



Stavanger: Results of the Intercultural Cities Index

Date: May 2014

A comparison between 60 cities¹

Introduction

The Intercultural Cities programme is a Council of Europe initiative. 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 60 cities have undergone their intercultural policies analysis using the Intercultural City Index: Amadora (*Portugal*), Arezzo (*Italy*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Rena (*Italy*), 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*), Izhevsk (*Udmart 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*), Rijeka (*Croatia*), Rotterdam (*the Netherlands*), Sabadell (*Spain*), San Sebastián (*Spain*), Sechenkivsky (*District of Kyiv, Ukraine*), Senigallia (*Italy*), Stavanger (*Norway*), Subotica (*Serbia*), Tenerife (*Spain*), Tilburg (*The Netherlands*), Turin (*Italy*), Turnhout (*Belgium*), Unione dei Comuni-Savignano sul Rubicone⁴ (*Italy*), Västerås (*Sweden*) and Zurich (*Switzerland*).

Among these cities, 30 have less than 200,000 inhabitants and 27 have more than 15% of foreign-born residents.

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.

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

Intercultural city definition

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

Methodology

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

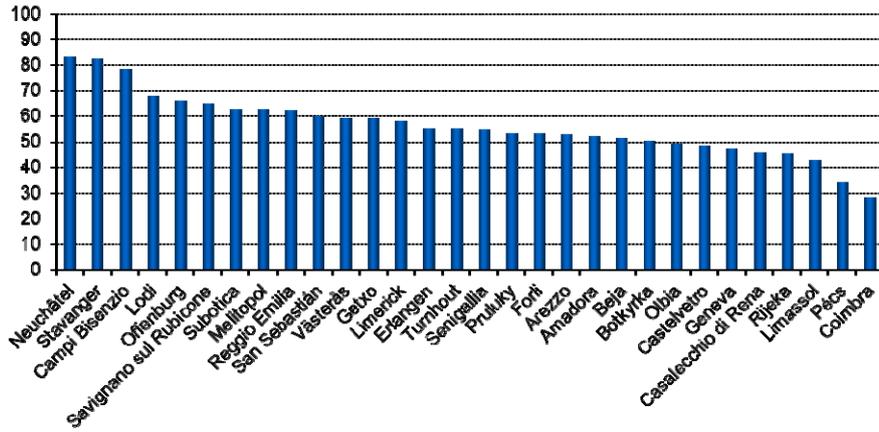
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of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

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

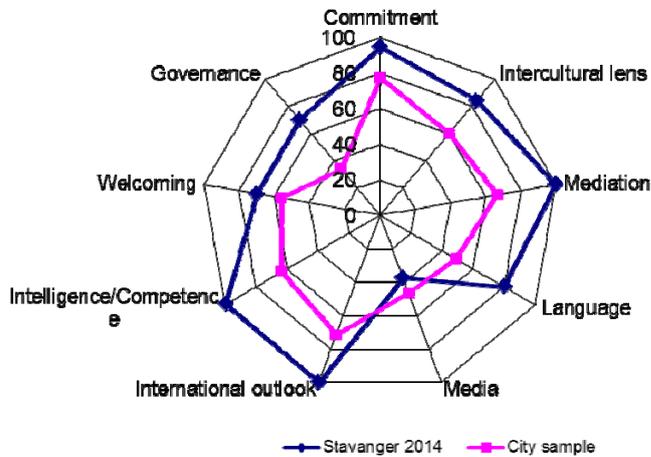
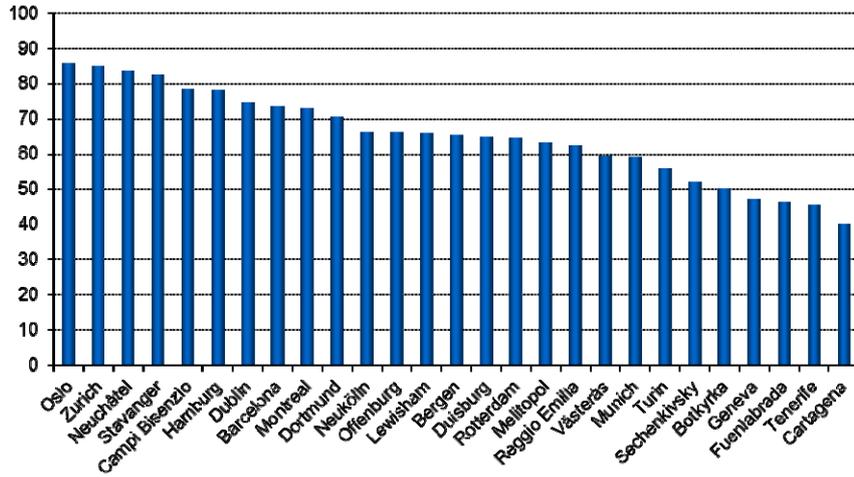
Taking into account the abovementioned differences between the cities and a growing number of new cities willing to join the Intercultural Cities Index, it has been decided to compare the cities not only within the entire sample, but also according to specific criteria. Two of these have been singled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

According to the overall index results collected in 2014, Stavanger has been positioned 4th among the 60 cities in the sample, with an aggregate intercultural city index of 83%, between the Swiss city of Neuchâtel and the Italian city of Campi Bisenzio. Stavanger has been ranked 2nd among the 30 cities with less than 200,000 inhabitants and 4th among the 27 cities with more 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%)



Stavanger – An overview

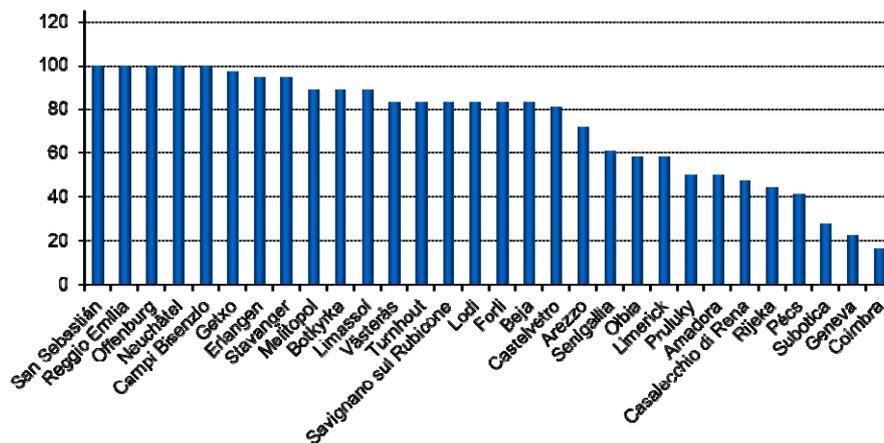
Stavanger is a municipality in Norway. Located in South West Norway, Stavanger has become the centre of oil industry in Norway and one of Europe's energy capitals. Mainly for this reason the number of non-national residents has doubled in the last decade, reaching 15% of the population and more than 174 nationalities working and living in the city.

