

RESULTS OF THE INTERCULTURAL CITIES INDEX



KLAKSVIK

April, 2017



Intercultural cities
Building the future on diversity

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A comparison between 86 cities¹

Introduction

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

As of today 86 cities have undergone their intercultural policies analysis using the Intercultural City Index: Albufeira (*Portugal*), Amadora (*Portugal*), Arezzo (*Italy*), Ballarat (*Australia*), Barcelona (*Spain*), Beja (*Portugal*), Bergen (*Norway*), Bilbao (*Spain*), Botkyrka (*Sweden*), Braga (*Portugal*), Bucharest (*Romania*), Campi Bisenzio (*Italy*), Cartagena (*Spain*), Casalecchio di Rena (*Italy*), Cascais (*Portugal*), Castellón (*Spain*), Catalonia (*Spain*), Coimbra (*Portugal*), Comune di Ravenna (*Italy*), Constanta (*Romania*), Copenhagen (*Denmark*), Donostia-San Sebastian² (*Spain*), Dortmund (*Germany*), Dublin

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 generally referred in the programme as San Sebastian.

(Ireland), Duisburg (Germany), Erlangen (Germany), Forli (Italy), Fucecchio (Italy), Fuenlabrada (Spain), Geneva (Switzerland), Genoa (Italy), Getxo (Spain), Haifa (Israel), Hamburg (Germany), Ioannina (Greece), Izhevsk (Udmurt Republic, Russia), Jerez de la Frontera (Spain), Municipality of Klaksvik (Faroe Islands), the London borough of Lewisham (United Kingdom), Limassol (Cyprus), Limerick (Ireland), Lisbon (Portugal), Lodi (Italy), Logroño (Spain), Lublin (Poland), Melitopol (Ukraine), Mexico City (Mexico), Montreal (Canada), Munich (Germany), the canton of Neuchâtel (Switzerland), Neukölln (Berlin, Germany), Novellara (Italy), Offenburg (Germany), Olbia (Italy), Oslo (Norway), the district of Osmangazi in the province of Bursa (Turkey), Parla (Spain) Patras (Greece), Pécs (Hungary), Pryluky (Ukraine), Reggio Emilia (Italy), Reykjavik (Iceland), Rijeka (Croatia), Rotterdam (the Netherlands), Sabadell (Spain), San Giuliano Terme (Italy), Santa Coloma (Spain), Santa Maria da Feira (Portugal), Unione dei Comuni-Savignano sul Rubicone³ (Italy), Sechenkivsky (District of Kyiv, Ukraine), Senigallia (Italy), Stavanger (Norway), Strasbourg (France), Subotica (Serbia), Sumy (Ukraine), Tenerife (Spain), Tilburg (The Netherlands), Turin (Italy), Turnhout (Belgium), Unione Terre dei Castelli⁴ (Italy), Valletta (Malta), Västerås (Sweden), Ville de Paris (France), Vinnitsa (Ukraine), Viseu (Portugal) and Zurich (Switzerland).

Among these cities, 47 (including Klaksvik) have less than 200,000 inhabitants and 50 (including Klaksvik) have less than 15% of foreign-born residents.

This document presents the results of the Intercultural City Index analysis for Klaksvik (Faroe Islands) in 2017 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.

³ The Italian city of Unione dei Comuni-Savignano sul Rubicone is generally referred in the programme as Rubicone.

⁴ Former Castelvetro di Modena.

METHODOLOGY



The Intercultural City Index analysis is based on a questionnaire involving 73 questions grouped in 11 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).

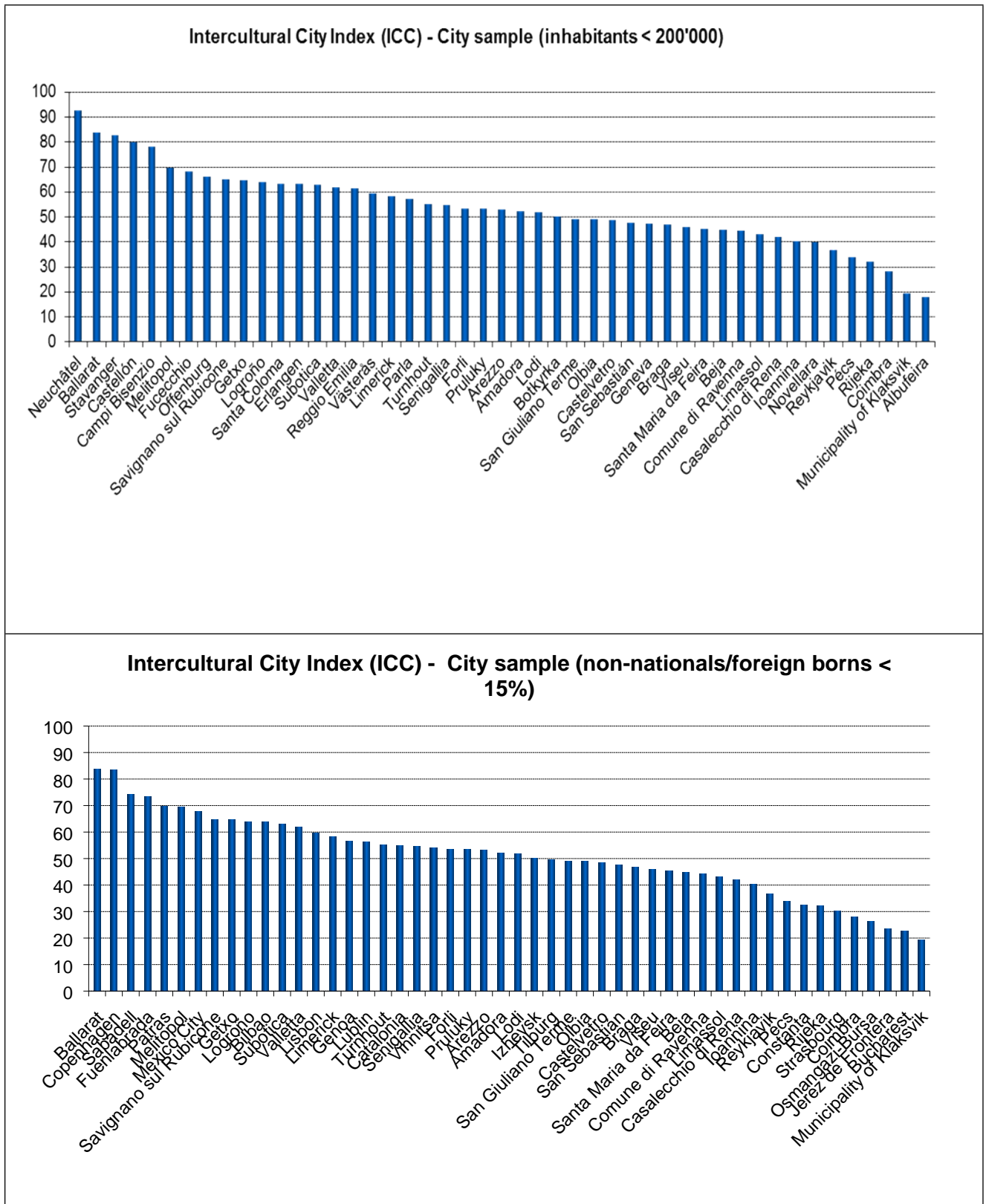
These indicators comprise: commitment; education system; neighbourhoods; public services; business and labour market; cultural and civil life policies; public spaces; mediation and conflict resolution; language; media; international outlook; intelligence/competence; welcoming and governance. Some of 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".

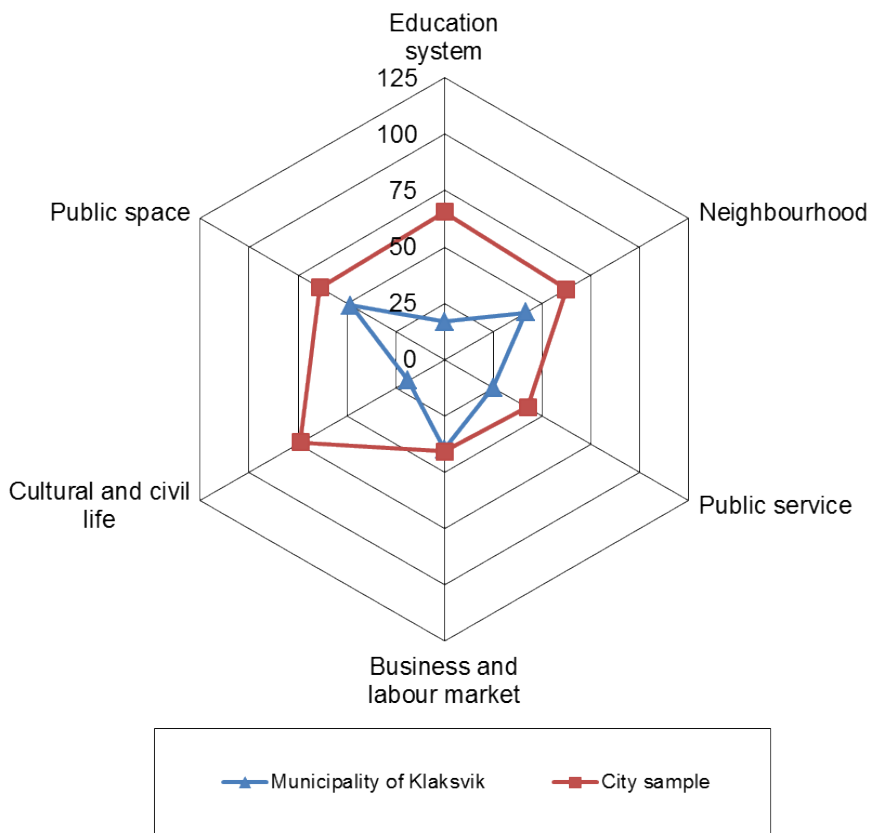
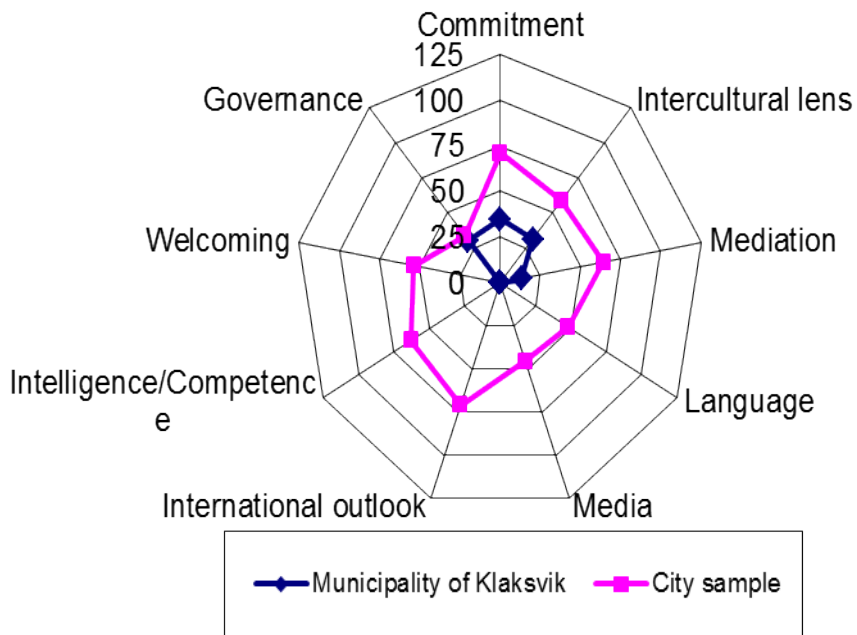
The comparison between cities is strictly indicative, given the large difference between cities in terms of historical development; type and scale of diversity, governance models and level of economic development. The comparison is based on a set of formal criteria related to the intercultural approach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

Taking into account the above-mentioned 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, Klaksvik has been positioned 85th among the 86 cities in the sample, with an aggregate intercultural city index of 19%, after Bucharest (23%) and before Albufeira (18%). Klaksvik has been

ranked 46th among cities with less than 200,000 inhabitants and 50th among cities with less than 15% of foreign-born residents.





Klaksvík– An overview

The city of Klaksvík is located up in the north of the Faroe Islands (Norway). The city started by combining small towns in the region and, as a result, there is a deep-rooted local spirit of cooperation and community. Klaksvík is best known for its innovative industry, trade, schools and various services which spring from their own enterprise available to citizens.

Nowadays, Klaksvík is well on its way into the twentieth first century, and it continues to be an indissoluble part of a globalized world, wherein borders are made fainter and wherein people easily relocate between countries. This is also visible in the growing diversity of its residents - approximately 121 foreign residents from 35 different countries in 2014. This diversity brings with it new and specialized knowledge, skills, as well as rich experiences, that will enrich and develop the Faroese society.

Klaksvík strives to create a city for everyone including residents from abroad so to be able to tap into the potential of foreign residents who have much to offer to the rest of the community.

The total number of inhabitants residing in the city is 5053. The municipality registers new residents regardless their background, therefore the municipality relies on National Registry statistics of people with a migrant background. The National Registry uses only country of origin to identify non-Faroese citizens. The majority ethnic group is from the autochthonous population, with a percentage of non-nationals residents about 1,7%.

As a matter of fact, the minority groups living in the city of Klaksvík is very small. However, in Klaksvík the Serbian and Montenegrin community is about 0.3% (18 persons), Philipinos 0.29% (15 persons) as well as Thai, about 0.17% (9 persons). It is possible to find also a low percentage of Argentineans, Armenians, Canadians, Colombians, Estonians, Ethiopians, Philipinos, Dutch, Indonesians, Iranians, Nigerians, Pakistanis, Polish, Romanians, Russians, British, South Africans, South Koreans, Tunisians, Americans, and Ukrainians.

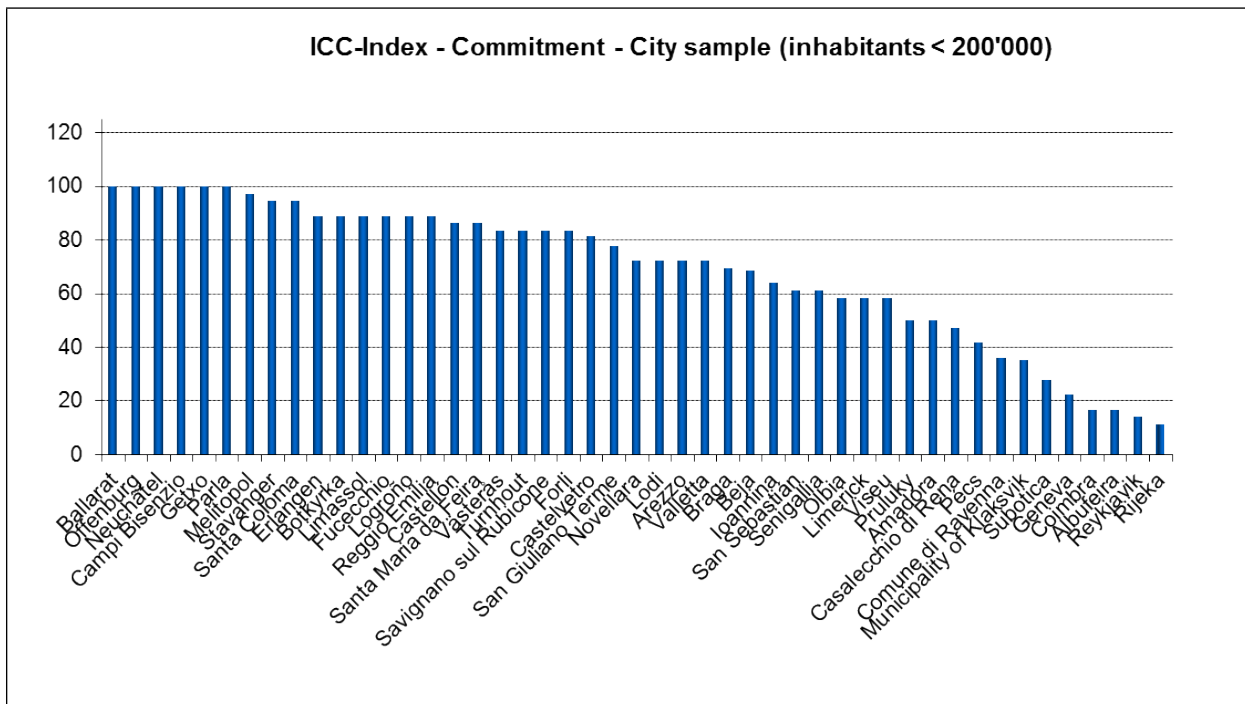
Unfortunately, statistical data concerning the percentage of non-nationals resident in the city, foreign-born nationals' residents, as well as people who are second or third generation migrants are not available.

