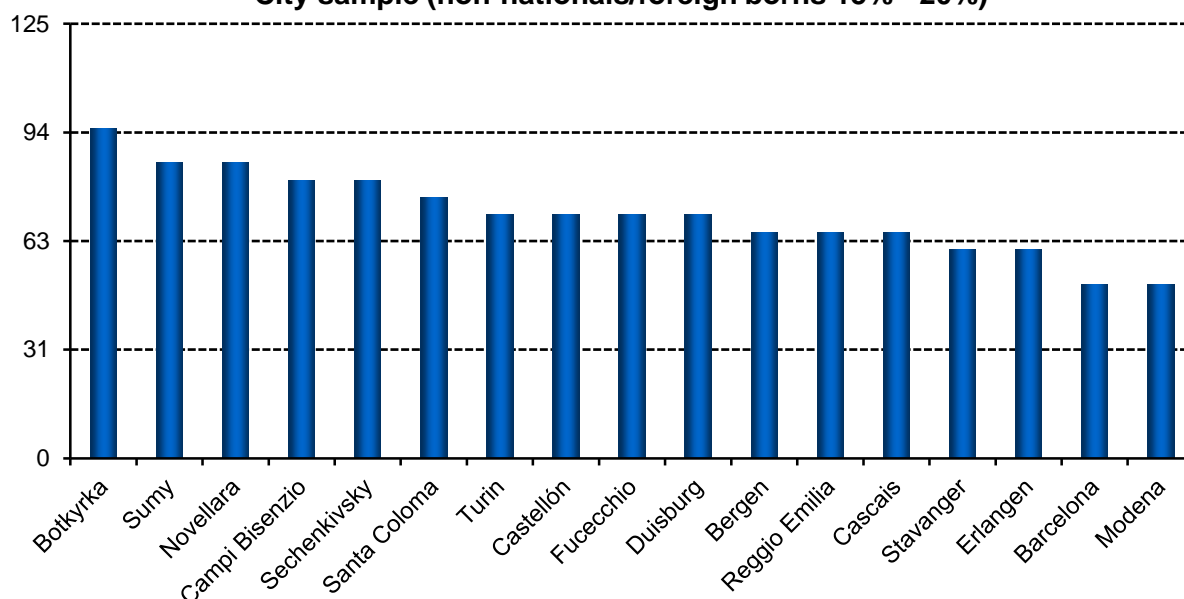
EDUCATION

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.

Modena's score in the field of education is 50%, somewhat lower than the city sample result of 67%. The number has its basis in the intercultural projects arranged by some schools, while the lack of a unifying policy and recruitment plan for teachers affects the score negatively.



Intercultural City Index (ICC) - Education system City sample (non-nationals/foreign borns 15% - 20%)



According to the municipality, **most primary school children do not have the same ethnic or cultural background. The ethnic or cultural background of teachers in schools may sometimes reflect the composition of the city's population, but that is not always the case. A few schools make significant efforts to involve parents** with immigrant or minority backgrounds in school life. Some schools - among them primary and secondary - also develop intercultural projects and initiatives. This is a positive praxis which could be shared with other schools who may learn from this experience. For the time being, the municipality believes that this happens only rarely. Examples of intercultural projects include intercultural parties, exchanges of experiences in the culinary field and sports activities.

At the moment, **the city does not have a policy to increase ethnic or cultural mixing in schools**, However, **the municipality is seriously considering preparing such a policy, which is highly commendable.**

Recommendations

As recommended by the Council of Europe Commissioner for Human Rights in his position paper on "[Fighting school segregation in Europe through inclusive education](#)", raising awareness in society about the benefits of inclusive education on aspects such as educational performance, reduction of school dropout, labour market integration, are critical to achieve school desegregation.

Therefore, the district might be interested in considering the experience of the Folk School in Vienna (Austria) which has pioneered an intercultural pedagogy based on multilingualism. As their pupils mastered 28 different mother tongues, the school decided to explore the possibilities of the language diversity. They therefore organised language ateliers where children could learn to appreciate their own as well as the other children's language. Each child can choose five different languages per year and have a 6-week introduction. Over three years they will through the program experience 18 languages and cultures, develop their own language portfolio and build a strong awareness of the value of diversity and the equal importance of languages. The school could explore this avenue as the teachers themselves had different mother tongues and also spoke additional languages. The school is situated in a disadvantaged neighbourhood and achieves good results in tests – demonstrating that the multilingual approach and cultural empowerment compensates for the learning difficulties which may be present.

Another excellent example is Oslo's (Norway) project called "*Gamlebeyn Skole*", which promotes cultural diversity through arts. In fact, cultural and intercultural education will help to counteract the "*white flight*" phenomenon in kindergartens. In Oslo, kindergartens tend to be characterised by great ethnic mixing but there are signs that

primary and secondary schools are gradually becoming more ethnically polarised as more affluent parents opt out of some schools and into other. This has been countered by limiting the right to choose and also by investing in those schools that have been threatened by 'white flight'. For example, the Gamlebyen Skole is a classic inner-city primary school with a wide range of languages and a combination of complex social and cultural issues. The school's physical environment is shaped to involve references of migrant children's culture of origin such as the climbing wall made up of letters of all the world's alphabets, an original carved wood pillar of a destroyed Mosque in Pakistan, kilims and other objects which create a warm, homely atmosphere. The curriculum in the school involves cultural and intercultural learning. There is a benchmarking tool allowing teachers to check where they stand in diversity matters such as engaging parents from different origins. Moreover, the school has edited a book through a joint project with Ankara and is now running a film project with schools from Denmark and Turkey.

Donostia/San Sebastian also offers a good example through the introduction of a comprehensive intercultural approach in the schools, working with all levels of actors within the school system. In the same city, a primary school started a very interesting programme consisting called "Ongi etorri eskolara", consisting in appointing (volunteering) mentor families to help newcomer families to be part of the local community. Usually, families have children in the same classrooms so that the two-year programme of support can include both scholar and extra-scholar/social activities. The interaction and exchange of cultures is crucial for the programme, but the main focus is to be found in the shared situation (parents with children at the same school and in the same classes). The programme has so far positively impacted professors, classes, students and parents, while raising awareness about the diversity advantage for the overall population. The programme identifies families in the class meetings at the beginning of the course to mentor and to be accompanied, and several activities are planned during the year. Complementary, most of the families organise social activities (via WhatsApp groups) to share spare time, and to strengthen social capital for all. Specific instruments for the programme as well as evaluation processes have been developed over time.

Other suggestions may include providing information in an accessible and friendly format, organising convivial meetings to help educators understand the different concepts of the family, the place of education and the relative weight of culture and socio-economic factors in the lives of migrant families, organising festive occasions during which parents with migratory backgrounds can highlight their culinary or artistic traditions, launching cooperation projects for parents in schools, such as intercultural gardens, etc. In addition, improving sport, leisure and educational facilities in schools attended by pupils from low-income families, or attracting particularly competent teachers to schools where pupils with migrant backgrounds study could also be helpful.

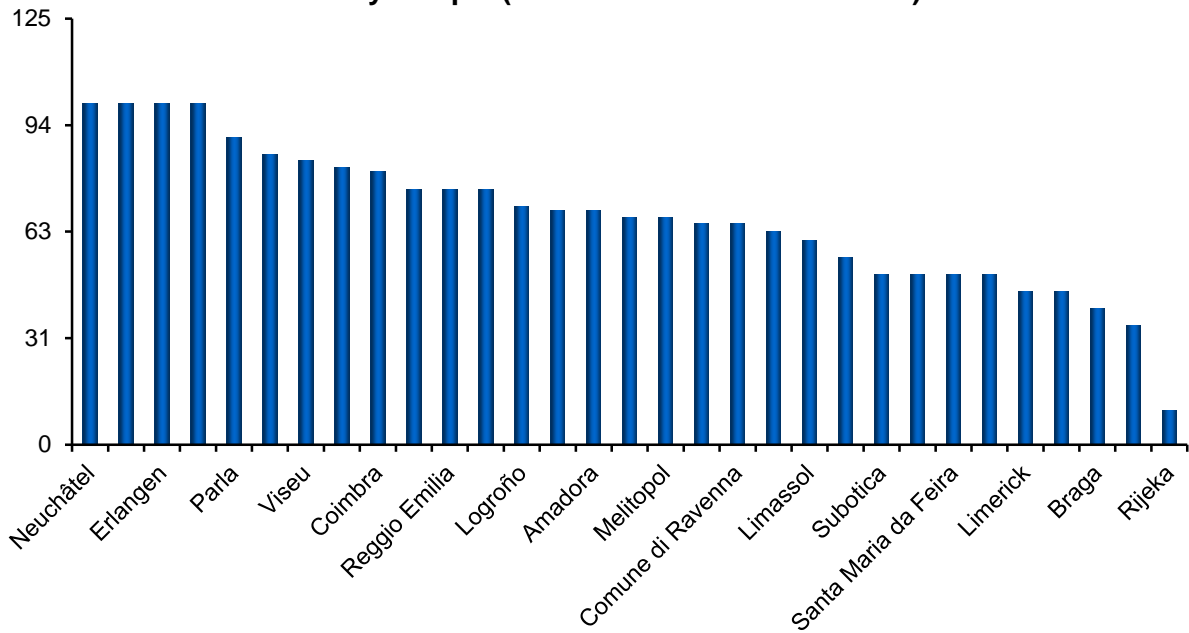
Although the recruitment of teachers falls out of the competences of most of the cities that are part of the Intercultural Cities programme, a **diverse teaching staff** could also contribute to the awareness of and education on diversity and intercultural coexistence. It is therefore recommended to all cities to bring this issue to the attention of their national authorities, encourage citizens from diverse background to run in public competitions for the school sector, and ensure that at least the staff ensuring extra-school activities mirrors the origins of the city's population.

NEIGHBOURHOODS

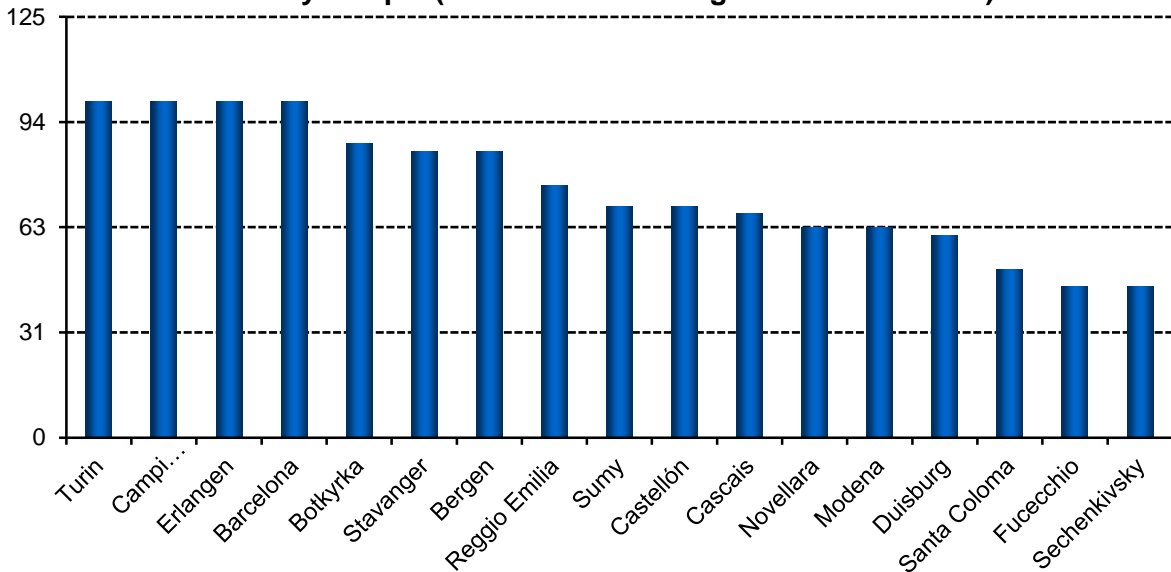
Within a city, districts, neighbourhoods, or other territorial sub-units, can be more or less culturally/ethnically diverse. People are indeed free to move and settle in the neighbourhood of their choice. To be intercultural, a city does not require a 'perfect' statistical mix of people in all neighbourhoods. The intercultural city should, 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 spaces, infrastructures, social, cultural and sport activities to encourage intercultural and socio-economic mixing and interaction.

Modena's achieved a rate of **63%**, which is similar to the city sample's achievement rate of 64%. Here the city is performing well and could further work with spreading its good practices to all neighbourhoods.

Intercultural City Index (ICC) - Neighbourhood
City sample (inhabitants 100'000 - 200'000)



Intercultural City Index (ICC) - Neighbourhood
City sample (non-nationals/foreign borns 15% - 20%)



In Modena, the municipality reports that **some neighbourhoods are culturally or ethnically diverse**. At present, the city **does not have a policy to increase the diversity of residents in neighbourhoods and avoid ethnic concentration, but it is seriously considering preparing such a policy**. Modena does **encourage actions or activities where residents of one neighbourhood can meet and interact with residents of other neighbourhoods with different ethnic and cultural backgrounds**. These include initiatives such as the Migration Festival, neighbourhood festivals as well as music and sporting events. The city does not have an explicit policy to encourage residents with immigrant/minority backgrounds to meet and interact with other people living in the same neighbourhood, but occasional actions do occur in this area. These include for example occasional musical or culinary initiatives.

Suggestions

Cooperation with the social housing programme can also be beneficial as it would allow for assigning apartments in city buildings to people and families with a variety of backgrounds and socio-economic status, investing in infrastructure and projects that attract people and businesses from other neighbourhoods.

In Barcelona the Municipal Housing Department also takes into consideration diversity (age, gender, nationality, income, etc.) when developing public housing.

The city of Bergen offers again an excellent example of inclusive policies – in the case of housing specifically targeting refugees and newcomers. The city owns around 3 400 dwellings for social renting to particularly vulnerable people with low incomes. Within these, families are given priority. Moreover, the city demands the private rental market to provide around 260 dwellings per year. The municipality works to ensure that the private sector is open to rent accommodation to refugees and newcomers, and controls each rental offer to ensure that housing for refugees does not convert into urban segregation. The municipality further checks that the offers for accommodation reply to a series of minimum standards, including the connection with the public transport, and ensures that prices fit within the average in the market.

According to the most recent data, 70% of the people granted a residence permit find their housing without the assistance of the municipality. However, even in these cases, the contracts are framed by a rental Agreement intervening between the landlord and the applicant. The Agreement is previously checked by the municipality to ensure the conformity of the rental. Regarding social housing provided by the private market, the municipality pays the guarantee deposit while the refugee signs an agreement with the community and commit to pay the rent.