With a population of 130.754 inhabitants, it is the fourth largest city in Norway. No minority groups make up more than 5% and the biggest groups are represented by people originally from Poland (2,18%), UK (1,29%), Turkey (0,96%) and India (0,72%).

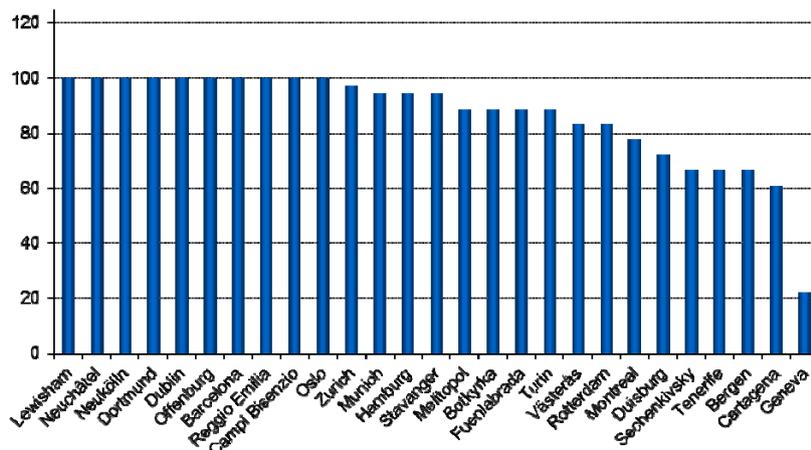
The latest GDP per capita was estimated €77.500.

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 Stavanger's commitment policy goals is higher than the city sample's⁵: 94% of these goals were achieved, while the city sample's rate for commitment policy is 77%.

Stavanger has adopted a number of initiatives which demonstrate its commitment to the intercultural approach. The city council, within the framework of the City Master Plan, has formally adopted a public statement as an Intercultural city. The local government has also designed an intercultural city strategy, aiming to strengthen "the openness, inclusion and diversity of the city, a place where citizens and employees feel safe from discrimination" (Strategy for Equality and Diversity, launched on September 2013).

The city has also operationalized the Strategy through a 2014-2017 Action Plan, synchronized with the City's Action and Economy Plan and the Action Plan for the Municipal Employer Strategy. A dedicated budget has been allocated. As the Action Plan has been adopted on February 2013, an evaluation process has not yet been developed.

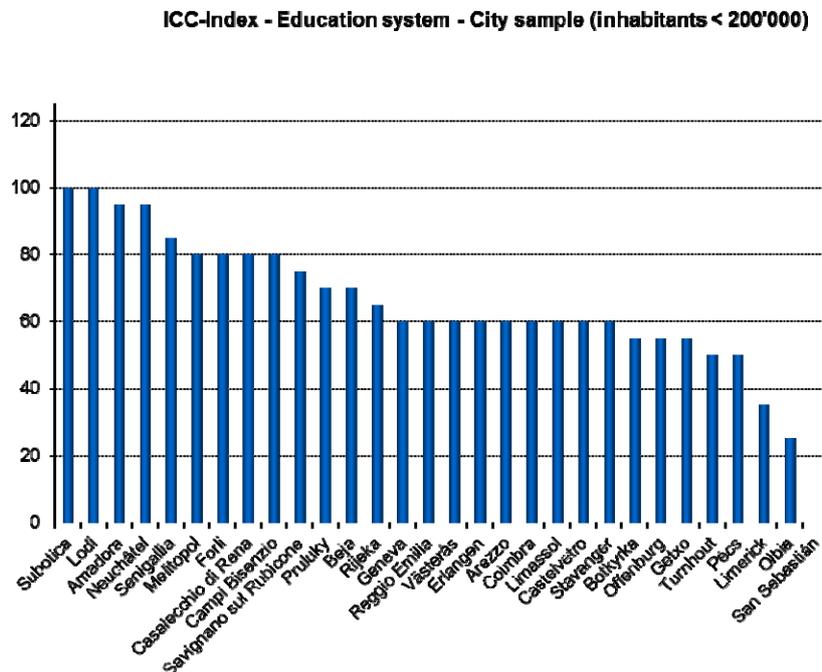
The city has a dedicated body in charge of the intercultural city strategy: the Personnel and Organisation Office.

Finally, it is commendable that local citizens and organizations that have done exceptional things to encourage interculturalism in the local community are acknowledged and honoured. The city has, in fact, instituted the Diversity Award recognising the organisation that has done the extra mile to promote ethnic diversity in the workplace. The money of the award should be used for further development of the diversity work at the workplace.

Stavanger might wish to consider using the CBRA (Community Based Results Accountability) method for the evaluation practice. The method has been successfully implemented by the city of Lisbon for assessing the results in Mouraria Neighbourhood.

⁵ The term "city sample" refers to the weighted average of the 56 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 Stavanger's education policy achievement rate (60%) is lower than the city sample's rate (66%).

In most of the local primary schools almost all pupils come from the same ethnic background and roughly 17 % of children in Stavanger's public schools have a mother tongue other than Norwegian⁷. Among these, the newcomer kids attend a Learning Centre learning Norwegian for 1-2 years before being enrolled in their neighbourhood schools in order to be empower to follow the ordinary lessons.

Stavanger has also three private international schools (International School of Stavanger, Lycée Français and the British International School), which enrolled 868 pupils.

Among the public schools the percentage of children with a mother tongue other than Norwegian varies from 30% to 0%.

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 Stavanger does not record the ethnic backgrounds of pupils, but records are kept of the mother tongue indicated by parents.

No policy is being prepared to increase ethnic/cultural mixing in schools as immigrants are spread out in the city and are attending their neighbourhood schools. Even though some schools have more foreigners than others, there is no segregation within the schools.

