



Reykjavik: Results of the Intercultural Cities Index

Date: September 2014

A comparison between 64 cities¹

Introduction

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

As of today 64 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Reno (*Italy*), Castelvetro (*Italy*), Coimbra (*Portugal*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin (*Ireland*), Duisburg (*Germany*), Erlangen (*Germany*), Forli (*Italy*), Fuenlabrada (*Spain*), Geneva (*Switzerland*), Genoa (*Italy*), Getxo (*Spain*), Haifa (*Israel*), Izhevsk (*Udmurt Republic, Russia*), Hamburg (*Germany*), Jerez de la Frontera³ (*Spain*), the London borough of Lewisham (*United Kingdom*), Limassol (*Cyprus*), Limerick (*Ireland*), Lisbon (*Portugal*), Lodi (*Italy*), Lublin (*Poland*), Melitopol (*Ukraine*), Mexico City (*Mexico*), Montreal (*Canada*), Munich (*Germany*), Neuchâtel (*Switzerland*), Neukölln (*Berlin, Germany*), Offenburg (*Germany*), Olbia (*Italy*), Oslo (*Norway*), Patras (*Greece*), Pécs (*Hungary*), Pryluky (*Ukraine*), Reggio Emilia (*Italy*), Reykjavik (*Iceland*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Strasbourg (*France*), Subotica (*Serbia*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone⁴ (*Italy*), Valletta (*Malta*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, 32 have less than 200,000 inhabitants and 36 have fewer than 15% of foreign-born residents.

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

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

² The Spanish city of Donostia-San Sebastian is hereinafter referred to as San Sebastian.

³ The Spanish city of Jerez de la Frontera is hereinafter referred to as Jerez de Frontera.

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

Intercultural city definition

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

Methodology

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

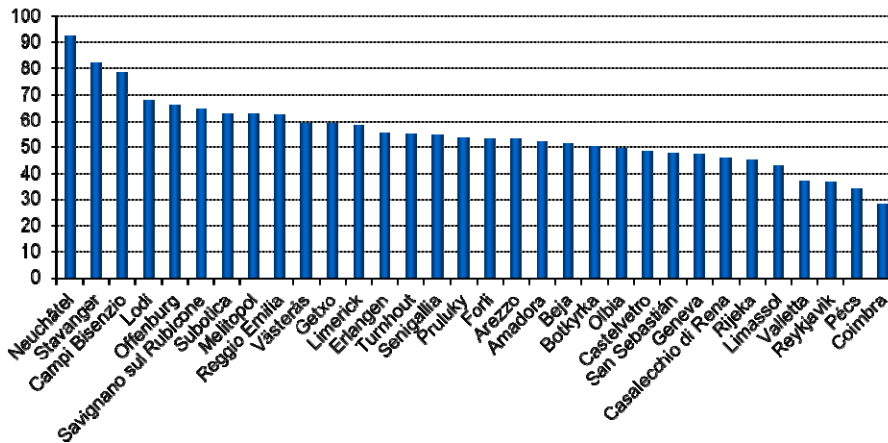
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

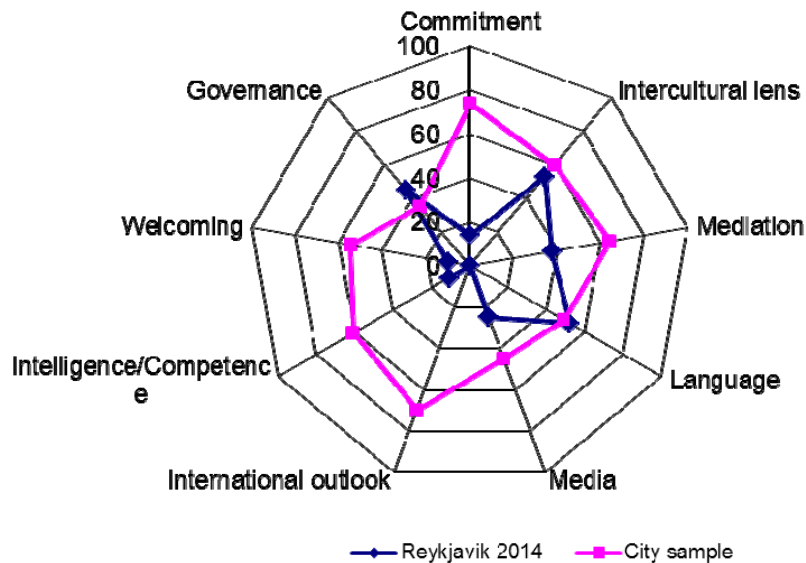
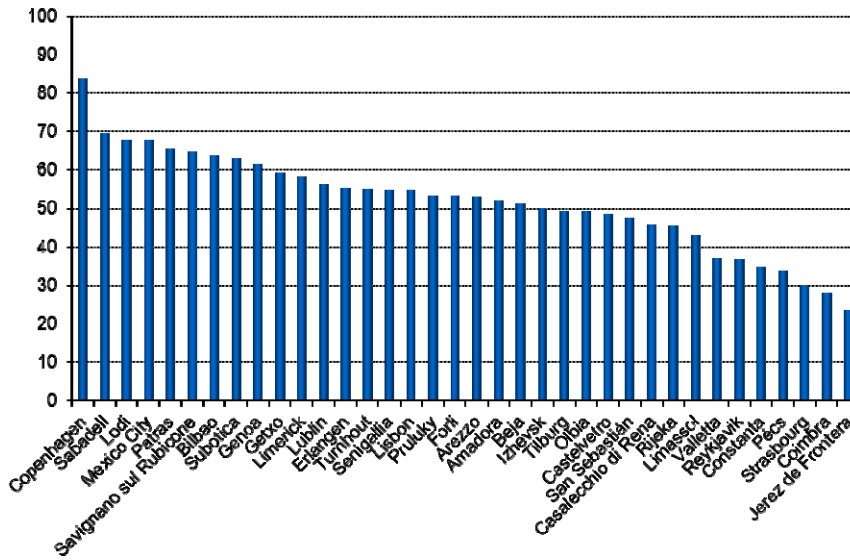
Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

According to the overall index results, Reykjavik has been positioned 57th among the 64 cities in the sample, with an aggregate intercultural city index of 37%, the same as the city of Valletta in Malta, between the Romanian city of Constanta (35%) and the city of Cartagena (40%) in Spain. Reykjavik has been ranked 30th among cities with less than 200,000 inhabitants and 30th among cities with less than 15 per cent of foreign-born residents.