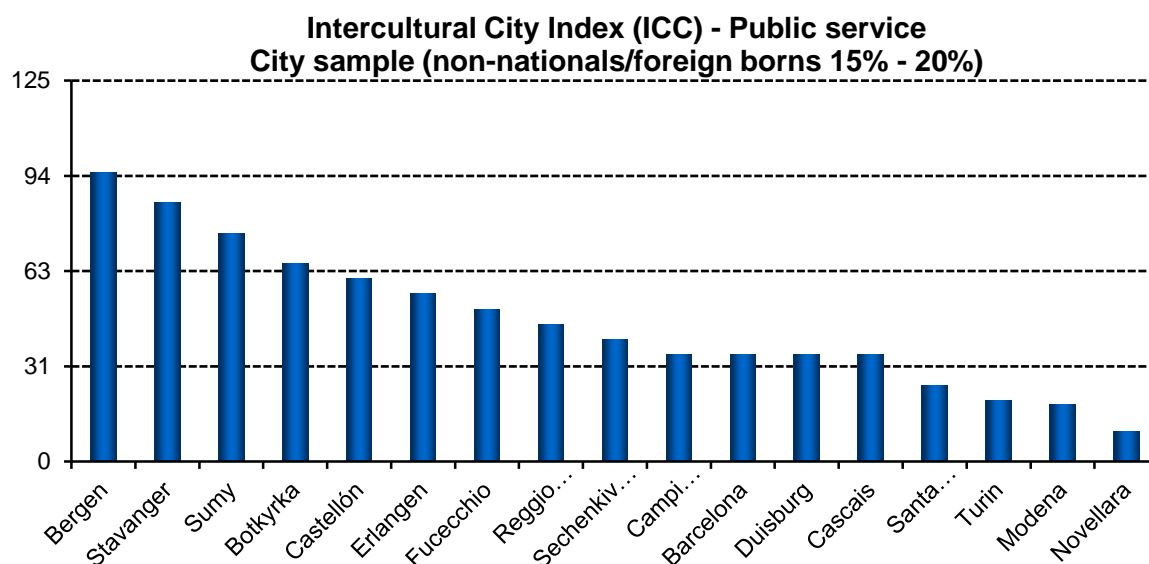
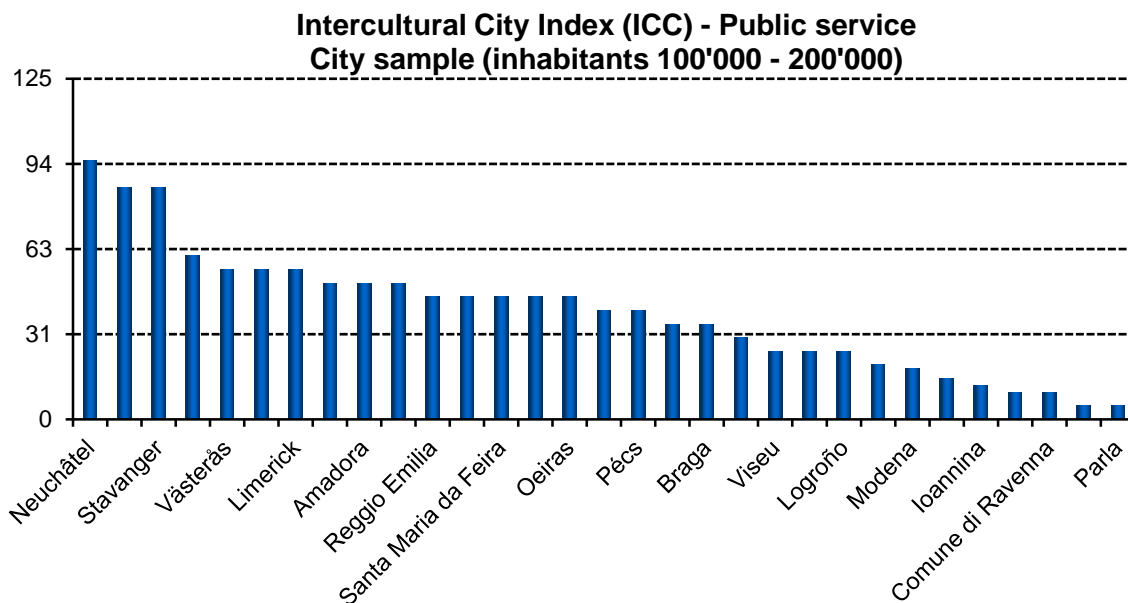
In terms of encouraging interaction, the city could consider for example organising or encouraging arts and/or cultural events in various neighbourhoods which could attract people from all backgrounds, organising meetings with residents from different neighbourhoods to develop common initiatives, installing cultural and sport facilities, as well as recreational areas located at the intersection of different neighbourhoods.

Finally, the city could think about opening or interculturally reshaping attractive public spaces such as museums, intercultural centres, public libraries, public service agency offices etc. located in more remote or segregated areas.

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. As a matter of fact, a recent study correlating intercultural policies and the Quality of Life Index has demonstrated that, where cities use an intercultural approach, citizens report a higher quality of public services.

Modena's score in the field of public services is **19%**, considerably lower than the city sample result of 43%. This number stems from the lack of policies within recruitment and application of public services.



According to the municipality, the **background of civil servants in Modena does not usually reflect the composition of the city's population in terms of migration or minority background**. At present, **the city does not have a recruitment plan to ensure an adequate rate of diversity within its workforce**, nor does it act to encourage diversity in the workforce.

However, **the city does take the migrant/minority background of all residents into account when offering services such as funerals and burials, school meals and canteens, as well as access to sports facilities by ensuring sections or hours reserved for women only**. Examples include practices for preparing the body in public hospitals, specific burial areas as well as food respecting various cultural traditions.

Recommendations

To help make the public space and services more diversified, the municipality could consider recruiting staff with specific language skills and recognize intercultural expertise as a useful and necessary technical skill for optimal provision of public services. Covering front office positions with representation of entire city population,

encouraging foreign nationals to seek employment in local government, or providing specific training to foreign nationals who wish to prepare public competitions would also add to the intercultural approach of the city.

Back in 2011 Bergen was concerned to learn the findings of a survey which revealed that the ethnic background of public employees only reflected the composition of the city's population at the lower echelons. In 2013, the City Council passed an action plan called "The Future Workplace" which aimed to tackle this issue, paying special attention to the role of the municipality of Bergen as employer for minorities. Non-nationals are now encouraged to seek employment in the local public administration, and the city encourages intercultural mixing and competences in private sector enterprises. Different initiatives are promoted in this field, such economic support to the project 'Global Future', led by the Confederation of Norwegian Enterprises, and co-partnership in the annual International Career Fair with the Bergen Chamber of Commerce and Industry.

Besides, Bergen has tried to respond to requests for cultural recognition in the workplace, and now offers such services as culturally-specific funeral/burial services, women only sections and times in sports facilities and other services such as the municipal translation agency, which provides translators in more than 60 languages and special services to residents in care-homes.

Another source of inspiration can be found in Montreal (Canada): diversity is rather a reality among the city's employees, and visible or ethnic minorities grouped together account for almost 20% of employees. This is mainly due to the fact that the city's recruitment policy is clearly inspired by the notion of the diversity advantage, and targets talents from all cultural backgrounds, gender, age, experience. Specific programmes and measures are put in place to ensure equality in employment, targeting under-represented groups such as women, people with disabilities, indigenous people, visible minorities and ethnic minorities. These measures again concern all city services. By way of example, we can quote here a few services that are generally poorly represented in the cities' intercultural actions:

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

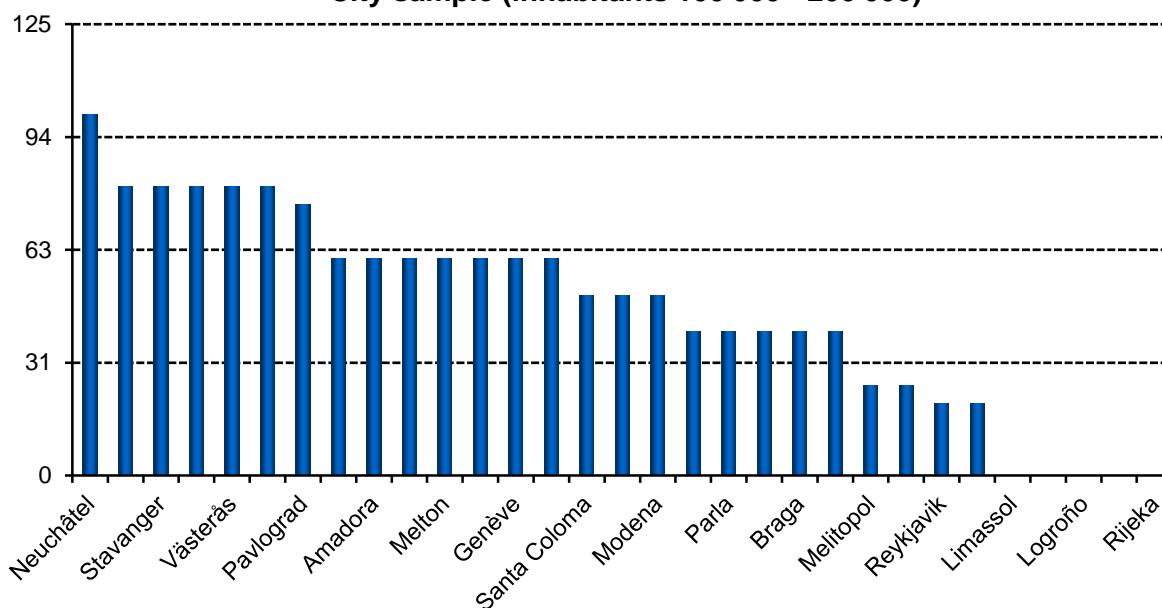
BUSINESS AND THE LABOUR MARKET

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,

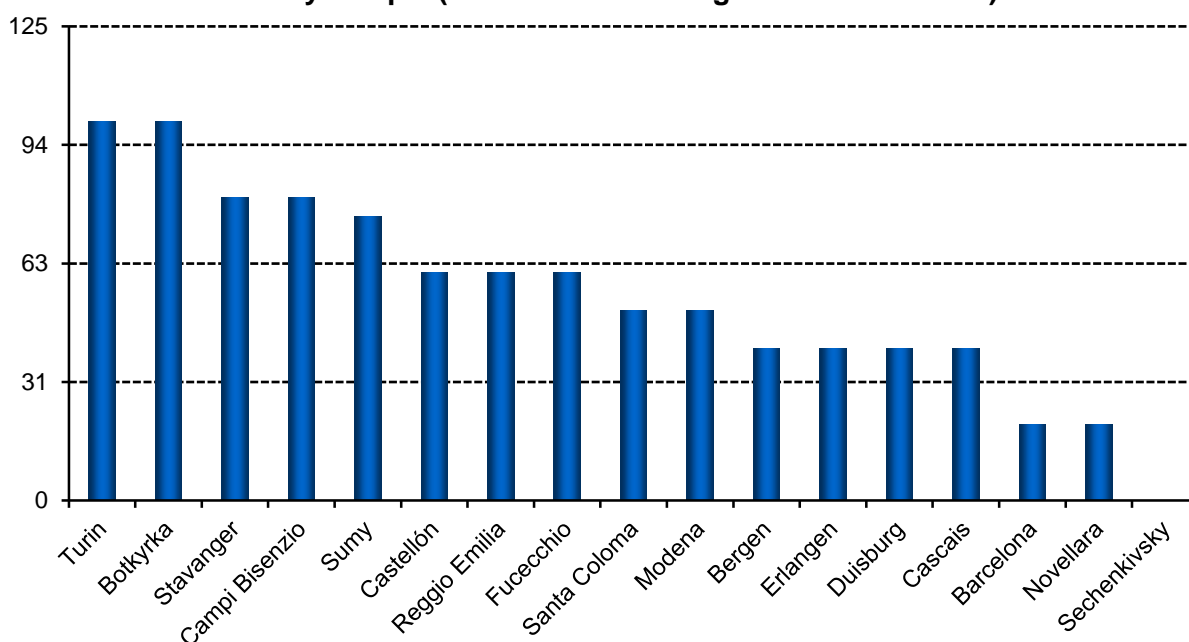
and not homogeneity, which fosters creativity and innovation. By constantly highlighting the diversity advantage in business, and partnering with their chambers of commerce and entrepreneurs, cities can influence how diversity is perceived in the private sector in such diverse sectors as shops, clubs, restaurants, industry, technical services and science.

Modena's score in the field of business and the labour market is **50%**, higher than the city sample result of 45%. In this field Modena is performing strongly and could be a resource for other cities within the network. The high score has its background in the cooperation within the private sector to promote interculturalism and cooperation.

**Intercultural City Index (ICC) - Business and labour market
City sample (inhabitants 100'000 - 200'000)**



**Intercultural City Index (ICC) - Business and labour market
City sample (non-nationals/foreign borns 15% - 20%)**



According to the municipality, **national organisations such as trade unions work within the city to promote diversity and non-discrimination in the labour market.** The municipality itself is not a member of these

organisations. However, it does intervene to encourage businesses belonging to ethnic minorities to go beyond the ethnic economy and enter the main economic system and higher value-added sectors. This work is done in partnership with public and/or private actors at a regional and national level.

In particular, the report mentions working with companies in China and other Southeast Asian countries for joint actions. While this is an interesting endeavour, more resources could also be directed to encourage "corporate districts/incubators" to involve an adequate percentage of entrepreneurs with migrant/minority backgrounds and offer activities that encourage them and entrepreneurs belonging to the majority group to develop new products/services together. At present, no such actions are being taken by the municipality. It also does not favour businesses with an intercultural/diversity strategy in decisions on the procurement of goods and services.

Suggestions

To go even further in its intercultural practices, Modena could encourage joint initiatives between migrant and mainstream entrepreneurs that produce mutual benefits in terms of market analysis, communication, technical know-how or access to new markets. Examples of this include the programme "[Cultov8](#)" developed in [Ballarat](#) and designed to trial the value of intercultural interaction for fostering new businesses and markets for migrant entrepreneurs in Australia. It includes Business Startup Weekends and Business Pre-accelerator Programmes over 2 years. Participants do not need to have a business or even a business idea and are guided by facilitators and a support crew.

Modena could also do a preliminary mapping in order to try and understand the gaps and challenges that exist in the development of migrant entrepreneurship, publicly acknowledging the role of migrants as entrepreneurs and highlighting their contribution to the local economy, inviting entrepreneurs to corporate events, facilitating the inclusion of migrant entrepreneurs in traditional commercial and professional networks, removing existing barriers for migrant-owned businesses in contract offers, etc.