Permanent teaching staff in public schools does not reflect the ethnic composition of the population in Stavanger, but the City has hired a broad team of mobile teachers with multilingual competence that provide mother-tongue tuition and dual-language subject training. As of 1 March 2013 there were 58 teachers providing tuition to 752 pupils in 31 languages.

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

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.

Finally, intercultural projects are often carried out and discussed in a Special Chapter of the City's Quality Report for Schools since 2008. In the past 15 years many Stavanger schools have enjoyed contacts across national boundaries as participants in Twinned Cities, Comenius projects and Socrates projects. In particular, the schools Gosen, Gautesete and Kristianslyst have for many years been involved in Twin School projects with schools in the Twin Towns Nablus (Palestine) and Netanya (Israel). The project is financed by Stavanger through ear-marked funds. The aim is to generate understanding and knowledge about the conflict in the Middle East and to exchange insights into Norwegian culture and Mediterranean culture.

Also, every year the Stavanger Culture School organises *Fargespill*, meaning "Colourplay", a multicultural performance given by children and youth from all over the world, including Norway.

3. Neighbourhood policies through an intercultural lens⁸

An intercultural city does not require a "perfect statistical mix" of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic

⁸ 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.

segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.

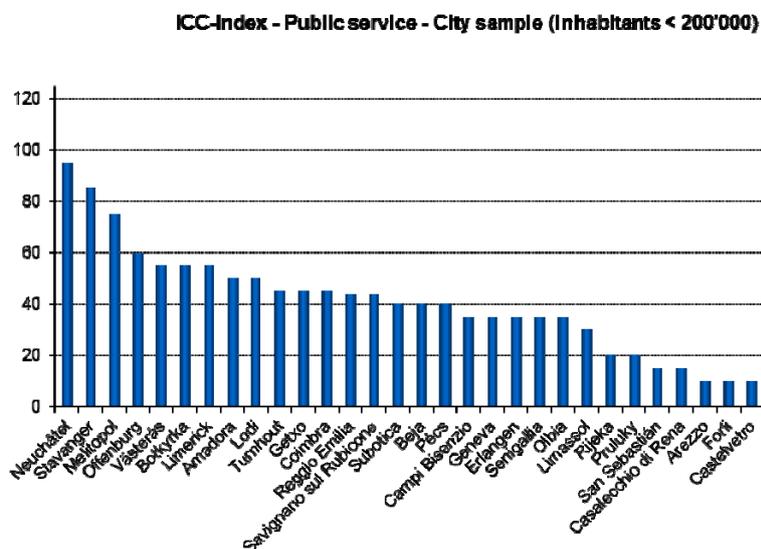
Stavanger's neighbourhood policy indicators are higher (85%) than the city sample's rate (62%).

In 71,5% of the neighbourhood the vast majority of the residence are of the same ethnic group. A policy for increasing diversity, however, has being designed in the framework of the Social Housing Social Plan 2010-2015, for underlining the commitment "to create diversity throughout the city" and keeping in focus that social housing work is intended to rub out differences and encourage attractive, thriving residential areas everywhere.

The city encourage people to meet and interact within the neighbourhood, thanks to the District Centres (Bydelshus), meeting places for local citizens promoting events and activities as well as good growth opportunities and a favourable neighbourhood environment.

Finally, the City's Ready-Made Holiday Club (Fisks Ferigge Ferie) is designed to attract children and adolescents, regardless of socio-economic standing and ethnic background. The Youth and Leisure Office will engage in a series of additional activities for promoting even more this strategy.

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 Stavanger's public services policy achievement rate is considerably higher (85%) than the city sample's rate (45%).

People not citizens can be employed in public administration, but ethnic background of public employees reflects the composition of the city population

only at a lower level. Nevertheless, the city has designed a recruitment plan 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.

The city takes action to encourage intercultural mixing and competences in private sector enterprises. Stavanger is, in fact, one of the financial contributors as well as a member of the steering committee of Global Future, a talent programme designed by the Confederation of Norwegian Enterprise to mobilise immigrants with higher education. Since now four participants were coming from Stavanger and the city continues to urge citizens to apply.

Stavanger provides three out of the four services listed in the Intercultural cities index which are tailored to the needs of the ethnic/cultural background of its citizens: it offers funeral/burial services and swimming times for women. Furthermore the city offers an interpretation services (Tolketjenester) to ensure that users with an immigrant background have the same access, quality and results from municipal services.

We have to underline, anyway, that school meals are not offered by the public schools and all the pupils are expected to bring their own lunch pack.

5. Business and labour market policies through an intercultural lens

Stavanger's business and labour market policy indicators are higher (80%) to the city sample's rate for business and labour market policy which is 42%.

An institutional business umbrella organisation, the INN Expats, a branch of the Stavanger Chamber of Commerce, is dealing with promoting diversity and non-discrimination in employment. It also organizes 80 events a year for expatriates and their family contributing to an easy transition and helping them making sense of the new environment. It finally pursues a focus on the spouses, believing that an happy family is a valuable and sustainable resource for the city. CV-registration course, three-parts job training programme to help building confidence and prepare for the interview process, Norwegian conversation groups, driving instructor seminars are only some of the initiatives that are implemented by the organization.

Combating discrimination is part of the city's mission statement. Stavanger city is monitoring the extent and the character of discrimination through a survey conducted every two years among the organizations and employees. The results are showing a high degree of acceptance for diversity coupled with a low level of discrimination.

Furthermore the city encourages business from ethnic minorities to move beyond ethnic economies and enter the mainstream economy and high value-added sectors. Skape.no is a centre for information, competence and guidance aimed at new businesses in Rogaland. The main aim is to offer advice and

assistance to ensure independence for new business owners as well as in-depth understanding of the day-to-day running of their business.

The City has also launched actions for encouraging business districts and incubators such as the Stavanger's branch of Ipark Rogaland.

Stavanger may wish to ameliorate its business and labour market policy by giving priority to companies with a diversity strategy in the municipality's procurement of goods and services.

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

Stavanger's cultural and civil life policy goal achievement rate is higher (100%) than the city sample's rate (80%).

Stavanger uses interculturalism as a criterion when allocating grants administered by the city. It also organizes events to promote integration in sports and runs Metropolis, the city's non-alcoholic cultural house of youth, and the International Culture Cafè.