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



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

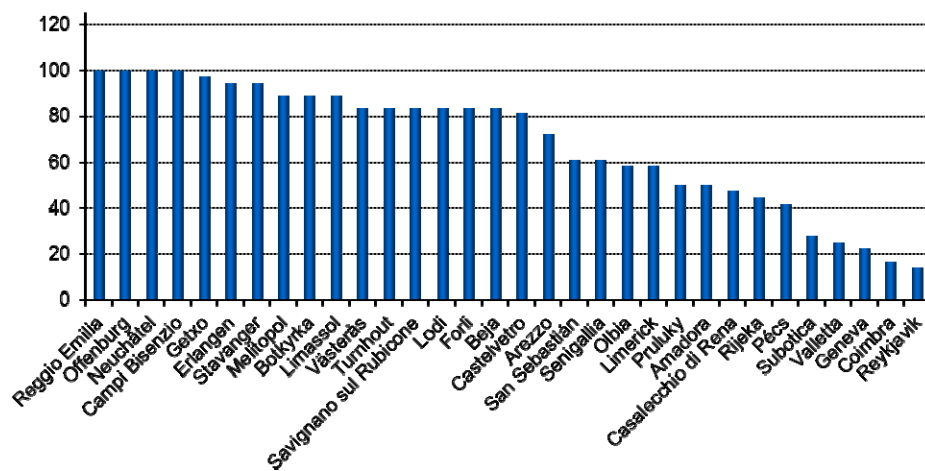


Reykjavik – An overview

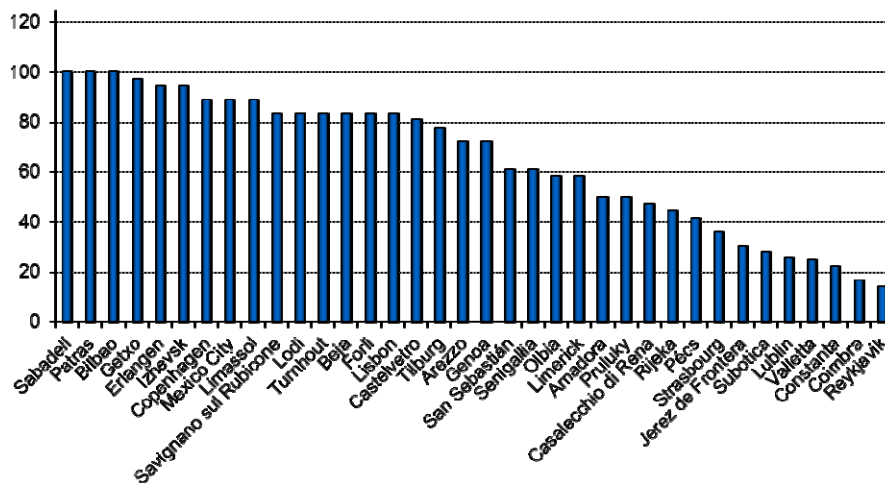
Reykjavik is the capital and the biggest city of Iceland. The city's population is 121.230 inhabitants, among which 11.1% are non-national residents. None of the minority groups represents more than 5% of the population, the bigger groups are Polish (2.76%), Lithuanian (0.7%), German and US (accounting for 0.3% each).

1. Commitment

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



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



The optimal intercultural city strategy would involve a formal statement by local authorities sending an unambiguous message of the city's commitment to intercultural principles as well as actively engaging and persuading other key local stakeholders to do likewise.

The rate of achievement of Reykjavik's commitment policy goals is considerably lower than the city sample's⁵: 14% of these goals were achieved, while the city sample's rate for commitment policy is 74%.

Reykjavik has not adopted a public statement as an intercultural city, nor has adopted an integration strategy or an intercultural action plan. A dedicated body or a cross-departmental co-ordination structure for the intercultural strategy has not been set up yet, even if the Human Rights Office, through its Human Rights Policy and the Equality Action Plan, is dealing with issues such as the right of every citizen to thrive, contribute, participate and have access to all city services.

An evaluation process and a budget have not been foreseen.

Furthermore official speeches and communications by the city rarely make reference to the intercultural commitment.

Reykjavik might consider ameliorating its intercultural commitment by defining an intercultural strategy, including concepts, tools and initiatives. In 2013, for example, authorities from the German city of Hamburg set new standards in integration policy. The "**Hamburger Integrationskonzept**"⁷ (Hamburg Integration Concept) means "participation, intercultural opening and cohesion" and it is addressed to all parts of society and emphasizes three aspects: welcoming culture, diversity and cohesion"⁸. For this purpose, it develops principles and concepts to support the involved actors and to implement measures.

Similarly, the Italian city of Campi Bisenzio has implemented a grand number of commitment policy initiatives. The city formally adopted a public statement as an intercultural city and its official speeches and communications often make clear reference to Campi Bisenzio's intercultural commitment. Furthermore, the city communicates its intercultural statements, strategy and action plan via its official website **La Città Visibile** (The Visible City)⁹ which provides information and consultation regarding diversity and the integration policies of the city. At the same time it serves as a platform informing about the Italian Network of Intercultural Cities.