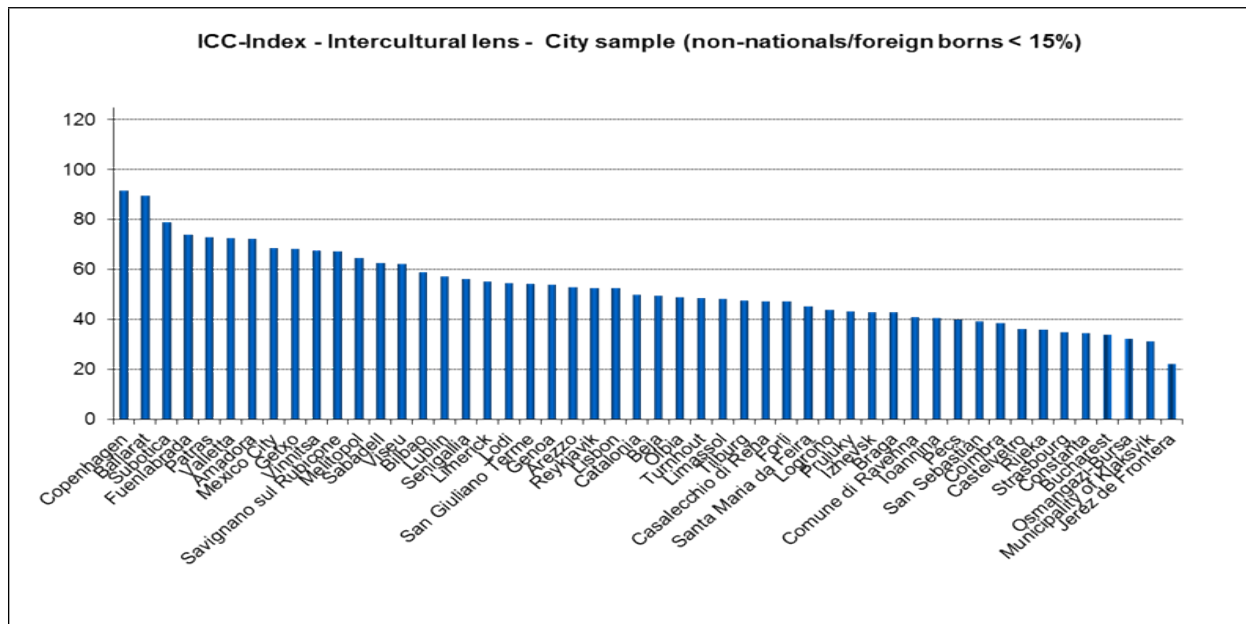
The city of Klaksvík has generated a GPD of 41942, 24 USD per capita. The city has a working body with leading responsibilities for intercultural integration, and more specifically it is included in the tasks of the Mayor's office. Moreover, any individuals with legal residence and permission to work in Klaksvík can apply for available positions in the public administration.

COMMITMENT



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.





Although the city sample score in the field of Commitment is 70%, Klaksvik's rate of 37% is an encouraging result considering the size of this municipality that very recently joined the ICC network.

The city has not formally adopted a public statement that it is an Intercultural City and has not adopted an integration strategy program with intercultural elements.

However, Klaksvik City Council formally adopted an integration policy in 2015, thus a step forward in becoming an intercultural city to the fullest extent.

Furthermore, the municipality has adopted an integration action plan which is not fully intercultural yet⁵. To date, all the integration-related initiatives in Klaksvik have been provided with funds on a case-by-case basis.

Positively, Klaksvik systematically engages in policy consultation and co-design involving people of all kinds of ethnic and cultural backgrounds. The Integration Committee of the municipality serves to advise the city council including policy consultation. It also represents the voice of ethnic communities and serves to promote tolerance and cohesion within the community of Klaksvik.

Public speeches rarely make clear reference to the city's intercultural commitment and the city has not an official webpage to communicate news and initiatives.

Certainly, it is important to acknowledge that the city has foreseen a cross-departmental co-ordination structure responsible for the intercultural strategy and intercultural integration. Indeed, the Integration Committee coordinates with the Mayor's office and the development department on setting and implementing the tasks on the integration agenda annually.

⁵ Klaksvik integration policy provides a guiding framework on the areas the municipality is working on. <http://www.klaksvik.fo//Data/Attachments/3c98e746-1a32-4992-9e75-8cb47a13320d/beb19f42-0ed2-409e-bf92-577c9d47fb10.pdf>

In addition, the municipality does not provide any means to acknowledge or honour local citizens or organizations which have done exceptional things to encourage interculturalism. However, Klaksvik might consider initialising interculturalism in the city's communities while taking into account some good practices: the Municipal Merit Award is a prize given by Cascais to honour local citizens or organisations that have done exceptional things to encourage interculturalism in the local community.

Similarly, the Portuguese city Santa Maria da Feira promotes the Awards Solidarity, which aims to honour organizations or institutions which, by their actions, innovations and good practices contribute to the promotion of cohesion and social development of the municipality. Instead, the city of Beja celebrates the international day of migrants and Roma. Whereas, in Novellara (Italy) citizens try to enhance a feeling of inclusion sending letters and leaflets, for example newcomers usually receive a welcome letter. In addition, leaflets with practical instructions are offered, for example about public libraries, public bicycles.

Another good practice comes from Paris, where the "Label Paris Co-développement Sud", is an 80.000 € project created in 2006 that awards projects that have a double impact: first, they help the development of the country of origin; secondly, they help foreigners in the integration process in Paris. For examples: a group of students from Monéa (Mali) have built several common spaces (e.g. a library, furniture, housing for teachers, etc.) another project involved the organization of sessions of African histories translated and recited in French in Bambara and in Malinké (Mali).

We warmly recommend the municipality of Klaksvik to develop a webpage to communicate its intercultural commitment and related actions. In fact, it would appear that a website could enormously help newly arrived citizens through the integration process.

For example, the Intercultural City of Paris has a website that positively promotes all the intercultural activities and its column "Intégration et citoyenneté" (integration and citizenship) is an excellent example of how integration can be encouraged through the use of the internet. This column, in fact, offers important instructions, such as legal information and how to access public services, and it communicates the efforts the municipality has done in integrating migrants and minorities, for instance the renovation of houses and lodgements for migrant workers.

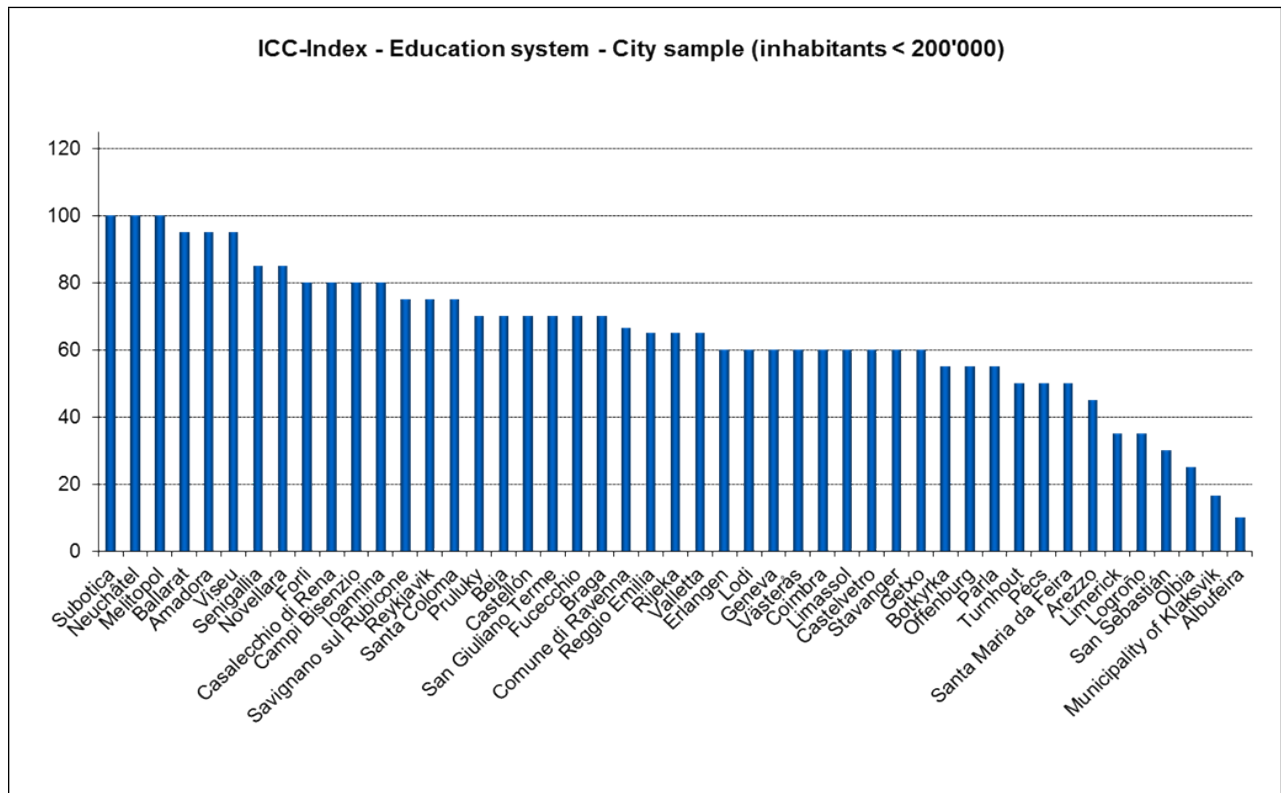
Alternatively, to keep citizens informed and involved, Klaksvik might find interesting [Beja's](#) Facebook page "Câmara Municipal de Beja". Beja, in fact, posts activities and initiatives carried out in the municipality. For instance, some activities are:

- the Christmas Concert that will take place the 11th of December in the Municipal Theatre.
- the "Cebal Na Semana Ciência & Tecnologia 2016" – a workshop to teach technology for children and young adults.
- To commemorate the International Day for the Elimination of Violence against Women the 25th of November, the association "Associação

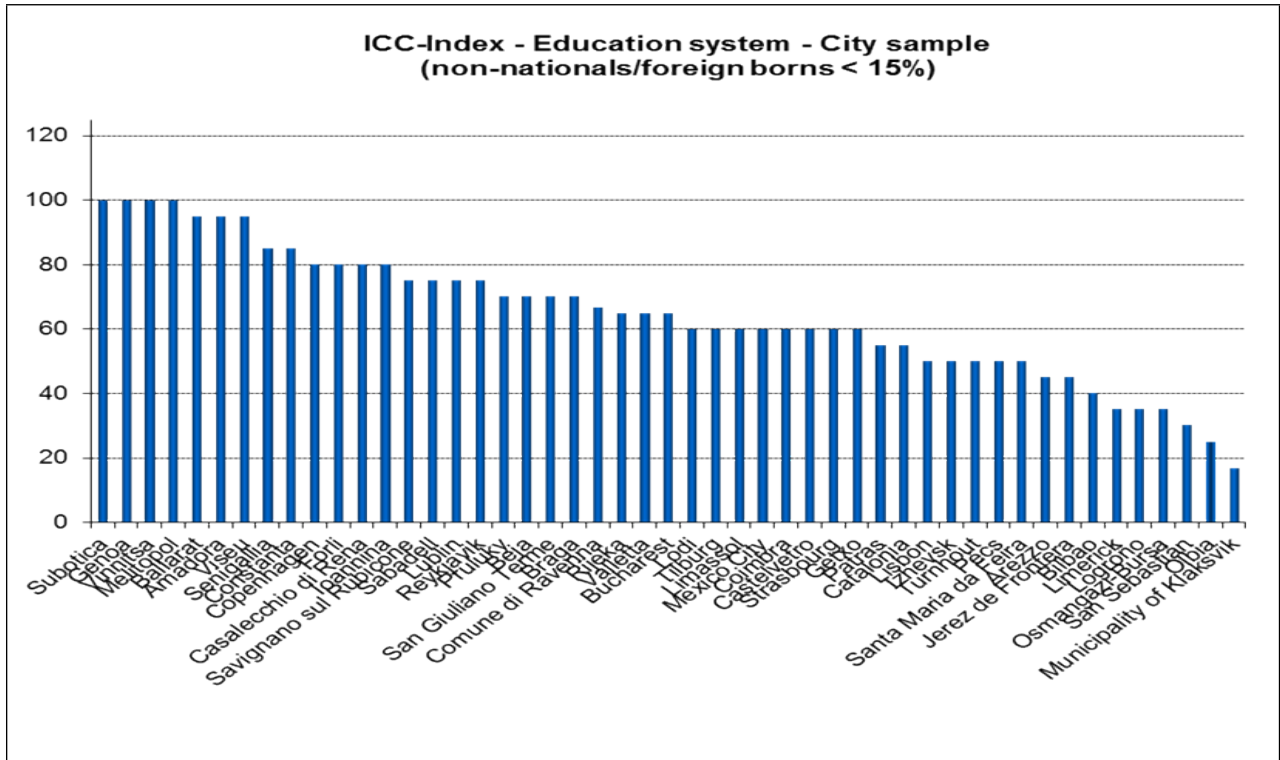
Capazes” held a campaign entitled “an active community against violence”.



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.⁶



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).



Klaksvik's education policy achievement rate is lower than the city sample. In fact, Klaksvik achieved 17% , while the city sample's rate is 65%.

In all schools, children are of the same ethnic background but there are no data available as for teacher's ethnic background.

Schools activities are important because they are a meeting point for parents coming from different countries, with different cultural background, to get to know the other members of the community. Therefore, it is important to offer a wide range of activities to attract as many families as possible. Positively, most schools in Klaksvik are making strong efforts to enhance parents' participation in the education system. As a matter of fact, every school elects and operates an "Association of parents" that represents it to the Board of the school. This Association supports special events of the school, supports the whole operation and contributes to cooperation spirit. It keeps close cooperation with the pupils, the teachers, the educational administration bodies and the Municipality (especially the Deputy Mayor of education). Within this concept, actions involving all citizens and co-creation (co-enjoy) is encouraged. Care is taken, so that to respect religious, ethnic "rules" (for example when gastronomy festivities take place, care is taken to have alternatives respecting multi-religious and diverse pupils and parents).

Up until now, schools do not have policies to increase ethnic/cultural mixing in schools. The city does not have a need for such a policy, since there does not exist "ghettoisation" in neighbourhoods of Klaksvik.

In order to improve in the field of Education, the municipality could be inspired by Genoa's initiatives. In Genoa, in fact, schools organize a wide range of activities: The Christmas markets, where children can do arts and crafts, old clothes and various items are sold for charity. The organization called Daneo

organises music classes, sportive activities and other extracurricular activities together with various volunteering activities. Moreover, two diverse choirs have been established.

