



INTERCULTURAL CITIES
BUILDING BRIDGES, BREAKING WALLS



**Annual meeting of
Intercultural Cities (ICC) Coordinators
14-15 November 2023
Bilbao, Spain**

MEETING REPORT

(29 January 2024)

Introduction

Cities that are members of the international Intercultural Cities (ICC) Network hold coordination meetings once a year to take stock of achievements, put forward new challenges, and prepare the next programme of work with a view to further developing both the intercultural cities' network and the intercultural integration policy model.

In 2023, the meeting was hosted by the city of Bilbao. Participants benefitted from "Diversitours", a community-guided tour initially established through the funding of an ICC inter-city grant, and from a session on training on intercultural competences and exchange of practices on the topic.

The agenda and list of participants of the meeting can be found in Appendix I and II, respectively.

14 November 2023 – Part I

Opening of the meeting and welcoming words

Kontxi Claver, Bilbao's City Councillor of Equality, Living Together, Cooperation and Immigration, welcomed the ICC international coordinators. She underlined Bilbao's extensive experience working in the framework of the Intercultural Cities (ICC) Programme of the Council of Europe. She also highlighted the importance of the city's membership of the Spanish Network of Intercultural Cities since 2011. The ICC Network has clearly served Bilbao as source of inspiration and as a roadmap for the development of the city's intercultural policies. Thorsten Afflerbach, Head of the Inclusion and Anti-Discrimination Programmes Division at the Council of Europe, opened the meeting by thanking the city authorities of Bilbao for their commitment towards intercultural integration and commended



the city on the launch of its Intercultural Plan, governed by the four intercultural principles of equality, diversity, interaction, and participation. He then reminded participants of the fact that this annual meeting aims at taking stock of the ICC Programme's achievements and challenges, preparing for the next year, and further developing the ICC Network and the intercultural integration model.

Overview of 2023

The ICC team provided feedback on the implementation of the ICC Programme in 2023, including the main events, tools, projects and publications.

Membership developments

In 2023,¹ [membership](#) increased to 162, with six new cities: Torremolinos and Getafe in Spain, Zagarolo in Italy, Paranhos in Portugal, Riga in Latvia and Guadalupe in Mexico. The membership process was also initiated in five other cities. New members mean more good practices to share, but also entail the need to adapt services and tools to new contexts and to an ever-increasing size of the ICC Network.

Indexes and visits

Two index reports were completed: [València](#) (Spain) and [Botkyrka](#) (Sweden), and one other will be published before the end of the year: Riga (Latvia). Reggio Emilia (Italy) has submitted the completed Index in November 2023, prior to the meeting, and the data analysis will be ready before the end of the year. Additionally, cities participating in the joint project 'Building an inclusive integration approach in Finland' (Vaasa, Tampere, Turku, Kuopio and Hameenlinna) have also completed in the index questionnaire, and their reports are being prepared. Two expert visits were conducted over the year: [Jonava](#) (Lithuania) and [Sherbrooke](#) (Canada), with the corresponding publication of their Intercultural profiles. There have been regular updates to the [Index Charts](#) and the [Facts and figures](#) pages.

Publications and translations

2023 has been a fruitful year in terms of publishing content. Two policy papers have been published by the ICC Unit; and the Committee of Experts on Intercultural Integration of Migrants (ADI-INT) has produced two manuals. Finally, the cooperation between the European Union and the Council of Europe through joint projects in Cyprus and Finland has resulted in the publication of several documents. The full list of 2023 publications and translations can be found in Appendix III.

Capacity Building

Three in-person trainings have been organised on different topics and cities with a total participation of around 45 people. Two "City Talks" webinars were organised, attracting over 170 people in the registration phase. Additionally, a workshop on integration and inclusion was held by an ICC expert in Tallin, Estonia, as part of the Estonian local days and an intercultural study visit of Cypriot Mayors to Barcelona and Santa Coloma de Gramenet, Spain, was conducted.

Communication and awareness

The ICC Unit has periodically updated its website and publishing its [newsletter](#). In addition, the programme is present on social media (X and Facebook). Following the recommendations of the 2022 independent external evaluation of the ICC Programme, the process of revising the ICC web site started in 2023. Finally, in order to further raise awareness and mainstream the intercultural approach, members of the ICC Unit gave presentations at in-person and online events.

