



**NETWORK CITIES OF DIALOGUE**  
**REPORT of national coordination meeting**  
**OLBIA, 10-11 April 2019**



Network of Intercultural Cities– ICC Programme, Council of Europe



**BUILDING BRIDGES,  
BREAKING WALLS**

<b>Title of the meeting:</b>	The challenge of Intercultural integration in the cities – Needs and tools for the Cities of Dialogue
<b>Place</b>	Olbia University Campus, University of Sassari, Olbia Costa Smeralda Airport
<b>Dates</b>	10-11 April 2019
<b>Participants</b>	See Annex 1
<b>Original agenda</b>	See Annex 2

### Changes to the planned agenda

Because of time constraints and real-time emerging changes, the agenda has been adjusted as follows during the meeting:

		<b>Wednesday 10 April 2019</b>	<b>CHANGES</b>
9.30-10.15		Welcome and opening speeches <i>Municipality of Olbia, ICEI, CoE</i>	
10.15-11.30	1	Presentation of the cities: city contexts, major challenges for Intercultural integration, previous experience within the Network.	
11.45-12.20	2	ICC Program and the Cities of Dialogue Network <i>CoE, ICEI, Municipality of Reggio Emilia</i>	
12.20-13.00	3	Available tools for the cities joining the Network: presentation	
13.00-13.30	4	The national dimension of the Cities of Dialogue Network: the role of ANCI <i>ANCI</i>	
14.40-15.20	5	Intercultural Citizenship Test	
15.20-15.40	6	Antirumours strategy to fight stereotypes and prejudice <i>Municipality of Reggio Emilia</i>	Due to the shifting of the work schedule, the participants agreed to postpone the in depth analysis of this topic to the next thematic meeting. The experience of Reggio Emilia was just briefly outlined.
15.40-17.20	7	Discussion between the Cities on the challenges of Intercultural integration. <i>Followed by plenary session.</i>	
17.20-	4bis	In-depth analysis of collaboration between the	Because of the richness and interest

18.30		Network and ANCI	aroused by ANCI presentation, the participants unanimously agreed to spend the rest of the day analyzing in depth the areas of future collaboration between the Network and ANCI
		<b>Thursday 11 April 2019</b>	
9.30-10.15		Institutional greetings <i>Council member</i>	The Mayor could not attend due to delays in his work schedule. He was therefore replaced by the Social policies Councilor
10.15-11.00	8	Funding the Cities of Dialogue Network <i>ICEI</i>	
11.00-12.30	9	Setting the priorities of the Network and the 2019-20 Workplan	
	10	Procedures for internal communication within the Network and for dissemination of good practices	Skipped due to lack of time
12.30-13.00	11	Conclusion and forthcoming dates <i>ICEI, CoE</i>	

**Other changes:**

Mr. Raffaele Barbiero, representing the Municipality of Forlì, joined the group at 11:30 a.m.

Ms Camilla Orlandi, representing ANCI, left the meeting at the end of the first day, due to prior commitments.



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## POINT 1 Presentation of the cities: city contexts, major challenges for Intercultural integration, previous experience within the Network

Each City was invited to present the following points:

**Presentazione delle Città**

-  Nome e ruolo all'interno del Comune
-  Esperienza progressa nella rete
- **Dati sulla città:**
  - n° abitanti
  - contesto sociale
-  Principali sfide dell'interculturalità

**max.  
10 minuti**

In addressing the “major challenges for intercultural”, the cities were given adequate time to present, together with the existing challenges, current and past good practices of Intercultural integration.

See **Annex 8** for each city and participant presentation.

## POINT 2 The ICC Program and the Cities of Dialogue Network

### 2.1 Ivana D’Alessandro: Introduction to the ICC programme. See Annex 3

Within Dr D’Alessandro’s presentation, a central issue is specifically worth mentioning. The Intercultural Cities – ICC Programme is focused on **inclusion and management of diversity** in a comprehensive sense: race and ethnic diversity, but also diversity in culture, religion, age, sexual orientation and gender, just to mention the main dimensions.

### 2.2 Rosaria De Paoli: Presentation of ICEI and its role within the Network

**See Annex 4**

### 2.3 Serena Foracchia: Outline of the history of the Cities of Dialogue Network

The network was established in 2010, by a group of 10 municipalities that signed a Charter of Principles as a structured commitment undertaken by the cities for themselves. The Charter contains still actual elements, and others to be adjusted to changed historical conditions (e.g. immigration issues).

The priorities of the first 3-years Plan (2010-2012) concerned language integration and second generations. The second 3-years plan (2012) was focused on:

- Religious integration
- The positioning of the topic “Interculture” within the organizational structure of municipalities, and the impact on policies
- Reception of migrants, specifically the management of unaccompanied minors

Councilor Foracchia stressed the importance of confrontation and discussion among the cities of the Network, and the fact that this network was established with the purpose of avoiding the duplication of already existing forums (e.g. ANCI committees), but rather as a support to such forums and cities, and to provide a chance to address issues neglected by other existing bodies.

An example was offered by the debate of 2014-15, where the priority of ANCI forums was the reception of migrants, due to the emergency of managing new arrivals. The emergency dimension in those years made any talk about integration coincide with a talk about reception. The issues of asylum seekers and international protection are of course unavoidable, however integration must be addressed as a transversal issue and integrated in the policies of cities open to diversity, with different targets (and challenges): second generations, people of longstanding migrant origins who are not yet really integrated, new arrivals and asylum seekers, etc.

### Point 3 Presentation of the tools available to the Cities of the Network

Issues addressed in detail:

1. Index
2. Study visits and training
3. Policy lab

#### 3.1 INDEX

Dr D’Alessandro explained the meaning of the Index and its objectives (**see Annex 5a**). She focused on the structure of the new Index, the differences compared to the previous version, and the reasons why it had to be reviewed, as well as the process of revision resulting in the existing Index.

Dr De Paoli discussed in detail the 3 steps of creating an Index:

1. Filling the Index (by the city - this step should be made in a shared and participated way by the different departments of the municipality)

The Index is a very complete and in-depth tool, composed of 90 questions which allow analyzing 14 variables of the Intercultural profile of a city: 1. Commitment; 2. Policies for conflict mediation and solution; 3. Language; 4. Media policies; 5. International perspective; 6. Policies for intercultural intelligence/competence; 7. Reception policies; 8. Governance of diversity; 9. Education policies; 10. Neighborhood policies; 11. Public services; 12. Business and labour market; 13. Civil and cultural life; 14. Public spaces.

2. Drafting the Index Report (by ICC)

This is a detailed report reporting, for each of the analyzed variables, the analysis of the “Intercultural level” of the city for that variable, and a set of final recommendations to improve the Intercultural profile of the city.

Variables from 9 to 14 are grouped in a macro variable called “Urban policies through the Intercultural lens” or simply, “Intercultural lens”.

### 3. Visit of CoE-ICC experts

Such visits to the cities joining the international network are usually conducted by two experts: one from ICC-Coe headquarters and one from the national or external coordination, to explain in detail the index report and implement the recommendations contained therein. As for cities exclusively joining the national network, visits will be conducted by one expert.

#### Support tools:

- A methodological guide to fill the Index was drafted and made available in English and Italian.
- Besides, ICEI can provide support to filling (remotely or, if needed, in person).

**All the cities joining the Network are invited to fill the new INDEX**, that is considered by the cities themselves as one of the most valuable tools provided by the ICC Programme.

See also **Annex 5b**

### 3.2 Study visits and training

To provide examples, events organized by the ICC Programme in 2016-2018 as well as scheduled for the first half of 2019 were presented: **See Annex 6**.