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

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

2. Education⁶ policies through an intercultural lens

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

The analysis shows that Reykjavik's education policy achievement rate (75%) is higher than the city sample's rate (66%).

In most of the local primary schools almost all pupils are coming from the same ethnic background. A policy to increase ethnic/cultural mixing in schools has been put in place since 2014, based on previous multicultural policies for schools. The policy focuses on working inclusively with all students, on multicultural and cooperative learning and teaching, active bilingualism and working with different groups of parents.

The ethnic background of teachers in schools reflects the composition of the city's population.

Nevertheless, only few schools are making strong efforts to involve parents from ethnic minority/migrant background in school life.

Reykjavik might consider ameliorating its intercultural education approach by encouraging schools to make an effort to involve parents from migrant/minority backgrounds in daily school life more often. For instance, in Rotterdam, schools provide premises for parents to meet and discuss (so called parent rooms) and invite parents to share information about their cultural background. In Stavanger a number of tools, like mandatory parent-teacher reviews, adaptation of information, use of interpreters, special development interview with the Norwegian language teacher, are deployed for involving all the parents and in particular the minorities.

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

3. Neighbourhood policies through an intercultural lens⁷

An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of

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

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

the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.

Reykjavik's neighbourhood policy indicators are lower (45%) than the city sample's rate (62%).

All the neighbourhoods in the city have an Icelandic majority⁸, the highest percentage of non-nationals can be found in Midorg (the city centre) accounting for 15,9% of the residents and in Kjalarnes (15.7%).

Actions to encourage residents of one neighbourhood to meet and interact with people from different ethnic/cultural background from other neighbourhoods are felt as not needed as there are no segregated areas. Neither a policy to increase diversity of residents in the neighbourhoods is deployed.

The city occasionally organizes projects to encourage people to meet and interact within the neighbourhoods. The Breiðholt and Midborg and Hlíða neighbourhoods, for example, run various events in which immigrants are especially encouraged to attend. A good example would be the first day of summer celebrations in the midtown area.

Reykjavik might consider ameliorating its neighbourhood policy by considering the housing policies of Erlangen (Germany) and Zurich (Switzerland). It is common for the Erlangen municipal housing agencies and house building companies to pay attention to a heterogeneous mixture among communities and buildings. In Zurich, where a large proportion of inhabitants live in rented accommodation, 25% of the rented flats are provided by the city or through housing associations, which target their allocation policy to achieve a "good mix" between different social groups.

4. Public service policies through an intercultural lens

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

The analysis shows that Reykjavik's public services policy achievement rate is higher (50%) than the city sample rate (45%).

According to the answers provided in the survey, the ethnic background of public employees does reflect the composition of the city's population, but only at a lower level. No recruitment strategy has been implemented, but the city's Human Rights Policy states that the city should work towards gender equality in the workplace and ensure that it reflects the diverse society that makes up the city. The City wants to act as a role model in this area and will, with this goal in mind, take advantage of those instruments existing within the City's human

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

resource and employment policy. Furthermore, non-nationals can seek employment in the local public administration.

The city doesn't take any action to encourage intercultural mixing and competences in private sector enterprises.

Reykjavik provides some services tailored to the ethnic/cultural background of all citizens, namely schools meals, women only swimming lessons and swimming pool times (not regularly, but the Equality Centre has, for example, received a grant on this subject). Also, the Human Rights Office offers immigrants information and counselling, provided by people that are themselves non-nationals and can speak both Icelandic and an other language.

Reykjavik may wish to consider, in its effort to ensure the matching between the composition of the population and of the public employees, the experience of other cities of the network. The city of Stavanger, for example, has taken actions aiming specifically to increase the migrant/minority representation at the higher hierarchical levels: the external publishing on Inkludi.no (a Norwegian recruitment services with main focus on jobseekers from minorities) is mandatory for consultant and managerial positions. Furthermore, if there are qualified applicants with a minority background, minimum one must be summoned to interview.

In Berlin, the recruitment campaign 'Berlin braucht dich' (Berlin needs you) programmed for 2006-2012 aims at diversifying the Senate's workforce by promoting traineeship opportunities and raising awareness of migrant associations and parents. Stakeholders are also involved in making sure the progress is closely monitored. Thus, as a result of the campaign, the percentage of trainees with a migrant background increased from 6% in 2006 to 14.5% in 2008.

Similar achievements have been made in Amsterdam, where the Diversity programme (2007-2010) with targets across salary scales enabled the city administration to hire 21.5% staff with a migrant background in 2008 against 14% in 2006. In addition, Amsterdam's administration set out the objective to reflect the composition of the city among its employees, both at the political and the senior management level.

5. Business and labour market policies through an intercultural lens

Reykjavik's business and labour market policy indicator is sensitively lower (20%) than the city sample's rate for business and labour market policy (43%).

Reykjavik has no umbrella organisation having among its objectives the promotion of diversity and anti-discrimination, but has developed a charter against ethnic discrimination within its own administration and services (the Human Rights Policy).

On the other hand, the city doesn't take action to encourage businesses from ethnic minorities to move beyond ethnic economies and enter the mainstream economy and higher value-added sectors, nor "business district/incubators" in which different cultures could more easily mix.

Regarding this, Reykjavik might wish to consider the example of Hamburg. In the German city, in fact, most of the business incubators explicitly pursue intercultural strategies. One project in this field, supported by the European Social Fund, is the IFW-Interkulturelles Frauenwirtschaftszentrum Hamburg. Hamburg prioritises companies that implement a diversity strategy when procuring their goods and services. Providers are asked for proof of equality of opportunities, gender equality and non-discrimination within their project applications.