Committee of Experts on intercultural integration of migrants (ADI-INT)

The Committee's main work on building capacity around intercultural integration was presented. In particular, this work has resulted in the publication of two manuals, adopted by the Steering Committee on Anti-Discrimination, Diversity and Inclusion (CDADI): the [Manual on equality data collection and analysis](#) and the [Manual for the design of a training course on intercultural competence](#).

¹ Information included in this report relates to figures of 15 November 2023.

A “Compendium of good practices on intercultural integration and multilevel governance” was adopted and is scheduled to be published at the beginning of 2024. The Committee is currently working on a “Multilevel Governance Index” and a “Guidance document for inclusion in the fields under the responsibility of the CDADI”.

EU/CoE joint projects

The current status implementation of the EU/CoE joint projects on Cyprus² and Finland³ was presented, including their aim to help establish multilevel governance for integration policies in these countries. The main publications of each project are available in Appendix IV.

Cooperation with other international organisations

In 2023, the Council of Europe teamed up with the OSCE Office for Democratic Institutions and Human Rights (ODIHR), the United Nations Refugee Agency (UNHCR), the Organization for Economic Cooperation and Development (OECD) and the Union of Polish Metropolises, to launch the “Academy on the Integration of Migrants and Refugees in Polish Cities”, a series of training courses to help cities respond to the challenge of integrating refugees and migrants. In this framework, ICC offered a 3-day training course covering methodologies and tools which support local authorities in acquiring the intercultural competencies needed to manage diversity, including training sessions on the Anti-Rumours methodology and communication (how to promote inclusive messages). The training course was hosted by the city of Lublin and attended by participants from 10 cities. A pledge on “Local Action and Solidarity in Secondary Cities & Local and Regional Governments” was submitted by the ICC Unit to the UNHCR Global Refugee Forum (GRF) on 13-15 December 2023 in Geneva.

ICC evaluation and management response

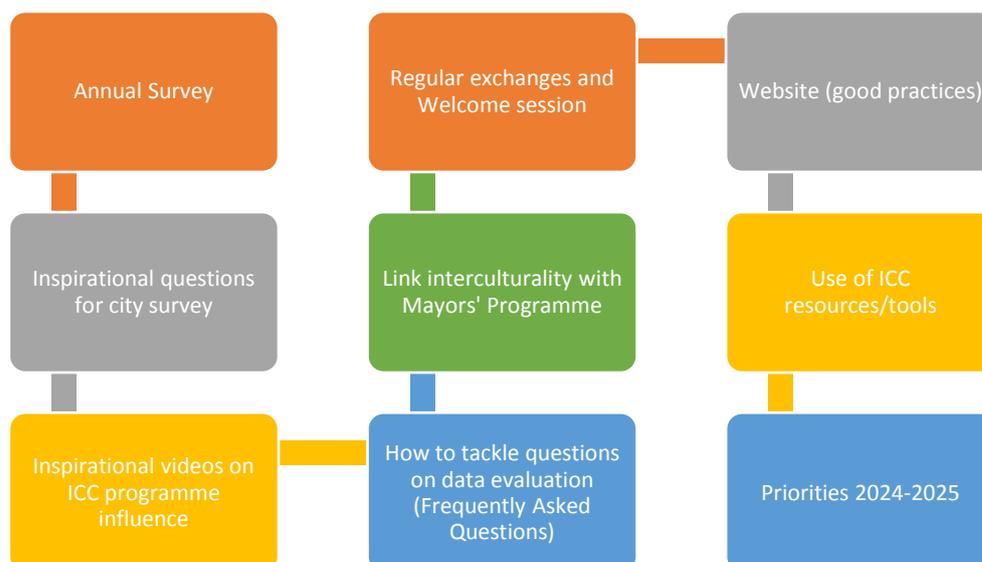
The Secretariat of [ICC commissioned an external evaluation](#) in 2022 (covering 2016-mid-2022) to identify areas for enhancement and fine-tuning of the programme. A total of 19 strategic and operational recommendations have been included in the evaluation report. In 2023, the ICC Secretariat analysed these recommendations and produced a [management response and action plan](#) to prioritise and implement the interventions. The first recommendation was to create an Advisory Group to provide strategic guidance for the ICC Programme. Its mandate extends from June 2023 to June 2025. The first meeting of the Group was held on 4-5 July 2023 in Strasbourg, and the second one on 13 November 2023 in Bilbao, one day prior to the meeting of the ICC Coordinators.