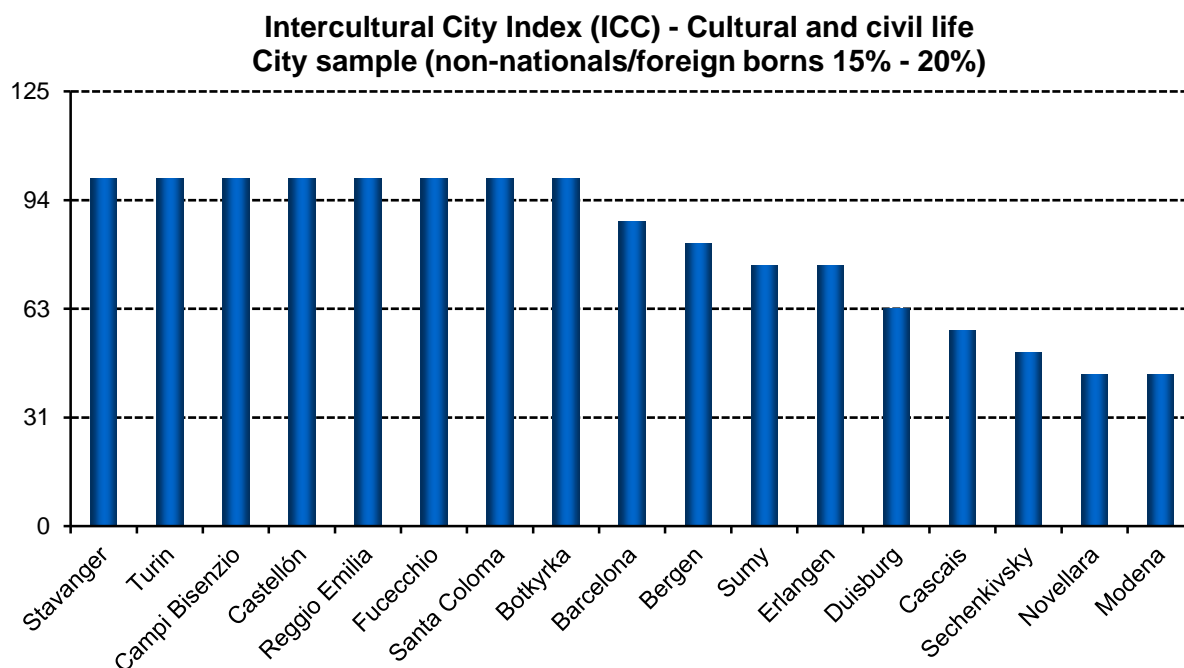
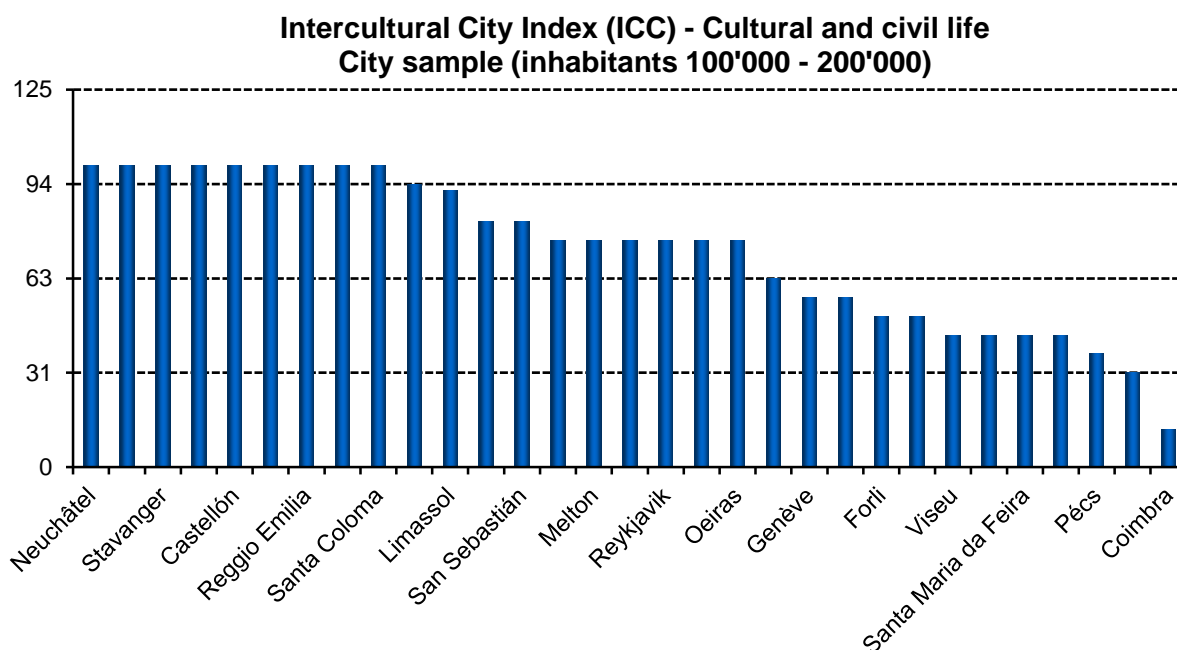
The city could also consider adopting a charter or another binding document against ethnic discrimination and encourage businesses from ethnic minorities to enter in the mainstream economy. It could also give priority to companies with a diversity strategy.

Finally, as already done by the fellow city of Reggio Emilia, Modena may wish to test a pilot methodology experimented within the Intercultural Cities programme to promote the development of "Diversity Connectors". Micro-enterprises and SMEs create most of the new jobs in many cities and many of these businesses are owned by people from under-represented groups. Many cities are creating incubators to support these start-ups, and studies show that those who participate in these incubators have a better chance of thriving and lasting. Incubators tend to recruit only trendy high-tech start-ups with added value and high development potential. The "Diversity Connectors for Start-Ups" pilot project aimed to reconfigure these incubators to become workspaces where under-represented start-ups and mainstream start-ups share workspace and services. These Diversity Connectors offer general services such as technical training, access to potential funders, meeting space, etc. as well as specific services for under-represented start-ups. They accelerate the learning curve for under-represented start-ups while providing expertise on untapped markets to other start-ups. Guidelines have been developed and are available [here](#).

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.

Modena's score in the field of cultural and social life is **44%**, considerably lower than the city sample result of **73%**. This is due to the lack of dedicated funds and programs to support this area.



While there are no specific resources (funds, contributions) allocated to the area of interculturalism, there are projects aimed at increasing integration and interculturalism. The **city organises events and activities in arts, culture and sport in order to encourage interaction between people from different ethnic/cultural backgrounds**. These include cricket tournaments, as well as artistic and cultural events. **Occasionally, the city also encourages cultural organisations to address diversity and intercultural relationships in their activities**. These happen mainly in the schools, or in musical, literary or culinary activities.

From time to time, the city also organises public campaigns together with associations on the theme of cultural diversity and coexistence through public events, seminars and debates on topics such as intercultural

dialogue and peaceful coexistence. One example highlighted by Modena is the "anti-barbaric" cycle on dialogue and non-violence, organised by the Nonviolent Movement; as well as the seminar "The world we will live in" which dealt with integration and inter-cultural principles. There have also been initiatives to improve good neighbourhood relations, the latest of which took place in June 2019 and was called "Neighbours' Day". It included musical performances, as well as games "for the young and the old".

Modena however reports that they **do not use interculturality as a criterion and guiding principle when allocating funds and grants to associations and initiatives.**

Recommendations

Learning from other cities, the municipality of Modena could, for example, organise team sports tournaments in which team members are selected based on various diversity criteria (origin, gender, age, etc.). It could also initiate cultural and artistic events that emphasise the positive impact of external influences on the creative process, or celebrate World Heritage Day or European Language Day, etc. Intercultural events could also be encouraged by using specific concessions or regulations that encourage the creation or culturally "hybrid" events, etc.

Barcelona has established Civic Centres which have become a landmark for promoting culture and creativity in the neighborhoods of the city. The annual calendar is full of activities encouraging cohesion and harmony among the residents. These include arts expositions, "cineknitting" evenings where attendees will comfortably watch a movie while knitting; handcraft expositions and workshops, and much more is offered.

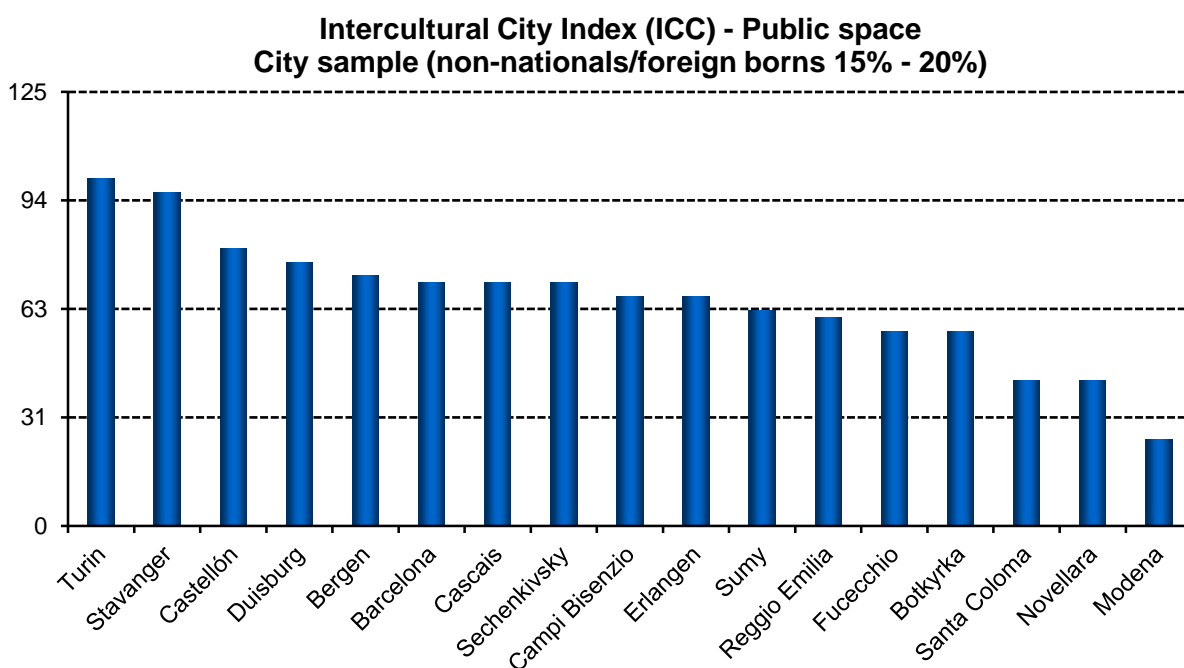
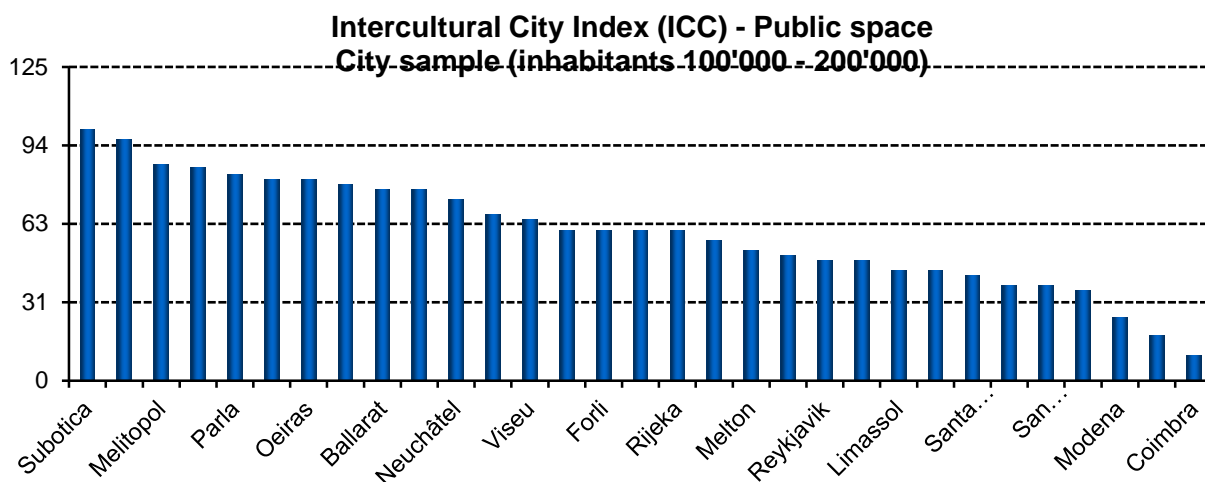
In the city of Albufeira an annual street party is organised to further enhance social integration. In addition to the part the handicraft fair 'Mostra de Artesanato', is hosted, where visitors can find objects representing the culture and the traditions of this Portuguese region.

The Inverte (Reverse) project, organised in the city of Cascais, uses the practice of bodyboard (a water sport) as a non-formal education methodology to help problematic young people with pre-delinquent behaviours to re-build their life. Still in Cascais, the Mural Art Festival takes place every summer since 2014. Muraliza maintains the desire to renew the status of Cascais as the cradle of all street artistic expressions in Portugal, attracting every year many tourist and artists. The event involves all facets of Portuguese culture and it witnesses its transformation and evolution: the painting murals of great and medium size are always inspired by the innumerable and unique characteristics of the region and, concretely, in the peculiarities of this social district built in the 60's.

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.

Modena's score in the field of public space is 25%, considerably lower than the city sample result of 65%. The number stems from the variation between areas – whereas some are diverse others are heterogenous and support for ethnic mixing is only given in limited locations and projects.



According to Modena's report, the city **acts to encourage significant intercultural mixing and interaction in the public space, especially in playgrounds and parks**. This is done, for example, by offering public artistic and musical activities. The municipality is **less active in public libraries, museums or other public spaces**, and **does not take the ethnic and cultural diversity of the population into account in the design, renovation and management of new buildings or public spaces**. When the municipality decides to rebuild an area, it does not use diverse methods and places for consultation and to ensure the significant involvement of people with different ethnic and cultural backgrounds.

In addition, **the municipality reports that one or two spaces or areas in the city are "dominated" by a single ethnic group (majority or minority) and that other people feel unwelcome or unsafe there**.

The city has developed a multi-sector policy that combines policing, social work and communication to deal with the challenge, and the program was defined after consulting the population of that area. [The results of these consultations](#) include experiments such as "social door" and "dialogue counters" which have begun in some areas of the city (such as in the R-North complexes). In these places, citizens can meet social workers or even hold meetings and public debates with the authorities.

The City of Modena also has a specific [Office for Legality and Security Policy](#), which intervenes in these areas. The website of the police department explains that one of the tasks of the Municipal Police is "informing citizens about the rules to be respected which are sometimes difficult to interpret". **In order to make this information**

available to newcomers to the city, “simplified information on various aspects of road traffic legislation and other useful information translated into multiple languages have been produced”. The attached [brochures](#), translated into such languages as English, Turkish, Polish, Urdu, Arabic and others, refer to road traffic sanctions, proper use of the bicycle, and also includes “An information brochure for a healthy and peaceful coexistence in condominiums” as well as explanations regarding proper behavior in public parks.

Recommendations

To support further the work of the Police Modena might be interested in looking into the newly prepared “[Community policing manual](#)” which provides local police, including high-rank police managers, public safety directors, managers, and decision makers, with guidance to implement policing principles to design new procedures, protocols, structures and specialised units in their police community, to effectively address the challenges that diversity may pose to the achievement of peaceful coexistence, in the medium and long term.

The city could also widen the scope of its activities aimed to encourage significant intercultural mixing and interaction in the public space. It could do so, for example, by arranging visits to its museums in various languages, offering readers in public libraries the opportunity to borrow books in different languages, or providing facilities such as benches, tables, giant chessboards, playgrounds, etc., where people of all origins, ages and genders can meet and interact.

Montreal has successfully tested “*Cuisine ta ville*” (Cook your city), a festival of arts and citizenship that aims to promote a better understanding of the cultures of the migrants that make up the fabric of the city. In 2019, the festival offered a multidisciplinary experience to better understand refugees and immigrants of all generations. The event addressed migration through the prism of the ages of life.

The scenography of the event was characterised by a series of 10 Tempo shelters - remembering both refugee camps and Montreal's urban visual identity - where intimate meeting spaces were created to promote intercultural dialogue and exchange. The programme of the festival was divided into three parts, including performances and works produced by migrants or that address immigration issues, a series of lectures and testimonials, and kitchen parties, where migrants cooked a homemade Montreal-style soup in front of the public, while having the opportunity to speak and share their experiences. Building on the success of this project, “*Cuisine ton quartier*” (Cook your neighborhood) will be the local and abridged version of “*Cuisine ta Ville*” and will take place in eight neighbourhoods where more than 62% of newcomers are concentrated. The impact of the action will be evaluated through testimonials, general surveys and “before and after” surveys.