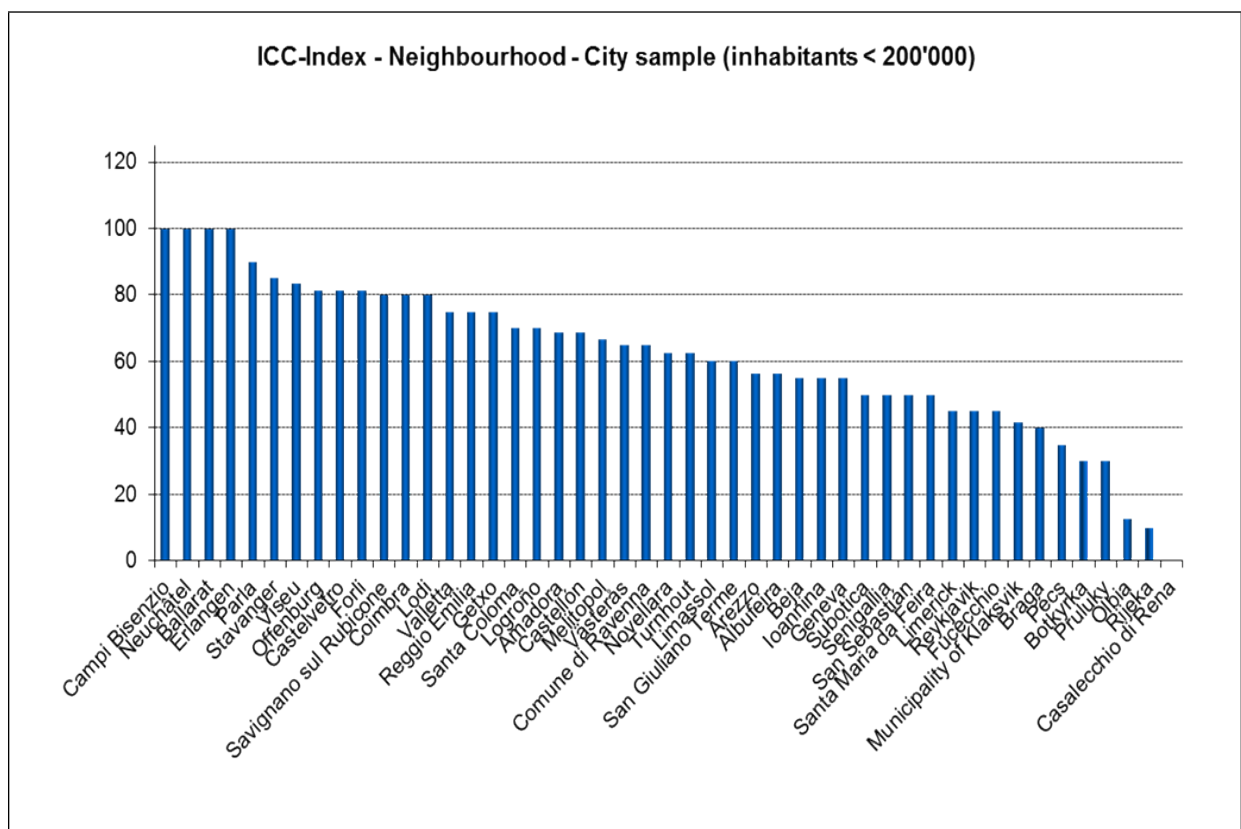
Another excellent initiative comes from the Australian city of Ballarat and it is called "Racism: it stops with me" created by Councilor Belinda Coates. The campaign invites all Australian to reflect on what they can do to encounter racism whenever it may happen. Similarly, the Intercultural City of Erlangen runs the network "Schulen ohne Rassismus – Schulen mit Courage" (schools without racism – schools with courage). This network is the biggest school association in Germany and comprehend more than 1.000 schools, all of them with the same purpose: discourage any form of racism or discrimination. Throughout the year, schools carry out projects and events aiming to enhance social inclusion raising awareness on this delicate topic. Another similar initiative comes from Reggio Emilia (Italy) and it is called "Due calci al razzismo" (2 kicks against racism). This the sports event (5-a-side football) is organised every year in November at the Palazzetto dello Sport. Organised since 2006 in collaboration with sports associations (Uisp). Participants include representatives from the various minority communities, the police force, Italian and/or foreign women, disabled individuals, local administrators, youth from secondary schools etc.

NEIGHBOURHOOD

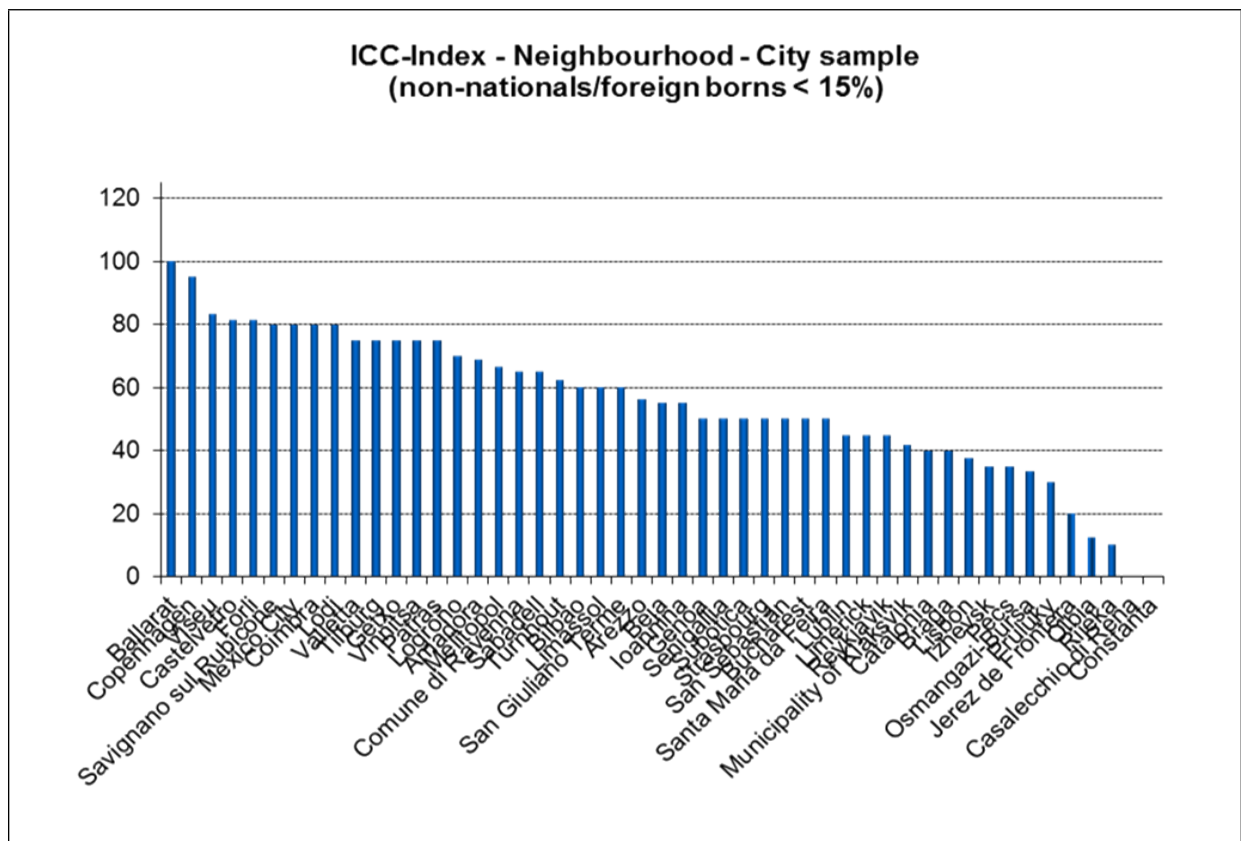
through intercultural lens



An intercultural city does not require a “perfect statistical mix” of people and recognises the value of geographical proximity and bonding between people of the same ethnic background. However, it also recognises that spatial ethnic segregation creates risks of exclusion and can act as a barrier to an inward and outward free flow of people, ideas and opportunities.⁷



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.



Klaksvik’s neighbourhood policy indicators are the 42%, lower than the city sample’s rate of 62%.

Unfortunately, in the city of Klaksvik, there is no accessible data to determine the ethnic composition in the neighbourhoods.

The city of Klaksvik does not encourage actions where residents of one neighbourhood meet and interact with people with a different ethnic/cultural background from other areas. As the questionnaire’s answers underlined, in the Municipality of Klaksvik there are no ethnically segregated neighbourhoods. However, even when people of different backgrounds share the same space, they do not necessarily engage with each other. In order to encourage positive encounters and the building of trust between diverse residents, even when conflicts are not frequent, it would be a good idea if the municipality could start organising activities to positively highlight the diversity of residents in the neighbourhoods and help them establish interpersonal connections.

For example, the Intercultural city of Parla has a specific policy to enhance cultural diversity among its inhabitants. In fact, through a wide range of urban projects that aim to revitalize and renew downtown areas, they successfully achieve multiculturalism, promoting harmony and social cohesion while discouraging negative feelings. Alternatively, Sabadell’s neighbourhood of Can Puiggener promotes social mixing of citizens from different areas with activities and programmes, such as, the organization of the social meal: “*Mesa para la convivencia Can Puiggener*” (“Table for coexistence in Can Puiggener”), and events to celebrate diversity: “*Fiesta de la Diversidad de Can Puiggener*” (“Celebration of Diversity in Can Puiggener”).

Intercultural activities will surely help avoiding ethnic concentration and will encourage social cohesion and harmony.

Klaksvík might wish to look up at the Portuguese city of Braga that organizes the "Programa Escolhas - Família do lado" in which neighbourhoods promote diversity and inclusion of various ethnic groups and cultures. Alternatively, in Limassol, the Euromed Festival aims to gather people together through folkloristic dancing and exhibitions. Another activity carried out in Limassol is the "Social Work on the Road" programme that started in 2010 and since then it aims to prevent criminality, especially among young people. The programme aims to raise awareness on the danger of drug and alcohol abuse; it offers psychological support and fight against unemployment.

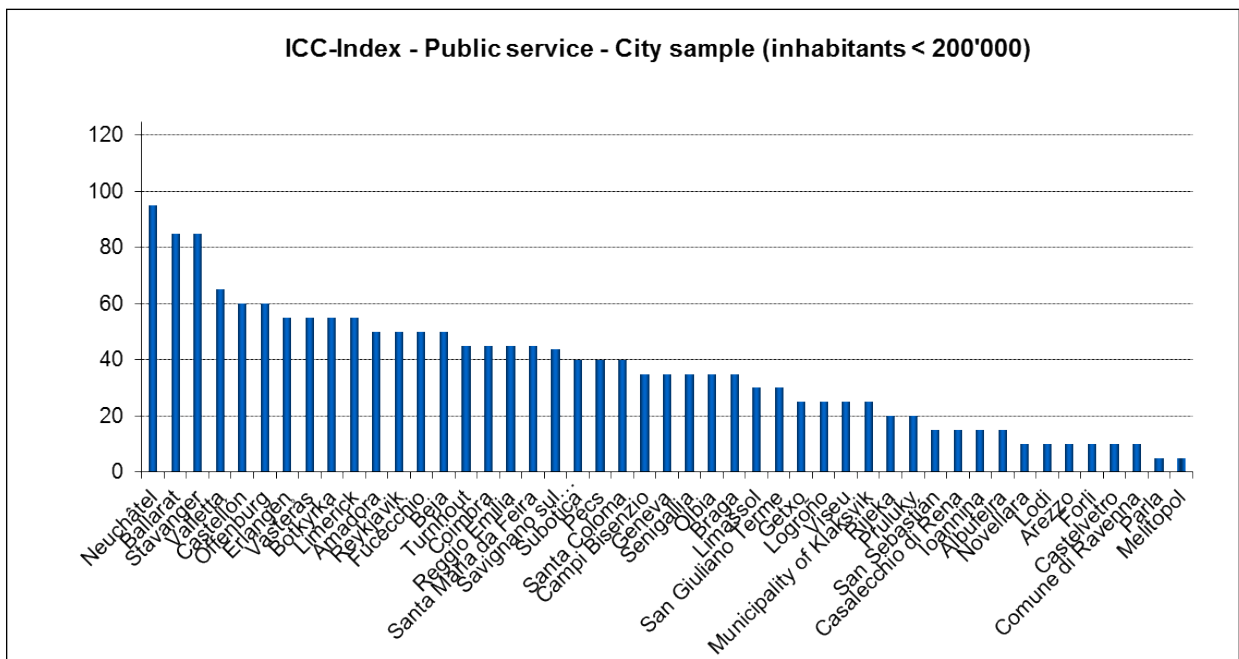
Another interesting activity comes from Getxo that established a specific project to encourage native women to meet immigrant women. In fact, it is believed that these meetings would break down prejudices and stereotypes and would give an opportunity to exchange experiences and histories. SENDI, is another project carried out in Getxo. This project organizes games during the afternoon, a pure chance for parents and children to play and have fun in Basque. This project is developed in a leisure park called "Parkean Olgetan" and it has the support of various schools and associations.

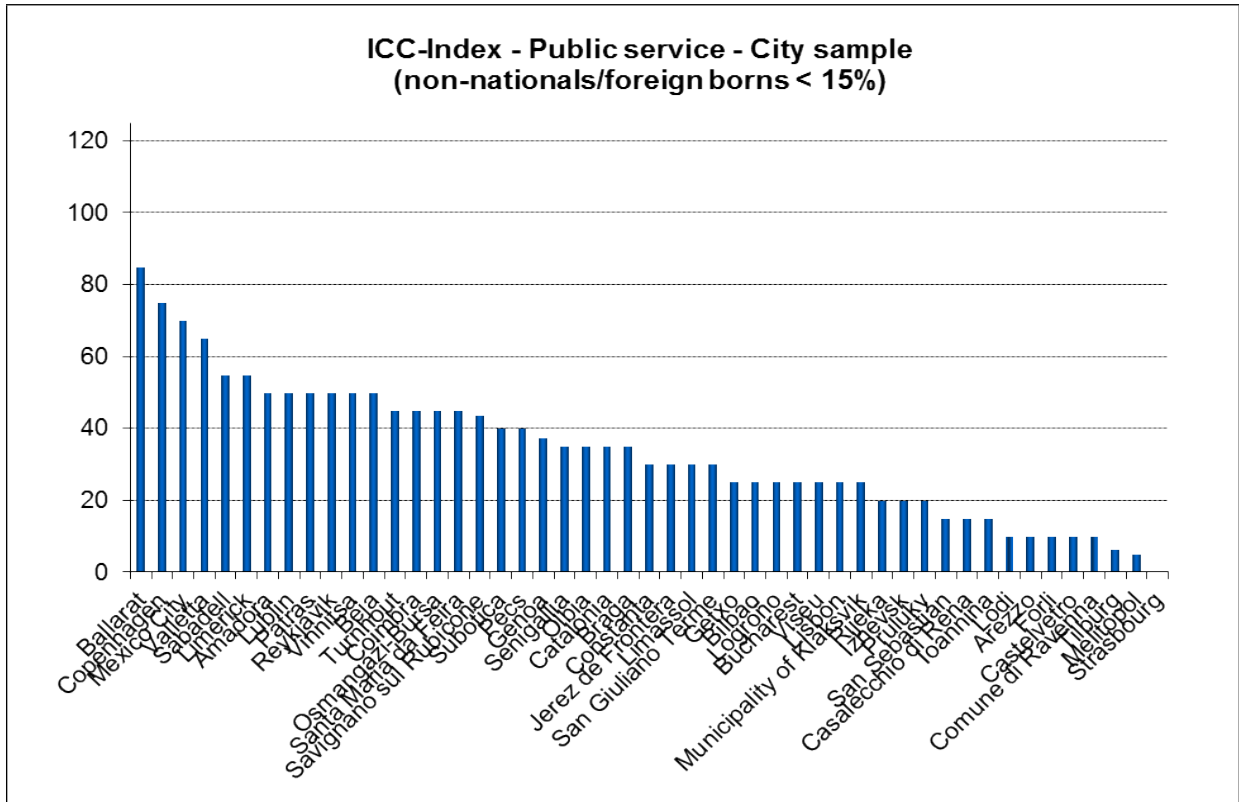
PUBLIC SERVICE

through 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.





Klaksvik's public service rate is the 25%, lower than the city sample result of 43%.

The ethnic background of public officers does not reflect the composition of the city's population.

Moreover, the ethnic background of public employees does not reflect the composition of the city's population and the municipality does not foresee any recruitment plan to diversify the municipal staff. Additionally, we acknowledge that the Municipality of Klaksvik does not encourage intercultural mixing and competence in the private sector enterprises.

Klaksvik could take inspiration from cities such as Bergen (Norway) and Erlangen (Germany) which have adopted specific recruitment strategies to ensure that the ethnic background of public employees mirrors the composition of the city's inhabitants, and encourage intercultural mixing and competence in both public and private sectors.

As a suggestion, Klaksvik might wish to look at Barcelona's project has set a project for Diversity Advantage called "XEIX" to pursuit social integration bringing together local businesses. Originally, the goal was to bring together into the Retail Association diverse shopkeepers of different backgrounds to foster local development. Now, the Association welcomes all sorts of organisations; such as local immigrant organisations (Chinese language schools), institutions (Casa Asia, the Confucius Institute, Universitat Autònoma, etc), cultural facilities (National Theatre) non-profit organisations (ACCEM-refugees) and private enterprises; with the result that the Retail Association has now become a catalyser of all the local initiatives, both economic (fairs, shopping campaigns)

and cultural (local festivals, exhibitions). The social and cultural activities carried out in the neighbourhood involve all communities (e.g. the health fair involved ayurveda, acupuncture, blood donation and herbalist's stands) and they actively promote participation, interaction and mutual acknowledgement.