Debriefing from the 2nd meeting of the ICC Programme Advisory Group

Gemma Pinyol-Jiménez, ICC coordinator for the Spanish Network of Intercultural Cities (RECI) and ICC Programme Advisory Group member, debriefed participants on the Advisory Group 2023 actions (from July to October 2023). She recalled the composition and objectives of the Group, and then enumerated the follow-up actions stemming from the Advisory Group’s first and second meeting. They can be summarised as follows:

² [Intercultural integration in Cyprus - Intercultural cities programme \(coe.int\)](#)

³ [Building an inclusive integration approach in Finland - Intercultural cities programme \(coe.int\)](#)



The report of the first meeting is available [here](#). The actions mentioned above will be summarised in a [separate report](#) dedicated to the Advisory Group’s second meeting.

ICC Coordinators wishing to address the ICC Programme Advisory Group should contact the ICC Secretariat.

Looking ahead to 2024 and 2025

A survey on possible priorities 2024-2025 for the ICC Programme was sent to all cities and network coordinators on 11 September 2023 with the deadline for replies by 8 October 2023. The replies can be regrouped into the following areas:



Anti-discrimination being an overarching topic under which all ICC activities can be subsumed, the ICC Secretariat understands the first point as an encouragement to continue activities along the well-established lines. Inter-city cooperation was also mentioned among the priorities and will remain the preferred working method/way of working across all different activities of the ICC Programme.

The ICC Secretariat proposed some activities which could fit under these priorities but are still subject to confirmation. The deliverables of the Committee of Experts on Intercultural Inclusion (ADI-INT) [new name of the Committee as of 1 January 2024], as set out in its Terms of Reference 2024-2027, were also presented.

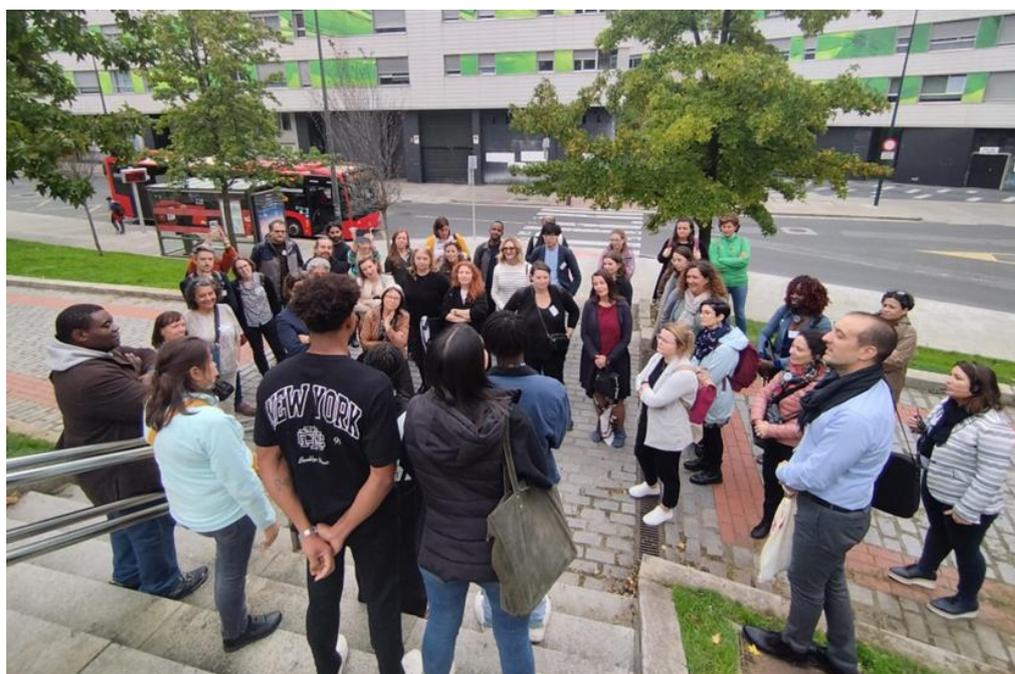
Participants welcomed this change in the name of the committee, underlining, however, the importance of keeping the word “intercultural” in the name. They also asked for further information about a possible study visit in 2024 and how to communicate interculturalism in a simpler way. The ICC Secretariat recalled that a training course on Media and Communication used to be organised for the past two years (once per year in 2022 and 2023) and that new ways of training members on how to build and use alternative narratives could be designed (e.g. organising a training of trainers). A possible study visit was subject to confirmation.