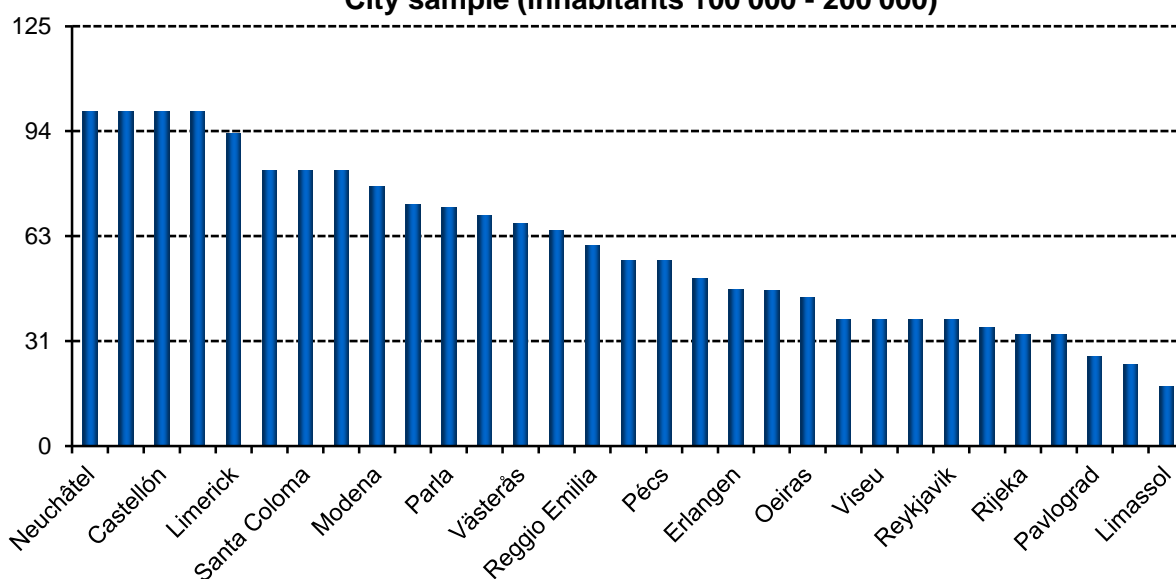
Additional steps could include identifying the specific needs of families, women, the elderly, children, adolescents, etc. and designing public buildings/spaces so that no one feels excluded, adapting opening hours and providing services tailored to the needs of a diverse population, etc.

At present, when the municipality decides to rebuild an area, it does not use diverse methods and places for consultation and to ensure the significant involvement of people with different ethnic and cultural backgrounds. It could do so, for example, collecting residents' opinions through mapping, collaborative workshops, door-to-door surveys, in collaboration with intercultural mediators, field workers, migrant and faith organisations, etc.

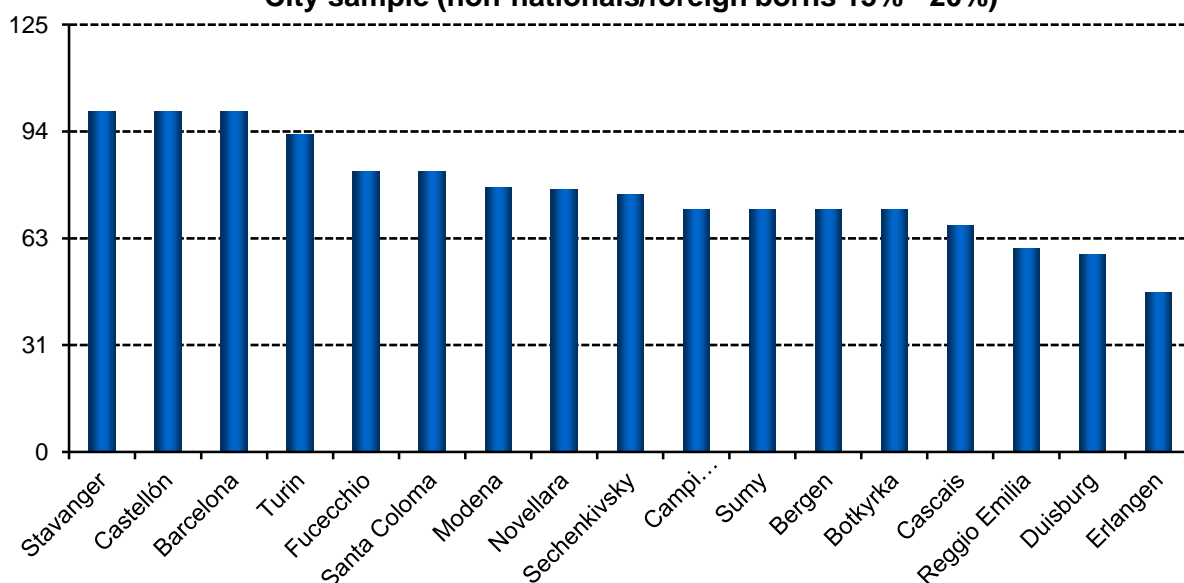
In diverse societies there is always the potential for misunderstanding and conflict over values, behaviour or resources. In cities, where people with different cultural backgrounds and socio-economic statuses live together in close proximity, such tensions are natural and indeed part of everyday life. 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.

Modena's score in the field of mediation and conflict resolution is 77%, considerably higher than the city sample result of 60%, and the highest score the city has reached compared to all other fields. The high score is awarded based on the extensive policies and tools for mediation which the city has in place.

**Intercultural City Index (ICC) - Mediation and conflict resolution
City sample (inhabitants 100'000 - 200'000)**



**Intercultural City Index (ICC) - Mediation and conflict resolution
City sample (non-nationals/foreign borns 15% - 20%)**



In Modena, a number of organizations provide a professional service for the mediation of intercultural communication and/or conflict. These include a generic municipal mediation service that also deals with cultural conflicts, a municipal mediation service dedicated only to intercultural issues, as well as an intercultural mediation service run by a civil society organization. There is the [Foreign Center](#), as well as the [Point of Agreement, Modena's Conflict Mediation Center](#). Started as an initiative of the Service Center for Volunteering in Modena, the Municipality of Modena and Acer Modena, the center promotes peaceful resolution of small conflicts such as conflicts between neighbors and relatives, arguments between young people and adults or misunderstandings between teachers, parents and pupils.

The center's workers provide information and guidance to citizens who live in conflict situations, they listen to the conflicting parties, design and manage negotiation and interventions, and by having these processes conducted by a third person, allow the parties to talk about their conflict by facilitating a reopening of the dialogue. The services are offered free of charge, and the center collaborates with the Social Services, the Municipal Councils for the Environment, Education, Youth Policies and Sport, the Center for Families, schools, the municipal police, sports clubs, the Foreign Center and voluntary associations. Twice a week, an [anti-discrimination desk](#) also offers its services there.

In general, intercultural and mediation services are provided and offered in specialized institutions, such as hospitals, police, youth centers and nursing homes. In addition, they are provided by the public administration for general purposes, as well as in neighborhoods and in the streets, actively trying to meet residents and discuss any issue. Such services also exist for years in schools, in social and health services and in the legal field. However, no organization deals specifically with inter-religious relations.

Suggestions

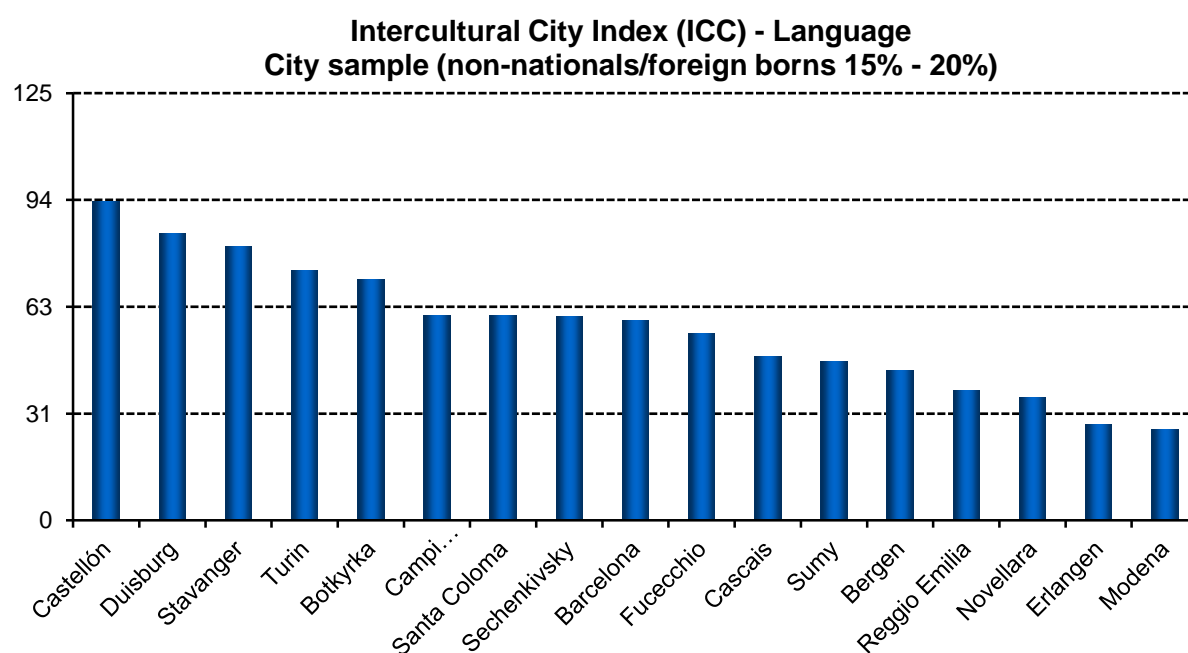
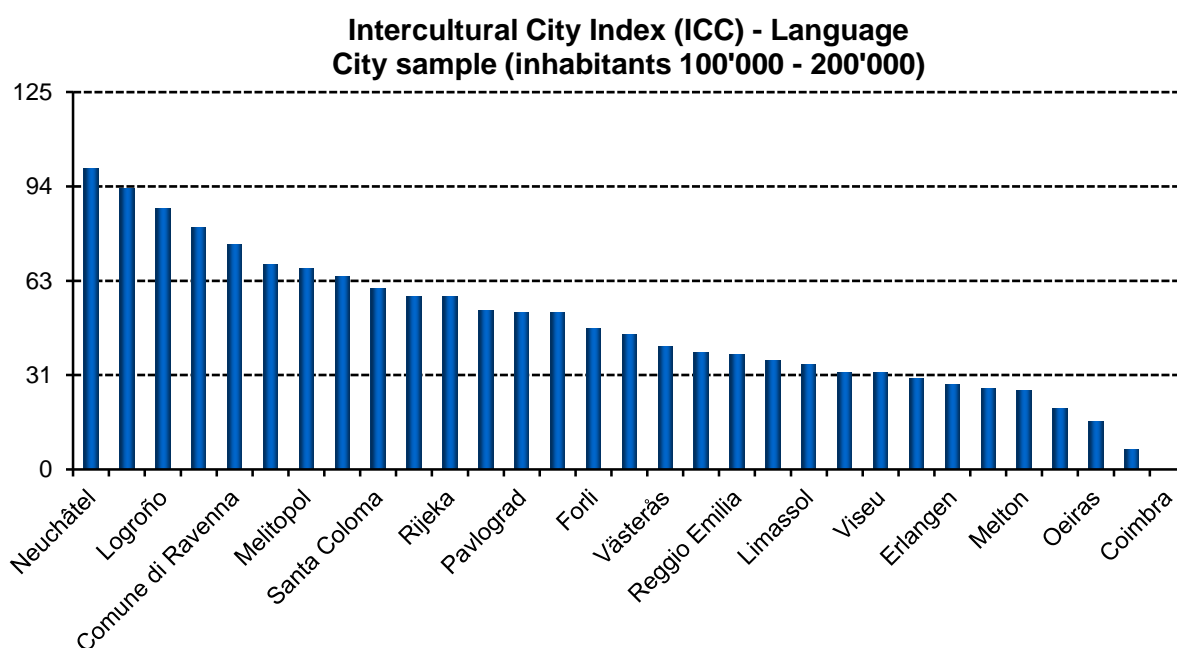
Although Modena has a wide range of mediation services, there is always room for learning from others. Thus, Modena could exchange with the neighbour city of Reggio Emilia and its "Mondinsieme" centre, an entity centre to mediate, prevent and solve conflicts. Mondinsieme welcomes a great variety of ethnic and language backgrounds and offers support and assistance to a wide portion of residents. For example, the Mondinsieme has great expertise in training mediation workers and supplies staff for schools and hospitals. For instance, Mondinsieme intervenes in schools if children tend to cluster too much on ethnic basis.

In Patras (Greece) the European project SONETOR is the first international systematic effort to design services that meet the professional needs of intercultural mediators. A workshop entitled "*Contribution of intercultural mediators in the social inclusion of migrants*" successfully kicked off the project. During the workshop, scientists, representatives of migrant associations and managers of specialized services discussed challenges faced by intercultural mediators in the fields of education and employment, focusing on the experiences recorded in Patras and other Greek cities. Moreover, the *on-line Training Platform for Intercultural Mediators* was presented alongside. This combines social networking applications and training methodologies thus helping intercultural mediators during their work through specialized educational content and services. Of particular interest, several workshops focused on the figure of cultural mediator, telling stories of incidents and problems they may face when communicating with migrants in the fields of education, health, housing and legal support.

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.

Modena's score in the field of language is 16%, considerably lower than the city sample result of 48%. The score is based on the lack of access to language teaching in the home language of minority groups at school.



The city provides language training specific in official languages for hard-to-reach groups (e.g. non-working mothers, unemployed, pensioners, etc.). It also supports several organizations and non-profits that teach the Italian language to disadvantaged groups and in particular to foreign women. A list of these institutions is provided on the municipality's website, and is an important step in helping new comers integrate in the city.

This is an important step helping integration. However, Modena's municipality does not teach the languages of migrants/minorities as part of the regular curriculum in schools, nor does it create opportunities for learning these languages as a normal option available to all, or support projects that seek to give a positive image to the languages of migrants or minorities. It also does not support private or civil society organizations who provide courses in these languages, or to minor local newspapers, magazines radio or TV stations in the languages of migrants or minorities.

Recommendations

Modena could be inspired by the Parisian Association Dualala (from one language to another), which accompanies bilingual families and professionals involved in multilingual environment taking under consideration the transmission of languages and cultures of origin. Dualala considers bilingualism as an asset for any child, regardless the language spoken. The association is composed of linguists and specialists in intercultural communication and it is supported by the Ministry of Culture and Communication and the Ashoka network. In addition, the association regularly organizes conferences in favour of multilingualism.

Auckland, New Zealand, runs several activities to raise awareness of the language Māori, including bilingual storytelling in Māori and English, public competitions on word knowledge in Māori, workshops on Māori's specific traditions and game activities for children.