Klaksvik provides one 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: Women-only sections or times in sport facilities.

Klaksvik could improve by organising a wide range of activities to promote social cohesion and to encourage intercultural mixing: for example, in 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'.

Last but not least, Klaksvik could foster integration looking at Cascais' project called "Surf.Art", an experimental project that, through the practice of Surfing and contact with nature, aims to improve social welfare in the lives of children and young people. So far, 14 children have been taught how to surf while learning deeper aspects of humans' lives, such as autonomy, freedom of expression and how to manage emotions. Thus, children are developing resilience, while improving personal and family relationships. More importantly, children are also doing better at school: they are more motivated and more willing to study and learn.

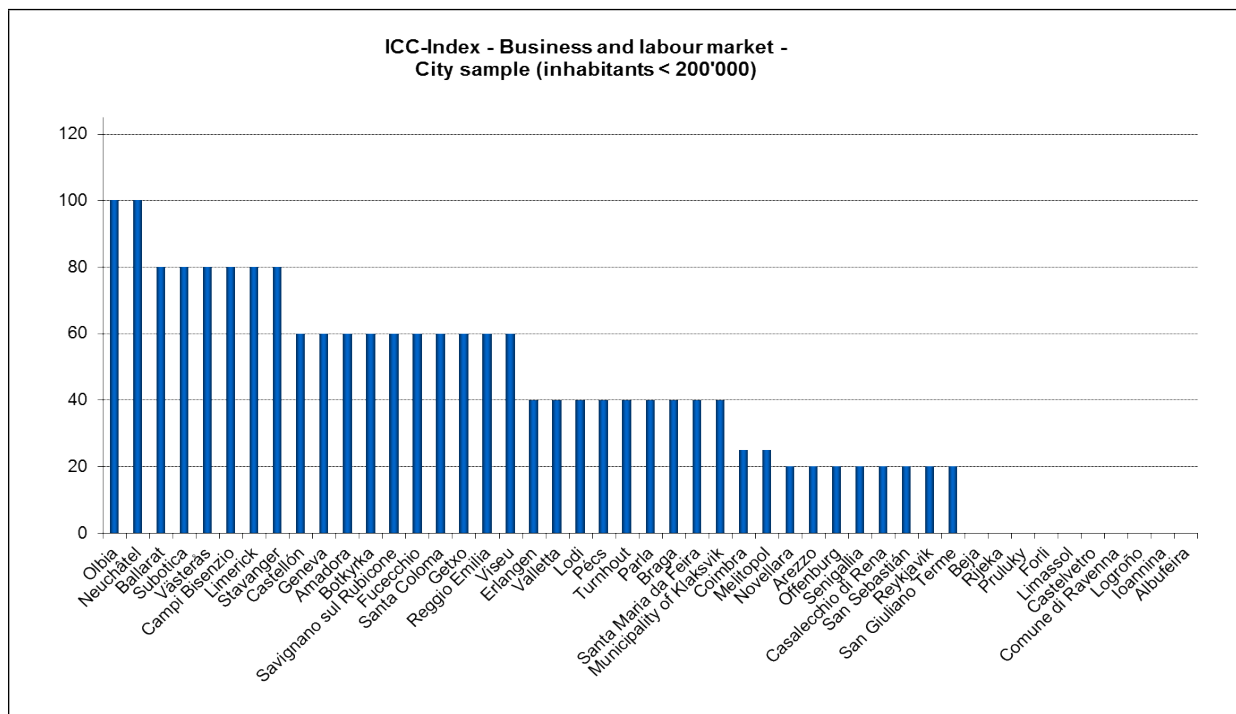
In Paris, for example, Catholic and Protestant ceremonies are planned with the priest of the parish; the Rabbi will organise the ritual washing and prayers (Hevrakaddisha and Kaddish) for a Jewish; Paris Mosques will take care of the ritual washing and traditional prayers for the Muslim funeral. Lastly, the pagoda will organize the Buddhist ritual. Moreover, it is possible to organize religious ceremony at the crematorium of the cemetery of Père Lachaise, whatever the confession of the deceased was.

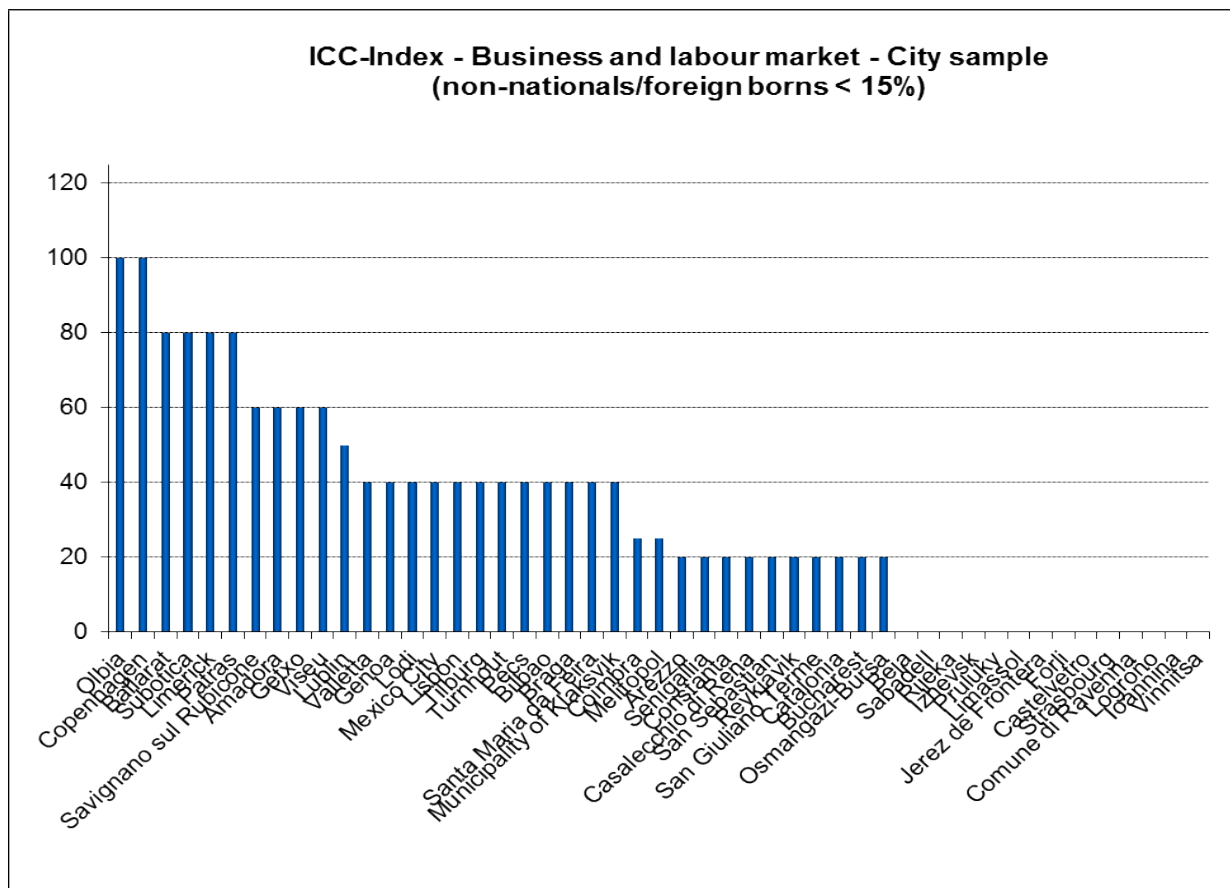
BUSINESS & LABOUR

through intercultural lens



Large parts of the economy and the labour market may be beyond the remit and control of the city authority, but they may still fall within its sphere of influence. Because of nationally-imposed restrictions on access to the public-sector labour market, the private sector may provide an easier route for minorities to engage in economic activity. In turn, such activity (e. g. shops, clubs, restaurants but also high-skill industry and research) may provide a valuable interface between different cultures of the city. While barriers for entry usually concern migrant/minority groups, in some cases it could be the other way around. Research has proved, however, that it is the cultural mix that fosters creativity and innovation, not homogeneity.





Klaksvik rate of achievement in the Business and labour market area is the 40% similar to the city sample's rate of 41%.

The Municipality of Klaksvik does not have a business umbrella organisation which, among its objectives, promotes diversity and non-discrimination in employment. Moreover, Klaksvik does not have a charter or another binding document against ethnic discrimination in its own administration and services.

The municipality should seriously consider adopting some practices and initiatives to encourage cultural mix, insomuch it has been proven that such mix fosters creativity and innovation in business.

The municipality could consider establishing a business umbrella organisation to promote diversity and non-discrimination in the employment as it has been very helpful in many other Intercultural Cities.

Positively, the municipality of Klaksvik fosters businesses from ethnic/cultural minorities to enter in the mainstream economy and higher value-added sectors. The municipality and the organisation helping entrepreneurs and start-ups (íverksetarahúsið) hosted a weekend competition 'start-up' seminar to help immigrants with ideas to formulate a viable business plan suitable to the Faroe Islands context⁸.

⁸ http://www.klaksvik.fo/Register/Fullinfo.aspx?cID={0C7C03BA-22BE-4EF6-8C3D_2D32045287A6}&rID={0753F629-35C3-46D6-B52C-8B7CE0F50DB7}

Klaksvik has also taken actions to encourage 'business districts/incubators' to involve an adequate percentage of migrant/minority entrepreneurs and offer activities which encourage them and majority entrepreneurs to engage and develop new products/services together⁹.

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

Finally, Klaksvik could carry out some researches about the situation of immigrants' entrepreneurship. In order to obtain a more effective public administration, able to respond to the specific needs of its entrepreneurial and diverse citizens, the municipality should shape the policies to facilitate immigrants' economic integration. These policies should also foster dialogue and participation of all stakeholders, as well as societies in general, in the plan of strategies and economic policies.

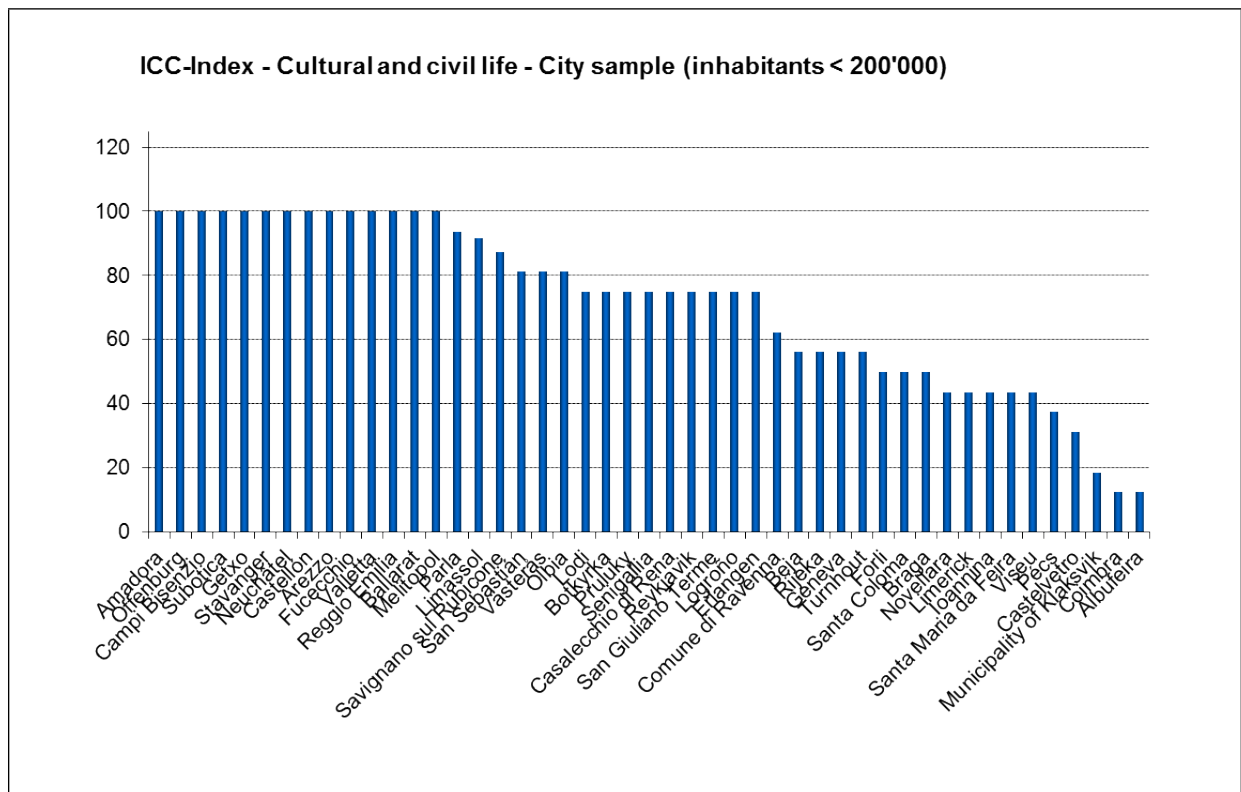
⁹ <http://www.klaksvik.fo/Register/Fullinfo.aspx?clID={0C7C03BA-22BE-4EF6-8C3D-2D32045287A6}&rID={D8F6D358-2A92-4DAE-B186-35A6AE7B117C}>

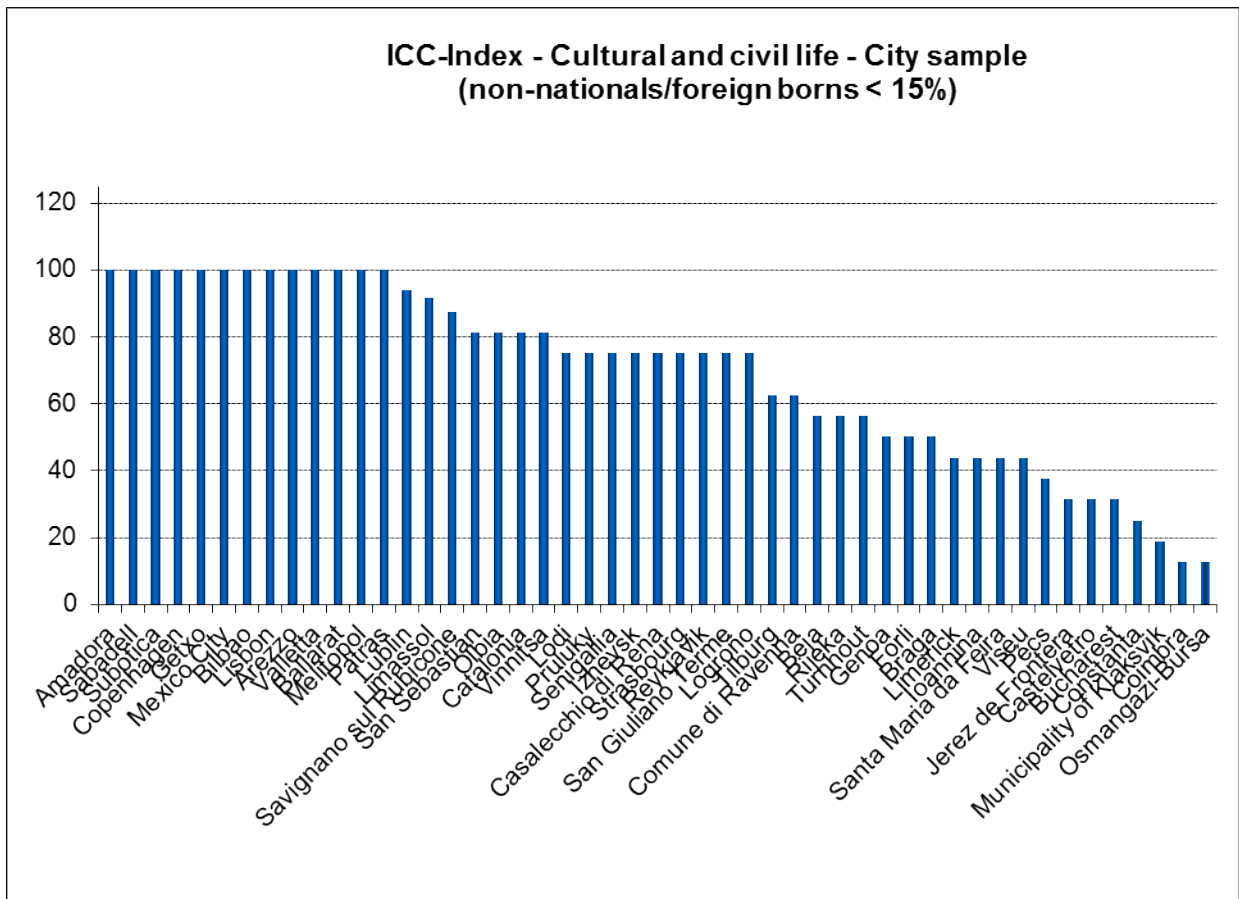
CULTURE & CIVIL LIFE

through intercultural lens



The time that 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.