14 November 2023 – Part 2

Visit to the neighbourhoods of San Francisco, Bilbao La Vieja and Zabala with the DIVERSITOURS project

On the afternoon of the first meeting day, participants had the opportunity to experience a visit of Bilbao through the “Diversitours” project. The project is an intercultural community intervention between the Municipality of Bilbao, a local NGO (KOOPS SF 34) and citizenship through guided walking tours and interaction with the local population. In Bilbao, the visit covers the neighbourhoods of San Francisco, Bilbao La Vieja & Zabala, which all have a high representation of migrant population.

The first funding of the project came from an [ICC intercity grant in 2021](#) which Bilbao shared with the city of Valencia. A methodological guide for the design of Intercultural routes, including a description of the Diversitours project is available [on the ICC website](#).



Debriefing of the Diversitours visits

Ekain Larrinaga, Immigration Officer in the Cooperation and Coexistence Department at the City Council of Bilbao, and Georges Belinga, Head of KOOP SF 34, presented the key areas of the “Diversitours” project and the process in the development of the project. Participants were divided in four groups to analyse the project and discuss its transferability, guided by the following questions:

1 – ANALYSIS

1. What do you consider to be the strong aspects of the project?
2. What do you consider to be the weaknesses of the project?
3. What would be the proposals for improvement?
4. What could be the ways of development?

2 – TRANSFERABILITY

1. Do you think it is feasible to implement this project in your city?
2. What would be the obstacles to its implementation?
3. What modifications would have to be made to adapt it to your local context?

Here are some highlights of the discussion:

ANALYSIS What are the **strengths** of the project?

- Involvement with locals
- Promotion of interaction
- Co-creation: it has been developed together with the people in the local community and guides are not outsiders
- Participants can experience places they would not otherwise visit
- Reduction of prejudices
- Raising awareness and knowledge of the city: locals (through schools for example) learn about the history of the city and the people who live in the neighbourhoods get to know the history of their local community
- Empowerment of residents of the visited neighbourhoods to act as guides and present the place where they live

What are the **weaknesses** of the projects?

- Only for specific audiences. It should be scaled to reach a broader audience
- As it is not mainstream it may be hard to get participants
- People living in the targeted neighbourhoods may feel on display
- Some participants may feel unsafe in the neighbourhoods
- Limited options to participate for solo travellers
- Mobility/accessibility: complicated for persons with disabilities or the elderly
- Availability of guides, as they are not professionals
- Sustainability, as it competes with professional tours
- The weather and street noise impact the experience as it is an outdoor activity
- Possible disruption for the community
- Timing: the tour is usually organised when shops and religious sites (i.e. the Mosque) are closed
- Asking migrants to do something in public could be stigmatising

What could be the ways of **improvement/development**?

- Provide participants with a map of the tour and a summary of the information at the end
- Same maps could also be sold in local shops/cafes in the neighbourhoods to support local businesses, which could be an incentive for local business to get involved in the project
- Create a souvenir connected to the project
- Propose different tours adapted to the audience
- Include neighbours as participants
- Better prepare the people in the area to “accept” the visit and take part in it
- Offer the visit to new target groups: e.g. journalists, politicians, police officers
- Attach Diversitours to mainstream/ official tours
- Include a debate after the tour around diversity

TRANSFERABILITY Do you think it is **feasible** to implement Diversitours in your city?

- Most cities considered it interesting and feasible. In some cities a similar initiative is taking place
- Some participants thought that it could be done, but not for tourists
- Preference for in-person (not virtual) tours

What would be the **obstacles**?