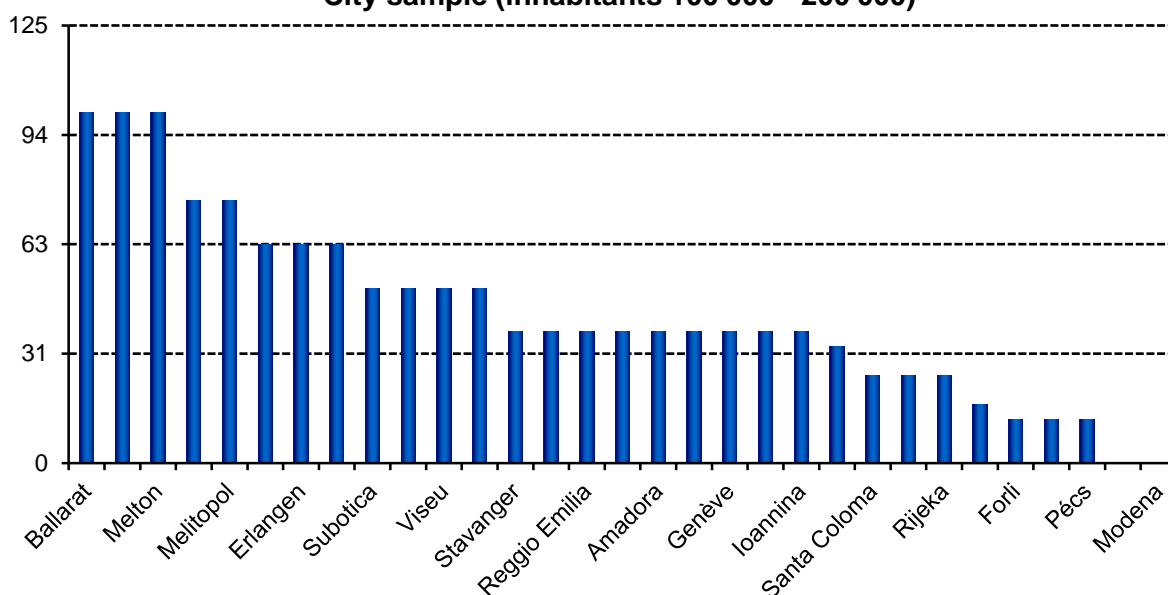
Finally, Modena could consider issuing a press release in celebration of International Mother Language Day (21 February).

MEDIA AND COMMUNICATION

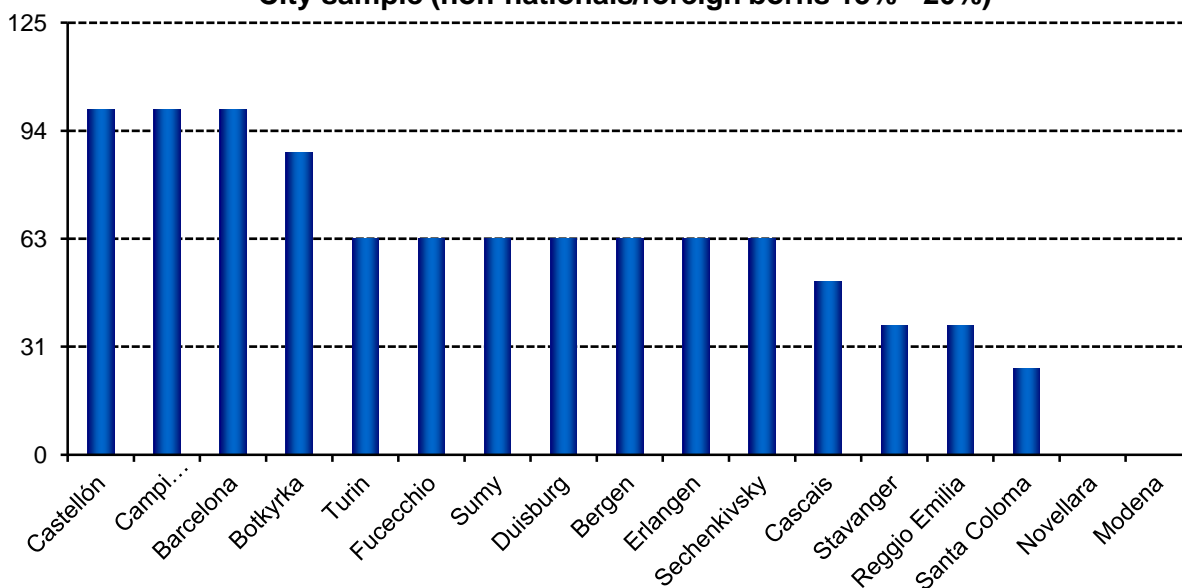
Traditional and social media have a very powerful influence on attitudes towards cultural diversity and other diversities. Much of the information people access is generated by international newsgroups, national media, or by private persons in the case of social media. Nevertheless, there is still much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

Modena's score in the field of media and communication is 0%, considerably lower than the city sample result of 46%. The low score is due to a lack of standardised policies, outreach and training programs as well as inclusion in the media and actions to fight wrongful information.

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



Intercultural City Index (ICC) - Relations with the local media
City sample (non-nationals/foreign borns 15% - 20%)



According to the municipality's report, Modena does not have a communication strategy to improve the visibility and image of people with migrant or minority background in the local media. Neither the department of communication nor the department responsible for information service to the citizens highlight diversity as an advantage regularly and in their communication. The city does not provide support for advocacy or media training, mentorship or for creating online media start-ups for journalists with migrant or minority backgrounds. The city also does not monitor the way traditional local and/or national media portray people with migrant/minority backgrounds. Further, there is no effort to control the way social media portrays people with immigrant/minority backgrounds, and there is no interaction with local media when these portray people with migrant or minority backgrounds through negative stereotypes.

Recommendations

To improve in the field of Media, Modena should actively provide support for advocacy and/or media training as well as to mentor journalists with minority background and monitor the way in which minorities are portrayed in media.

In this field, Paris supports the *Maison des journalistes* (MDJ – House of journalists), an association that welcomes journalists who are persecuted in their home countries. The MDJ provides a temporary place of residence and is a landmark for the defence and promotion of fundamental freedoms, such as freedom of expression or freedom of the press. In addition to legal and administrative support, French language courses are organized to enable refugee journalists improve their language skills and obtain a French diploma.

Another very interesting example comes from the city of Donostia/San Sebastian, which supports the local branch of SOS Racism and its media observatory. The latter analyses the way the media present issues related to migration as well as how they portray people with migration backgrounds. The observatory produces daily analyses that can be consulted here <http://www.mugak.eu>.

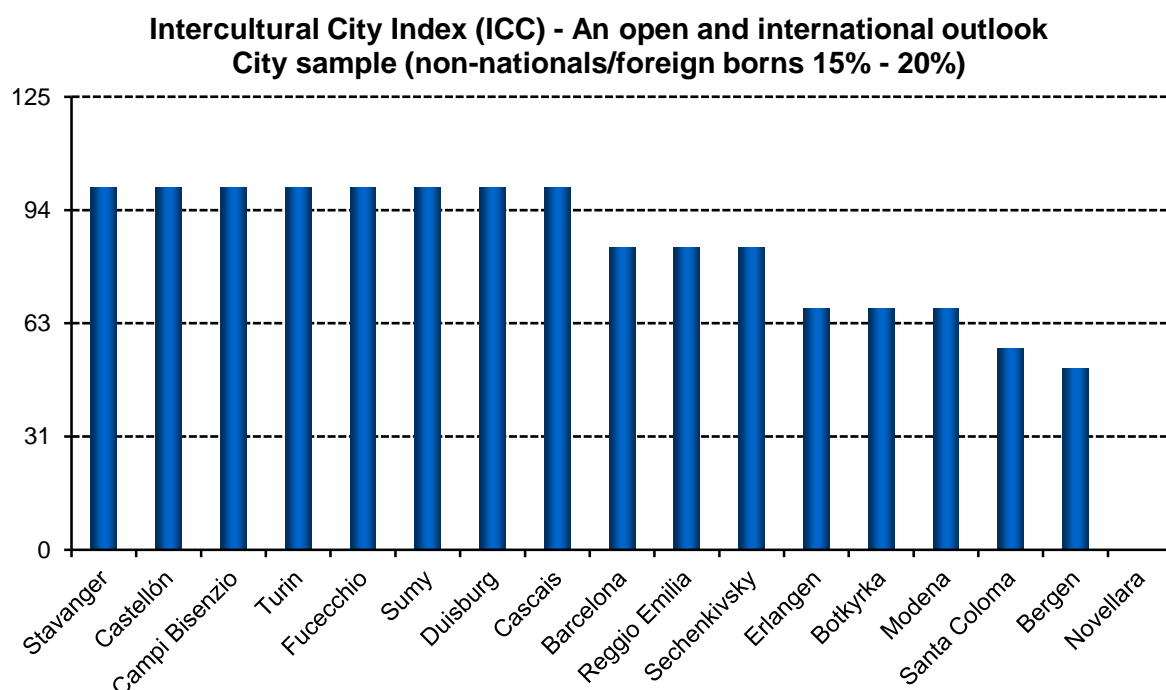
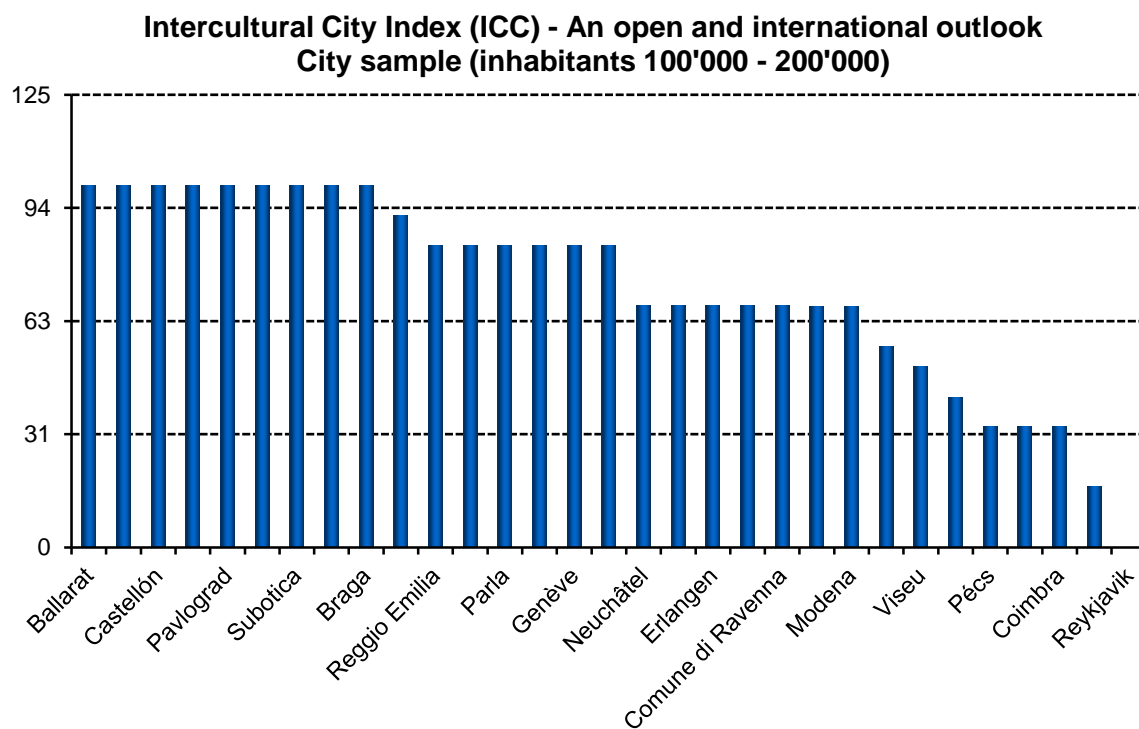
The city of Bergen also monitors the way in which minorities are portrayed in the local media. In addition, four or five times a year, the city publishes a newspaper with information about activities in the city that is distributed to all households in the city. This helps spreading information about minority groups as well as fighting rumours or any other harmful or incorrect information.

In addition, Modena might wish to consider the good practice “Tomar Claro”, an Intercultural Prize for Local Journalists organised in Cascais, whose objective is to promote news/articles on the themes of interculturality and identity, sense of belonging to the community, migratory pathways, social integration and education for intercultural citizenship.

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.

Modena's score in the field of international outlook is 67%, almost equal the city sample result of 69%. The highlight of the area is the cooperation done with various partners to increase internationalism.



According to the municipality's report, the city of Modena has an explicit and sustainable policy to encourage international cooperation in economic, scientific, cultural or other areas. Through this policy, it works to promote

international cooperation, both through the program of twin cities, as well as by supporting NGOs that carry out international cooperation and solidarity activities in third countries. In addition, the city works to encourage public and private actors, such as businesses or universities, who undertake further international relations, including economic and productive ones.

All this is done although no specific financial provision is allocated for these goals. However, the city does have an [Office for International Relations](#), which works to promote relations on a European and international scale. This office analyses the six existing twinning relationships and other types of international relations; oversees participation in the networks of European and international cities of which it is a member; works as a project management on European funds and promotes cooperation with third countries.

Thus, the city works to reach foreign students or other youth groups that come through exchange programs. As Modena is a university city, the City and the University of Modena and Reggio Emilia have signed a specific collaboration agreement covering several areas, including those mentioned above, leaving the initiative to the University. The city also supports organizations seeking to develop trade relations with the countries or hometown of its diaspora groups and welcomes international delegations with an economic and entrepreneurial emphasis to facilitate the development of such relations.

Recommendations

Further to the actions already being taken in this field, the city of Modena could, for example, sign collaboration agreements with foreign cities or organizations based in other countries, offering internships or facilities for young professionals, scientists or foreign artists, in addition to maintaining the regular contact with the twin cities. Other steps could include organizing fairs and events where foreign students can meet locals, providing support with job search and accommodation after graduation, organizing or attending welcome events and opening an information desk at important student meetings.

To foster its openness and internationality, Modena could also look up at the good practice from the Intercultural City of [Cascais](#) that encourages social and cultural harmonization through twinning, agreements and cooperation protocols which promote local development based on the sharing of knowledge and experiences. The activities carried out teach respect for diversities and stress the importance of unity. The municipality of Cascais created bridges between the various economic, cultural and social realities, with a view to revitalizing a new model of international relations in this century. Moreover, [Cascais](#), through events and programmes, strengthened the connection between Portugal and Morocco. For example, they have organized a seminar titled "Portugal - Morocco: Bilateral Relations". During this event, a cooperation agreement has also been signed. The purpose of this agreement is to use existing structures in the Cascais Municipal Council to support, whenever possible, the AALM (Associação de Amizade Luso-Marroquina) initiatives organized in the municipality of Cascais. Especially: the promotion of the culture of Morocco; provide Portuguese language and culture lessons; share Moroccan culture through art or photography exhibitions, literary works, etc. Hopefully, these activities will make it easier to integrate the Moroccan community into the Portuguese society.

Another interesting initiative comes from the Portuguese city [Santa Maria da Fera](#), where diversity and migration are perceived as a window to explore new opportunities and new markets. For this reason, the municipality is planning the launch of an online platform which will serve as a link between local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants.

[Barcelona](#) introduced the initiative "*Do It in Barcelona*". This programme includes a multitude of initiatives whose goals are: 1) to strengthen the city's competitiveness; 2) Incorporate new methodologies into existing entrepreneurial support programmes that allow people with a business background in their home country to make the most of their experience; 3) Support the creation of intercultural teams to develop business efficiency and productivity; 4) Support initiatives aimed at finding multi-linguistic solutions; 5) Support the creation of social

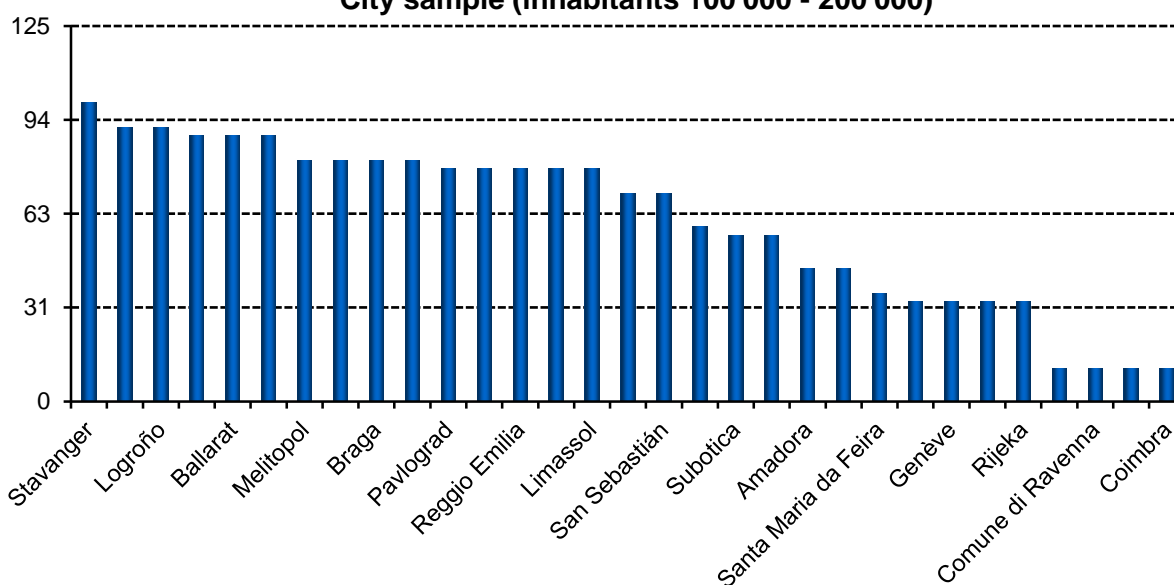
networks that encourage the integration of new residents into the city and that also make it possible to establish economic bridges with their home countries.