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

6. Cultural and civil life policies through an intercultural lens

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

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

Interculturalism is not used as a criterion when allocating grants to associations and initiatives, but is often one of the possible themes or areas of emphasis on grant applications. The Human Rights Council is encouraging cultural organisations to deal with diversity and intercultural relations by awarding grants to cultural associations working with immigrants in order to foster mutual understanding and to increase awareness. For instance, Projekt Polska was awarded a grant for introducing Polish culture to Icelanders and to seek ways in that Polish immigrants may be more active in Icelandic community. The Human Rights Office also offers start-up grants to associations that want to work in this field.

The office is also organizing specific events and activities in the fields of arts, culture and sports for encouraging people from different ethnic groups to mix, such as the annual multicultural festival. The Reykjavik Library organizes different events that are aimed at both Icelanders and immigrants.

Finally, the Multicultural Council organises discussion meetings before both city and national elections. Reykjavik is an active member of the cross-professional

Immigrant Team that organises breakfast discussion meetings twice a year. The Human Rights Office holds a bi-annual immigrant congress where the participants discuss various aspects of cultural diversity and living together.

7. Public space policies through an intercultural lens

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

The rate of achievement of Reykjavik's public space policy goals is lower than the sample city's: 48% of these goals were achieved, while the sample city rate for public space policy is 63%.

Even if numerous areas in the city seem to be dominated by one ethnic group, there are no areas which are reputed as 'dangerous'.

It is commendable that the demographic information are always used when designing and planning sites and new buildings.

We invite Reykjavik to build upon its existing public space initiatives, for instance by reaching out to all the citizens when the authorities decide to reconstruct an area: an interesting initiative has been implemented by the city of Reggio Emilia, where, in the framework of the pact for the requalification of the railway station's zone, an outreaching action for interviewing and talking with people living and working in the zone has allowed the consultation of more than 180 people.

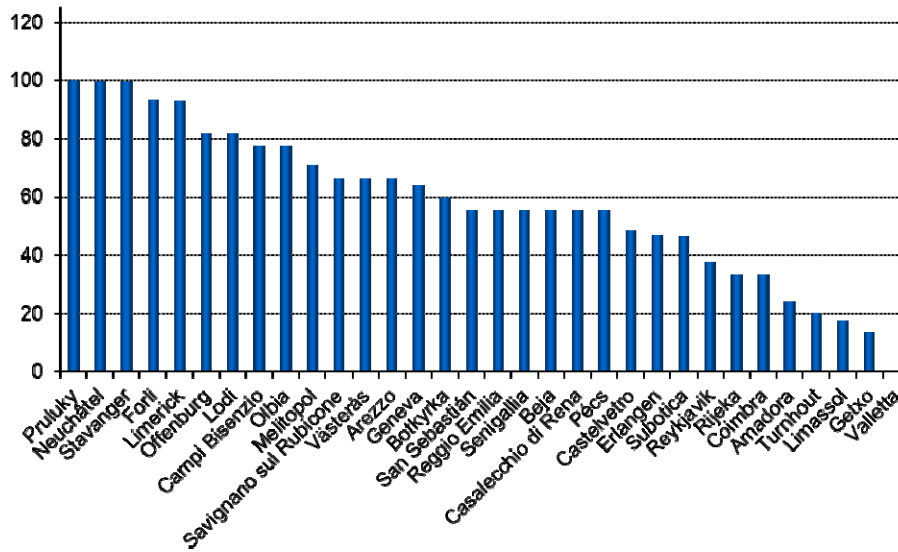
Another example is provided by the London borough of Lewisham. In Pepys Park young people were invited into the process of designing and making a new playground area. At Ladywell Fields, an area of abandoned meadowland was restored to public use with the involvement of a park user group and the reinstatement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

Again, Lisbon sometime stimulates the engagement of local communities in planning processes for the development of their neighbourhoods. The city could open further its public space to diversity by taking into account the population diversity in the design and management of new buildings or spaces. An example is the co-management of the construction of a new Mosque in Mouraria district. Noteworthy is the participatory budget process that involves people with different backgrounds in the reconstruction of areas of the city. The process is developed partly online and partly through in person mechanism such the participatory meetings organized by the Municipality of Lisbon and the Juntas of Fregusia⁹ and involving citizens, universities, companies, associative movements and institutions

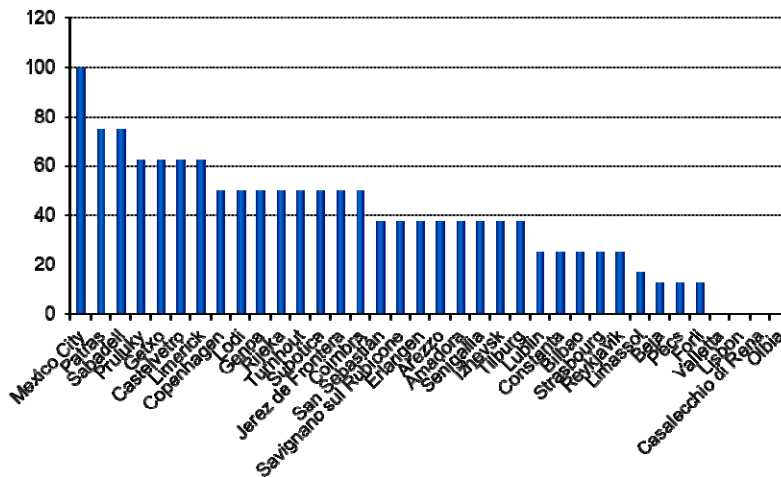
8. Mediation and conflict resolution policies

⁹ A sub-unit of the local administration corresponding to an administrative parish