- Smaller cities are afraid that their size and the fact of not having distinct neighbourhoods would hinder the appeal of the tour
- To involve the representatives of the local communities, engaging them in the project, may be a challenge
- Some cities do not have a large history of migration, in other cities minorities are spread all over the city (which could make a walking tour difficult)
- In contrast, bigger cities think that it may be difficult to implement this project as more diverse neighbourhoods are outside the centre
- In the current political context, the way in which this project is advertised can prove crucial (importance of the narrative)
- Collect the necessary funding to start the project
- The need of a diploma to be an official tour guide

What **modification** would have to be made to adapt it to your **local context**?

- One option could be to create a tool to improve contact between teens, for example a relation-making project between young communities. The objective should be to build bridges between local communities, therefore moving past a walking tour for tourists
- The personal history of city inhabitants (e.g. if their grandparents/parents migrated) can help people better relate to the situation of newcomers. Different waves of migration can be used as example



- Let the different group that compose the city society propose ideas for further tours
- Include a tour in other areas of the city than the vulnerable ones
- Include individual experiences of inhabitants, e.g. 'How I live the city'

Bilbao's presentation of the project "Recognition of migrant women and the Local Board of Immigration"

Claudia Emmanuel Laredo, Immigration Officer at the City Council of Bilbao, presented the work of Bilbao's Local Board of Immigration and its initiative on the annual recognition of migrant women.

The Local Board of Immigration is a collegial body that has a consultative and informative nature. It has the vocation of guaranteeing the democratic participation of immigrant associations and their interaction with other agents involved in the development and promotion of integration and coexistence policies in the different areas of political, cultural, economic and social life in the city of Bilbao.

In addition, the Board has the capacity to articulate decisions on projects and budget management. One of its key areas of work is the empowerment and recognition of migrant women. In Bilbao, more than 50% of migrants are women and for the last three years the decision was to focus on concrete women (individual experiences, stories). One of the projects developed within this area of work is the 'Annual recognition of migrant women'. The initiative pursues several objectives: to make visible the importance of the presence of migrant women in the social and public life of Bilbao, to identify the contribution they make to the community's political and economic development, to reduce stereotypes and prejudices about migrant women, and to create spaces of reference and opportunity for other migrant women.

To create links between all women participating in the 'Annual recognition of migrant women' initiative, but also to attract other women to participate, the Local Board of Immigration presented this idea to the Participatory Budgeting 2024 of the city of Bilbao. The initiative was approved by the citizenship and in 2024 the network will constitute a space for interaction, knowledge, dialogue and mutual learning.

The Basque Immigration Observatory (IKUSPEGI)

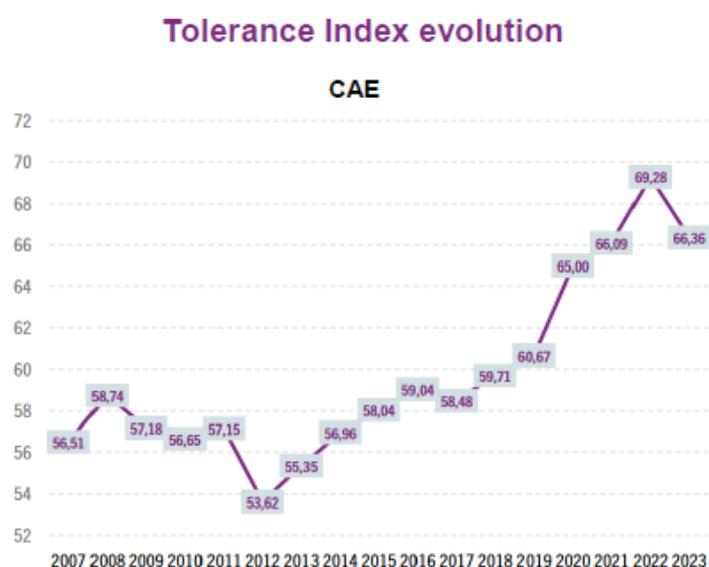
Julia Shershneva, Head of IKUSPEGI, introduced the Basque Observatory for migration and presented the findings of some of their studies. The Basque Immigration Observatory was established in 2004 as a body linked to the Basque Government and the University of the Basque Country (Department of Sociology and Social Work). Its objective is to analyse, understand and assess migration in the Basque Country. The research scope and priorities have evolved since 2004, when the focus was on the immigration phenomena and asylum, the job market, second generations, education. In 2019, the approach was broadened and topics around diversity and discrimination were added to the scope.