Finally Erlangen (Germany) has close cooperation with both the business sector (mainly Siemens) and the local University, which is even integrated into the city planning. Similar to the support Erlangen gives to businesses to promote outward investment based on the principle of diversity advantage, the University's international department is closely involved in promoting international student exchanges and programmes. The international department of the University welcomes 700 non-EU researchers a year, in addition to overall figure of 4,000 international students.

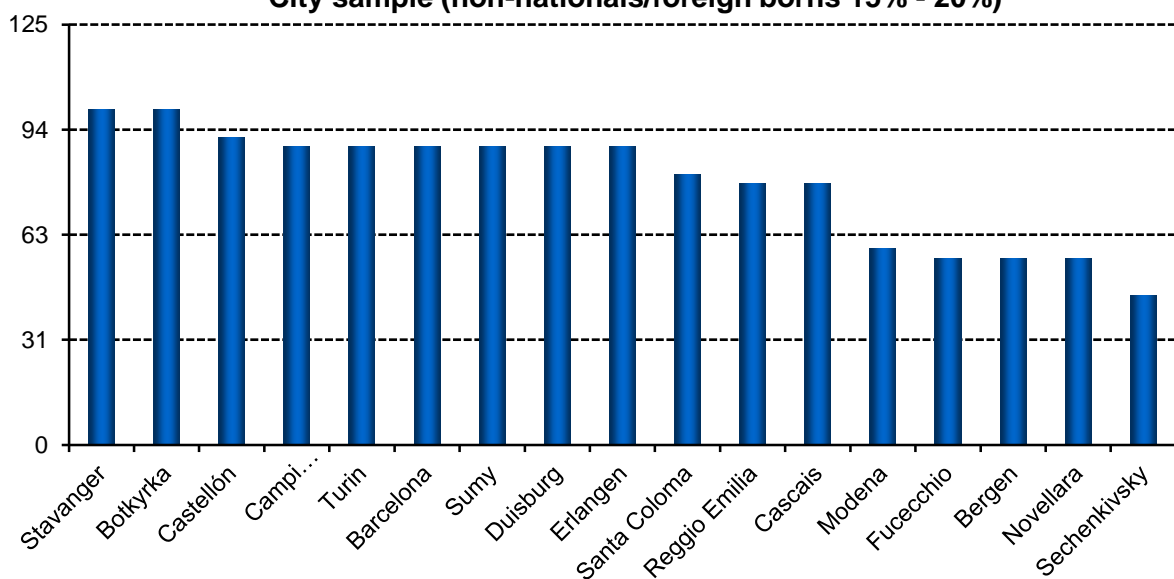
Nobody can be an expert in all the languages and cultures that coexist in contemporary cities. Yet, in an intercultural city, officials have an intercultural “mind-set” which enables them to detect cultural differences and modulate their responses accordingly. Intercultural intelligence and competence 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.

Modena’s score in the field of intercultural intelligence and competence is 58%, almost equal to the city sample result of 62%. Modena does well in gathering information regarding diversity and the satisfaction of their residents. The next step would be to concretize the information and integrate it into the decision-making process.

**Intercultural City Index (ICC) - Intelligence/competence
City sample (inhabitants 100'000 - 200'000)**



**Intercultural City Index (ICC) - Intelligence/competence
City sample (non-nationals/foreign borns 15% - 20%)**



Modena's statistical and qualitative information on diversity and intercultural relations is reported to at times be integrated to inform the process when formulating the policies of the city council. The city also conducts surveys that include questions aimed at exploring the public perception of migrants/minorities. The municipality has a Research Office that periodically conducts interviews, surveys and research on various topics identified by the administration, as well as a customer satisfaction analysis on the services provided. An annual survey regarding the perception of urban security is conducted by this department, and it also touches on these issues.

However, the city does not invest specific efforts in order to promote the intercultural competence of its officials and staff, in administration and public services. This idea could be further explored, as noted below.

Recommendations

The city of Modena could provide intercultural trainings for its staff, for example, by exposing officials and staff with situations where they cannot use language to express their needs and feelings, by arranging visits, informal meetings and discussions with leaders of migrant groups or religious organizations, organizing seminars on intercultural principles, or providing mandatory training (also online through intranet) for all its public servants, including high-level staff, etc.

The city of Botkyrka (Sweden) has extended its excellent training in intercultural competence to the city's politicians and elected representatives. A shorter online module has been specially designed for managers, leaders and executives. In addition, every year, employees receive capacity building courses and city administration officials have to act and plan from an intercultural perspective.

Also, Modena may be interested in exploring the "Intercultural Dilemma" methodology that was developed in the same city.

The methodology is primarily designed to identify individual and structural practices that prevent or, on the contrary, facilitate an intercultural approach on the part of employees. Participants are invited to describe real situations that have posed a challenge from an intercultural point of view. Half of the audience describes a situation that occurred at the individual level, while the other half addresses a situation where the structural conditions for an intercultural approach were lacking. Proposals on how to solve the problems are then presented and analysed by different groups, and a final debate is held to draw conclusions.

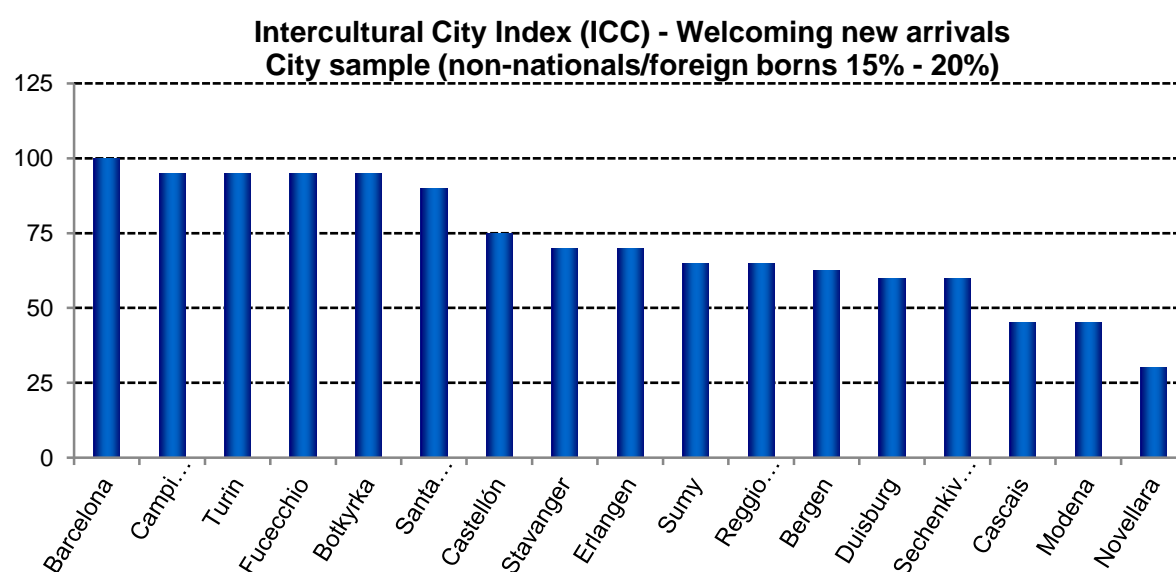
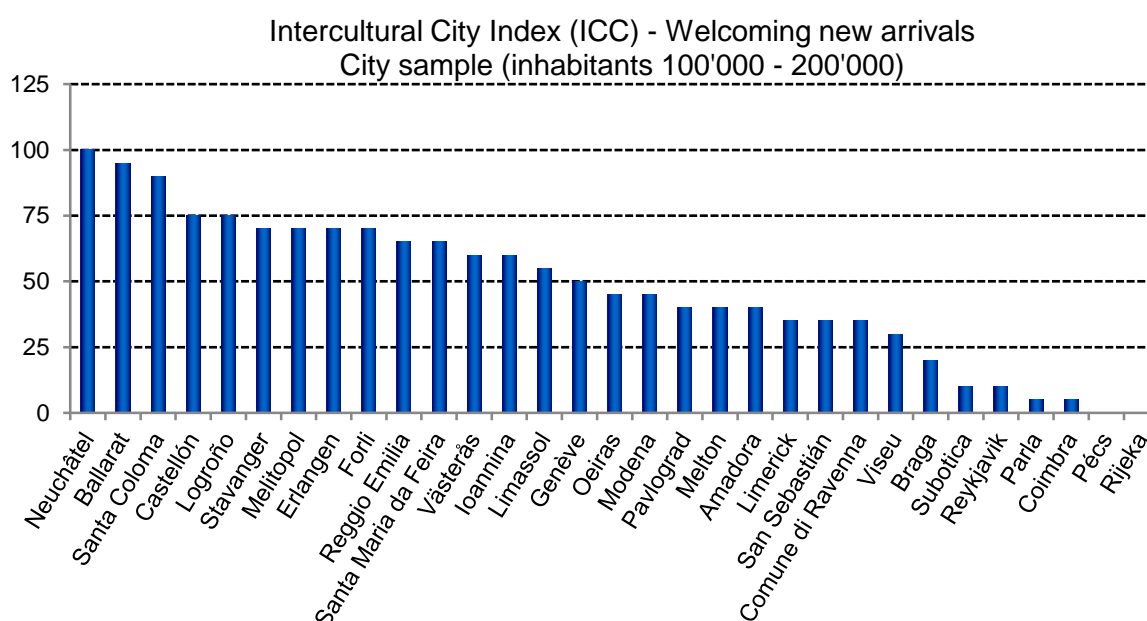
Some examples of interdisciplinary seminars come from Braga and Bergen. In Braga trainings and courses are also composed of public debates on migrations, sessions and conferences on the immigration law, as well as Portuguese courses. While the intercultural city of Bergen has developed interdisciplinary seminars, workshops and courses to improve the intercultural competences of its officials and staff. Additionally, the city conducts surveys to find out how inhabitants perceive migrants/minority groups in connection with the courses

To raise awareness, "Diferenças & Indiferenças" is an initiative carried in Cascais. The purpose is to train social agents to successfully face issues of interculturality; for instance, when interacting with migrants. Secondly, the training aims to improve the reception of the immigrant population through more effective and efficient responses. Similarly, Modena might find interesting this integration programme carried out in Neuchâtel to raise citizen awareness and to help migrants to become acquainted with their new environment, helping them to practice the French language in everyday situations. Depending on the programme, emphasis is put on the practice of French or learning about the social and institutional environment of the Canton and Switzerland. Altogether there are five distinct programs carried out in 10 quarterly or yearly classes in Neuchâtel and La Chaux-de-Fonds.

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.

Modena’s score in the field of welcoming newcomers is 45%, somewhat lower than the city sample result of 55%.



Modena has a foreign center and procedures designated for the reception of newcomers. This office does not have a full package (guide) with city-specific information and support for newcomers, but the different services and

agencies in the city do offer support for the reception of particular groups of newcomers, for example regarding family services, services for students or unaccompanied minors as well as asylum-seekers and refugees. According to the municipality's report, the city does however not hold a public ceremony to welcome people who come to live in the city, regardless of origin or nationality.

It should also be mentioned that the city's Foreign Center offers a specialized service on the theme of migration, including interventions of an informational nature, orientation to the services of the area and intercultural animation. It also manages reception projects that can be activated based on individual routes, as a result of the need analysis. The center can also re-enter special projects, regional and national, aimed at specific categories of residents such as asylum-seekers, international protection holders or victims of exploitation. There are also additional agencies or groups of citizens active in this area.

Recommendations

In addition to the work already being done in welcoming newcomers to the city, Modena could consider introducing a **special public ceremony** to greet families finally reunited. To facilitate integration, a good welcoming is a good first step. The following are some of the good practices carried out in other Intercultural Cities that could inspire Modena.

The city of Ballarat has created of the *Migrant Morning Tea*. These morning teas have helped establish friendships across cultures, provided settlement information to new migrants regarding assistance that may be available.

The city of Novellara started a project called "**Punto d'ascolto**" (listening point) which welcomes foreign parents, where they can meet and talk to psychologists and cultural mediators who will help the family to understand the Italian education system. This service supports and helps families in the integration process.

Bergen municipality has established an *Introduction Centre* for refugees (EMPO), which acts as a link between the different migrant groups and the public sector, sharing experiences and expertise on issues in regard to integration, community empowerment etc. A good example is a collaboration the centre had with a hospital which wanted to raise awareness on diabetes through offering courses to immigrants. The hospital had challenges getting people to register for the courses and contacted the centre for a collaboration . Together, they organized the course at EMPO with a very good turn up. The multicultural staff played a very important role in passing on the information.

Another interesting example comes from the city of Bradford (UK). Bradford City Council's Housing Team includes a Housing Access Officer whose role is to assist newcomers (including asylum seekers and refugees). The Council also has an Immigration and Asylum Unit, which provides support to people "without recourse to public funds".

Bradford also cooperates with the private sector and civil society; Bevan Healthcare, for example, is a social enterprise that provides a range of health services to refugees and asylum seekers. Bradford City Council has also developed a welcome information package for newcomers, which is currently being updated. The University of Bradford and Bradford College both support newly arrived international students and Bradford College also provides specialist and quality support for unaccompanied minor students. Unaccompanied children under guardianship or in foster care can also rely on a 'virtual school' to provide them with individualised support.