Furthermore the City encourages cultural organisations to deal with diversity and organizes debate and public campaigns, such as "Global Morning" a series of meetings with key-note speakers as Jan Egeland (President of Norwegian Refugee Aid) and numerous foreign ministers, organized in the International Library by International Culture Network, a partnership with ethnic minority organisations in the city.

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.

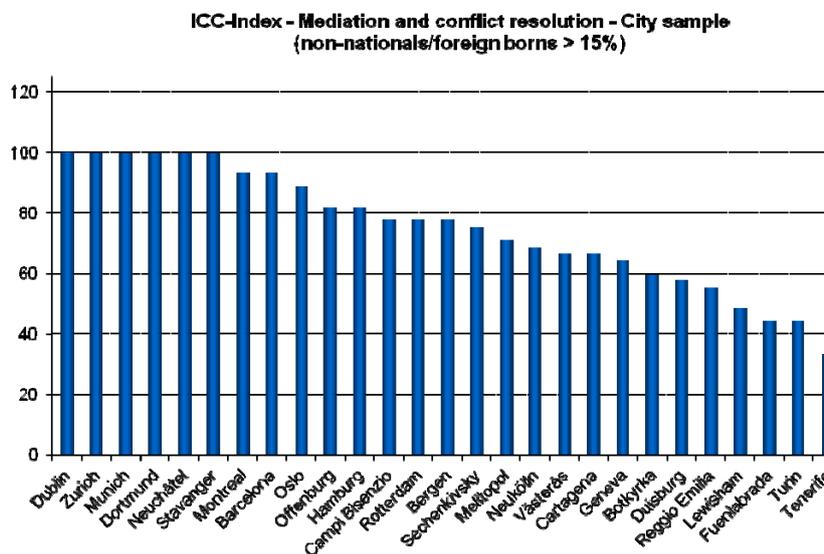
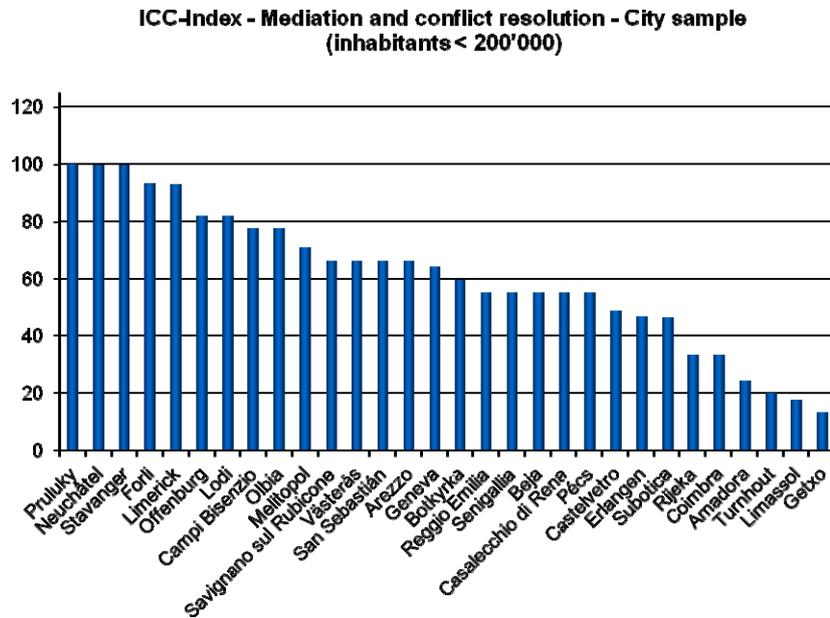
The rate of achievement of Stavanger's public space policy goals is higher than the sample city's: 96% of these goals were achieved, while the sample city rate for public space policy is 64%.

Stavanger has implemented several public spaces policy instruments. The local government promotes intercultural mixing in museums, playground, squares and public libraries. The International Library, for example, allows choosing among a selection of books and magazines in almost 54 languages.

Furthermore, the advice of the Immigrants Council is requested in matters of urban planning issues and the city takes always into account the population diversity in the design and management of new public buildings or spaces.

Lastly, it is positive that there are neither areas in Stavanger reputed as “dangerous”, nor spaces or areas dominated by one ethnic group where other people may feel unwelcome.

8. Mediation and conflict resolution policies



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

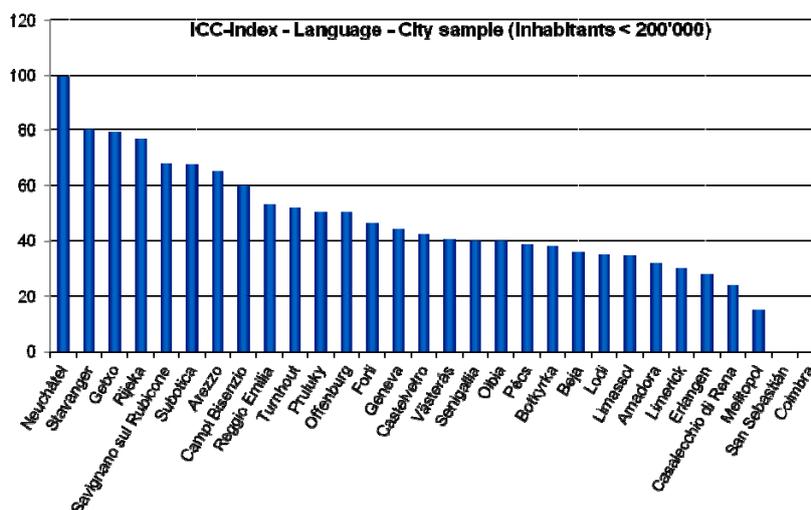
The analysis shows that Stavanger’s mediation and conflict resolution policy achievement is the higher possible (100%) while the city sample’s rate is 66%.

Stavanger has set up all the mediation services enlisted: a municipal mediation service devoted to intercultural issues only (teaching supervisors/mentors dedicated to kindergartens and schools); a generalist municipal mediation service which also deals with cultural conflicts (Mentors in many municipal services which also work with cultural differences and conflict); an intercultural mediation service run by a civil society organisation (“Self-help For Immigrants and Refugees”, a national not-for-profit independent organisation established for informing and referring users to the right body to address and assisting with sorting out problems in a wide range of areas, including Labour and Welfare Agency (NAV), schools, work, residence permit, family reunification, financial issues, forced marriage, honour-driven violence, etc.); a state-run mediation service (Conflict Mediation Council).