**Training sessions** are organized by ICC based on the requests and needs of Cities (in the first place, those joining the international network, then those of national networks), and/or by the own initiative of the Program, whenever it becomes necessary to update the network on new work and study areas. For example, training sessions have been organized on urban citizenship, anti-rumours strategy, Days of Dialogue Methodology, intercultural communication, islamophobia, etc.

**Study-visits** are visits to cities which have implemented good Intercultural practices considered as specifically virtuous and seen as interesting and replicable models.

Usually, both these services offered by the ICC program have a duration of 1-2 days, and they are meant for a limited number of participants. Costs are covered for 1 participant from each city until the maximum available number is reached.

### 3.3 Policy Lab

#### What is the Policy Lab?

Across Europe, competences on immigration and integration policies at state, regional and local governments vary significantly. This complex institutional landscape reflects the transversal and interdisciplinary nature of integration and, at the same time, it makes it particularly challenging to conceive and implement coherent and coordinated policies between the different policy areas and governance levels.

The Inclusive Integration Policy Lab addresses the lack of multi-level governance in areas of competence shared by the different governance levels, by setting-up a platform for a robust and permanent dialogue between local, regional and national policy-makers on migrant and refugee integration.

#### Why the Policy Lab?

A strong case can be made in favor of orienting national, regional and local policies towards a more inclusive approach. This would definitely favor States' compliance with the obligations undertaken under various international legal instruments (e.g. European Convention on Human Rights and the

European Social Charter), but also ensure more peaceful, prosperous, dynamic and safe societies.

However, inclusive integration requires a framework for equal rights, responsibilities and opportunities for all, as well as policies to foster intercultural interaction, understanding and participation on the ground. The former is primarily the task of national authorities; the latter relies on cities. Thus, for inclusive integration to happen, both governance levels must cooperate more effectively than at present. The Policy Lab will ensure policy consistency and complementarity and enable the transfer of innovation and good practice from local to regional and national levels and vice-versa.

The participants stressed the importance of active ANCI participation in the Policy Lab, to facilitate steady consultation and dialogue between local and national governments.

2 International Policy Lab workshops have been implemented so far (Lisbon, November 2017, and Strasburg, June 2018) and a third one has already been scheduled for May 2019 in Helsinki.

In addition, a National Policy Lab has been organized in Portugal (October 2018), and a first National Policy Lab is being planned in Spain.

In Italy, a pioneer country for this strategy, a first effort to implement a Policy Lab was already made in May 2017, with a meeting between a delegation of the Cities joining the Network and representatives of the Parliament. The complexity of the task of continuing this commitment with the present government is undeniable, however, also thanks to the relevant stance taken and the proposal made by ANCI (presented in the following point), the hypothesis of including Italy in the future works of the International Policy Lab has been evaluated.

#### **Point 4      The national dimension of the Cities of Dialogue Network: the role of ANCI**

Dr Orlandi illustrated the possible ways of collaboration between ANCI and the Cities of Dialogue Network. Specifically, she suggested that the **Network could act as a watchdog about intercultural issues within ANCI national bodies, as the need for ANCI to address intercultural policies is inescapable**. The extensiveness of ANCI coverage of the Italian territory could be of great help in this sense. Dr. Orlandi suggested to undertake action at the technical level, which is immediately feasible, and start to evaluate a more political action by involving the political representatives within the Network into the working of ANCI Immigration Committee at the national level.

The attending cities welcomed such availability by ANCI and, as the morning was about to end, the issue was postponed to the end of the workday, with an extra session during which the cities discussed and detailed together with ANCI the different options and opportunities to establish a fruitful collaboration with ANCI's national level.

Two options were specially assessed, as considered the most feasible:

- 1) On the one hand, all Italian municipalities can join the Immigration Committee. The only condition set is that the right to vote is only conferred to the members of the National board (nearly 150 administrators at the national level). This is however of relative importance, as the Committee did not ever vote so far. The Committee only discusses reports of what has been discussed and deliberated in other contexts.
- 2) On the other hand, it could be interesting having a **spokesperson of the Cities of Dialogue Network** within the Committee, to act as a "watchdog". Of course, this kind of commitment would involve time, work and costs (travels, meetings etc.).

Another aspect to be considered is that the issues addressed by the Cities of Dialogue Network are transversal, notably in comparison to ANCI issue-specific committees. Not every issue of concern for the



Network, for example, is addressed by the Immigration Committee, rather all issues are addressed by many committees (International Committee, Education Committee, Welfare Committee, etc.).

Besides, the Cities of the Network could participate through ANCI's regional delegations. Such is the case, for example, of the committees existing in Emilia Romagna, one on international cooperation (also addressing the issue of diasporas, the involvement in integration networks, etc.) and one on immigration (addressing the reception issue). As for reception (one of the issues most extensively addressed by the Integration committee): though the attending cities, as well as the Cities of Dialogue, are little involved in the issue of reception (e.g. few cities of the network have received SPRAR funding), discussing these topics within ANCI can however result in an enrichment and provide opportunities to create new synergies.

It would be useful of course to attend all the committees dealing with issues of concern for the network, but attending the Integration committee could be a useful starting point (at least at present). In this perspective, it is also necessary to identify the level where the attendance by a representative of the network could be most effective: if our objectives are to drive forward concrete and locally consistent policies, to systematize resources and to build upon existing systems, then attendance at the regional level could provide an important coordination tool, as such objectives/issues are more concrete and easy to address at the regional level.

Once clarified these aspects, it is equally important to understand what the Cities of Dialogue Network would and/or could do within the Integration Committee. A key role for the cities of the Network within ANCI and the aforementioned committee would be to trigger a so-called "spillover effect", that is to contaminate, "to throw seeds" which could grow within ANCI and, through the power of the latter, reach out to the national level.

In a future perspective, it could also be interesting to establish an Interculture committee. Interculture is anyway a transversal issue: therefore, ANCI recommended the Cities not to orient their attendance to the committees according to the issues on the agenda, as such issues can change during the meetings and only personal attendance can effectively influence the agenda and submit other issues to the discussion by widening the original theme. At present, the agenda of every meeting is jointly drafted by the President of the committee and a political delegate (currently, the Mayor of Prato): together, they strive to ensure a political balance concerning the issues to be addressed.

Unfortunately, so far we must admit that intercultural policies are not a priority: in this sense, the Cities of Dialogue should uphold a cultural change with ANCI and through ANCI. Such a change, however, is only feasible in the long term.

The process and the strategies to be adopted could, therefore, be the following:

- Understanding which kind of attendance can be guaranteed to the Integration committee (in turns? By appointing a representative?)
- Establishing a representation mechanism (delegation, appointment, etc.)
- Starting to include the issue of Interculture in the Committee agenda, effectively
- Considering the stances taken by ANCI, what it can do and understanding which policies can be influenced, and only afterwards attending the concerned committees in order to be able to provide additional tools/vision

In principle, our objective should be to have a clear impact on the stance that ANCI should take. In fact, so far ANCI has not taken a clear stance towards the issue of Interculture: this could be a key long-term objective.