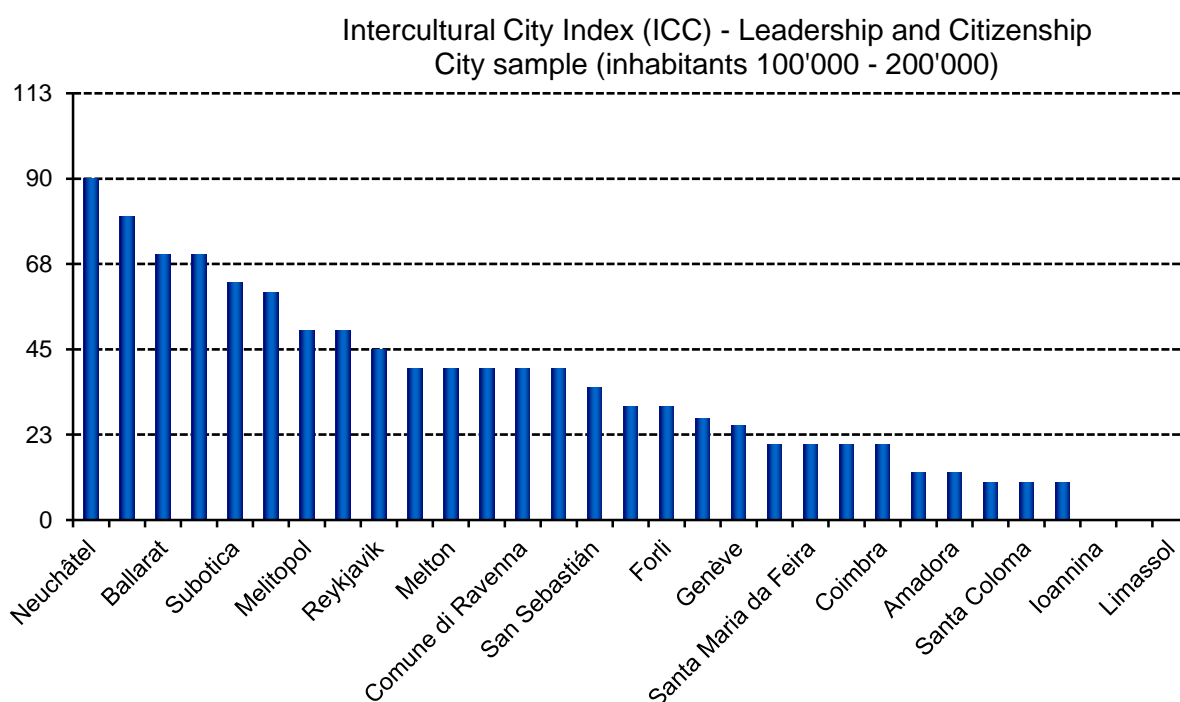
The City of Zurich achieved a 100% score in its ICC Index evaluation related to the area of welcoming policies. Zurich has a specialized agency to welcome newcomers and there is a dedicated strategy and a complete set of information tools available in 14 languages, as well as specific assistance. Each year, six welcoming events for newcomers are organized. They take place at the City Hall and include multilingual information sessions on the life in Zurich, a multilingual city tour and an *aperitif*.

Finally, the City of Zurich's information tools are differentiated on several levels, distinguishing between those aimed at the newly arrived population and those targeting specific language groups. For many years, these tools have included various services such as a welcome desk, welcome events, a database of German courses and multilingual internet portals. The existing offer specific to language groups (including integration courses and shorter language courses) has been expanded in the years 2012-2015.

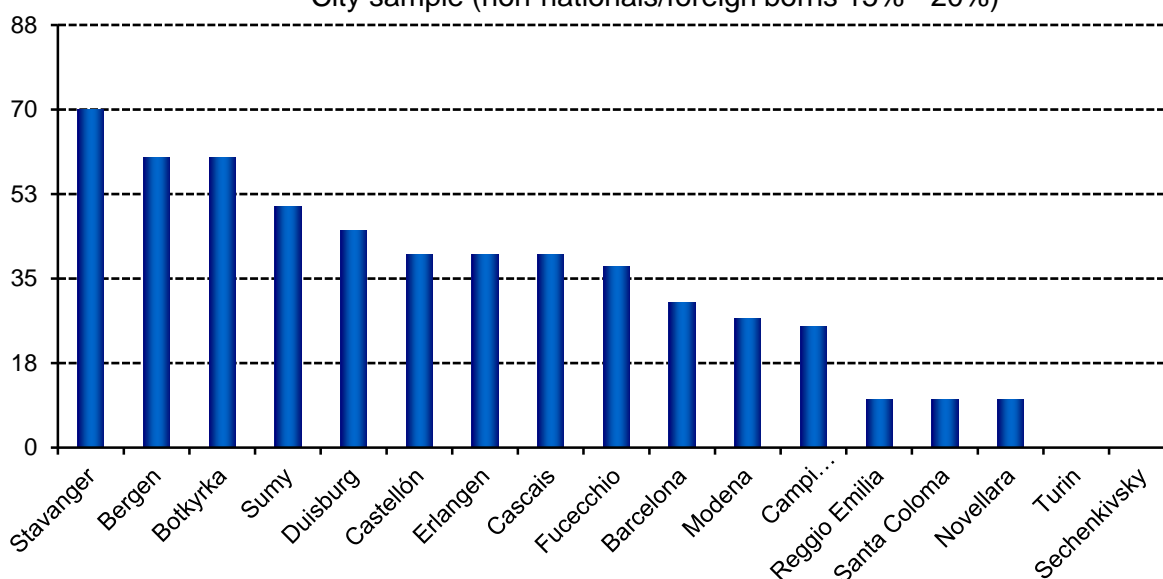
LEADERSHIP AND CITIZENSHIP

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.

Modena's score in the field of leadership and citizenship is 27%, somewhat lower than the city sample result of 35%.



Intercultural City Index (ICC) - Leadership and Citizenship City sample (non-nationals/foreign borns 15% - 20%)



The circular of the Ministry of Interior 4/2004 excludes the possibility of giving non-EU citizens the right to vote in the election of the Mayor and the City Council, or to be eligible to be appointed as members of the city council. Thus, only EU citizens residing in the municipality can take part in the vote for the direct election of the Mayor and the City Council, and they can only do so after registration in the lists added under D. Lgs. 12 April 1996 No. 197. If they wish to run as candidates for the City Council they must apply for membership in the special electoral list, which has been set up at the municipality. At present Modena has no elected members in its city council who are foreign nationals or have dual nationality, as the national legislation does not allow it. The city could consider undertake an active role, together with the other cities that are member of the Italian network of Intercultural Cities (Città del Dialogo) to change this legislation.

Another way to enable newcomers to the city to express their concerns could be by having an independent advisory body through which people with migrant/minority backgrounds can express their concerns and provide input to the city council on the issue of diversity and related issues integration. At present Modena does not have such a formal body, and the municipality believes they can express their concerns in other ways. In the past the City of Modena had set up the Elective Municipal Consultation for non-EU and stateless foreign nationals living in Modena. This body was regulated by a special [regulation](#), which has been in force since 1996. According to some of the immigrants involved, the council did not achieved the expected results or the desired representation, and thus in the last few years it has not been active. Due to this, at present reports, requests and concerns are mostly expressed through personal channels.

Modena does not have a standard for the representation of immigrants or minorities in mandatory councils and bodies that supervise schools and/or public services. While the city does not take steps to encourage people with immigrant/minority backgrounds to engage in political life, other organizations do. The municipality is not directly involved in this work, which is mainly organized by associations or other bodies. Occasionally there are however public initiatives or events, in which foreign nationals can express their opinions or interests regarding different issues.

Recommendations

Modena could promote the participation of immigrants in public life by holding fairs that allow people with immigrant/minority background to meet and discuss political issues and programs with representatives of local political. This could be arranged especially before local elections, or by assigning mandatory seats to people with immigrant or minority backgrounds in steering committees or working groups that run democratic initiatives. It could

also be done through establishing and empowering youth parliaments/consultations representing youth diversity, through introducing an adviser municipality with observer status elected by foreign nationals residing in the city or through creating groups or committees including people with a migratory or minority background.

In addition, the city might wish to introduce a standard of the representation of migrants/minorities in mandatory boards supervising schools and/or public services.

Quite many good examples exist within the Intercultural Cities network. For instance, the city of Ballarat (Australia) has 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.

Paris has established the "Conseils de quartier" or "neighbourhoods' councils" which are open to all residents, regardless of their nationality, and allow people to express their opinions and proposals on issues that affect the neighborhoods, such as development projects, neighborhood life, and all the strategies that could potentially improve the quality of life. The Councils are a bridge between the citizens, the elected officials and the Mayor.

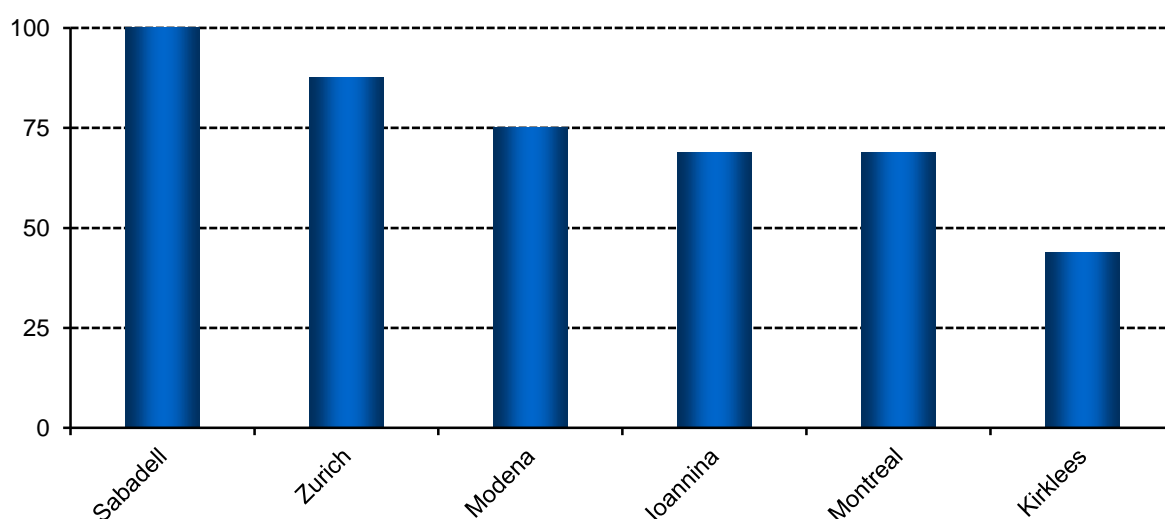
The "Conseil interculturel de Montréal" (CIM – Intercultural Council of Montreal) is an consultative body with competence in the field of intercultural relations. It is made up of fifteen volunteer members, including a president and two vice-presidents representing Montreal's cultural diversity (including autochthones) and coming from different professional backgrounds. The CIM advises and gives its opinion to the city council and the executive committee on any matter of interest to cultural communities or on any other issue related to intercultural relations. It solicits opinions, receives and hears requests and suggestions from any person or group on matters relating to intercultural relations. It can carry out or commission studies and research as it deems useful or necessary for the performance of its functions. A recommendation of the Conseil interculturel de Montréal is in favour of a revision of the law on the right to vote of persons of immigrant origin who are not Canadian citizens.

ANTI-DISCRIMINATION

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

Modena's score in the field of anti-discrimination is 75 %.

Intercultural City Index (ICC) - Anti-discrimination



Modena has a charter that prohibits discrimination against people or groups of people on the grounds of race, colour, language, religion, nationality, cultural/ethnic origin or sexual orientation in the administration and municipal services. The reference documents for the City of Modena are primarily the Constitution of the Italian Republic and the Charter of Fundamental Rights of the European Union. The above principles, however, [are reiterated in the municipal statute, art. 3](#) The city has however not carried out a systematic review of all municipal regulations and regulations to identify mechanisms which can discriminate against residents with immigrant or minority backgrounds but is seriously considering doing such a research.

In order to fight discrimination, the city of Modena has set up the "Anti-Discrimination Listening Point", which is part of the municipality. This service is open for everyone who is experiencing discriminatory acts based on language, ethnic or social origin, geographical origin, sexual orientation, skin colour, age, political orientation, beliefs, religious practices or handicaps. Operators listen to complaints, help to activate relevant resources, offer guidance and accompanies them on the most effective path to protect their rights. The service offers consultancy interviews, guidance and accompaniment to other services, including prevention activities through pathways in schools.

The city also has several centres and associations which deal with the issue of discrimination and gender-based violence. The city provides financial and/or logistical support to civil society organizations that advise and support victims of discrimination. However, it does not regularly monitor or research the extent and character of discrimination in the city, leaving this work to be done by a private organization supported by the city.

In addition to all the work mentioned above, Modena sometimes runs anti-discrimination campaigns or raise awareness of discrimination in other ways. This may happen through information and communication campaigns such as the one carried out on the occasion of the International Day Against Homo-transphobia on May 17th, under

the title "we are all the same and all different". Modena also participates in regional or national organizations that address the problem of discrimination. Thus, to give just one example, in 2014 the city has joined the charter of intent "READY", the National Public Network discrimination by sexual orientation and gender identity. The READY network connects the public administrations engaged in the promotion of the rights of LGBT people, for example by actions aimed at promoting their identity, dignity, rights, and identifying their needs. The network also offers public information and awareness interventions; specific actions aimed at staff involved in education, education, social care and health; information and prevention actions and interventions aimed at the productive world on the issues of the right to work of LGBT people and other anti-discrimination operations.

The City of Modena also participates with its representatives in public initiatives and demonstrations in the fight against discrimination. However, it does not have an anti-rumors strategy or implement anti-rumors activities following the official methodology of the Council of Europe.

Suggestions

In the field of anti-rumours, Modena could consider joining the Anti-rumours workshop that will be organized by the Città del Dialogo network in February 2020 in Reggio Emilia.

Many cities participating into the Intercultural Cities programme have successfully tested the anti-rumours methodology. One of these is Bilbao, that has been implementing a full [antiRumours strategy](#) since 2013, covering its four Municipal Districts and youth centres. Educational and awareness-raising activities are carried out within the framework of this project with the direct participation of citizens. The Red AntiRumores (network of anti-rumours agents) currently includes more than 200 people and – following an impact evaluation – it is estimated that the initiative has reached out to 170,000 people in 2016. In addition, "International Day for the Elimination of Racial Discrimination", on 21 March and "International Migrants Day", on 18 December are commemorated every year with communications campaigns and activities.

Paris has established the "Réseau parisien de repérage des discriminations (REPAIRE)" (Parisian discrimination tracking network): a network that tries to identify and report cases of discrimination, localizing and preventing them. The REPAIRE thus helps revealing the extent and the nature of discrimination in Paris and gives a strong response to these situations.

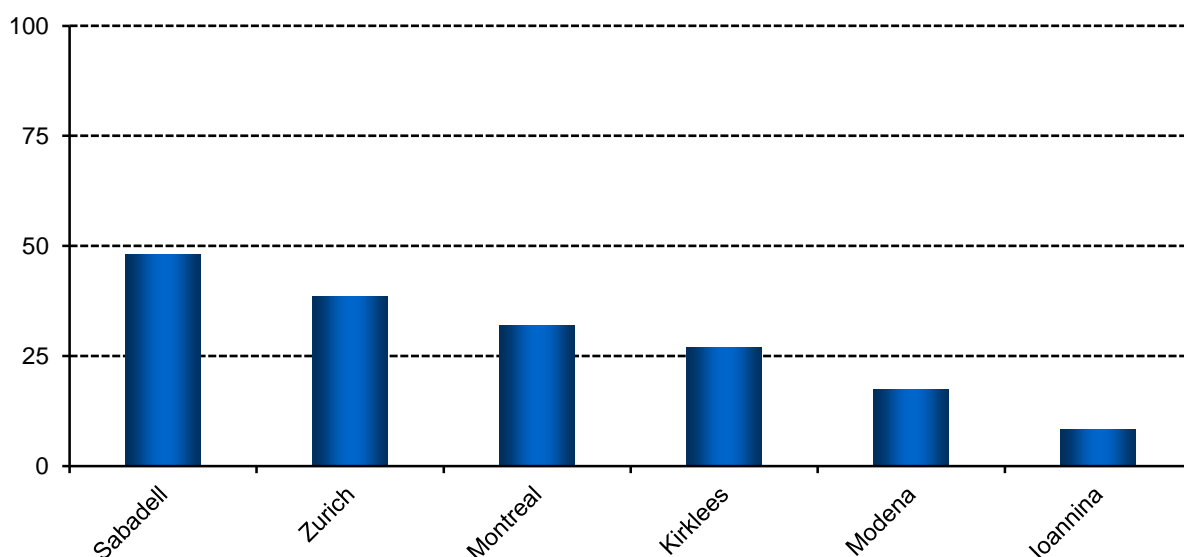
Patras has a project entitled "Combating Discrimination in the Field of Entrepreneurship: Women and young Roma and Muslim immigrants" which is financed by "PROGRESS-Support to national activities aiming at combating discrimination and promoting equality" (JUST/2012/PROG/AG/AD) EU programme. Raising awareness, disseminating information and promoting the debate about the key challenges and policy issues in relation to anti-discrimination for Roma and Muslim immigrants as far as entrepreneurship is concerned, are the main objectives of the project. Mainstreaming of policies through the involvement of social partners, NGOs and relative stakeholders is also a challenge. The project is coordinated by the "National Centre for Social Research (EKKE)" and the area of Patras has been identified as a core-place at a national level, equal to the area of Athens. "Patras Municipal Enterprise for Planning & Development - ADEP SA" is the local partner organization.