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



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

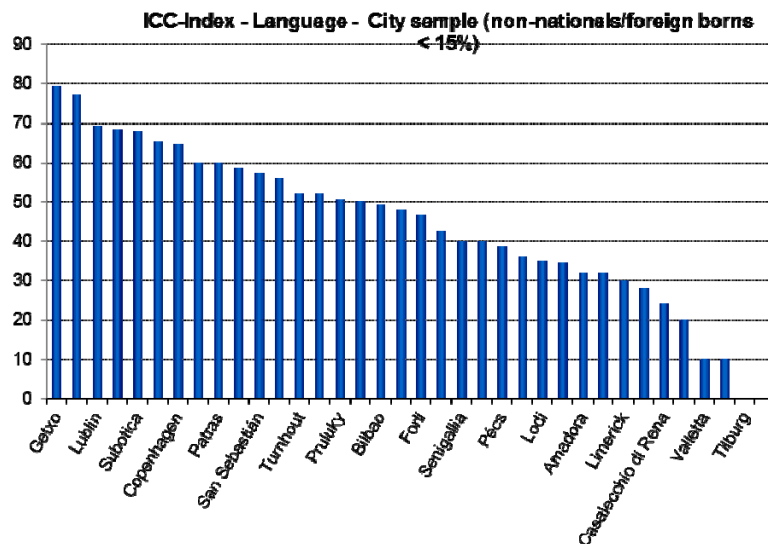
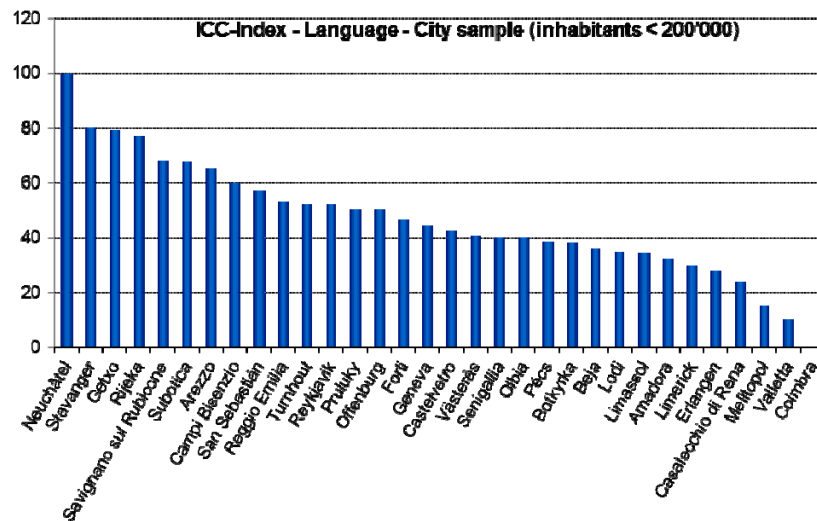


The optimal intercultural city sees the opportunity for innovation and greater cohesion emerging from the very process of conflict mediation and resolution.

The analysis shows that Reykjavik’s mediation and conflict resolution policy achievement rate is 38%, while the city sample’s rate is 64%.

All kinds of conflicts are dealt with in a professional manner by city officials in neighbourhoods and schools when they occur, regardless of whether immigrants are involved or not. The Department of Welfare has one employee who is especially trained in mediation.

9. Language¹⁰



Reykjavik's language policy achievement rate is higher (52%) than the city sample's rate (49%).

The city provides specific language training in the official language for hard-to-reach groups, as long-term unemployed. Private Sector Institutions providing language training/minority language is offered through the website "Welcome" that aims at make pupils more familiar with migrant languages (Lithuanian, Polish, English and soon Arabic). The city also provides housing for the Mother-tongue Association, which runs mother-tongue teaching on Saturdays for children that do not have Icelandic as their mother tongue.

Finally the Education and Leisure Council recently appointed a special working group to map out the need for mother-tongue teaching.

Furthermore, the Reykjavik City Library promotes awareness of the positive values of linguistic diversity by organizing a weekly language program called

¹⁰ By language we understand an abstract system of word meanings and symbols for all aspects of culture. The term also includes gestures and other nonverbal communication. (ref- http://highered.mcgraw-hill.com/sites/0072435569/student_view0/glossary.html)

Café Lingua. At Café Lingua groups/NGOs or individuals introduce their languages in creative ways. The events are open to the public and have achieved positive media coverage with emphasis on immigrant contribution. The library also organizes programs on The International Day of Mother Languages in February as well as on The European Day of Languages in September. Reykjavik UNESCO City of Literature is responsible for several programs during the year where poetry and literature by immigrant authors is promoted and introduced in their mother tongue.

Reykjavik might consider strengthening its pluri-lingualism policies by providing specific language training in the official language for specific groups¹¹ and supporting private/civil sector institutions on providing language training in migrant/minority languages. The municipality also may wish to support financially local minority newspaper/journals or TV/radio programmes in minority languages.

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

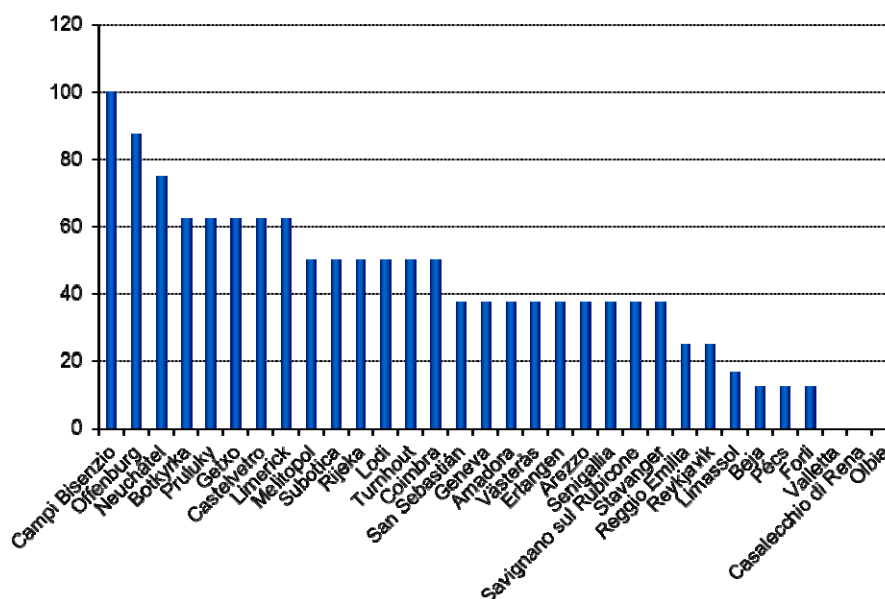
In Zurich (Switzerland), the municipality supports additional curriculum courses, called HSK Courses. These courses are offered by embassies, consulates as well as private organisations and they cover a range of topics including languages, history, geography, as well as minority cultures. Several of these HSK Courses are held in spare rooms in public schools, as part of the municipality support to private institutions providing language training.