Furthermore mediation is provided in specialised institutions such as hospitals, police, youth clubs, mediation centres, and retirement homes⁹; within the city administration; in the neighbourhoods, on the streets, actively seeking to meet residents and discuss problems.

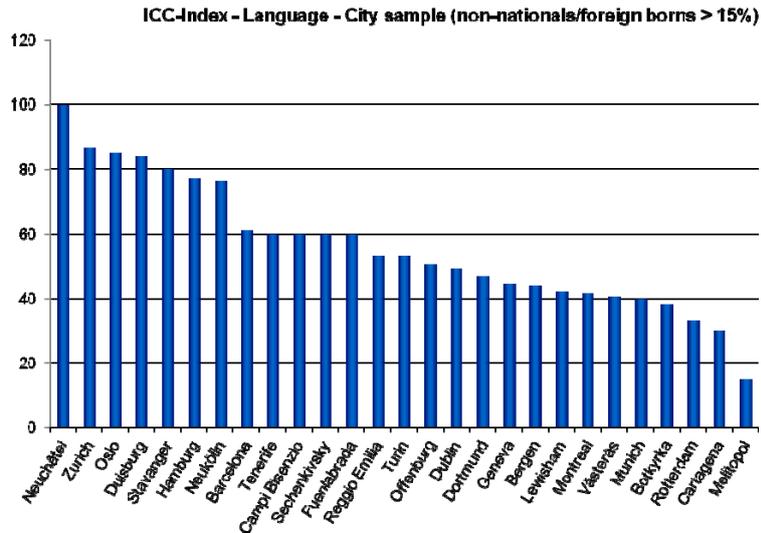
The Council for Religious and Life Stance Communities is also active in the city. Stavanger cooperates with the Council and is planning to develop interfaith and dialogue competences within the City services.

9. Language¹⁰



⁹ Hospitals and police are state run organizations and the city is not responsible for providing mediation for these institutions. However the local hospital has used professionals from Stavanger city to arrange seminars about cross-cultural communication and understanding. Retirement homes have used the city`s Intercultural Mediators/supervisors on many occasions.

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)



Stavanger’s language policy achievement rate is much higher (80%) than the city sample’s rate (49%).

The city is providing specific language training for hard-to-reach groups, the possibility of learning migrant languages as part of the regular curriculum in schools, learning migrant languages as a mother tongue course for migrant kids only and learning migrant languages as a regular language option available to everyone. The city also supports private and civic sector institutions providing language training in migrant languages.

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

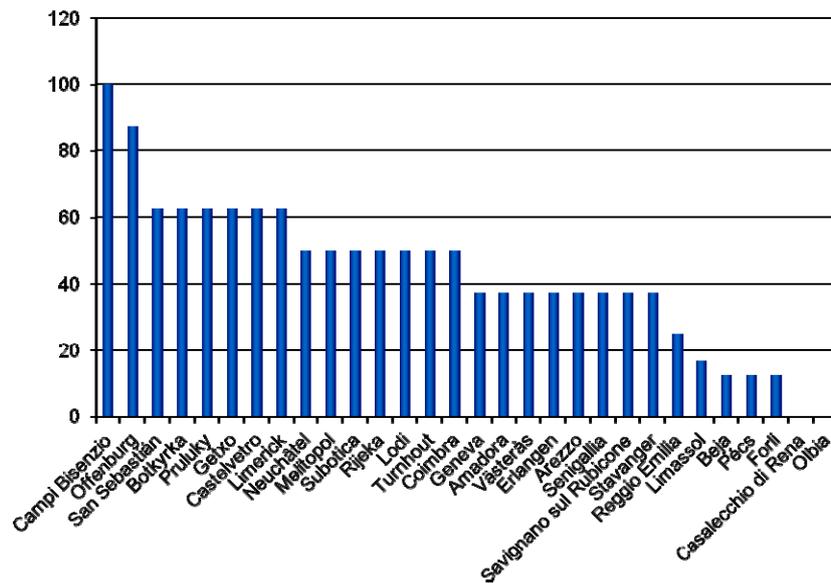
The Centre is open during the day, in the evenings, and online. Special mother-child groups are organised so that stay-at-home moms can learn and practice Norwegian together.

In all Norwegian schools, children learn English as well as Norwegian (or Sami) from starting school. Pupils with another mother tongue are entitled to special language training under the Education Act, until they have learnt sufficiently to follow normal schooling. If necessary, the pupil also has a right to tuition in his or her own mother tongue, and dual-language subject training. In 2013 there were 5.8% of students in Stavanger's municipal compulsory schools who received mother tongue tuition or dual-language tuition. The national average was 2.8%.

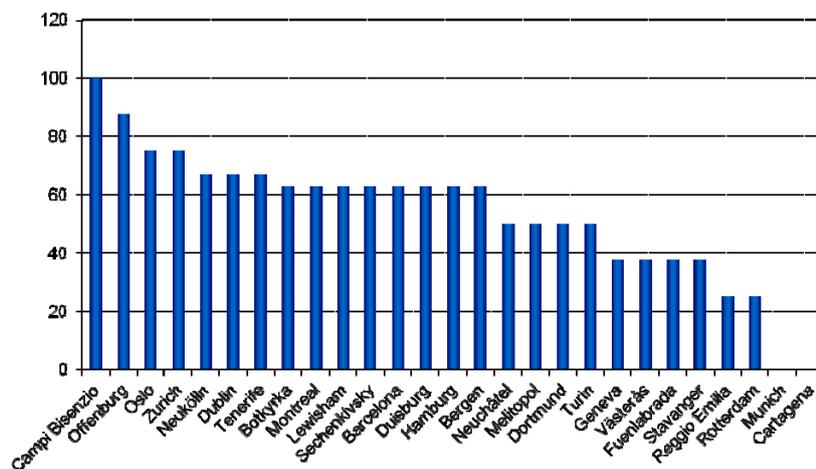
Furthermore, the Christian Intercultural Initiative (KIA), a not-for-profit organisation working for interculturalism among Christians and the broader society, is also offering language teaching. As well as the Red Cross that has designed a walk-in language familiarisation scheme where refugees and immigrants can practice their Norwegian language skills in an informal setting.

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 agencies to achieve a climate of public opinion more conducive to intercultural relations.

38% of Stavanger's media policy goals were achieved while the city sample's attainment rate for these goals is 47%.