Klaksvik’s achievement for cultural and civil life policy is 19% , considerably lower than the city sample achievement of 74%.

Interculturalism is not used as a criterion when allocating grants to associations, and unfortunately the municipality only sometimes organises intercultural activities. Indeed, the Municipality of Klaksvik has been working together with the public library, hosting a set of events called ‘Uppliva’, which means “Experience”. The goal of this initiative is to raise awareness and have an interactive experience with the communities of immigrants by showcasing their home countries¹⁰.

Nonetheless, the city does not even encourage cultural organisations to deal with diversity and intercultural relations in their productions, even though the municipality has organised some public debates on the subject of cultural diversity and living together.

To improve this low rate in this field, the Municipality of Klaksvik could undertake various activities, for instance, combining sports with arts and craft, digital arts, street art or gastronomy. In fact, in Spain, Getxo organizes a Street Culture Day to promote social cohesion and encourage immigrants’ integration through sportive activities; combined to this, the International Folk Festival, where music

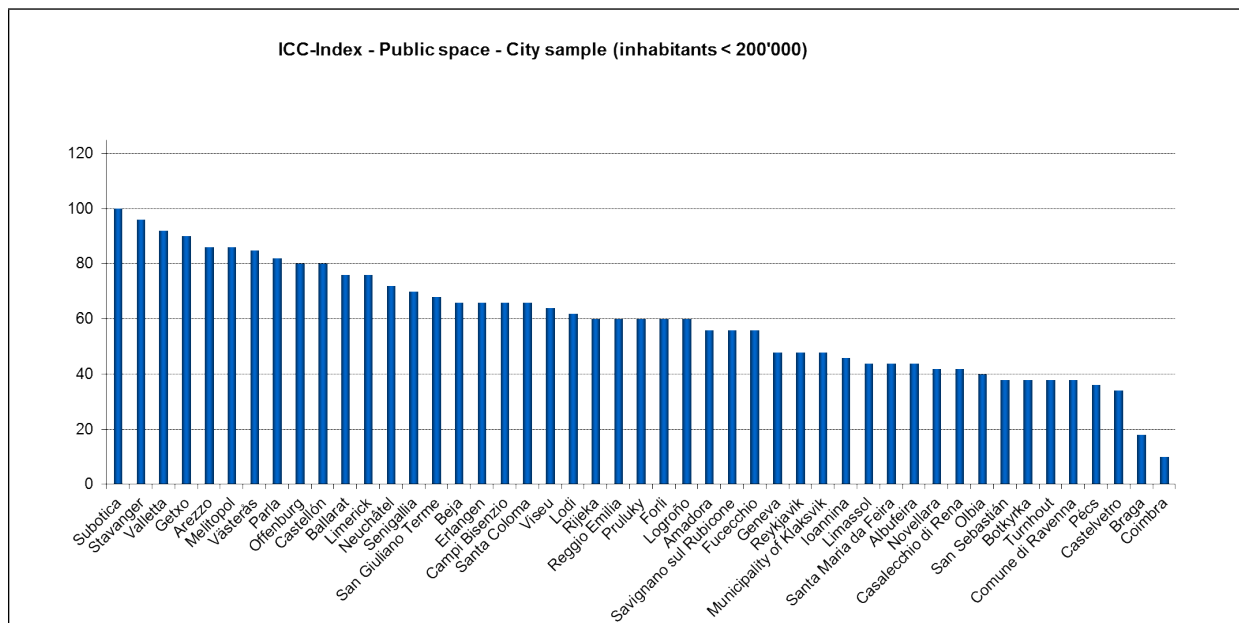
¹⁰ <http://www.klaksvik.fo/Register/Fullinfo.aspx?cID={0C7C03BA-22BE-4EF6-8C3D-2D32045287A6}&rID={D8AA1C4D-477F-42D6-988A-F65D9C2F15A0}>

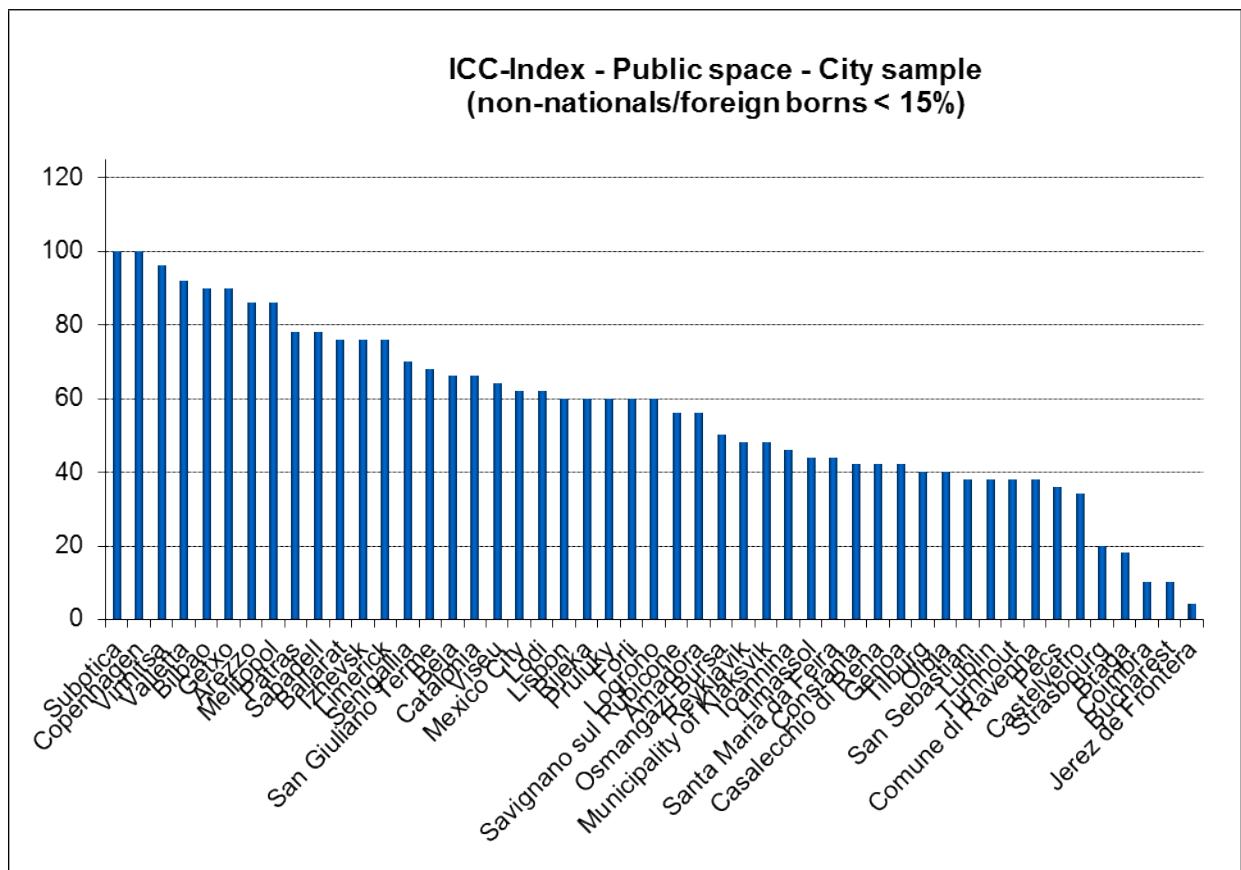
promotes interaction between people from different cultural backgrounds, celebrating cultural diversity with folk music.

Bergen's Kaleidoscope (Fargespill) is an art project where young Norwegians and newly arrived migrants meet and create music together. Similarly, the FIKS Bergen initiative promotes cooperation between different sports clubs to include people from migrant background in their activities, and they organise an intercultural day to introduce people to their activities.



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 Klaksvik public space policy is the 48% , lower than the city sample’s rate of 64%.

Klaksvik municipality encourages intercultural mixing in public libraries as well as one in the local churches, hosting intercultural cafes for both immigrants and Faroese people.

Unfortunately, the city does not take into account the population diversity in the design and management of new public buildings or spaces. Additionally, when the city authorities decide to reconstruct an area, they do not propose different methods and places for consultation to ensure meaningful involvement of people with different ethnic/cultural backgrounds.

Across the city, there are not areas dominated by one minority ethnic group where other people feel unwelcomed, and it is excellent that there are not areas that can be defined “dangerous”.

In order to put the best foot forward in this field, Klaksvik might wish to look up to Barcelona that has the objective to promote mutual acknowledgement, interaction and exchange through intercultural subsidies, such as festivals (also adopting migrants’ holidays), art exhibitions and workshops, etc. For what concerns sports, Barcelona facilitates the inclusion of boys and girls in regulated sports, promoting changes in current legislation that may hinder the participation of foreign youngsters. It promotes projects based on sport that encourage interaction between young people from different origins, especially in the urban areas that have the biggest immigrant population and the highest risk of isolation or segregation.

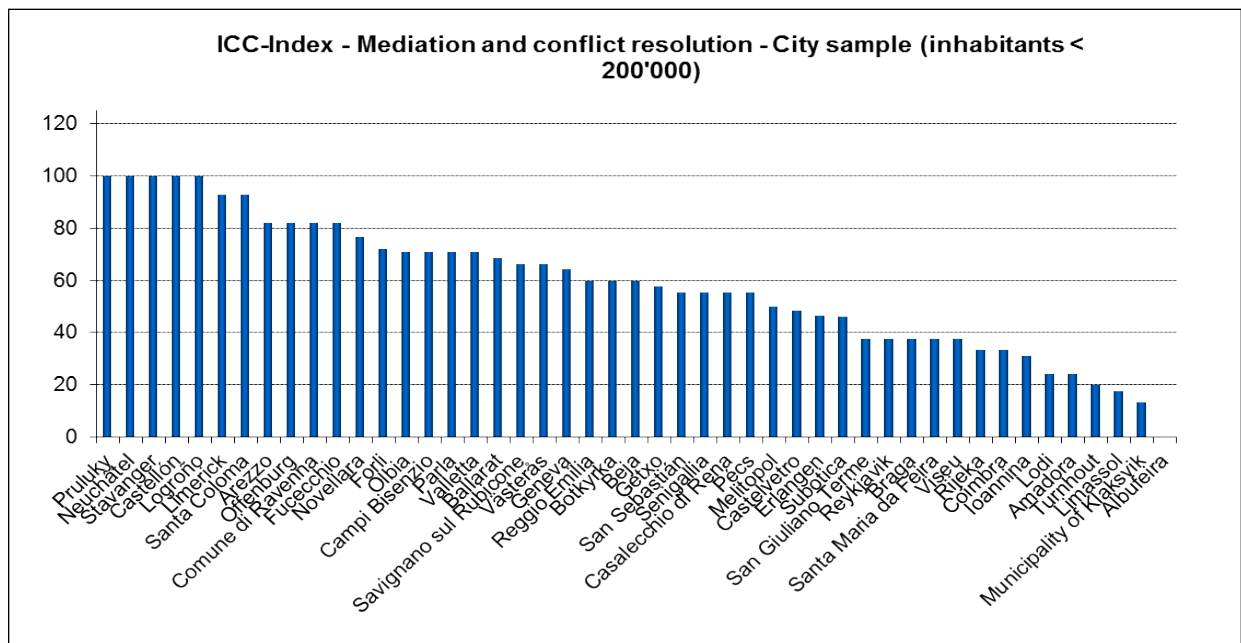
Klaksvik might wish to consider adopting Beja's plan called "Director Municipal", which involves people with different ethnic backgrounds to discuss the reconstruction of the city. Alternatively, Sumy adopted a process called "decomunization": streets, buildings and infrastructures from soviet time have been changing their names, however names are publicly discussed and opinions are collected before such projects implementation.

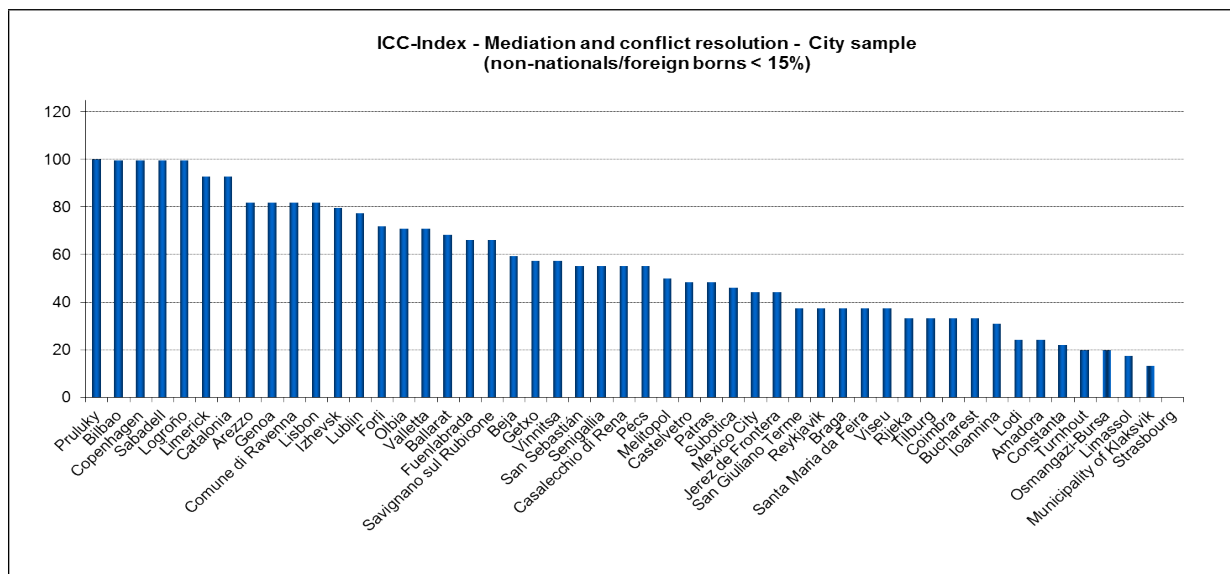
Finally, Klaksvik might wish to follow Neuchâtel's cultural activities, composed mainly by social events, to overcome cultural barriers, hence foster integration. The Swiss city, in fact, since the 2006, promotes diversity in public areas and the positive image of a plural society through exchanges, cultural or sports encounters, round tables, shows and concerts: NEUCHÂTOI 2013 is a programme of instructive and varied intercultural events, targeted at the entire population of Neuchâtel to encourage fruitful discussions and debate on its heterogeneity while identifying shared values and the feeling of belonging. The main aim of all these events is to improve mutual knowledge and understanding among Swiss people and people from migrant backgrounds and to instil confidence in the whole population so that they can live together while respecting pluralism in a multicultural society that seeks to foster inter-community integration.

MEDIATION and conflict resolution



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





Klaksvik's mediation and conflict resolution policy achievement corresponds to the 13%, considerably lower than the average of the cities taking part in the programme (64%).

In Klaksvik, intercultural mediation is seen as a challenge, especially in terms of communication barriers. Some local institutions have hired foreign residents who can speak both Faroese and their native language. These interpreters serve as mediators throughout the interpretation process. Sometimes, the integration coordinator of the immigration office has been consulted about the actions to take in this field.