In Reggio Emilia (Italy), an initiative is put into practice by ensuring that all of the city's citizens are eligible to receive training in immigrant/minority languages. In order to help families preserve the competence of migrant children in their mother tongue language, in two schools in Reggio Emilia there are classes in the native languages of children and in parallel their parents learn Italian.

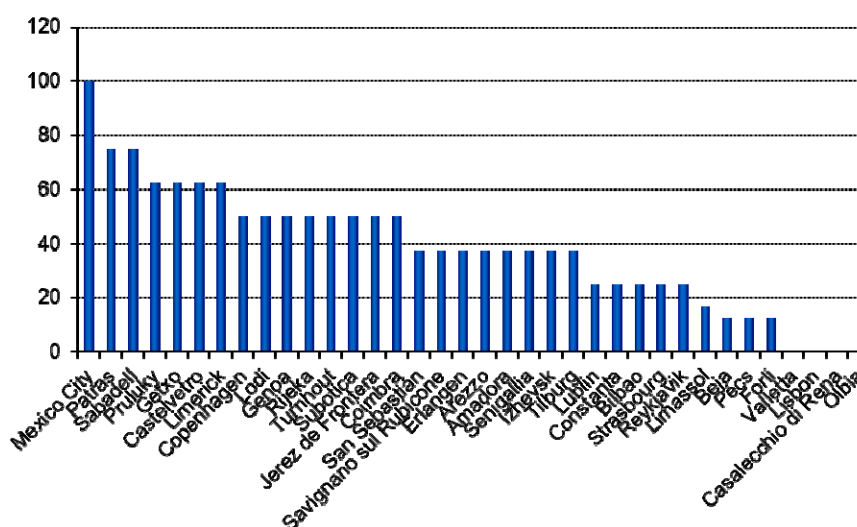
¹¹ The term makes specific reference to women with care obligations, unemployed people, people with lower educational background, etc.

10. Media policies

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



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



The media has a powerful influence on the attitudes to cultural relations and upon the reputations of particular minority and majority groups. Local municipalities can influence and partner with local media organisations to achieve a climate of public opinion more conducive to intercultural relations.

25% of Reykjavik's media policy goals were achieved while the city sample's attainment rate for these goals is 45%.

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

Reykjavik's international outlook policy indicators are much lower (0%) than the city sample's (70%).

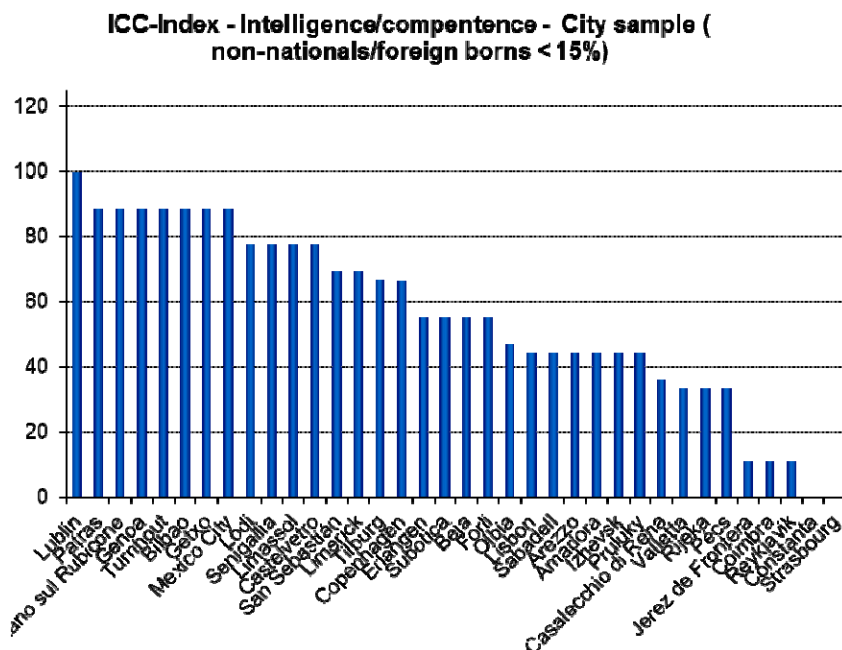
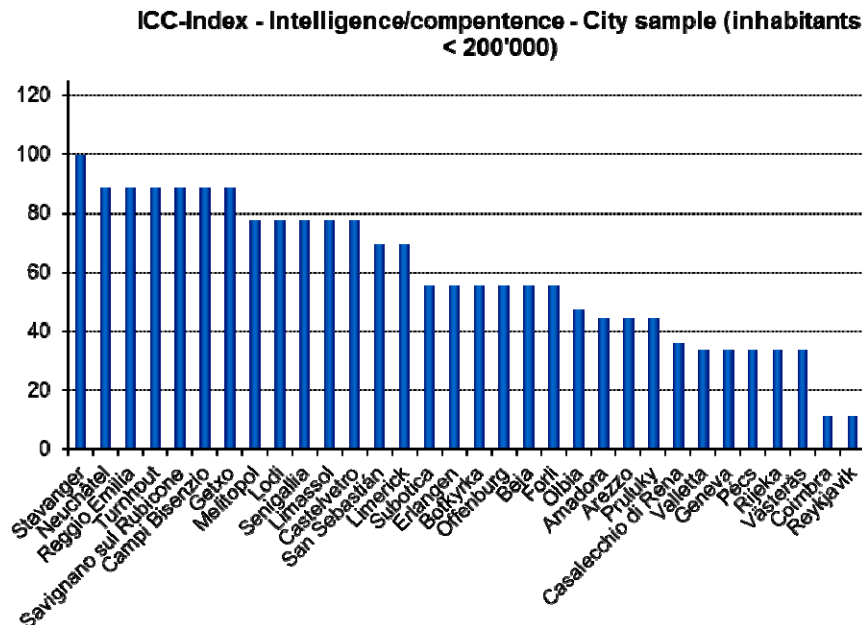
The city has not put into practice an explicit policy to encourage international co-operation associated with a specific financial provision, nor an agency specifically responsible for monitoring the development of the international relations of the city. The municipality doesn't support local universities in order to attract foreign students and it is not ensuring that foreign student populations take an active part in the city life.