Occasional actions to improve the visibility of migrants in the media are taken. For instance, the International Cultural Network in Stavanger has held a course for immigrants wishing to learn how to write letters to newspapers. Furthermore a sponsor has been found for discussing a Freedom of Speech prize for immigrants who make statement in the media.

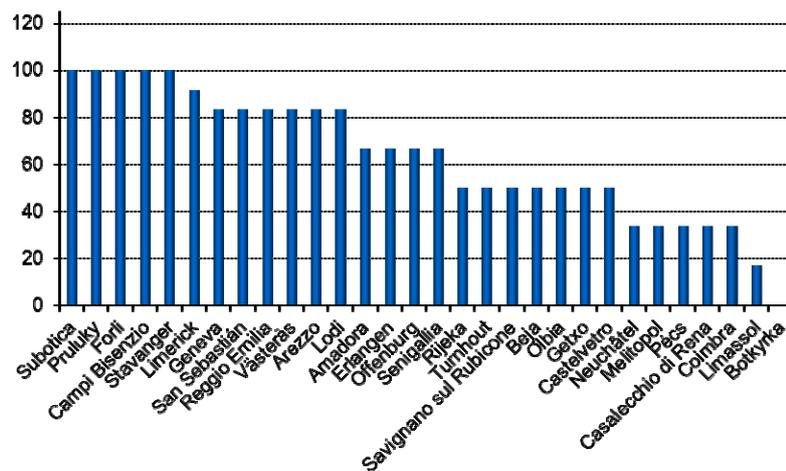
The municipality is also monitoring every incident where migrants occur in an article or otherwise.

Finally, the issue of “Diversity and integration as an advantage” is referred to specifically in the Municipality Master Plan and is consequently highlighted in various types of communication channels used by the municipality (the internal magazine Komposten, press and news briefings, brochures, web-pages, etc.) even though this is not explicitly instructed in the communication strategy as such.

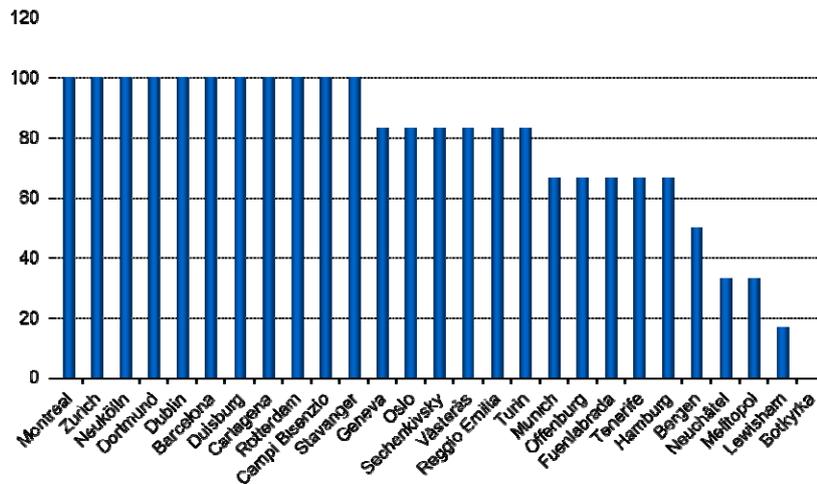
Stavanger may wish to ameliorate its policy providing support for advocacy, media training and mentorship for journalists with minority background.

11. International outlook policies

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



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



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

Stavanger's international outlook policy indicators are higher (100%) than the city sample's (72%).

Stavanger has designed an explicit policy to encourage international cooperation, particularly in project related to its two main clusters: energy and food.

The city has developed the Greater Stavanger Economic Development, a tool to encourage international cooperation within academic sector, private sector and public sector. As part of this triple helix focus, delegation trips are used as a core activity to facilitate international relations. In 2013 the City of Stavanger participated in delegations trip to OTC in Houston organised by Greater Stavanger. The delegation consisted of 270 participants from more than 100 companies, the University of Stavanger, the International Research Institute of Stavanger and 10 -15 other Norwegian cities. Delegation trips were also organized to Aberdeen and Aberdeen Shire for small-scale food producers and to Malaysia as a new market for the regions oil and gas industry.

A special focus is emerging on collaboration with Poland, since this is the largest immigration group in the region. A delegation of 17 mayors and the Association of Polish Cities will visit Stavanger in May 2014 in order to share experiences on inter-municipal development.

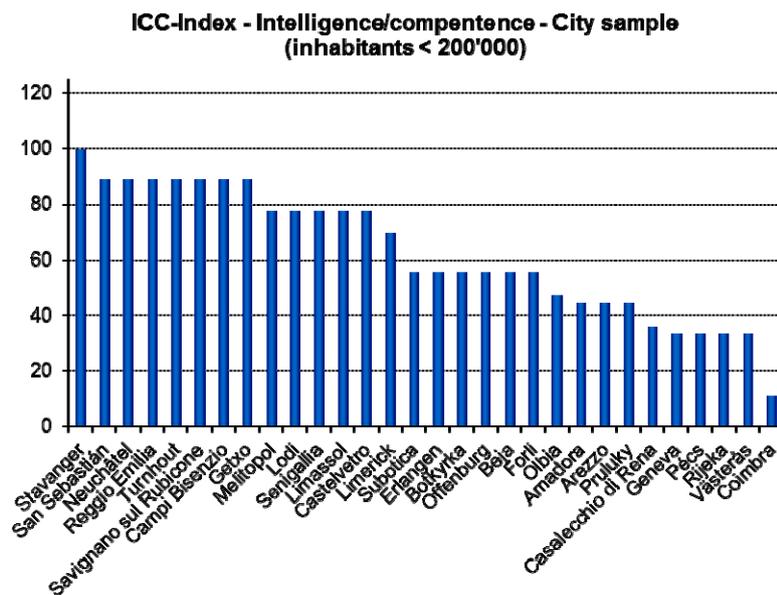
Furthermore, in 1995 the city has taken the initiative together with Houston, to establish the World Energy Cities Partnership (WECP), an organization for the leading world energy cities. At the moment the WECP has 21 members from all over the world and aims at contribute to the exchange and learning among cities and facilitate collaboration between universities and research institutions in the various cities.

In the framework of this partnership, Stavanger has facilitated an increasing collaboration between the University of Stavanger and the University of Houston. This resulted in a Memorandum of Understanding being signed in 2012, focusing on sub-sea education.