PARTICIPATION

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 time significantly reducing the economic costs of social exclusion and instability.

The indicators on participation have been included in the ICC Index since January 2019. Modena's score in the field of participation is 17%.

Intercultural City Index (ICC) - Participation



According to the municipality's report, Modena has not adopted an intercultural integration strategy or a diversity/inclusion strategy, and also did not hold a consultation process that included people with immigrant or minority background in the policy making. However, different public meetings have been held to understand how to best approach the issues of interculturality and integration. This included the "Consultation of Foreigners" project discussed earlier.

In the past, a test has been launched on participatory processes (participatory budgets, etc.), but this has not been further developed. Nor has the city, so far, introduced participatory mechanisms other than the right to vote or an advisory body. Such mechanisms could allow all resident citizens, regardless of their immigrant or minority background, to participate fairly in the process of decision-making. However, here, too, the city is seriously considering introducing similar mechanisms.

Regrettably, no data is available at present regarding the participation of residents with immigrant or minority backgrounds in decision making, and these processes are not monitored. The city also does not intervene to ensure that residents with immigrant or minority backgrounds are represented fairly in key institutions and organizations, on boards or government bodies of unions, public schools, councils of work, etc., but the city is seriously considering actions to change the situation. The same is true for introducing mechanisms to ensure that

gender equality is respected in organizations participating in decision-making on issues related to the inclusion of residents of cities with migrant or minority backgrounds.

Recommendations

To improve the situation Modena could, for example, engage with migrant organizations and community leaders at the beginning and throughout the decision-making process, systematically checking that the views expressed by people with immigrant/minority backgrounds were taken into account their contribution to the debate was clearly recognized. Other mechanisms of participation can be, for example, social network groups, online community forums, offline thematic networks where people meet face to face to discuss a particular problem, city juries, etc.

Further improvement regarding gender issues could be made by asking migrant organizations to share the composition of their council and informing them that their views are likely to be taken more into account if the council reflects gender diversity, giving participants of underrepresented gender groups more time to speak and visibility in public debates, providing childcare facilities at meetings and events.

In the English-speaking world, the city of Dublin, Ireland, is also a champion of participation. Dublin relies on an extensive Public Participation Network (PPN) to engage with a wide range of organizations to inform the city's decision-making. The network has over 600 member organisations. These groups are extremely diverse in their role and composition, ranging from Scout troops or drug treatment groups to social inclusion groups such as African World Youth. The network is open to all non-profit or co-operative organisations in Dublin and is easy to join. Representatives of the network sit in the City Council's decision-making bodies and participate in committees and other bodies responsible for influencing policy. This close collaboration between the City Government and the Public Participation Network has resulted in a number of achievements. For example, the City of Dublin has developed its Local Economic and Community Plan 2015 in consultation with the PPN. Based on demand from various members of the NPP, the plan includes several initiatives that address the needs of migrant people. The first of these priorities is a renewed focus on the implementation of the City's Integration Strategy for 2016-2020 (which was developed in consultation with relevant community stakeholders).

Also, Bradford has developed its Intercultural Strategy (Together for Stronger Communities 2018-2023) and the corresponding action plan after extensive consultation with citizens. The consultation was both quantitative and qualitative and involved the use of the following methods:

1. Bord tables for feedback and prioritization
2. Focus Groups
3. Open-ended/Open composition commissions to explore broader views on integration
4. Online Surveys (conducted in the community)
5. Vox Pops
6. Recorded one-to-one interviews

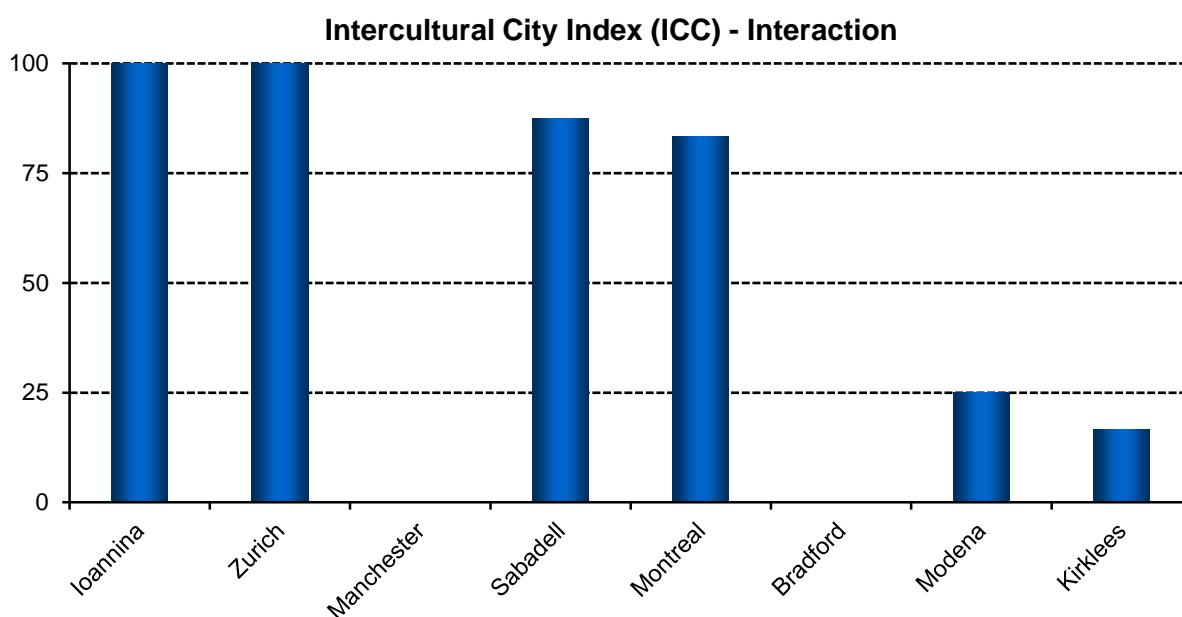
The Stronger Communities Together strategy's team will manage an innovation fund that will solicit proposals for innovative and collaborative projects in the area of integration and interculturalism in the broadest sense (i.e., including all forms of social integration - e.g., intergenerational, economic, sexual and disability). These funds will be allocated through participatory budgeting.

Finally, as a way to specifically address the challenge of representation at the higher level, Bradford launched the initiative "Council's Future Leaders Experience". This is a yearlong programme of learning, development, skills, shadowing, mentoring and networking for 20-40 employees at all levels within the organisation and beyond. A significant proportion of the Future Leaders participants have been from a minority background.

INTERACTION

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

As mentioned above, the indicators on interaction are also new as of 2019. Modena's score in the field of interaction is 25%.



Modena has a database of all civil and grassroots society organizations active in the various sectors affected by intercultural inclusion. However, the list is incomplete and not updated regularly. As such, a repertory does not exist, but also a lot of work is being done by informal groups and not only organizations with legal personalities in this area. Thus, the city does work with civil society and grassroots organizations in the various areas related to cross-cultural inclusion, but it only does so in an informal and irregular way. As the area of intercultural inclusion is potentially very large, the municipality collaborates with some of the related entities, for example through answering requests for support, participating in public meetings and dealing with local advocacy by giving occasional contributions.

Regarding training for teachers in intercultural communications to promote interaction, the municipality's report explains that the competence does not belong to the municipality, even if they make proposals to teachers on different topics, through the Educational Multicenter Sergio Neri. This center has a section dedicated to the theme of intercultural relations. In September 2019 the website of the center offered teachers to participate in the ShareMed project organized by the EU, under the title 'sharing memories and dialogue'.

Recommendations

Good practices can be found in many areas, and one to highlight is the education of teachers. A good example can be found in Patras, Greece, where new teachers were trained on the intercultural and anti-rumours approach with the aim of implementing the practices once entering the work life.

By increasing the touch points with civil society and maintaining up-to-date information on the ongoing projects, the City can be more involved and work to connect projects which can benefit of each other. An idea could hence be to develop stronger networks.

OVERALL CONCLUSIONS

Modena's total score in the Intercultural Index is 40 out of 100, which is a very good result for a first Index analysis. Below you can see a split down of areas where the city is excelling and areas where improvement can be made.

COMMITMENT	✓	The city has formally stated its participation in the Intercultural Cities network and the participation has been confirmed by the local council; Public speeches occasionally make clear reference to the city intercultural commitment;
	✗	The city has not adopted an intercultural integration strategy or a diversity/inclusion strategy; it does not have a process of co-design including people of different backgrounds; the city also does not have an evaluation plan, nor a website specifically related to interculturalism.
EDUCATION	✓	Diversity is present in the schools; some schools make efforts to involve parents of minority background; the city is considering creating a plan for increasing ethnic mixing in schools.
	✗	The ethnicity of the teachers does not reflect the composition of the city's population; intercultural projects are not mainstreamed and are based on the schools' own initiative.
NEIGHBORHOOD	✓	Some districts in the city are diverse and the city is strongly considering creating a plan for increasing mixing.
	✗	The city does not actively encourage residents with different backgrounds to meet and interact and they do not have a policy in place to support such actions.
PUBLIC SERVICE	✓	The city takes into consideration the diverse backgrounds of the residents in offering burial services, school meals and specific sections for women in sports facilities.
	✗	The public servants in the city do not reflect the population as a whole; the city does not have a recruitment plan to ensure diversity amongst public servants; the city does not take action to ensure a diverse workforce.
BUSINESS AND LABOUR	✓	There is a national umbrella organisation which works to promote diversity in businesses; the city encourages diversity in partnership with the business organisations.
	✗	The city has not taken action to encourage incubators to involve an adequate percentage of diverse entrepreneurs; the city does not favour diverse companies in their procurement procedure.
CULTURE AND SOCIAL LIFE	✓	The city occasionally organises events celebrating diversity within the area of culture or sports; the city occasionally encourages cultural organisations to arrange intercultural events.
	✗	The city does not have interculturalism as a criterion when allocating funds to organisations; the city only sometimes encourages intercultural events.
PUBLIC SPACE	✓	The city takes action to encourage intercultural mixing in parks and playgrounds.
	✗	The city does not use diverse methods in the urban planning; the city does not consult the community when creating new public spaces; there are also spaces in the city dominated by only one ethnic group.
MEDIATION	✓	The city has extensive mediation service with generalist, municipal and intercultural mediation; mediation is offered in specialised institutions, the city administration and intercultural situations.
	✗	There is no specific institution in the city dealing with inter-religious relations.

LANGUAGE	✓	The city offers training in the official language,
	✗	The city does not raise awareness on migrant/minority languages and does not support projects aiming to give a positive picture of migrant/minority languages.
MEDIA AND COMMUNICATION	✓	
	✗	The city does not have a communication strategy to improve the image of migrants; the city's communication department is not instructed to highlight the diversity advantage; the city does not provide support for advocacy and does not monitor how migrants/minorities are portrayed in local or social media.
INTERNATIONAL OUTLOOK	✓	The city has a policy for international cooperation and takes action to develop international connections. The city reaches out to foreign students and youth groups and seeks to develop business relations by supporting organisations and through own initiatives.
	✗	The city does not have any specific funds allocated for this purpose.
INTELLIGENCE AND COMPETENCE	✓	Information about diversity is occasionally mainstreamed to inform local council decision; the city carries out surveys on the public perception of migrants/minorities as well as the feeling of safety with respect to the same.
	✗	The city does not promote the intercultural competence of its officials and staff in administration and public services.
WELCOMING	✓	The city has a designated agency for welcoming policies; its services offer welcome support to family members, students, unaccompanied minors as well as refugees and asylum-seekers,
	✗	The city does not have a comprehensive welcome package, nor it arranges a public ceremony to greet the newcomers.
LEADERSHIP AND CITIZENSHIP	✓	EU-nationals can stand in local elections and vote; organisations take initiatives to encourage people with migrant/minority background to engage in political life.
	✗	There are no foreign-born or dual nationals in the municipal council. There is no independent body where people with migrant/minority background can voice their concerns; there is no standard in the city for representation of migrants/minorities in boards supervising schools or public services.
ANTI-DISCRIMINATION	✓	The city has a binding charter against discrimination, and a dedicated service which advises and supports victims of discrimination. The city offers financial aid to organisations working with support to victims of discrimination, and has contracted a private organisation to monitor the extent of discrimination in the city. It also occasionally runs awareness campaigns, and it is part of a network working against discrimination.
	✗	The city has not, even if they are considering to do so, carried out a systematic review of the local rules and regulations, nor implemented an anti-rumours strategy.
INTERACTION	✓	The city is seriously considering implementing participatory tools other than voting rights or a consultative body, to enable all city residents, irrespective of their migrant/minority backgrounds, to participate equally in the decision-making process. It is considering to take action to ensure that residents with migrant/minority backgrounds are fairly represented, as well as to introduce mechanisms for ensuring gender equality is respected in organisations that participate in the decision-making process.
	✗	The city does not monitor the participation of residents of migrant/minority background in the decision-making process.

PARTICIPATION	✓	The city has a list/data-base of all civil society and grassroots organisations that are active in the various fields concerned by intercultural inclusion even if it is not up to date. It collaborates with civil society and grassroots organisations.
	✗	Teachers in schools do not receive intercultural training to promote participation.

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

RECOMMENDATIONS

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

Media: To improve in the field of Media, Modena should provide support for advocacy and/or media training to mentor journalists with minority background as well as monitor the way in which media portray minorities.

Commitment: The municipality's official communications could make clear and explicit reference to the city's intercultural commitments. The city could also develop a strategy or action plan on the way to becoming more intercultural, and work to have a dedicated body responsible for implementing the intercultural strategy. It could also recognize and honour local residents or organizations who have taken exceptional steps to encourage interculturality in the local community.

Language: In addition to providing opportunities to learn Italian (which the city already does) Modena could promote multilingualism as a resource for education, business, tourism, cultural life etc. and develop events that offer opportunities for language exchanges and mixing.

Public Space: Modena could widen the scope of its activities aimed to encourage significant intercultural mixing and interaction in the public space. It could do so, for example, by arranging visits to its museums in various languages, offering readers in public libraries the opportunity to borrow books in different languages, or providing facilities such as benches, tables, giant chessboards, playgrounds, etc., where people of all origins, ages and genders can meet and interact.

Public Service: Interculturality brings creativity and innovation: an enrichment that will benefit the service effectiveness. On this purpose, we recommend Modena to encourage ethnic diversity because it would appear that the ethnic background of public employees does not reflect the composition of the city's population. The municipality could adopt a recruitment plan.

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

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

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

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

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

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

It comprises 47 member states, 28 of which are members of the European Union.

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

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

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