Reykjavik might wish to further explore possible policies taking in consideration the example of Stavanger. The city has designed an explicit policy to encourage international cooperation, particularly in project related to its two main clusters: energy and food. In this framework, the Norwegian city has developed the Greater Stavanger Economic Development, a tool to encourage international cooperation within academic sector, private sector and public sector. The City of Stavanger is also member of the global food network Delice, a partnership between 20 cities, aiming at assisting the region's food clusters to compete internationally. This applies to the production of food, processing, gastronomy, business development and marketing of the food sector.

Reykjavik may also consider to encourage co-development projects with migrant groups' countries of origin.

An interesting example is provided by Santa Maria de Feira. Here, the municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships.

12. Intelligence competence policies



A competent public official in an optimal intercultural city should be able to detect and respond to the presence of cultural difference, and modulate his/her approach accordingly, rather than seeking to impose one model of behaviour on all situations.

The attainment rate of Reykjavik's intelligence competence policy goals is lower than the city sample's: 11% of these goals were achieved, while the city sample rate for intelligence competence policy is 61%.

According to the answers provided in the survey, the Human Rights Office offers free lectures on international competences to the staff of the city. The

Department of Education and Youth offers lectures, training and support to teachers and other employees of schools.

Reykjavik may also wish to further explore possible intelligence/competence policies by conducting surveys concerning local inhabitants' perceptions of migrants.

Another interesting example is provided by the Swedish city of Botkyrka, where the Multicultural Centre has been commissioned by the Municipality and the Council of Europe to make a study of common rumours which are circulating in the municipality and which impede the development towards an intercultural Botkyrka. This study is a step in the anti-rumour work which Botkyrka wishes to develop, following the work against rumours carried out in recent years in Barcelona, Spain.

arrived residents. It provides tailored support only for some groups such as students and refugees.

Reykjavik might wish to draw its attention to the city of Hamburg. The city has set up the Hamburg Welcome Centre, which provides a service whereby foreign executives, experts, scientists, self-employed individuals and their families can directly manage the legal aspects of immigration.

Similarly, in Copenhagen, the International House Copenhagen provides citizen services in English, a one point entry for all paperwork, networking activities, help with job seeking and much more in order to help newcomers settle in the best possible way into Danish society and labour market. Copenhagen published a comprehensive package of information to aid newly-arrived foreign residents. At CPH International Service (part of International House Copenhagen), newly arrived citizens will find all the authorities that they typically need to contact, as well as private actors ready to help them settle in the best possible way.

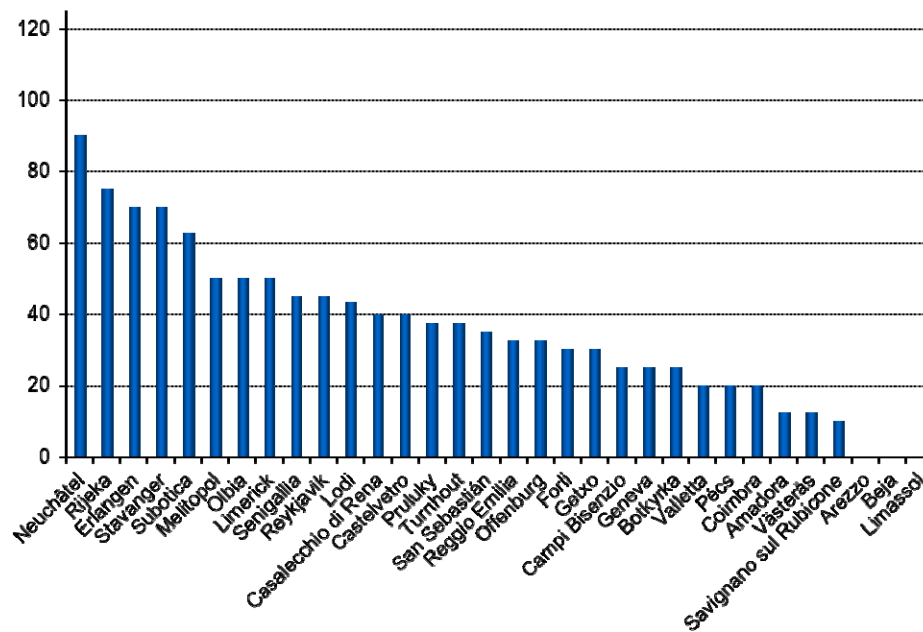
Reykjavik may wish to further explore possible welcoming policies by organising a special public ceremony to greet newcomers in the city. In that sense, it could be interesting to draw attention to the city of Neuchatel: here, a meeting of the Council is held every 6 months to greet all the new arrivals. This is not only an occasion to be welcome but also to obtain information about the administration, life and population of the city.