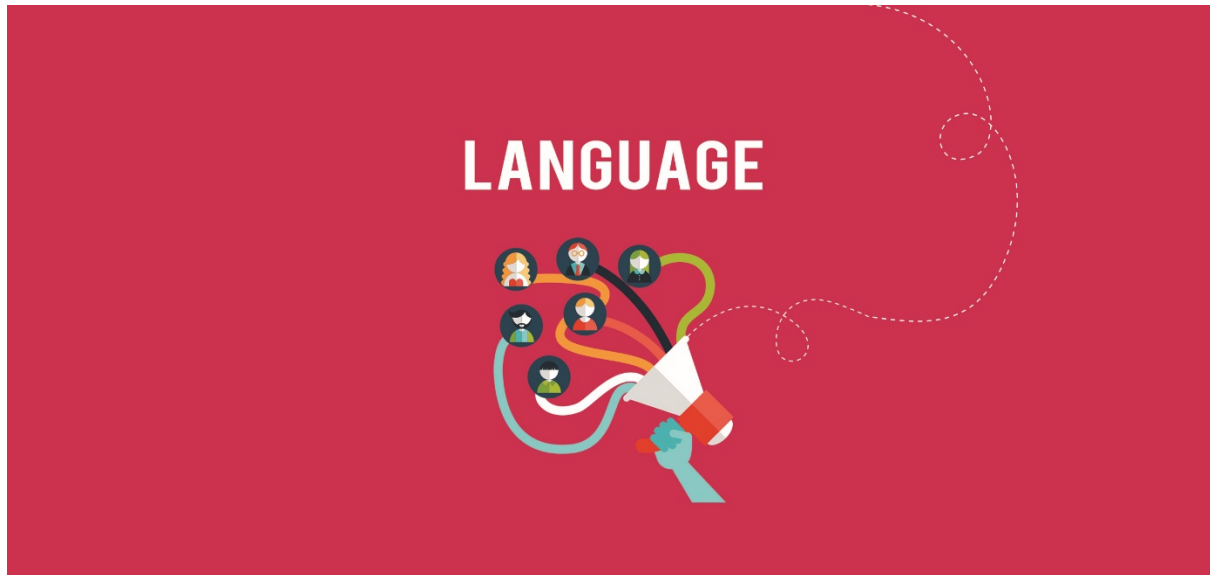
Furthermore, there is not an organisation in the city dealing specifically with inter-faith relations.

As a suggestion, the Municipality of Klaksvik might want to consider the Italian Intercultural City of Reggio Emilia which has set a centre to mediate and to prevent and solve conflicts. The intercultural centre "*Mondinsieme*" welcomes a great variety of ethnic and language backgrounds and offers support and assistance. For example, the Mondinsieme has great expertise in training mediation workers and supplies staff for schools and hospitals. Reggio Emilia has established an Intercultural centre with trained mediators with a variety of ethnic and language backgrounds who intervene whenever they feel a problem might arise – for instance if kids in some schools tend to cluster too much on ethnic basis.

Secondly, we strongly advice Klaksvik to establish an organisation or a department to deal specifically with inter-religious relations. For example, Bergen has also set up a municipal mediation service committed to interreligious issues specifically: Samarbeidsråd for tros- og livssynssamfunn is the name of the interfaith organisation. Most faith communities in Bergen are represented in the council, which is supported by the municipality.

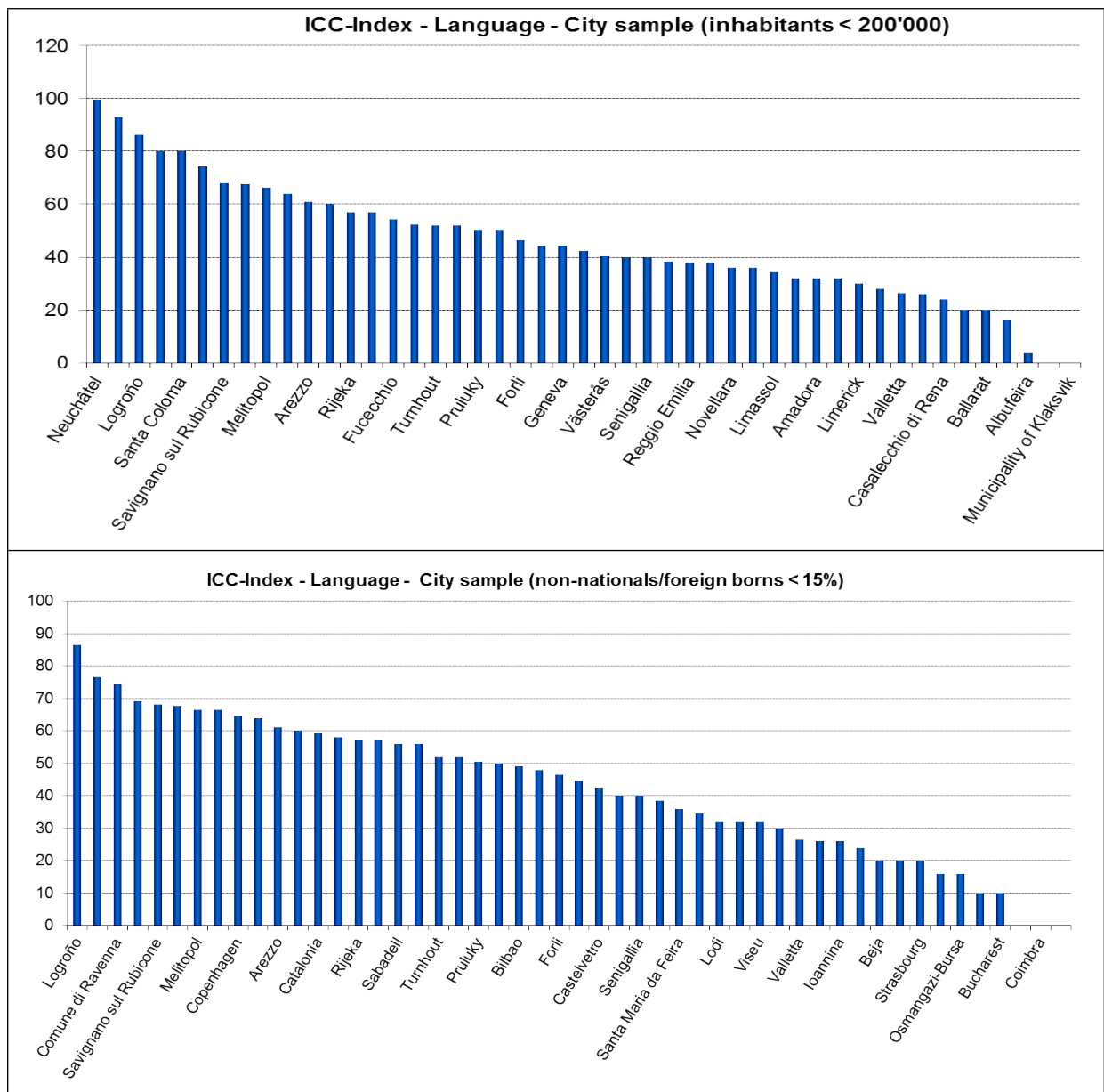
Similarly, Ballarat's Mayor has been hosting interfaith dialogues with various faith leaders in the Grampians region. In Erlangen, instead, an interreligious round with the Mayor and representatives of Muslim, Jewish and Christian

congregations take place twice a year, whereas the Christian – Islamic round table takes place 6 times a year. In September, every year all religions meet in a shared festival and have a joined peace processions of religions, including Muslims, Christians, Jewish, Baha`i, Buddhists e.g. The new custom now in the spiritual life in Erlangen is that all main congregations have agreed to invite each other to all main religious holidays.



The learning of the language¹¹ of the host country by migrants is key issue for integration. However, there are other considerations in an intercultural approach to language. For example, in cities where there are one or more national minorities (or indeed where there is indeed no clear majority group) there is significance in the extent to which there is mutual learning across language divides. Even in cities where recent migrations or trade connections have brought entirely new languages into the city, there is significance in the extent to which the majority are prepared to adopt these languages.

¹¹ 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)



Klaksvik's language policy achievement rate corresponds to the 0% , much lower than the city sample's result is 48%.

As the questionnaire points out, Klaksvik is not carrying out specific initiatives in this field, whereas the Intercultural Cities programme suggests implementing the following initiatives:

- Specific language training in the official language(s) for hard-to-reach groups (non-working mothers, unemployed, retired people etc.);
- Learning migrant/minority languages as part of the regular curriculum at schools
- Learning migrant/minority languages as a mother tongue course for migrant/minority kids only
- Learning migrant/minority languages as a regular language option available to everyone

- Support for private/civil sector institutions providing language training in migrant/minority languages

A combination of these initiatives would enormously improve the interculturality level in this field. In fact, the learning of the language of the host country by migrants is a key issue for integration as it allows to properly communicate and to feel part of the community. In particular, it would be of great help teaching the language at an early age. On this purpose, Klaksvík could be inspired by the example set in Tilburg, in the Netherlands. In the projects of VVE ('before and timely education'), children in the range from 2 till 6 are trained to develop especially language skills. The aim is that migrant children will not have language arrears when they enter the primary school at the age of 5. Many language activities are implemented to toddlers in the playgroup. VVE - support is also given to the first two classes of the primary schools.

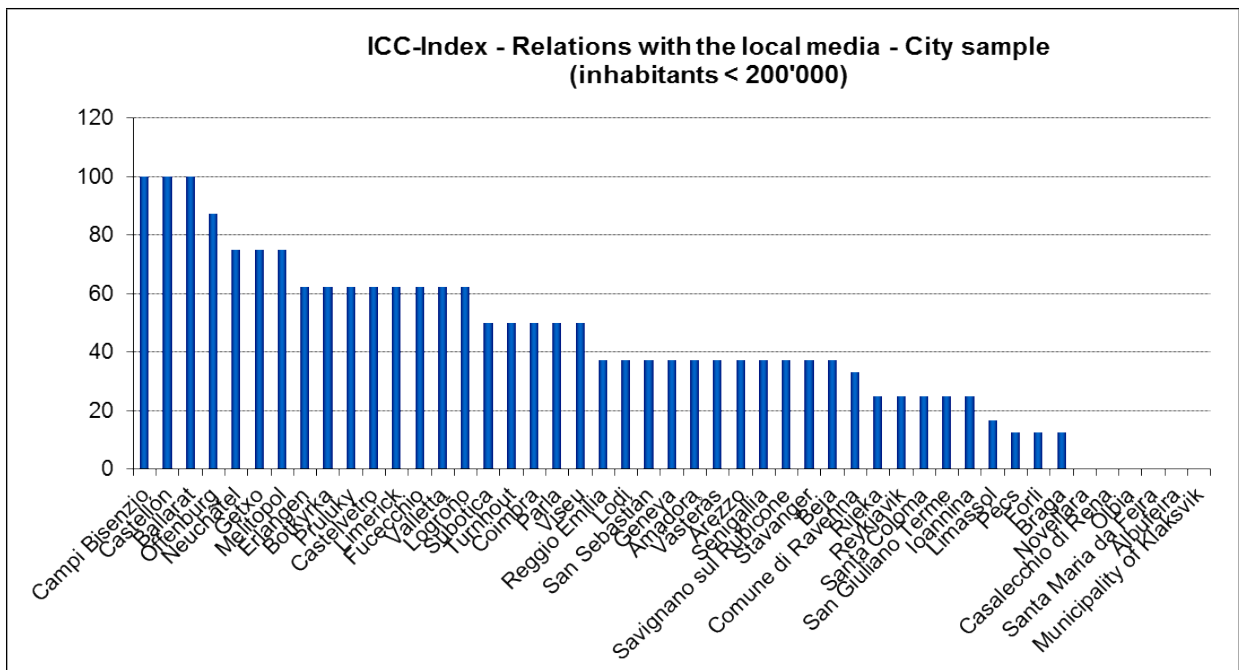
In Klaksvík, minority groups have equal opportunity and access to grants through Grunnur Mentanartiltök (Cultural grants) and Vinnuligi útbúgvingargrunnrin (Business grants) as well as apply for financial support directly to the municipality. Nonetheless, to facilitate integration and to be as inclusive as possible, Klaksvík could financially support minority newspaper and/or radio and TV programmes in a minority language like the Intercultural Cities of Arezzo and Ballarat. In fact, Arezzo's weekly newspaper Piazza Grande has a Romanian column, moreover, the channel Tele San Domenico (TSD) shows the news in several languages. Ballarat has a collaboration with the 99.9 Voice FM – Ballarat Community Radio. Today, the radio station offers a weekly radio program to be conducted by the Multicultural Ambassadors in minority languages.

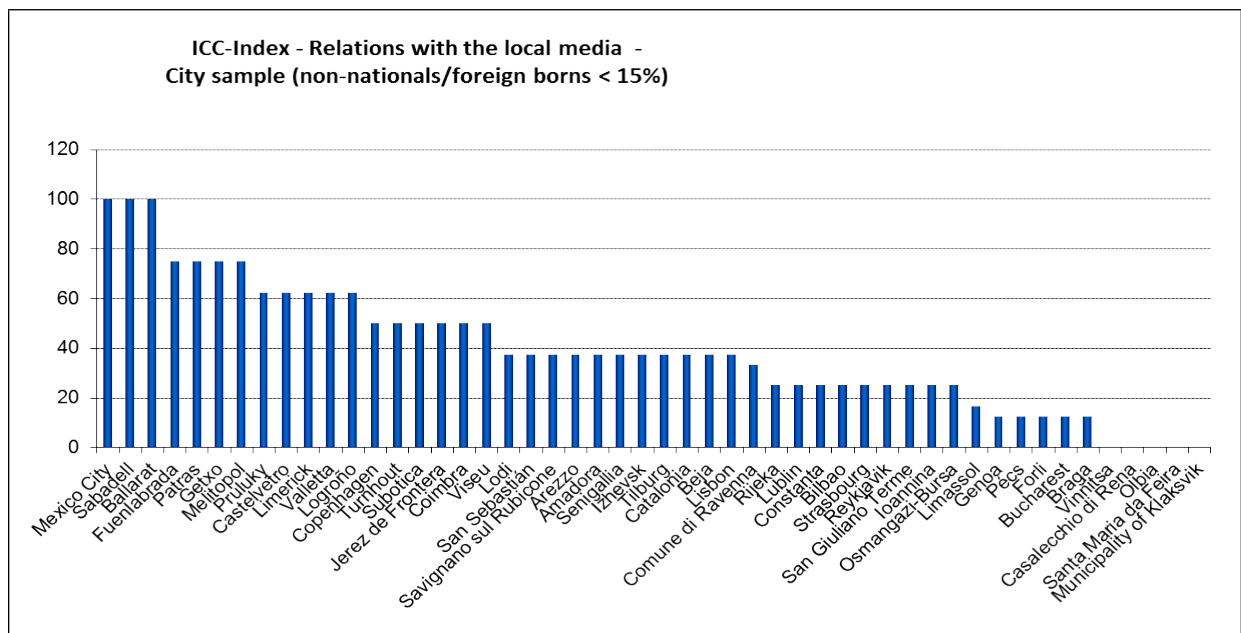
Unfortunately, the municipality does not seek to give a positive image of migrants and/or their minority language. Quite the contrary, Beja, for example, organises poetry evenings, public readings and other cultural event to emphasize the importance of languages and the richness that minority languages entails.

MEDIA policies



The media have 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.





Klaksvik media policy is the 0% , unfortunately, a lower result compared to the 46% achieved by the city sample.

For a city to be as inclusive as possible, it is extremely important to involve mass media in the integration process as they are a powerful tool able to positively influence the perception people have about migrants and minorities. In order to improve this field, we suggest Klaksvik to adopt a media strategy to improve the visibility of migrants/minorities in the media (for instance special columns in the press, TV or radio campaigns; targeted media briefings, etc.); to instruct the city's communication (PR) department to highlight diversity as an advantage; to provide support for advocacy and/or media training to mentor journalists with minority background; to monitor the way in which media portray minorities.

Klaksvik might wish to consider these good practices:

- "Tomar Claro" is an Intercultural Prize for Local Journalists organised in Cascais whose objective is to promote news/articles on the following themes: interculturality and identity, sense of belonging to the community, migratory pathways, social integration and education for intercultural citizenship.
- To promote a positive image of immigrants and/or minorities in the media Bergen monitors the way in which minorities are portrayed in the local media. In addition, four or five times a year, the city publishes a newspaper with information about activities in the city that is distributed to all households in the city.
- Since 2010 Barcelona is carrying out the BCN Anti-Rumour campaign to combat negative and unfounded rumours that have an adverse effect on living in diversity, based on working in conjunction with different social actors and organisations. A part of this campaign has been substantial press coverage.