The cooperation between Ikuspegi and Bilbao City Council dates back to 2003. Since then, periodical studies have taken place. Particularly interesting is the Barometer of attitudes towards immigration in Bilbao, published every 2-4 years since 2005. The barometer describes the attitudes, beliefs, opinions and values of the autochthonous population of Bilbao towards immigration.

In recent years, two **exceptional situations** have influenced the attitudes of Bilbao's population towards migrants:

- The COVID-19 crisis;
- The consequences of the military aggression of the Russian Federation against Ukraine.

The impact of COVID-19 generated **greater sensitivity** towards people perceived as **more vulnerable**, which resulted in significant improvements in the tolerance index in 2020 and 2021. The military aggression of the Russian Federation against Ukraine and the arrival of asylum seekers further contributed to this trend. At the time of the ICC Annual meeting of Intercultural Cities Coordinators 2023, the results of the 2023 barometer were not yet public.



15 November – Part 4

Intercultural Competence Training

Daniel De Torres, ICC expert, gave a presentation on the available resources on Intercultural Competences and how to develop a related training, taking inspiration from the [Manual for the design of a training course on intercultural competence](#).

Training in intercultural competences is essential for the design, implementation, and evaluation of public policies with an intercultural perspective. Acquiring and improving intercultural competences is also key to promoting structural changes in institutions, thus mainstreaming the intercultural approach. While there are some ICC cities that have implemented this kind of training in a more structured way, in general these are one-off trainings, which are not consolidated in the formal training offer of the Human Resources department.

The [Manual for the design of a training course on intercultural competence](#) was adopted in November 2022 by the Council of Europe's Steering Committee on Anti-Discrimination, Diversity and Inclusion (CDADI). It constitutes one of the tools produced to support the implementation of Recommendation CM/Rec(2022)10 on multilevel policies and governance for intercultural integration, which states that

“institutions and organisations should develop intercultural competences and attitudes among their staff, encouraging them to acquire the skills to enable constructive exchanges, dialogue and co-design based on shared values and goals”.

The need for capacity building on intercultural competence is also addressed in the [Model framework for an intercultural integration strategy at the national level](#) (adopted by the CDADI in June 2021), which states that “encouraging participation also implies providing instruments and competence training to public officers who are in more direct contact with a diverse population⁴”.

Concerning the target group, the Manual recommends that the training course should target mainly civil servants of public authorities at the national, regional, and local levels. The course can be addressed at those officers working in fields closely related to intercultural integration, but also at those working in non-strictly related areas. In addition, it suggests developing a specific shorter training course for directors and high-level officials, to train those who have a decisive role in how the policies and organisational culture of their areas are shaped.

Why is this Manual useful?



Several examples of training courses on intercultural competences were given both by cities which have implemented one and by ICC expert trainers who have organised/facilitated these processes.

The session closed with a final reflection by the facilitator on the importance of carrying out intercultural diagnoses in cities and assessing the impact of policies based on the intercultural principles. In this way, it is easier to identify real needs which directly affect people's rights and opportunities and to reinforce the political commitment to interculturality and the importance of training in intercultural competences. To achieve this, it is also important to work on narratives and communication so that the message is clear and more convincing.



⁴ Page 38, Model framework for an intercultural integration strategy at the national level

Appendix I – Meeting Agenda

Purpose of the meeting: The meeting of Intercultural Cities (ICC) coordinators is the annual gathering of coordinators of ICC international network members and coordinators of ICC national networks. This meeting aims to take stock of achievements, discuss challenges, and outline the next programme of work with a view to further developing both the ICC programme and the intercultural inclusion policy model.

Target group: Coordinators of cities which are member of the international ICC Network, and Coordinators of ICC national networks.