Similarly, the municipality of Tilburg, throws an annual greeting party for all new residents. In some neighbourhoods and blocks of flats special guides welcome the newcomers and inform them of everyday issues (medical assistance, police, town hall, public transport, etc.), customs and traditions of the Tilburg residents.

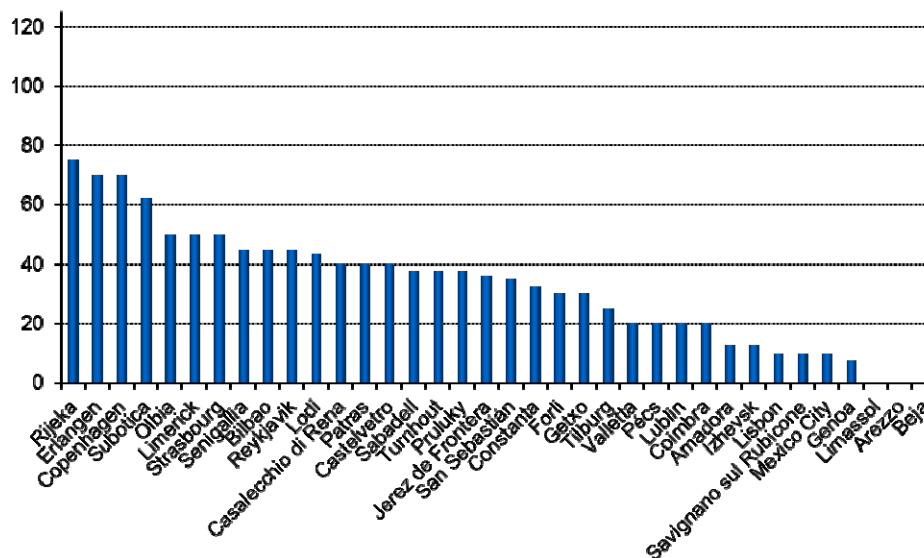
Finally, in Copenhagen twice a year a Welcome Reception and Copenhagen Expat Fair is held at the City Hall by city officials. All international residents, including students and newcomers, can participate in the reception.

14. Governance of diversity

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



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



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

The attainment rate of Reykjavik in this field is higher than the city sample's: 45% of Reykjavik governance policy goals were achieved while the city sample's attainment rate for these goals is 35%.

The ethnic background of elected politicians doesn't reflect the composition of the city population. Newcomers are eligible to vote in local election only after 5 or more years of residence.

On the other hand, the city has created an advisory body involving migrants/minorities as well as relevant public institutions, organizations and experts. Sometimes initiatives for encouraging migrants to engage in political life are deployed: during the pre-electoral period, the Human Rights Office makes concerted efforts to reach out to immigrants, to ask questions, to get to know the issues and to involve them in the voting. The Multicultural Council also organizes a meeting with the candidates so that migrants may ask relevant questions.

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

16. Conclusions

The results of the current ICC Index suggest that in Reykjavik there is still ample room for improvement in the intercultural policies. The municipality could identify useful insights and examples from other cities in the field of neighbourhood policies, business, public spaces, mediation and media practices and governance. Special attention should be paid to commitment, international outlook, intelligence/competence and welcoming policies.

On the other hand, Reykjavik's achievements in the area of education, public services, language and governance are higher than the city sample.

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

17. Recommendations

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

- **Commitment:** Reykjavik might consider ameliorating its intercultural commitment by adopting a public statement about being an intercultural city, by implementing an intercultural strategy, an action plan, as well as by assessing the possibility of having a dedicated body/cross-departmental coordination structure to lead the implementation of the intercultural strategy. The city may also implement an evaluation process. The city may also provide an official webpage that communicates its intercultural commitment, and include clear references to the city's intercultural commitment in official speeches and communications.
- **Education:** Reykjavik might consider ameliorating its intercultural education approach by encouraging schools to make an effort to involve parents from migrant/minority backgrounds in daily school life more often.

- **Public services:** Reykjavik may wish to consider, in its effort to ensure the matching between the composition of the population and of the public employees, the experience of other cities of the network.
- **Business and labour market:** Reykjavik may wish to ameliorate its policies in this field by creating an umbrella organization which has among its objectives to promote diversity and non-discrimination; encouraging business from ethnic minorities to move beyond ethnic economies and enter mainstream economy; encouraging 'business districts/incubators'. It may be also interesting to give priority to companies with a diversity strategy in the procurement of goods and services.
- **Public space:** Reykjavik may wish to reach out to all the citizens when the authorities decide to reconstruct an area.
- **Language:** Reykjavik may wish to ameliorate its language policies by providing financial assistance to minority press, radio and TV programmes.
- **Media:** Reykjavik may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds and by introducing monitoring mechanisms to examine how media portray minorities.
- **International outlook:** Reykjavik may wish to ameliorate its international outlook policies by setting up an explicit policy to encourage international cooperation, as well as an agency to monitor and develop the city's openness to international connections. The city may also encourage co-development projects with migrant groups' countries of origin.
- **Intelligence and competence:** Reykjavik may wish to further explore carrying out surveys including questions about the perception of migrants and minorities, as well as mainstreaming the findings and information about interculturalism and diversity to inform the process of policy formulation.
- **Welcoming:** Reykjavik may wish to ameliorate its welcoming policies by creating a comprehensive package of information to aid newly-arrived foreign residents; and by designating an agency to act as a first contact and welcoming point with the new-comers. The municipality may also wish to have a special public ceremony to greet newly arrived persons in the presence of the local government's officials.
- **Governance:** Reykjavik might establish a standard for the representation of migrant minorities in mandatory bodies supervising schools and public services.

Reykjavik may wish to look into further examples implemented by other Intercultural Cities as a source of learning and inspiration to guide future initiatives. Such examples are provided in the Intercultural cities database¹².

¹² http://www.coe.int/t/dg4/cultureheritage/culture/Cities/guidance_en.asp