## Point 5 Intercultural Citizenship test

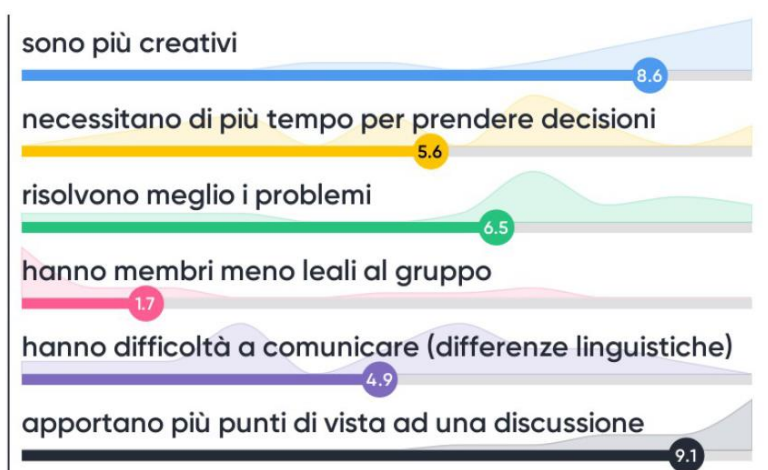
The first afternoon session was devoted to illustrating this new tool being tested by the ICC Program, with the objective of **“supporting the debate around active citizenship as a factor of integration and the role of cities in fostering active citizenship for all by opening up political and participation spaces for newcomers”**.

It is an interactive test, preferably to be done in groups, assisted by a facilitator, by using smartphones, to record the answers by the members of the group to a set of 44 questions.

Answers are anonymous. The facilitator shows a diagram for each question on the display, showing the trend of the answers given by the members of the group.

For example, for the question: *“Diverse groups of people with different characteristics (in terms of ethnic background, religion, language, gender, age, etc) in school classes, teams in enterprises, sports teams, are...”*

The diagram shows the “rating”, ranging from 1 to 10, given by the group of participants in the meeting in Olbia.



The Intercultural Citizenship Test aims to assess citizens’ **knowledge and awareness on human rights, their intercultural competences, their perception of diversity as an advantage, as well as their willingness to act in an intercultural way**. In particular, two areas are addressed by the survey:

1. Main characteristics of an Intercultural citizen:
  - a. Perception of diversity as an advantage
  - b. Positive and constructive civic participation
  - c. Support for equality
2. Basic components of social attitudes:
  - a. Knowledge and understanding
  - b. Sensitiveness

	Conoscenza, comprensione	Sensibilità	Comportamento
<b>Diversità</b>	Vantaggio della diversità Diversità in spazi pubblici, scuole, imprese	Apertura	Curiosità Risoluzione di conflitto/ mediazione
<b>Partecipazione Democrazia Interazione</b>	Capacità d’interagire Cooperazione vs competizione	Senso di appartenenza Apertura al cambiamento	Interazione Partecipazione civica
<b>Uguaglianza</b>	Conoscenza dei diritti umani Credere nel vantaggio della diversità	Empatia	Intervenire/agire per l’uguaglianza

### c. Behaviour

The test is intended to be both an educational and a political tool. It could also be used as a complement of the ICC Index as it will allow to survey the perception of the citizenry and measure the impact of cities' intercultural efforts, including breaking down results to specific geographical areas within the city.

Following a brief presentation, the participants were administered 10 questions from the test. The outcomes can be found in **Annex 7** – Outcomes of the Intercultural Citizenship Test in Olbia.

Depending on the tool used to administer the test, the latter can allow the participants to see in real-time the answers of the group to each question. From an educational point of view, this procedure allows to analyze the answers and animate a discussion about each of them, with respect to the group that provided them. For this reason, it is specifically effective in school groups or other public debates.

As for the question: "How do you think this test could be used in the future", the most frequent answers were:

1. Schools/students
2. Offices/city administration /public bodies
3. Associations (community tables, sports associations, parents' associations, etc.)
4. Public events
5. Citizens



## Point 6 Antirumours strategy to fight stereotypes and prejudice – The experience of Reggio Emilia

As anticipated before, due to accumulated delays and extensive discussion of each point of the agenda, we decided to postpone in-depth discussion of the Antirumours Strategy to the following meeting, likely the thematic meeting of the Network to be held before the end of 2019. This was also dictated by the need to have sufficient time to devote to the presentation of such an articulated strategy.

1. The experience of the City of Reggio Emilia on the Antirumours strategy was briefly presented: since February 2018, with the support of the Council of Europe, a process was started to re-measure the rate of interculture in Reggio Emilia. The steps were the following:
  - Administering questionnaires in schools
  - Publishing questionnaires online
  - Processing data and verification by the CoE

A narration emerged from the answers to the questionnaires that "fostered anger and racism", confirming that antiracism cannot be taken for granted once for all.

Starting from such outcomes, a set of counter-actions have been developed, including:

1. Sharing stories (e.g. foreign communities "providing services" to the citizenship, such as the

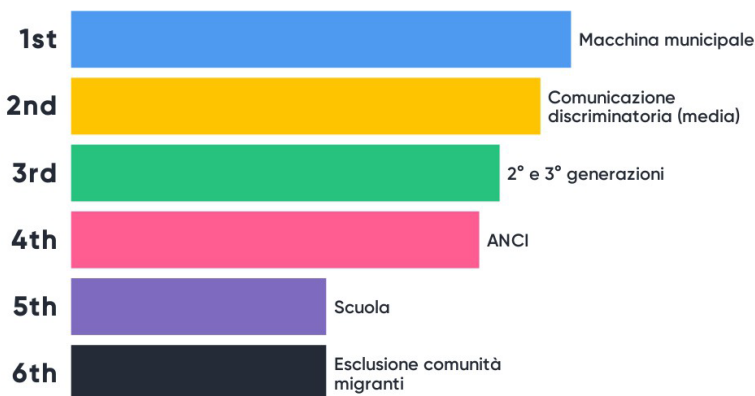
Caritas soup kitchen operated by the Albanian and Senegalese communities)

2. The “guess who’s coming for dinner” actions: a migrant family opening its home to “random” guests and, through the experience of sharing lunch and spaces, prejudice is overcome to gain mutual knowledge.

The city is preparing a video on this experience within a campaign of communication (#ReggioEmiliaNONabbocca) and awareness-raising of Antirumours.

## Point 7 Discussion between the Cities on the challenges for Intercultural integration.

Starting from the issues emerged in the initial presentations by the cities, notably in explaining the main challenges for intercultural integration, and by collecting insights by the participants during the sessions, 6 themes of interest have been identified and “voted” through the Intercultural citizenship test (mentimeter.com), providing the results shown in the diagram on the right.



Where:

- By “municipal machine” we intend the discussion about the intercultural preparation, skills, competences and tools that the city administrators and staff should possess, including administrative tools and regulation
- By “ANCI” we intend the possibility to link the city level of the ICC to the national government level thanks to the collaboration with ANCI

The majority then voted the first three themes, and the participants were divided into 3 groups of about 7 people each. Each group was provided with an explanation of the “**TREE OF PROBLEMS AND TREE OF SOLUTIONS**” methodology:

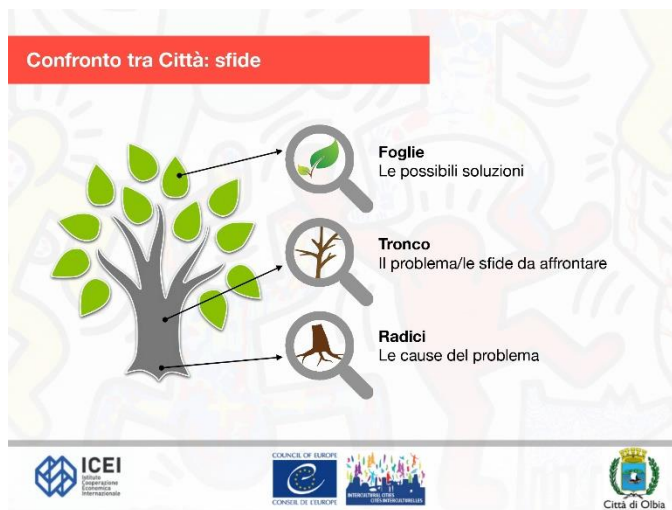
On a sketched tree, the trunk stands for the main problem to be solved; the roots represent the causes and sub causes leading to it, and the branches and leaves represent the possible solutions to the problem itself.