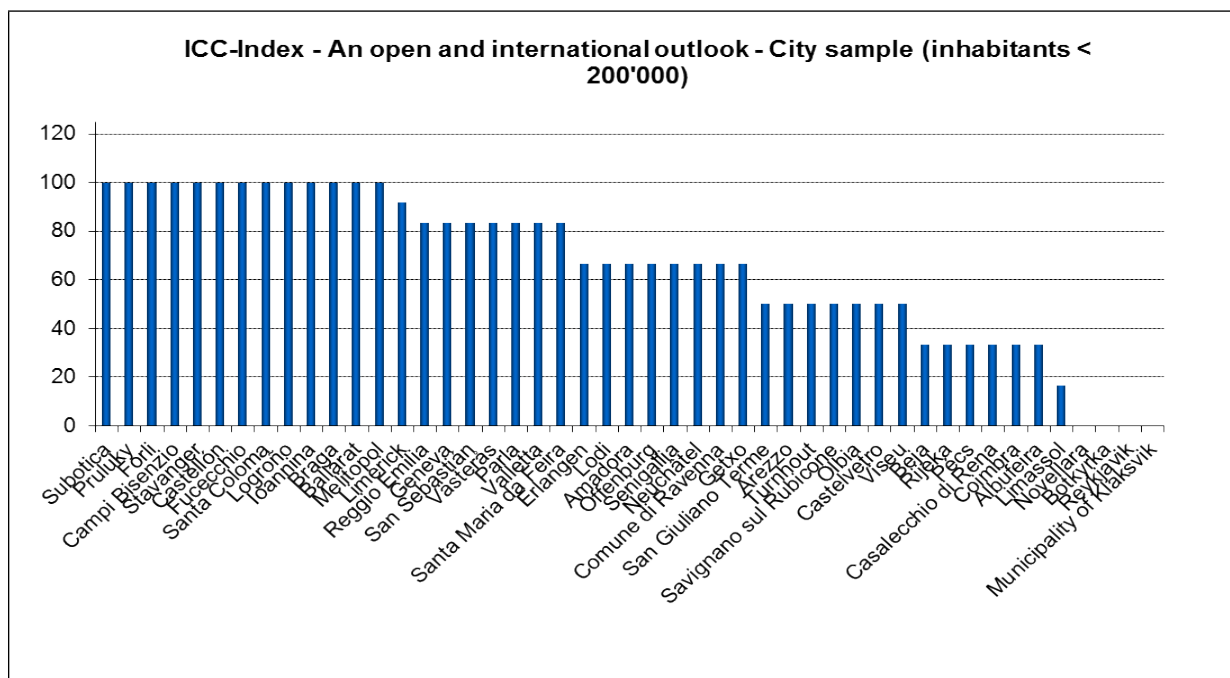
- In Bilbao (Spain) there has been set a web application to promote inclusion and integration while fighting rumours and stereotypes. The main metaphor used in the Bilbao communication campaign is the umbrella as a defence against rumours that fall from the sky. It has developed a short game, in two forms of a scratch card and a Web app, that can allow the user to assess whether they are 'protected' from or 'drenched' by rumours. Following a series of fact-based questions, it tests the degree of knowledge that people have about immigration, and illustrates the truth or otherwise of common rumours about immigrants. A final score is given, indicated the degree of 'protection' from rumours. By disseminating this information more widely in social networks, the user may obtain additional 'medals' and join the campaign for the values of multiculturalism, social cohesion and combating racial discrimination.

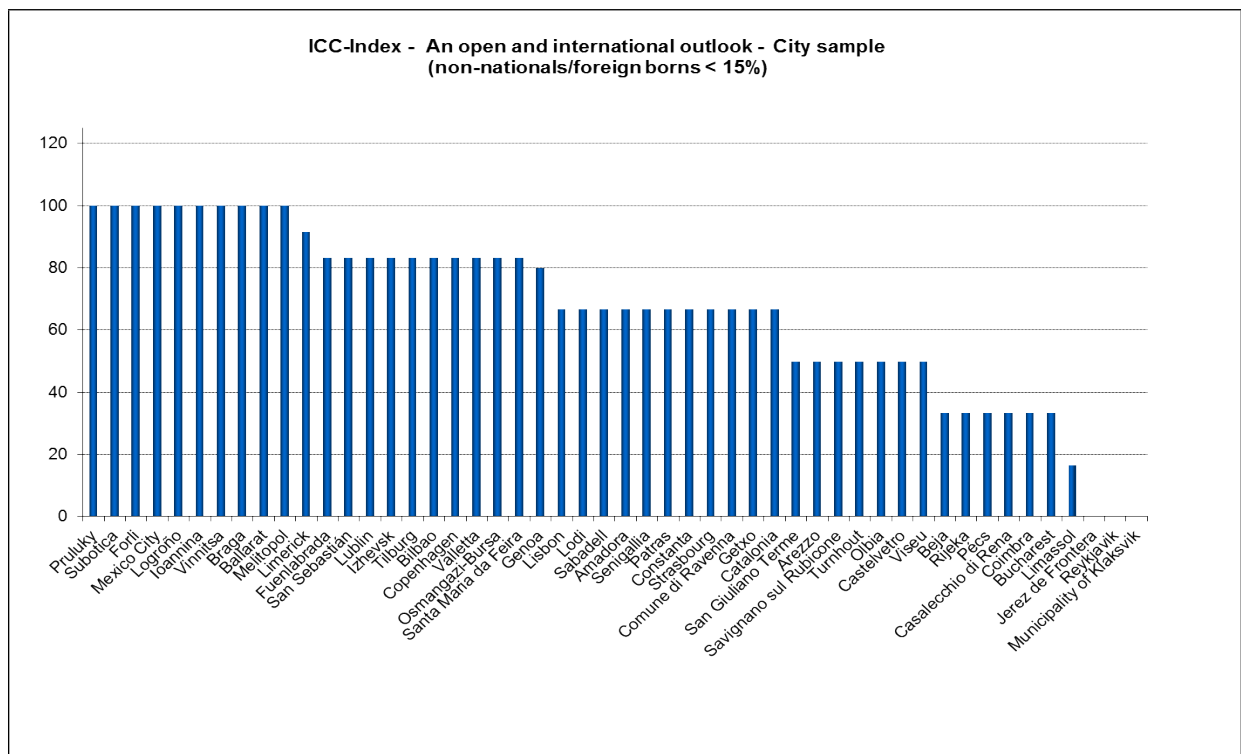
INTERNATIONAL

outlook policies



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.



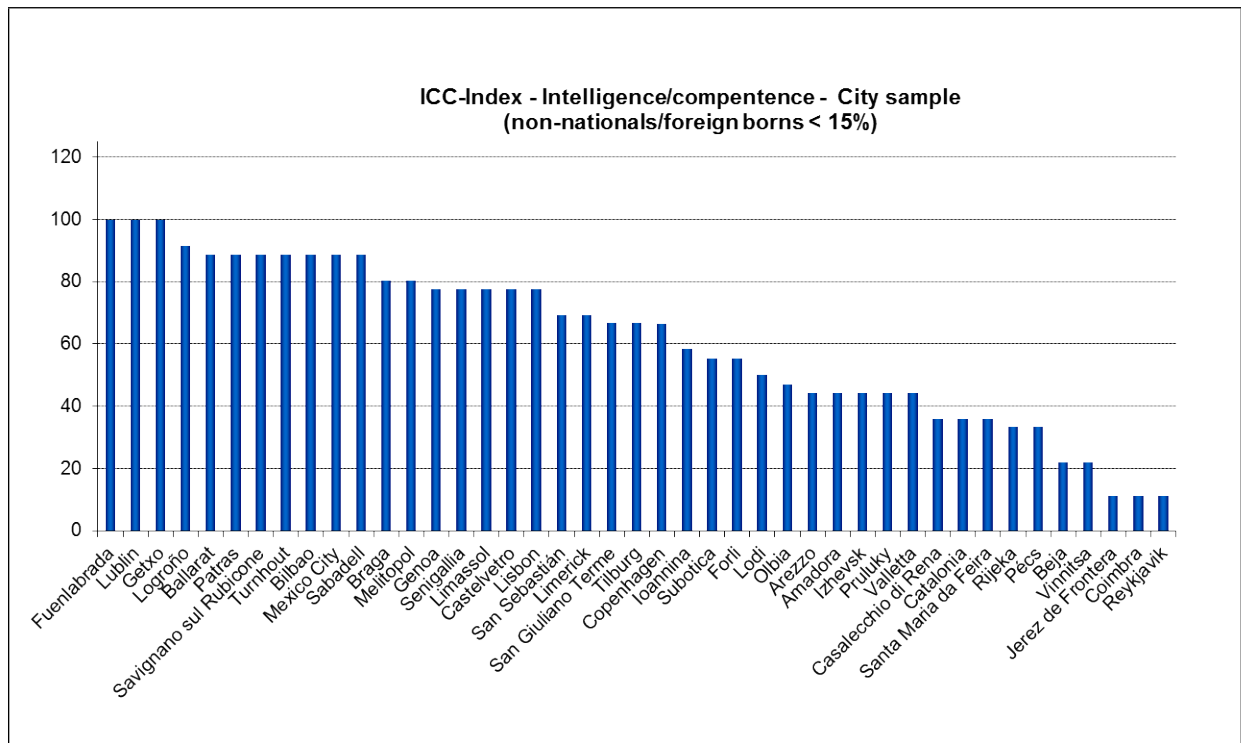


Klaksvik achieved the 0% in the field of an open and international outlook, lower than the city sample's rate of 71%.

An optimal intercultural city would be a place which actively sought to make connections with other places for trade, exchange of knowledge, tourism etc. It would be a place which the stranger (whether business person, tourist or new migrant) found legible, friendly and accessible, with opportunities for entering into business, professional and social networks.

Unfortunately, the Municipality has not adopted a specific economic policy which fosters international cooperation towards an economic sustainability. At the same time, there are no specific financial provisions and there are no agencies responsible to supervise and encourage the city to start international businesses.

The municipality of Klaksvik could take into consideration the activities of Barcelona. This city supports the creation of social networks that encourage the integration of new residents into the city and that also make it possible to establish economic bridges with their home countries. On this purpose, Klaksvik could encourage co-development projects with the major migrant groups' countries of origin, for example with Serbia and Montenegro, Philippines and Thailand. Barcelona also creates instruments and meeting points that will facilitate contact and cooperation between the city's traditional economic framework and new economic poles linked to the transnational networks that the new residents have brought. Additionally, Klaksvik might wish to take into consideration Bergen's international plan. It includes several policies to encourage intercultural cooperation. The Norwegian municipality allocated a budget and a specific department which has an international agency for internationalisation.



The attainment rate of Klaksvik in the field of intercultural intelligence competence policy is of the 0%, considerably lower compared to the city sample's rate of 63%.

We wish to remind Klaksvik that a city cannot be intercultural if it is ignorant of its citizens, their diversity and lifestyles and how they interact with each other. A city develops "Intercultural Intelligence and Competence" when it aims to understand its citizens, their diversity and how they interact with each other. Intercultural Cities carry an in-depth analysis to find out the cultural differences (such as languages, religions, habits, etc.) then shape the approach and the policies accordingly. We wish to stress the fact that since each reality is unique, it is important to tailor the approach to the needs of the ethnic/cultural background instead of imposing one single model to all.

As a start, Klaksvik could undertake population surveys to monitor the public perceptions of migrants/minorities and foster intercultural competences through trainings, seminars and networks. Some examples of interdisciplinary seminars come from Braga and Bergen. In Braga trainings and courses are also composed of public debates on migrations, sessions and conferences on the immigration law, as well as Portuguese courses. While the intercultural city of Bergen (Norway) has developed interdisciplinary seminars, workshops and courses to improve intercultural competences of its officials and staff. Combined to these courses, the city also conducts surveys to find out how inhabitants perceive migrants/minority groups.

To raise awareness, "Diferenças & Indiferenças" is an initiative carried in Cascais whose purpose is to train social agents to successfully face intercultural issues of interculturality; for instance, when interacting with migrants. Secondly, the training aims to improve the reception of the immigrant population via more effective and efficient responses. Similarly, Klaksvik might find interesting this

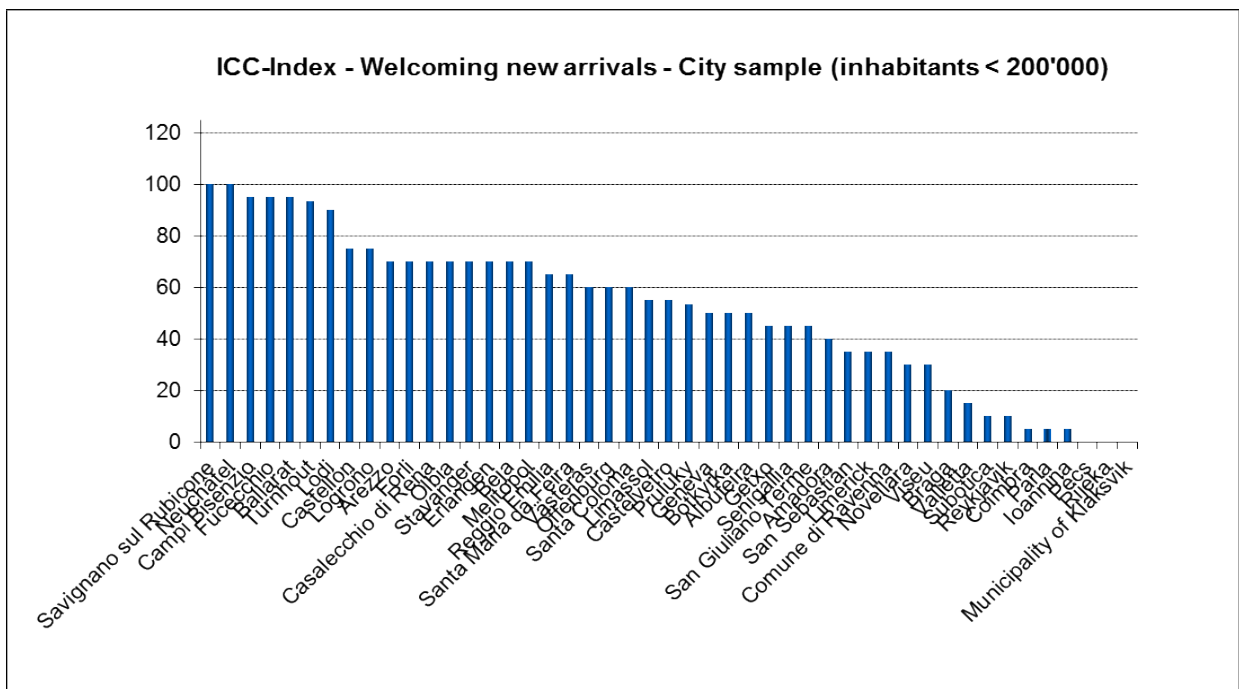
integration programme carried out in Neuchâtel to raise citizen awareness and to help migrants to become acquainted with their new environment, helping them to practice the French language in everyday situations. Depending on the program, emphasis is put on the practice of French or learning about the social and institutional environment of the Canton and Switzerland. Altogether there are five distinct programs carried out in 10 quarterly or yearly classes in Neuchâtel and La Chaux-de-Fonds.

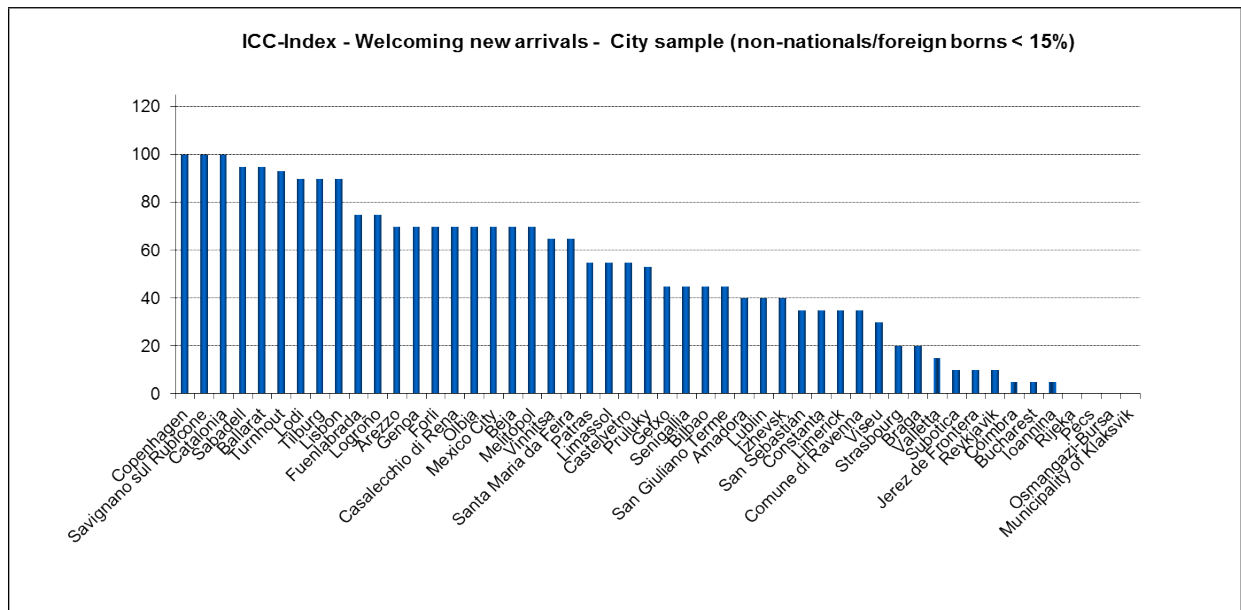
Another good practice comes from Constanta (Romania) that has put into practice a number of policy initiatives to encourage international cooperation. In particular, it has set up an agency responsible for monitoring and developing the city's openness to international connections. It has initiated projects and policies to encourage economic co-development with countries of origin of its migrant groups.