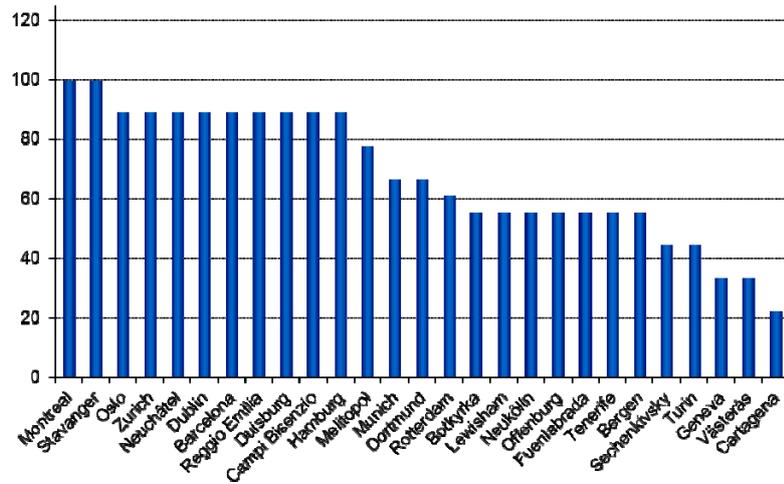
The University of Stavanger has, in addition, worked through the WECP and the city of St. John's to get Memorial University of Newfoundland in as an international partner in the newly established Roald Amundsen research institute. Projects are being developed on petroleum energy research in cold climate.

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.

12. Intelligence competence policies



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



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 mode of behaviour on all situations.

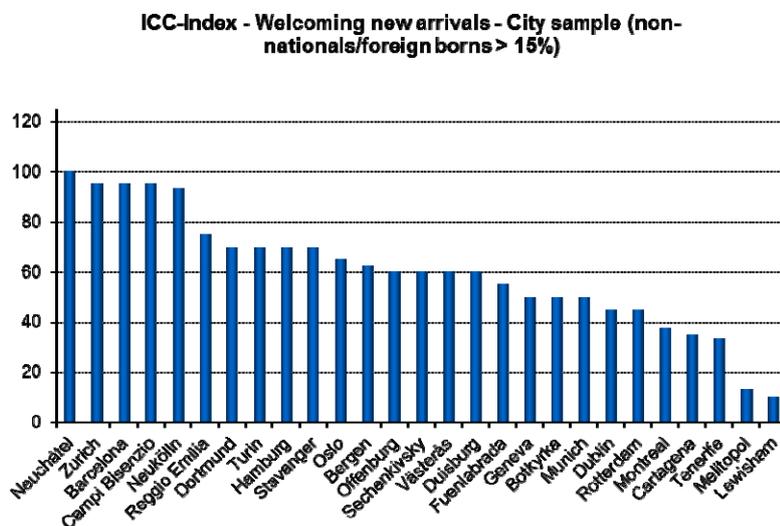
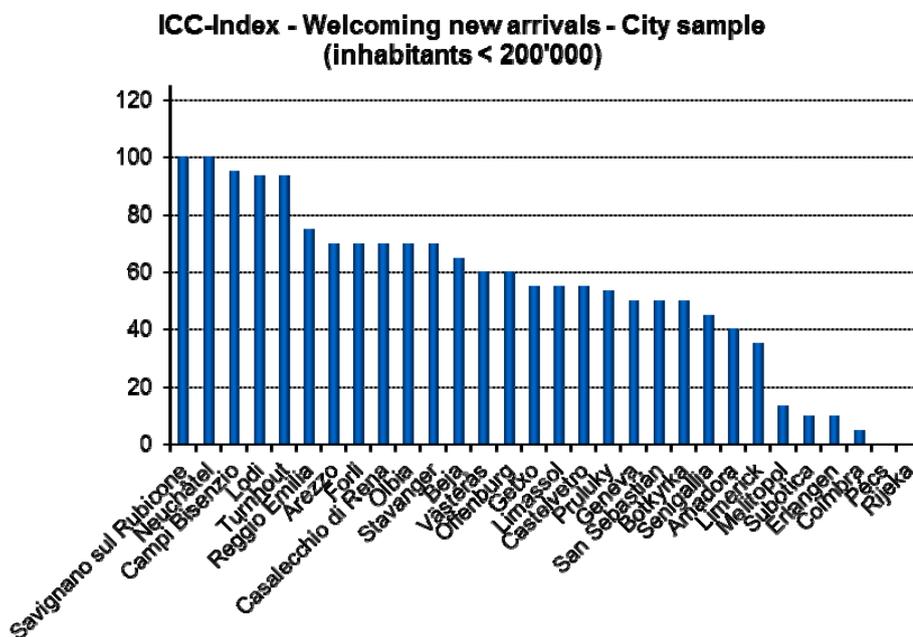
The attainment rate of Stavanger’s intelligence competence policy goals is higher than the city sample’s: 100% of these goals were achieved, while the city sample rate for intelligence competence policy is 63%.

Information about diversity and intercultural relations are mainstreamed in order to inform the city authority’s process of policy formulation.

Seminars and networks as well as training courses are organized as a tool for promoting intercultural competences within officials and staff. Stavanger may wish to ameliorate this service, taking into consideration offering courses in intercultural communication not only to its staff but also to other public and private sector workplaces, as the city of Bergen does.

Furthermore, the city is conducting surveys to find out how inhabitants perceive migrants/minority groups.

13. Welcoming policies



People arriving in a city for an extended stay (whatever their circumstances) are likely to find themselves disorientated and in need of multiple forms of support. The degree to which these measures can be co-ordinated and delivered effectively will have a significant impact on how the person settles and integrates.

The attainment rate of Stavanger’s welcoming policy goals is higher than the city sample’s: 70% of these goals were achieved, while the city sample rate is 56%.