Causes and solutions of the problem are linked causally.

The three groups were invited to articulate the main problem and to identify its causes (at least the primary and secondary ones), and then to suggest possible solutions to each cause.

In each group, a member of ICEI facilitated the discussion and helped with the methodology.

Each group worked for about 40 minutes, then presented the outcomes in plenary. The following are the major outcomes obtained by each group:



## GROUP 1: COMMUNICATION AND MEDIA

**Main problem:** The public debate is spoiled by biased communication of diversity.

### Causes:

1. The communication media are not neutral, therefore do not convey information objectively. Journalists are not complying with their deontological code.
2. No sound and objective data on the added value of diversity is communicated, or well communicated
  - ➔ The actions promoted by the cities and civil organizations cannot reach the so-called “ambivalent majority”, because they are often focused on what to communicate and not on “how to communicate” in order to make contents become part of public and collective consciousness
3. The “political élite” is not promoting education to critical thinking
  - ➔ Intercultural competencies are not integrated into school curricula and teachers often do not possess them.
  - ➔ Schools, the fundamental space of education and training, is not investing in Intercultural Education, nor in skills and training resources, even civic education has been cancelled
4. Intermediate bodies (trade unions) have disappeared or lost their role
  - ➔ Spaces and opportunities of dialogue and discussion, as well as of political education, are lacking

### Possible solutions:

Three axes of intervention/possible solutions have been identified for the 3 macro problems:

#### - COMMUNICATION MEDIA:

- The municipal staff (technicians) and the political class (councilors, mayors) are trained on methods and tools of effective communication.
- Mechanisms for monitoring the *fake news* are established and work is made to ensure objective counter information.
- An online communication strategy is designed by the Network, through sensible online channels (e.g. an Intercultural communication plan, scheduling a weekly post on diversity so that the media also start to “digest”)

#### - SCHOOL AND TRAINING:

- Training teachers on Interculture
- Introducing Intercultural projects among extracurricular projects
- Promoting the establishment of mixed worktables (schools, administrations, associations, etc.) in/around the schools, to foster active participation and bring new/innovative visions/methodologies to the schools

In this way, students can gain critical thinking tools and competences to fight discriminatory attitudes, developing “antibodies” (asking themselves questions, fighting negative communication, etc.), and thus become conscious citizens.

#### - LACK OF SPACES FOR DIALOGUE AND DISCUSSION:

The cities establish places (also physical spaces) and services to facilitate meeting and dialogue. In this way, alternative spaces are promoted to favor critical thinking.



## GROUP 2: "MUNICIPAL MACHINE"

**Main problem:** Inadequacy of municipal structures, institutional discrimination

### Causes:

- Segregation of staff functions
- Resistance to the theme → focus on the administrative action, not on its impact
- "Old" structure, not updated  
→ inadequate tools (es. PEG – Executive Management Plan)  
→ lack of coordination  
→ insufficient resources (time, recruitment block)
- Scarce "appeal" of the term "Interculture"
- The theme assigned to only one department (Social policies)



### Possible solutions:

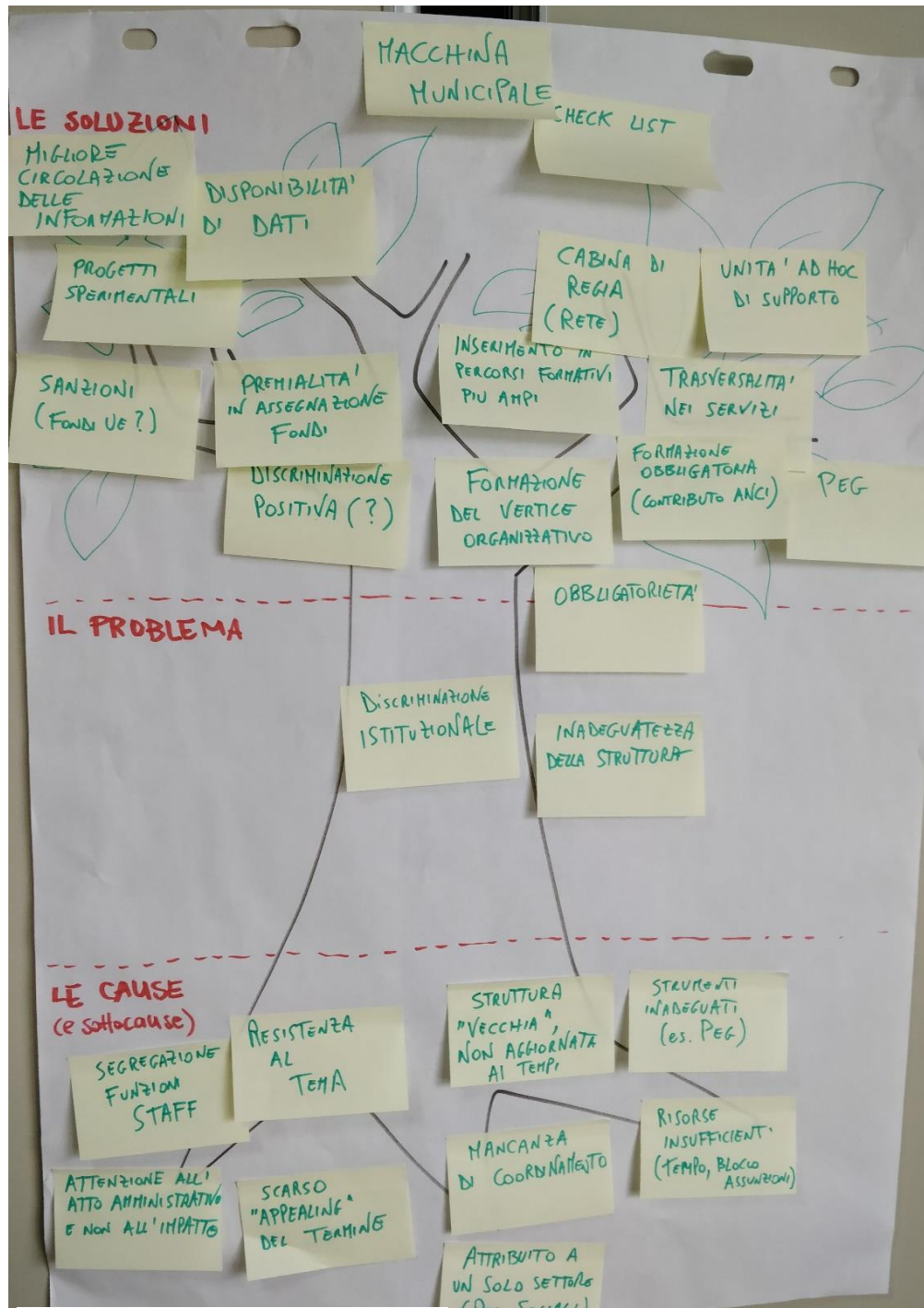
Also in this case, possible solutions have been grouped into three types:

1. **TRAINING:** to influence the mindset by which the administrative apparatus organizes itself and its priorities (involve the top levels)
  - Training the top levels
  - Mandatory training (with contributes by ANCI)
  - Inclusion in wider training courses
  - Transversal nature of services
  - PEG (Executive Management Plan)
  - Ad hoc support unit
  - Control room
2. **SANCTIONS:** certain behaviors of the institutional machine **MUST** be subject to sanctions
  - a. Rewards in terms of grants
  - b. Sanctions (EU funding?)
  - c. "Positive" discrimination
3. **AVAILABILITY** of data
  - a. Improved circulation of information
  - b. Availability of data
  - c. Experimental projects

Some desirable concrete tools were then addressed:

- Having a Control Room on Intercultural policies as an institutionalized structure/center included in the process of an administrative choice (how to solve a problem and with which tools?) → Several stakeholders identify problems and tools/solutions, and the administration implement them
- Draft a checklist, a set of criteria allowing to assess whether a given administrative act possesses all

the elements to be "branded" as "not-institutionally discriminatory".