WELCOMING



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 Klaksvik welcoming policy is the 0% , far from the city sample's rate of 54%.

The Municipality has not established an office to welcome migrants and newcomers. Perhaps Klaksvik might wish to follow Cascais' action, led by Caritas, called "Centro Local de Apoio à Integração de Imigrantes de Cascais" (Local Support Centre for Integration of Immigrants in Cascais).

Another good practice comes from Donostia-San Sebastian; the project is called "*Gipuzkoa Solidarity V. Bizilagunak*" (The Nextdoor family) and suggests an original way to create connections. The project started in 2012, and the idea is to gather migrant families and Basque families together. The project operates on a local area, focusing on building relations among families within the same neighbourhood; the final goal is to build a net of connections that will strengthen the feeling of belongings, encouraging acceptance and social cohesion. "The Nextdoor Family" project offers an incredible opportunity to exchange stories, experiences and get to know each other in a relaxed environment. On the day "de la comida", the host family will cook a meal and will welcome the guest family. A mediator will be present and will coordinate the reunion until everyone feels at ease. Once the ice is broken, children will play together while parents will get to know each other's culture and habits. However, the mediator will monitor the gathering, possibly giving language support in case of misunderstandings. The Gipuzkoa Solidarity conveys the idea that all are Basque citizens. These intercultural connections fight prejudices and stereotypes, while bridging the gaps between foreign-born people and natives. Simultaneously, this project fosters social inclusion among neighbours, leading towards a harmonic cohabitation. In a word: equality.

Unfortunately, Klaksvik does not offer a comprehensive city-package with useful information and assistance in support to newly arrived residents and supports and welcomes all categories of newly arrived, such as family members, students and migrant workers.

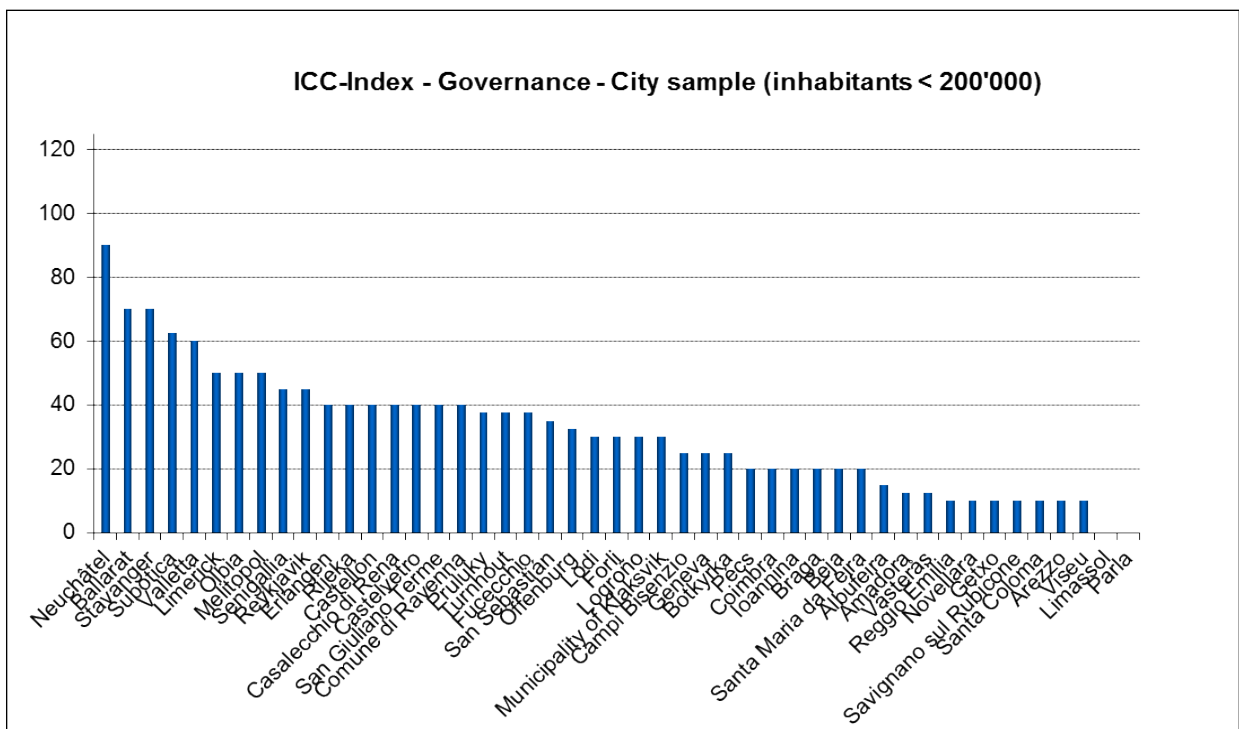
Despite these results, the Municipality of Klaksvik should consider introducing a special public ceremony to greet newcomers in the presence of officials.

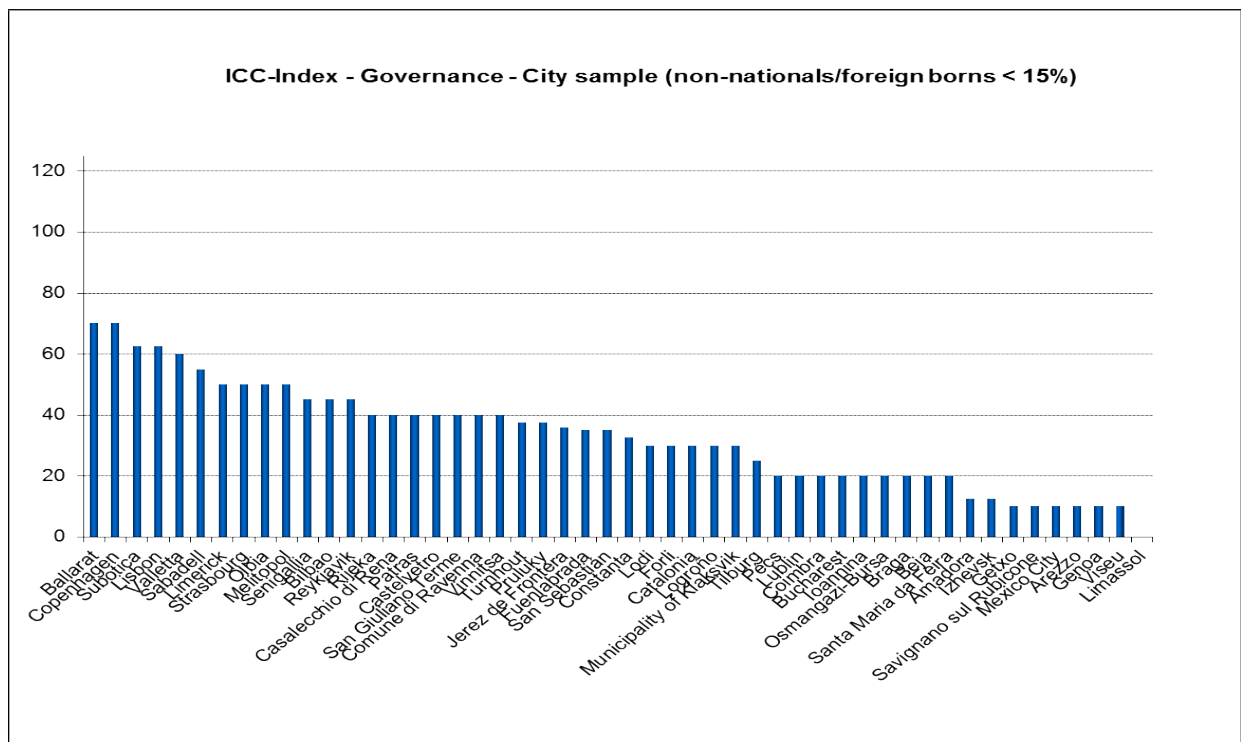
Another activity Klaksvik could follow comes from Bergen. In the Norwegian city, there is a programme called *Kaleidoscope* that encourages cultural and social mix through art and sportive activities. Bergen's cultural and civil life policies are full of events and activities in the fields of arts, culture and sport to encourage inhabitants from different ethnic groups to mix. *Kaleidoscope* (Fargespill) is an art project where young Norwegians and newly arrived migrants meet and create music together. Similarly, the FIKS Bergen initiative promotes cooperation between different sports clubs to include people from migrant background in their activities, and they organise an intercultural day to introduce people to their activities.

GOVERNANCE



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 Klaksvik in the field of governance is the 30% , slightly lower than the city sample’s rate of 34%.

Non-nationals can vote after three years of residence. Unfortunately, Klaksvik’s ethnic background of elected politicians does not reflect the composition of the municipality’s population. However, Klaksvik has established an advisory body involving migrants/minorities as well as relevant public institutions, organisations and experts to deal with diversity and integration matters. The Integration Committee represents the voice of ethnic communities and serves to promote tolerance and cohesion within the community of Klaksvik by advising the city council.

Klaksvik might find inspiring this initiative coming from Ballarat: The Multicultural Ambassadors’ Program (MAP). This program was developed in order to provide leadership within the migrant community, therefore encouraging minorities to participate in the political life of the city. Ever since 2009, this program aims to enhance community awareness while fostering social cohesion and mutual acceptance. The objectives are:

- Enhance community awareness and foster inclusion of existing and new CALD communities in Ballarat
- Support leadership within the CALD community and to recognise the commitment and contribution made by migrants and Indigenous people to the Ballarat community
- Advocate for and promote the benefits of cultural diversity through learning, exchange and celebration
- Collaborate with the City of Ballarat in implementing its Cultural Diversity Strategy

Multicultural Ambassadors will be champions for their existing communities and will engage citizens' participation in workplaces, social, religious and recreation groups, as well as in schools and community groups.

ANTI DISCRIMINATION



The answers provided in the questionnaire indicate that the Municipality of Klaksvík monitors the extent and the character of discrimination in the city. Moreover, Klaksvík has a specific service that advises and supports victims of discrimination and/or provides grants to civil society organisations that play this role.

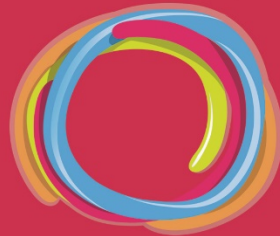
Klaksvík does not run anti-discrimination campaigns and/or raise awareness in other ways.

On this purpose, we strongly recommend Klaksvík to follow Limerick's anti-rumour project that encourages integration and inclusion in schools: each third-level institution has incorporated the Anti-Rumours project into an aspect of their courses and used the project as an assignment for part of a course. To name one, the Anti-Rumours approach has been included in the Development Education module run by Mary Immaculate College as part of the teacher training programme. The module encourages participants to take part in an external event and lists the Anti-Rumour workshops. Anti-rumour workshops have resulted in the development of an Anti-Rumours Education pack which can be used in Second-level schools throughout Ireland. Lastly, third-level students engaged in the Anti-Rumours campaign have started planning an Anti-Rumours Flash Mob / Performance in Limerick City centre.

Alternatively, Amadora's schools are breaking down stereotypes and negative perceptions. In fact, the city of Amadora (Portugal) has been implementing a communication campaign focused on education and schools in the framework of the Communication for Integration (C4i). The campaign aims to address the rumour identified through research at the city level that pupils with a migrant background lower the education level in schools. In Amadora, 60 per cent of the foreign residents, who represented 10 per cent of the city's population in 2011, originate from Portuguese-speaking African countries. As part of the campaign, 60 pupils of Seomara da Costa Primo secondary school were trained as anti-rumour agents. They identified the following rumours in the classroom: new students are never welcome, Spanish and Portuguese do not like each other, white people are believed to steal babies in Cape Verde, mathematics and Portuguese teachers earn more than other teachers, etc. The

pupils also participated in a debate “how do I see the others” where they were to mosaic their school mate using foodstuffs. Finally, they presented an anti-rumour song at the C4i 3rd Coordination meeting in Amadora on 12 December 2014 and expressed interest in joining more anti-rumour activities. According to scientific research conducted in Amadora as part of C4i, a secondary school with a majority of students of different nationalities was positioned among the eight best schools in the city in 2013. Similarly, about a quarter of the students awarded for merit and excellence were immigrants. Amadora strongly believes that excellence in education can only be achieved in an integrated and inclusive education system.

CONCLUSIONS



The Municipality of Klaksvik showed an aggregate intercultural city index of 19%, resulting 85th among the 86 cities that for the time being are part of the Intercultural Cities Network. Together with these excellent results and innovative programmes, the Index has also shown that there is room for further improvements.

In none of the fields, Klaksvik scored a rate higher than the city sample. However, the following fields achieved a result close to the cities average: Neighbourhood, Business and labour market, Public space and Governance.

On the other hand, the weakest fields where the city's municipality must absolutely strengthen its policies are: Commitment, Intercultural lens, Education, Public service, Cultural and civil life, Language, Media, Mediation, International Outlook, Intelligence Competence and Welcoming.

In view of the above, we wish to congratulate with the Municipality of Klaksvik for all the efforts taken so far, which are seen as the best foot forward in order to become an intercultural city to the fullest extent. The Index has shown that there is room for further improvements, and we are confident that if the Municipality follows our guidelines and other Intercultural Cities' practices, the results will rapidly be visible and tangible.

RECOMMENDATIONS



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

- **Commitment:** The municipality should work towards an inclusive intercultural strategy and allocate a budget to implement and evaluate it; it should establish a dedicated body or cross-departmental co-ordination structure responsible for the intercultural strategy. Furthermore, official speeches, web sites, press releases, social media posts etc. should always make clear reference to the city's intercultural commitment.
- **Education:** Schools should adopt policies to increase ethnic/cultural mixing, for instance they could adopt a calendar with several multi-cultural and multi-religious activities. This would enormously help students from a minority background through the integration process and it would foster the feeling of acceptance. It is important remembering to offer a wide range of activities to attract as many pupils as possible. As an idea, schools could celebrate Chinese New Year, Ramadan and Orthodox Christmas/Easter. Adopting a calendar with several multi-cultural and multi-religious activities will help students to integrate, enhancing feelings of welcoming and acceptance.
- **Public Service:** We strongly recommend Klaksvik to introduce a recruitment plan in order to diversify the city administration. In addition, funeral services and burial areas should be offered for all the confessions.
- **Culture and Civil Life:** Interculturalism should be used as a criterion when allocating grants to associations; the city should more often organise intercultural activities encouraging cultural organisations to deal with diversity and intercultural relations while organising public debates or campaigns about cultural diversity and living together.
- **Mediation:** Klaksvik may wish to ameliorate its intercultural mediation policies by establishing a dedicated municipal service dealing exclusively with intercultural issues.

- Language: We strongly recommend Klaksvik to give a positive image of migrant/minority languages, to financially support minority newspaper and/or radio and TV programmes in minority languages and to offer language classes for minorities.
- Media: In order to improve this field, we suggest Klaksvik to adopt a media strategy to improve the visibility of migrants/minorities in the media (for instance special columns in the press, TV or radio campaigns; targeted media briefings, etc.); to instruct the city's communication (PR) department to highlight diversity as an advantage; to provide support for advocacy and/or media training to mentor journalists with minority background; to monitor the way in which media portray minorities.
- International outlook: Klaksvik may wish to ameliorate its international outlook policies by encouraging co-development projects with migrant groups' countries of origin.
- Intelligence competence: Klaksvik should take surveys to monitor the public perception of migrants/minorities while fostering intercultural competences through trainings, seminars and networks.
- Welcoming: Klaksvik may wish 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.

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

¹² <http://www.coe.int/en/web/interculturalcities/>