Venue: [Bizkaia Aretoa-UPV/EHU](#), Abandoibarra Etorb., 3, 48009 Bilbao, Bizkaia
Oteiza Hall, Basque University, Bilbao, Spain

Working languages: English and French

14 November 2023 – Part 1

9:00 Arrival and Registration of participants

9:30 – 11:00

Opening of the meeting and welcoming words

- Kontxi Claver Zurro, Bilbao's City Councillor of Equality, Living Together, Cooperation and Immigration,
- Thorsten Afflerbach, Head Inclusion and Anti-Discrimination Programmes Division

Overview of the past year

Moderated by Thorsten Afflerbach and Giulia Bianchini

Overview by the ICC team of the main events, tools, and other developments of the ICC programme in 2023.

Debriefing from the 1st meeting of the Advisory Group

Moderated by Gemma Pinyol-Jiménez (Advisory Group member)

Summary of the first meeting and proposed follow-up. Preliminary summary of second meeting (13 November) and proposed follow-up.

11:00 – 11:30 Coffee break

11:30 – 12:30 Looking ahead

Moderated by Thorsten Afflerbach and Giulia Bianchini

Plans for 2024 and short brainstorming session to get general feedback from ICC coordinators.

12:30 – 14:30 Lunch break

14 November 2023 – Part 2

14:30 – 16:30 Visit to the neighbourhoods of San Francisco, Bilbao La Vieja and Zabala with the DIVERSITOURS project.

19:00 Visit to AZKUNA ZENTROA: exploring the atrium of cultures. The visit will be followed by a social gathering

20:30 Dinner at [Restaurante Txio](#)

15 November 2023 – Part 3

9:30 – 11:00 Debriefing of the Bilbao visits

Group discussion and Q&A

Moderated by Georges Belinga, Head of KOOPS SF34

Supported by Claudia Emmanuel Laredo and Ekain Larrinaga Muguruza

11:00 – 11:30 Coffee break

11:30 – 12:30

Bilbao's presentation on: Recognition of migrant women and the Local Board of Immigration

Presented by Claudia Emmanuel Laredo

Group discussion and Q&A

Presentation of the Basque Observatory of Migration

Presented by Julia Shershneva, Head of IKUSPEGI

Group discussion and Q&A

12:30 – 14:30 Lunch break

15 November 2023 – Part 4

14:30 – 16:30 Intercultural Competence Training

Moderated by Daniel De Torres

- Presentation of the available resources on Intercultural Competences and how to develop a related training
- Testimonies of cities which have already organised Intercultural Competence training
- Q&A session
- Challenges from the perspective of trainers
- Group discussion and Q&A

16:30 Closing remarks by ICC Secretariat

16:35 End of the meeting

Appendix II – List of Participants

CITIES (27 participants)

Bergen, Norway	Mari Lochen, Advisor
Bilbao, Spain	Claudia Emmanuel Laredo, Immigration Officer
Botkyrka, Sweden	Helena Rojas, Human Rights Strategist
Bradford, UK	Barry Cusack, Intercultural Cities Coordinator and Project Officer,
Camden, UK	Ahmed Abdi Mohamed, Director of Equalities and Community Strength
Krakow, Poland	Magdalena Furdzik, Manager
London Lewisham, UK	Edison Huynh, Councillor
Lublin, Poland	Małgorzata Zmysłowska, Inspector Social Participation Office Magdalena Gnyp-Scigocka, Deputy Director Social Participation Office
México City, Mexico	Jorge Jimenez Ortega, Parliamentarian assistant and university professor
Montréal, Canada	Jessica Lagacé-Banville, Cheffe de division
Neuchâtel, Switzerland	Gregory Jaquet, Chef du service de la cohésion multiculturelle
Neumarkt, Germany	Anna Katharina Lehrer, Head of the coordination office for ICC Marianne Hortolani, Member of the ICC coordinating group
Paris, France	Isabelle Temin, Chargée de projets droits humains, accès au droit
Reggio Emilia, Italy	Chiara Greco, Fondazione Mondinsieme Gianluca Grassi, Cabinet of the Mayor of Reggio Emilia
Reykjavik, Iceland	Joanna Marcinkowska, Project Manager, Human Rights and Democracy Office
Riga, Latvia	Irina Vasiljeva, Project manager
Salisbury, Australia	Myfanwy Mogford, Diversity and Inclusion Project Officer
San Sebastian, Spain	Carolina Adarraga, Officer of Cultural Diversity Silvia Carballo Paz, Head of Cultural Diversity department
Sherbrooke, Canada	Roukayatou Idrissa Abdoulaye, Responsable du dossier de l'immigration
Stavanger, Norway	Ingrid Hauge Rasmussen, Special advisor for diversity and inclusion Zubia Willmann-Robleda, Advisor inclusion and diversity
Wroclaw, Poland	Dorota Kozak-Rybska, Main specialist Ewa Maria Magnowska, Senior Specialist at Wrocław Centre for Social Development