" MUNICIPAL MACHINE " TREE



### **GROUP 3: II AND III GENERATIONS**

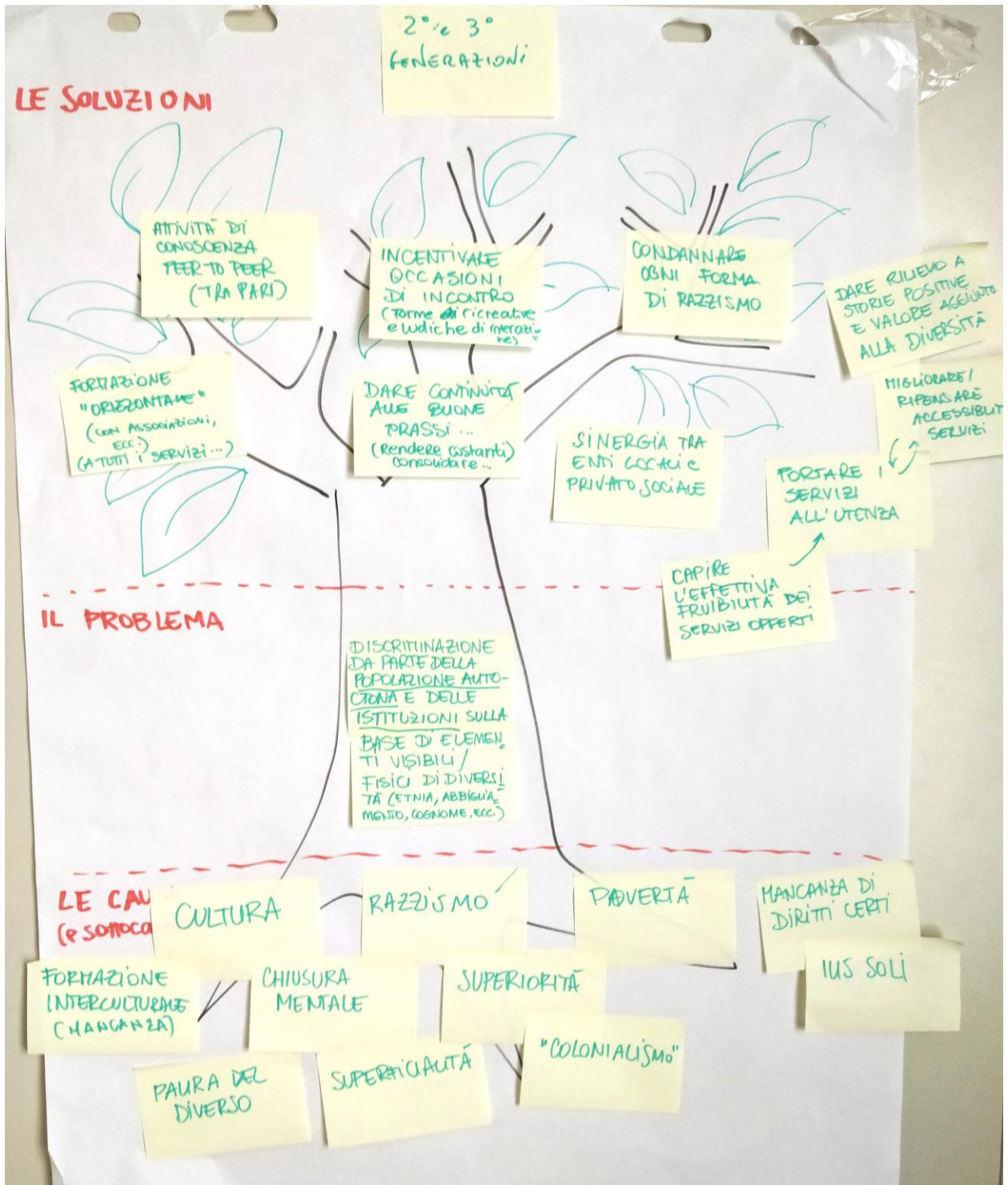
**Main problem:** Discrimination by natives and by the institutions based on physical/visible elements of diversity (ethnic, clothing, surname, etc.)

#### **Causes:**

- Culture: Lack of Intercultural training, narrow-mindedness → Fear of what is different, Superficiality
- Colonialism → superiority → racism
- Poverty
- Lack of certain rights - Ius Soli

#### **Possible solutions:**

- Emphasizing positive experiences and ensuring the continuity of good practices (making them established and steady)
- Transversal and horizontal training (with associations, etc., and for all services)
- Rethinking and assessing the access to available services (realizing who has been left out!)
  - o Assessing actual usability
  - o Bringing services to users
  - o Improving/Rethinking access
- Synergies between local bodies and private organizations providing social services
- Foster informal/recreational/leisure opportunities to meet
- Peer to peer knowledge
- Condemn any form of racism



" II & III GENERATION" TREE

## Point 8 Funding the Cities of Dialogue Network

Fund-raising is crucial for the Network, as the ultimate objective is to ensure its financial sustainability. Grants can be used to fund, for example:

- National coordination meetings of the Network
- Study visits to Italy and Europe
- Training and thematic meetings
- Implementing local activities, experimenting practices
- Other priorities to be identified

There are three main ways of raising funds:

1. Self-financing (Spanish network model: each member city pays a contribution)
2. Grants and projects
3. Partnerships and sponsorships

Setting temporarily aside point 1, we addressed 2 and 3.

### 8.1 Tenders and projects

ICEI possesses the skills for designing and managing projects, which are made available to the Network. Tender scouting is part of our core business, therefore any time we identify a call for tender (both national and European) suitable to the Network funding needs, we will share the information and invite the cities of the Network to join.

#### Attention points:

1. Based on previous experience, we have become aware that the cities involved as project partners (those which have signed a partnership agreement with the lead organization, or are lead organizations themselves) must commit to managing budgets: otherwise, donors would not rate the project positively. Donors, indeed, generally require a balanced sharing of financial resources between lead and partner organizations.

This means that the cities willing to join should, in time and form:

- a. Ensure that the proposal is submitted to the city council for approval in order to join as partners
- b. Be enabled and available to manage budget shares to implement project activities

Councilor Foracchia explained that the reluctance by municipalities to manage budgets is related to the administrative complexity of municipal machines, however, it can be overcome by including a specific assistance/resource for this purpose in the project budget.

2. It is recommended to focus on projects concerning activities and themes already addressed by the Network rather than submit entirely new actions.
3. As calls for tenders are sometimes published with little or no advance notice, and deadlines for applications range between 30-50 days, concerned cities will be advised to react promptly to expressions of interest and applications for partnership submitted by ICEI, as well as to send the requested documents within sometimes mandatory deadlines, otherwise project applications will not be submitted.
4. By their nature, project applications are highly imponderable: independently from the quality of applications, sometimes due to budget scarcity, sometimes to opaque evaluation systems, the best application may be rejected. It is important to be aware that funding can never be taken for

granted, notwithstanding the accuracy of project designing efforts.