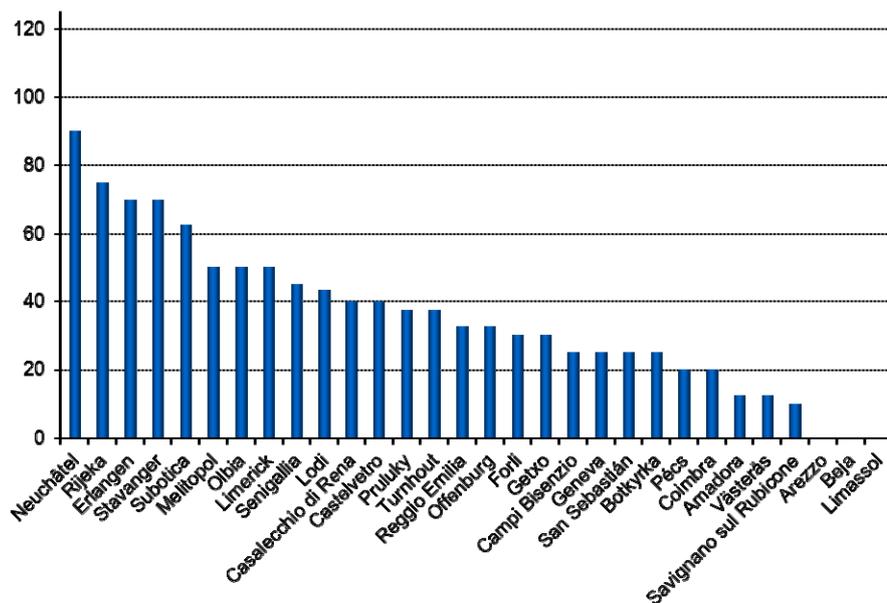
Stavanger has implemented various welcoming policy instruments. For instance, the city has set up a designated agency to welcome newcomers.

Furthermore, the city has published a comprehensive package of information to aid newly arrived foreign residents. The city’s services and agencies provide support tailored specifically for family members, refugees (through the Refugee Settlement Office (Flyktingseksjonen) that is responsible for the first 2-3 years) and migrant workers. In particular, in the city is active the Service Centre for Foreign Workers.

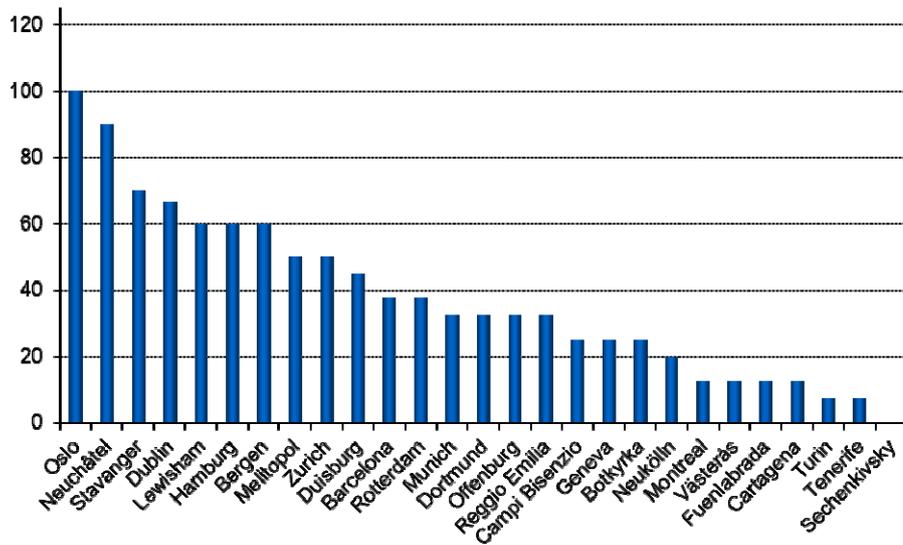
The city might wish to ameliorate its welcoming policy by having a special public ceremony to greet newcomers in the presence of city’s officials. We invite Stavanger to consider the following welcoming initiative as implemented by Neuchatel. Here, a Council meeting is held every 6 months to greet all its 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. Also in the city of Tillburg there is a special ceremony each month in the town hall for the people who passed the exams of the integration programme. Each month the alderman can congratulate about 30 people. Once a year, a great party is organised by the municipality for all new residents.

14. Governance policies

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 decision making.

70% of Stavanger governance policy goals were achieved while the city sample's attainment rate for these goals is 34%.

Foreign national can vote in local elections after three years of residence¹¹. The ethnic background of the elected politicians partly reflects the city population, as there are only 12% of immigrant-background members in the City Council. However before every election, each political party is encouraged to nominate migrants in its election list. Beside this, the City is regularly encouraging migrants to engage in political life: before the local election (8-9 September 2013) brochures were distributed in 10 different languages to all the public service centres, all the mosques in the city, the Catholic Church and other meeting spaces for immigrants.

In Stavanger Cultural Centre, furthermore, all the political parties were invited to dialogue with the migrants and a tool for voting in advance was arranged.

An advisory migrant council is composed by nine members elected by the City Council. Migrants' organizations are entitled to propose members.

Finally, Stavanger may wish ameliorate its intercultural governance policies by establishing a standard for the representation of migrants/minorities in mandatory bodies which supervise schools and public bodies. An interesting step in this direction was made by the Serbian city of Subotica. The Municipal Council

¹¹ According to national law

for Interethnic Relations established a Board of Parents in one of the neighbourhoods, Peščara, where 500 Kosovo Roma had settled. This board allows parents, including these of Roma origin, to have representatives at school.

15. Conclusions

The results of the current ICC Index assessment show that Stavanger does better than most other cities in the sample, particularly in areas such as Commitment, Intercultural Lens, Mediation, Language and International outlook, Intelligence and Governance. On the other hand policies regarding the field of Media and Education can be further strengthened by meeting other Intercultural Cities.

In view of the above, we invite Stavanger to continue strengthening in most of the policy areas and improve in the policy areas detailed below.

16. Recommendations

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

- **Commitment:** Stavanger is an example of a city in which local authorities demonstrate their commitment to being an intercultural city. Local authorities could strengthen that providing a complete evaluation process for its strategy.
- **Business and labour market:** The city council's business and labour market policies may benefit by giving priority to companies with a diversity strategy in the municipality's procurement of goods and services.
- **Media:** Stavanger may wish to further explore possible media policies, for instance, by providing advocacy/media training/mentorships for journalists from minority backgrounds.
- **Welcoming:** Stavanger may wish ameliorate its welcoming policies by having a special public ceremony to greet newcomers in the presence of city's officials
- **Governance:** Stavanger might consider ameliorating its governance policy by putting forth standards for the representation of migrant minorities in mandatory bodies supervising schools and public services.

Stavanger 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