NATIONAL NETWORKS (11 participants)

Glenda Joan Ballantyne, Australian National Network, Co-convenor

Lynda Ford, Australian National Network, Co-coordinator

Bob White, Canadian National Network, Network coordinator

Rosaria De Paoli, Italian ICC Network Coordinator, Director

Simone Pettoruso, Italian ICC Network Coordinator, Coordinator European projects Department

Carla Calado, Portuguese ICC Network, Coordinator

Gemma Jimenez Pinyol, Spanish ICC Network, Coordinator

Daniel De Torres Barderi, Spanish ICC Network, Director

Marta Perez Ramirez, Spanish ICC Network, Project manager

Kseniya Khovanova Rubicondo, Ukrainian ICC Network, Coordinator

Lisa Tabor, USA ICC Network, Coordinator

EXPERTS (4 participants)

Ekain Larrinaga Muguruza, Immigration Officer, Cooperation and Coexistence Department, City Council, Bilbao

Georges Belinga, Head of KOOPS SF34, Bilbao

Julia Shershneva, Head of IKUSPEGI, Bilbao

Silverio Sandate Morales, Lawyer, Mexico City

Appendix III – 2023 publications and translations

2023 publications

Policy briefs

- [Building meaningful public participation in Intercultural cities – A guide to the appreciative inquiry approach](#)
- [Data collection for refugee reception at community level](#)

ADI-INT committee manuals

- [Manual for the design of a training course on intercultural competence](#)
- [Manual on equality data collection and analysis](#) (layout in progress)

EU-CoE joint projects

- [Blueprint for multilevel governance of intercultural integration policies in Cyprus](#)
- [Handbook for employers in Cyprus on the employment of refugees and asylum seekers ;](#)
- [Handbook for refugees and asylum seekers on working in Cyprus;](#)
- [Short guide to working in Cyprus for refugees and asylum seekers](#)
- [Report on integration policies in Finland](#) (in Finnish, with an executive summary in English)

2023 translations

French:

- [Solutions de logement durables et à long terme pour la Cité interculturelle - Note d'orientation](#)
- [Accueil des femmes et des enfants réfugiés dans les villes et régions d'Europe](#)
- [Repenser les politiques d'accueil dans une perspective interculturelle - Note d'orientation](#)
- [Note d'orientation - Migration et intégration - Quels récits alternatifs fonctionnent et pourquoi ?](#)
- [Communication inclusive - Note d'orientation](#)

Italian

- [Modello di quadro per una strategia di integrazione interculturale](#)

Japanese:

- [インターカルチュラルな統合のための多角的な政策とガバナンスに関する加盟国閣僚委員会の勧告（CM/Rec\(2022\)10）](#)

Polish:

- [Identyfikowanie dyskryminacji systemowej na poziomie lokalnym i zapobieganie jej - Analiza październik \(2020\)](#)
- [STRATEGIE INTEGRACJI MIĘDZYKULTUROWEJ: ZARZĄDZANIE RÓŻNORODNOŚCIĄ JAKO SZANSA](#)
- [Siła dialogu Zestaw narzędzi do prowadzenia dialogu przeciw plotkom](#)
- [MIGRACJA I INTEGRACJA Które alternatywne narracje działają i dlaczego](#)
- [WŁĄCZAJĄCA KOMUNIKACJA](#)
- [Identyfikowanie dyskryminacji systemowej na poziomie lokalnym i zapobieganie jej](#)

Spanish:

- [Recomendación del Comité de Ministros a los Estados miembros sobre políticas multinivel y gobernanza para la integración intercultural](#)

Ukrainian:

- [МОДЕЛЬНА ОСНОВА СТРАТЕГІЇ МІЖКУЛЬТУРНОЇ ІНТЕГРАЦІЇ НА НАЦІОНАЛЬНОМУ РІВНІ](#)