The main calls for tenders and donors with which ICEI is working, and which can be used to fund the actions of the Network, are:

- REC Rights, Equality and Citizenship Program of DG Justice – EC
- AMIF – Asylum, Migration and Integration Fund of the EC
- FAMI national Fund (Ministry of Interior, Italy)
- Global citizenship education (GCE) tender -AICS –Italian Agency for Development Cooperation
- Erasmus +
- Europe for Citizens (notably, Network of Towns)

## 8.2 Partnerships and sponsorships

The Network should identify actors who share similar objectives and visions and can provide continuing support for its activities. These can be, for example, **bank foundations, companies, development banks**. A possible relation to be specifically explored is with the Council of Europe Development Bank.

As for **bank foundations**: these can be especially strong and proactive at the local level (for example, the Fondazione Cassa di Risparmio di Forlì) and could be activated by city administrations.

Some cities are skeptical in this sense, as they believe that such local foundations might not be interested in the activities of the Network, as the latter has a dimension which is beyond the scope of their areas of interest, or are already committed to funding other activities of local administrations (social projects in favor of local communities), or simply could not consider the Network as a priority to be sponsored.

**The cities of the Network are anyway invited to explore their established relationships at the local level**, to assess the opportunities for collaborating.

A proposal was then made to activate the Network at the national level, by lobbying with nationwide-operating foundations, that could see a benefit in making alliances with the Network itself. Among them are **Unicredit** and **Compagnia di San Paolo**. This is the model adopted by the Spanish Network, by allying with “La Caixa”, which included “interculture” in its priority areas of interest. In this way, the Spanish Network gained self-reliance and continuing funding, independently from projects funding, and the opportunity to fund the Network coordination and the activities of specific working groups... in short, they can now guarantee longer-term perspectives for the cities themselves.

Another mentioned opportunity concerned **testimonials**, and the possibility of lobbying within the EU through the CoE, with **European bank foundations**.

These lines of work could be developed within the ad-hoc established working group (Funds search for the Network’s financial sustainability – see Point 11).

Another possible sponsorship source is **companies**: a mentioned case is the one represented by Siemens in Erlangen, where the company sponsored language courses and in-house traineeship programs for refugees, with opportunities of hiring, establishing a virtuous practice of diversity management.

As for **Development Banks**, we focused on the **Council of Europe Development Bank (CEB)**, which lends at subsidized rates or offers non-repayable grants to city administrations, under a new line of intervention for which it is very interested in partnerships with the ICC Program.

These issues will be furtherly addressed by the following meeting of the Network, in which CEB representatives, who have already expressed their interest, will be invited to present their funding tools to the cities of the Network.

## Point 9 Setting the priorities of the Network and the 2019-20 Workplan

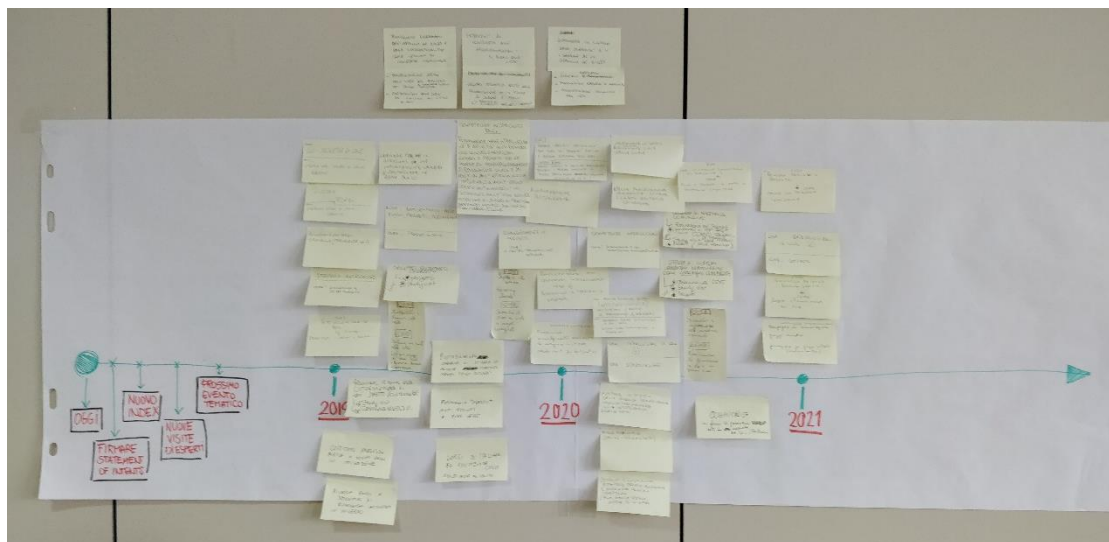
The last step of the meeting consisted of reaching a shared setting of the priorities of the Network for the next two years, to have a basis for creating a WorkPlan.

The participants developed a timeline for the next two years: 2019, 2020 and from 2021 onwards. Each participant was invited to write on post-it notes the priorities of the Network for the next two years, in terms of **WHAT** and **HOW**: WHAT stands for issues, needs, actions to be undertaken in such period, and HOW stands for the ways and tools, among those made available by the ICC Program or others, by which he/she suggested to achieve the “what”.

The participants were then requested to stick the notes on the timeline, according to the time priorities they assigned to each issue/need.

The previous work had apparently provided the participants with many insights and thoughts in view of the task of setting the priorities; in fact, most of the themes emerged and discussed during the meeting could be found on many notes.

The resulting situation was the following:



The notes suggesting similar themes or related to the same macro-areas were then grouped and ordered, leading to identifying 9 macro-groups of priorities, with the following proposals of activities/needs and the respective ways of addressing them:

THEME	WHAT	HOW
COMMUNICATION	- Communication	campaign - Study visits

Priorità e piano di lavoro 2019-2020

Spunti di riflessione



Breve periodo



Medio periodo

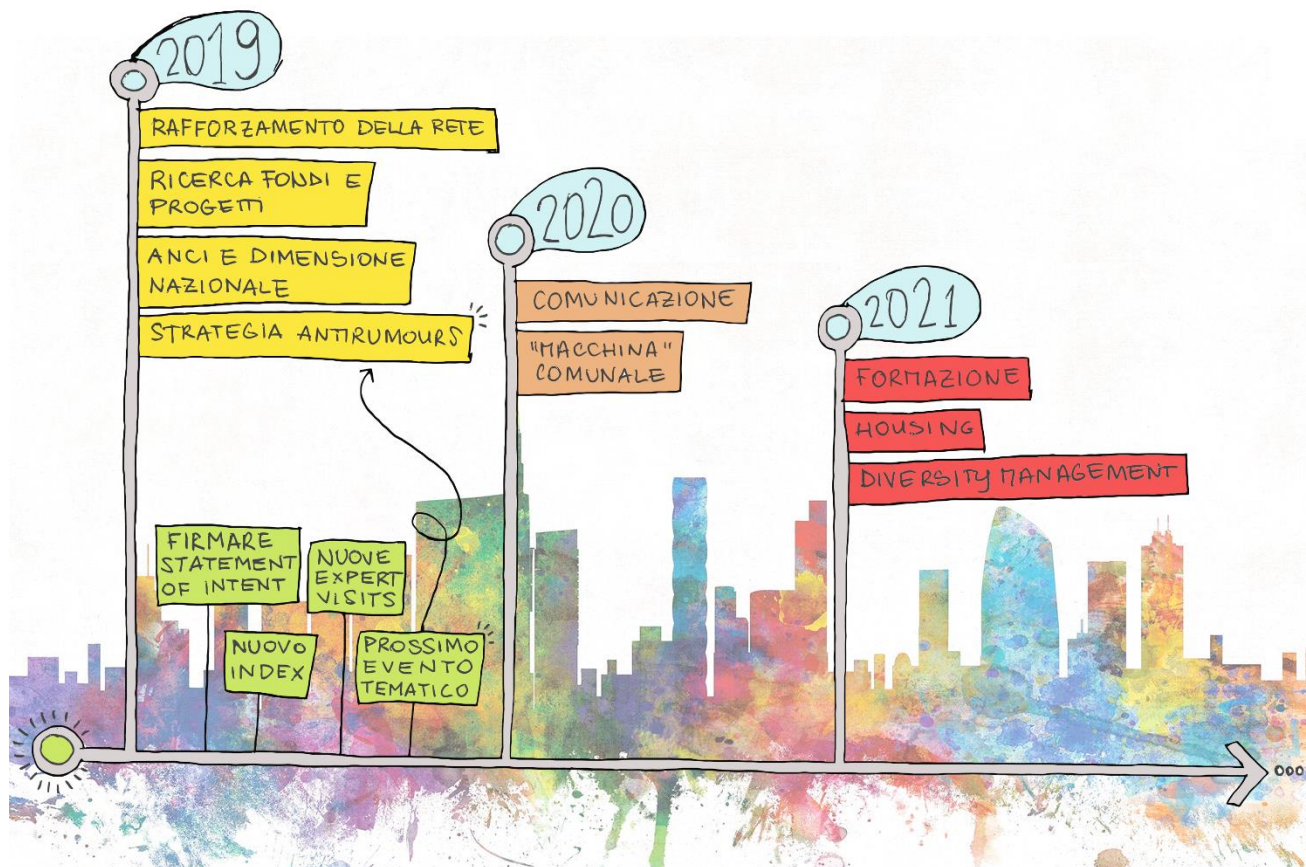


	<p>“Intercultural is cool”</p> <ul style="list-style-type: none"> <li>- Working to disseminate correct information</li> <li>- Re-launching the theme of citizenship and fundamental rights</li> <li>- Spreading the culture of diversity and the adoption of a rights-based approach</li> </ul>	<ul style="list-style-type: none"> <li>- National communication campaign at the Network level</li> <li>- Exchanging experiences, training operators and administrators, joint project designing by cities</li> <li>- Alternative projects involving the younger generations (films, sports, meetings)</li> </ul>
<b>DIVERSITY MANAGEMENT</b>		<ul style="list-style-type: none"> <li>- Projects</li> <li>- Study visits to best practices</li> <li>- Training and involvement of trade associations and companies</li> </ul>
<b>TRAINING</b>	<ul style="list-style-type: none"> <li>- Training outreach operators on how to manage homeless migrants</li> <li>- Courses of Italian language and civic education, also addressed to Italians</li> <li>- Strengthening mediation</li> </ul>	<ul style="list-style-type: none"> <li>- Training mediators and creating ad-hoc services</li> </ul>
<b>“MUNICIPAL MACHINE”</b>	<ul style="list-style-type: none"> <li>- Implementing a “Migrant helpdesk” and an “Interculture helpdesk”, not limiting their activities to mere handling of paperwork (e.g. organizing meetings between different communities /ethnicities)</li> <li>- Making the intercultural approach a source of practical “solutions” to day-by-day problems for municipal administrations</li> <li>- Addressing the issue of institutional discrimination</li> <li>- More training on issues such as intersectionality, antiracism, diversity for administrators and employees</li> <li>- Training civil servants, starting from executives, with adequate fund raising</li> <li>- Changing the municipal machine</li> <li>- Diversity and interactions in the municipal machine</li> </ul>	<ul style="list-style-type: none"> <li>- Exchange of standard administrative solutions to diversity-related problems – e.g. opening mosques, self-building projects, co-housing, etc</li> <li>- Training for institutions and operators</li> <li>- Training for the administrative machine</li> <li>- Preparing training formats for municipalities, raising funds for training</li> <li>- Training secretary generals and top managers (e.g. courses of Italian language and of good Intercultural practices), study visits for low-level officers (e.g. municipal police)</li> <li>- Thematic groups and training for limited groups (“contaminators”)</li> </ul>
<b>ANTIRUMOURS STRATEGY</b>	<ul style="list-style-type: none"> <li>- Fighting stereotypes and prejudices</li> <li>- Training AR agents and fake news</li> <li>- Actions to fight discrimination, the role of cities</li> <li>- Intercultural competences</li> </ul>	<ul style="list-style-type: none"> <li>- Training and thematic groups</li> <li>- A thematic group aimed to prepare an action plan and focused on the adoption of joint operational tools</li> <li>- Intercultural training and AR activities involving young people and projects with schools on awareness raising, civic education</li> </ul>

		<ul style="list-style-type: none"> <li>and integration policies</li> <li>- Knowledge-generating activities</li> </ul>
<b>STRENGTHENING THE NETWORK</b>	<ul style="list-style-type: none"> <li>- Valorizing good practices</li> <li>- Sustainability and relevance of the network</li> <li>- Sensitizing other cities in the network to actively participate</li> <li>- Interaction with other European networks</li> </ul>	<ul style="list-style-type: none"> <li>- Establishing 3 stable working groups: fund-raising, training, communication</li> <li>- Study visits</li> <li>- Working groups</li> </ul>
<b>HOUSING</b>	<ul style="list-style-type: none"> <li>- Fund raising for emergency housing facilities during winter</li> <li>- Shared spaces – Social housing</li> <li>- Housing inclusion</li> <li>- Co-housing</li> </ul>	<ul style="list-style-type: none"> <li>- Exchange of practices and visits to completed projects</li> <li>- Forms of warranty granted by cooperatives, municipalities, foundations</li> <li>- Ad-hoc projects and fundings</li> </ul>
<b>FUND RAISING AND PROJECTS</b>	<ul style="list-style-type: none"> <li>- Co-designing</li> <li>- Fund raising</li> <li>- Funding projects</li> </ul>	<ul style="list-style-type: none"> <li>- Establishing an ad-hoc working group</li> <li>- Joint projects, partnerships</li> <li>- Banks, European projects</li> </ul>
<b>ANCI AND THE NATIONAL DIMENSION OF THE NETWORK</b>	<ul style="list-style-type: none"> <li>- Promoting the rights-based and intercultural approaches as a national stance</li> </ul>	<ul style="list-style-type: none"> <li>- Active participation to the network and to national tables</li> <li>- Cities' participation and protagonism within ANCI</li> </ul>



A preliminary scheme for the next two years, including the desired timetable to address these themes, in addition to some initial “mandatory” steps due to the need of updating the tools available to the cities to join the network, is expressed by the following illustration:



It suggests that the themes on which we shall focus in the next two years (2019-2020) will be:

1. **Strengthening the Network**
2. **Seeking projects and funds (financial sustainability of the Network)**
3. **Political lobbying and collaboration with ANCI to establish the national dimension of the Network**
4. **AntiRumours strategy**
5. **Communication**
6. **“Municipal machine”**

As for the point 4, it will be addressed by the next meeting of the Italian Network, which will be theme-specific and will focus on the fight to stereotypes, prejudice and discrimination through the Anti-Rumours strategy.

As for points 2, 3, 4 and 6, a proposal was made and approved to establish working groups which can work to reach and achieve the established goals. The attending cities joined the various groups in a spontaneous way. Thus, three TECHNICAL groups and one POLITICAL group were established:



KIND OF GROUP	GROUP	JOINING CITIES
Technical	Communication	Senigallia Novellara
	Projects and funds → financial sustainability of the Network	ICEI
	“Municipal machine”	Olbia, Torino
Political	Political lobbying (working with ANCI at the national level)	Torino Reggio Emilia Novellara

The ways by which the groups will meet and work could be online, by skype, or in-person by groups of cities, especially if they are geographically close (eg. the cities of Emilia Romagna).

Regular meetings have been proposed with the following objectives:

- Drafting the group workplan, setting 2-3 concrete objectives/results, identifying the key activities to achieve them, assigning roles and responsibilities
- Realizing the plan and regularly coordinate/update/monitor its implementation

It is recommended that each group appoints a spokesperson//coordinator of the group, with the following tasks:

- submitting dates for the meetings (by skype or in-person) and convening participants
- coordinating the meetings
- monitoring the group’s activities in view of achieving the established results

It is advisable that the preparation of the workplan and the assignment of roles to the representatives of the various cities should be performed collectively, and that the cities should spontaneously apply to fulfil the necessary tasks.

As for the communication between the members of the various groups, ICEI, as coordinator of the Network, should be copied on every email, in the persons of Rosaria De Paoli ([rosydepaoli@icei.it](mailto:rosydepaoli@icei.it)) and Simone Pettoruso ([simonepettoruso@icei.it](mailto:simonepettoruso@icei.it)). In this way, ICEI will always be aware of the developments within each working group and will be able to support coordination or other punctual tasks whenever needed.

## Point 10 Procedures for communicating within the Network

Though this session had to be cancelled for lack of time, it is however important to mention some information and thoughts emerged during the meeting:

1. The international Network has a dedicated page on the website of the Council of Europe (in English) ensuring its international visibility (<https://www.coe.int/en/web/interculturalcities/italy>). Single cities have dedicated pages on the same website. However, such pages should be filled with relevant information, that shall be delivered regularly to the Council of Europe through the national coordinator (ICEI). Among other things, this is also an obligation agreed in joining the Network.
2. In Italy, the Network has a Facebook page (in Italian) and a mini-site within ICEI website

Facebook: [www.facebook.com/reteitalianacittadeldialogo](https://www.facebook.com/reteitalianacittadeldialogo)

Site: [www.icei.it/rete-italiana-delle-citta-del-dialogo](http://www.icei.it/rete-italiana-delle-citta-del-dialogo)

Each city is advised to interact with the Network's FB page by doing actions which can increase the visibility of the activities of the Network and of every single city:

- by clicking "I like it" on the page of the Network: **@reteitalianacittadeldialogo**
  - by inviting one's own contacts to follow the page of the Network (by inviting them to click "I like it")
  - by inviting, whenever possible, each city's Mayor to follow the page of the Network
  - by sharing posts from the page of the network onto the page of the city
  - by sharing news, events and city actions on interculture. This can be made by simply tagging the page of the Network on one's own posts.
3. It is of utmost importance to share each city's **good practices** on Interculture, both through the social media and by sending the Good Practices Form to ICEI, who will send it to the ICC in Strasbourg. Good practices are a valuable tool to start networking both at the national and at the international dimension of the Network of Intercultural Cities, as they allow to disseminate virtuous experiences and success models. By their dissemination at the national and European levels, they also make the Network itself more recognized and authoritative and therefore increase its political influence through concrete examples of cities good governance.

## Point 11    Tasks and forthcoming dates

### ICEI's tasks:

- ✓ Sending the minutes of the meeting
- ✓ Sending communication to all cities joining the Network, inviting them to join voluntarily one or more working groups (proposed deadline to send applications: 2 weeks)
- ✓ Facilitating and supporting the establishment of working groups
- ✓ Coordinating the Financial Sustainability of the Network Priority (researching Calls and Funds)
- ✓ Sending new Statement of Intent (in Italian and in English) to be signed by every city
- ✓ Sending new INDEX to be filled, together with a methodological guide to filling
- ✓ Sending Best Practices form

### Tasks of the cities:

Take note of what was agreed in the illustration on the next page!

## COMPITI PER LE CITTA'



NUOVO INDEX

Compilare il NUOVO INDEX



INVIO BUONE PRASSI

Mandare a ICEI le BUONE PRASSI  
cittadine in materia di Intercultura



WORKING GROUPS

Mandare a ICEI la propria adesione spontanea  
a uno o più GRUPPI DI LAVORO



STATEMENT OF INTENT

Firmare il nuovo STATEMENT OF INTENT



ENTRA IN RETE

Entrare in rete con la pagina Facebook:  
@reteitalianacittadeldialogo (cfr. Punto 10)

### Next dates:

- ICC International Thematic Workshop, Turin 18-19 June: *"Fighting discrimination and hate speech: is Interculturalism the solution?"*
- Next **thematic event of the Italian Network**: on a date to be defined, but certainly in autumn (October-November). Interested cities are requested to offer their spontaneous application to host the event. Given the topic to be addressed, it is desirable that the host city has carried out activities to combat discrimination (or specifically Anti-Rumours), so that during the event, which will last approximately 2-3 days, a study visit can also be carried out in order to get to know these good practices.

## Point 12 Conclusions

The event was characterized by excellent participation of the attending cities, which worked committedly and shared many insights within the discussions. The number of attending cities was not very high, and unfortunately someone had to cancel participation due to unexpected events; on the other hand, a more limited and cohesive group facilitated the progress of works.

The commitment shown by the representatives of the attending cities was substantial, such that sessions always continued beyond the scheduled time without problems. Specifically, at the end of the first day, when the "extra" session attended by ANCI resulted in a lively discussion involving all the attending cities. The **clear stance expressed by the ANCI representative, of openness to collaboration with the Network**, also in function of including the issue of Interculture at the national level, was welcomed enthusiastically and certainly contributed to foster motivation for the cities of the Network. We believe that a very positive outcome of the event was exploring possible scenarios and processes, in order to make such collaboration operating in the short term.

Group works, animated by the methodologies of the Problems & Solutions Trees and of the Timeline, were welcomed and allowed the group to undertake a step-by-step reflection leading to **identifying the priority work themes of the Network for the next two years**. This can be considered a great expected result that was reached during the meeting.

We believe that this meeting has set the basis for renewed enthusiasm among the cities of the Network, that will hopefully contaminate also those which could not attend, and that we expect to find at the next meeting of the Network.

All cities are invited to indicate the preferred time spans for organizing such a meeting, and all options will be properly considered. Cities are also invited to reach out to ICEI for every request, suggestion or simply for exchanging views as they deem necessary.

We wish that the group, of which ICEI is already feeling part, will grow more and more: in quality, quantity and enthusiasm!

Written by ICEI

Milan, 11 June 2019



## LINKS

**Index:** <https://www.coe.int/en/web/interculturalcities/about-the-index>: contains the link to download the Index in Italian and the methodological guide to fill it

**Index reports** for cities: <https://www.coe.int/en/web/interculturalcities/index-results-per-city>

**Calendario eventi:** <https://www.coe.int/en/web/interculturalcities/meetings>: contains training courses, study visits, workshops, academies, etc.

**Policy lab:** <https://www.coe.int/en/web/interculturalcities/policy-lab>: what is it, the process, next dates, studies and analysis

## LIST OF ANNEXES

Annex 1	List of participants
Annex 2	Original agenda of the meeting
Annex 3	Presentation of ICC Program – by Ivana D’Alessandro
Annex 4	Presentation of ICEI – by Rosaria De Paoli
Annex 5a	INDEX ICC – by Ivana D’Alessandro
Annex 5b	INDEX ICC – by Rosaria De Paoli
Annex 6	Examples of Events, Study Visits and Training under ICC Program
Annex 7	Results of the Intercultural Citizenship Test in Olbia
Annex 8	Presentation of the cities