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Anti-discrimination Department

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(ADI-INT)

SELF-ASSESSMENT TOOL ON
MULTILEVEL GOVERNANCE FOR INTERCULTURAL INTEGRATION

INTRODUCTION: ABOUT THIS DOCUMENT

1. This document presents the self-assessment tool on multi-level governance (MLG) for intercultural integration for endorsement by the Committee of Experts on Intercultural Inclusion (ADI-INT) and subsequent adoption by the Steering Committee on Anti-discrimination, Diversity and Inclusion (CDADI).
2. This tool has been prepared by the ADI-INT as part of its work under its third deliverable: “Initiatives for the dissemination and implementation at national level of CM/Rec(2022)10 on multilevel policies and governance for intercultural integration, including tools for the capacity-building programme for migrant integration” in accordance with its Terms of Reference for 2024-2027 (CM(2023)131-addfinal).
3. This document is divided into two parts: the first part summarises the key background information about the tool, its main features and the approach chosen for its formulation for ADI-INT and CDADI information. The second part constitutes by the tool itself, displaying the content that will be made available online to final users. The tool’s visual presentation will be developed after its adoption.
4. In the appendix, two further documents are provided for better understanding: a mock assessment report, showing an example of the output that the online tool will generate for its users; and a score sheet, illustrating the scoring attributed to the questionnaire indicators used to generate the self-assessment report for the users. These two documents will not appear on the online tool.
5. The outline of the document’s content is presented below:

1. About the tool (not part of the online tool)
 - a. Background
 - b. Main features of the tool
 - c. Choices made in designing the tool
 2. Constitutive elements of the online self-assessment tool (hard copy of the online tool)
 - Landing page
 - Why multi-level-governance?
 - About this tool
 - How does the tool work?
 - How to use the tool?
 - Start the self-assessment
 - Glossary
- Appendix (not part of the online tool)
1. Mock assessment report
 2. Score sheet

1. ABOUT THE SELF ASSESSMENT TOOL OF MULTI-LEVEL GOVERNANCE FOR INTERCULTURAL INTEGRATION

1.a. Background

6. As mentioned in the introduction, this self-assessment tool is closely linked to the CM/Rec(2022)10 on multilevel policies and governance for intercultural integration. Its main purpose is to help member states and sub-national levels of governance better implement the standards set out in the recommendation by conducting a self-assessment of the key aspects of multi-level governance for intercultural integration in their respective systems, in order to identify their strengths and areas for improvement.
7. As such, the self-assessment tool ideally complements the Model Framework for an Intercultural Integration Strategy at the national level. While the Model Framework provides national authorities with guidance and inspiration for translating the principles of intercultural integration into strategies, policies and practices, this self-assessment tool equips national, regional and local authorities in member states with an instrument for examining how different levels of governance and other stakeholders work together to advance intercultural integration.
8. Such self-assessment will constitute a first step to strengthening multi-level governance systems for intercultural integration in member states. It will also provide an occasion for internal and inter-institutional reflection as well as an evidence-based advocacy tool for improving dialogue and engagement. Finally, it will provide a tool for identifying positive practices as a basis to peer-to-peer exchanges and learning.
9. This self-assessment tool was prepared with the expert support from the Migration Policy Group (MPG).
10. The ADI-INT Pilot Group, comprising members from Belgium, Bilbao, Catalonia, Finland, Portugal, Spain, and the United Kingdom, has provided key contribution in ensuring the tool's relevance, usability and overall quality by repeatedly testing, discussing, validating and adjusting subsequent draft proposals and offering practitioners' advice and insights to address significant methodological and substantive issues.
11. Inputs received from ADI-INT and CDADI members when discussing earlier documents and versions of the tool has provided valuable guidance for its finalisation.

1.b. Main features of the tool

12. The self-assessment tool on MLG for intercultural integration has been designed to be made available and used online. It consists of an online questionnaire, accompanied by a note providing methodological guidance and a glossary.
13. The results of the self-assessment will be presented in a visual format and made accessible only to entities that participated in filling in the respective online questionnaire (a sample is provided in the appendix). The Council of Europe will only have access to quantitative data on the use of the tool.

Entities using the tool will have the option of sharing their self-assessment reports with the Council of Europe Secretariat and specifying whether these should be used for internal purposes only or for further dissemination.

14. It is planned that this self-assessment tool will be part of a toolkit, comprising also a peer-learning tool, i.e. a depository of good practices, lessons learned and existing Council of Europe tools and standards that can be referred to when addressing specific gaps identified during the self-assessment process. This will provide member states, regional and local authorities with the necessary resources and references to improve the effective implementation of CM/Rec(2022)10 and the quality of the multi-level governance in their inclusion strategies. The completion of the peer-learning tool is expected to be pursued as a successive deliverable by ADI-INT.

1.c. Choices made in designing the tool

15. In preparing this self-assessment tool, several challenges had to be addressed. These are listed below.
16. Firstly, choices needed to be made about the scope of the self-assessment tool on three main aspects:
 - (I) Governance/territorial level of assessment. Defining the governance or territorial level to be assessed was a critical consideration. While sub-national authorities play a significant role in inclusion matters and contribute substantially to the multi-level governance of such policies and strategies, this self-assessment tool primarily focuses on the national level. This approach is based on the idea that an effective MLG system encompasses all relevant governance levels, extending to the highest one.
 - (II) Intended users of the questionnaire. Defining the intended users of this questionnaire was a key consideration. While the tool is designed to assess the multi-level governance of inclusion across member states, ideally encompassing all levels up to the national, it also allows for independent use by sub-national authorities or other actors. For this purpose, the questionnaire has been designed to allow any user to complete it using publicly available information. While completion by a single actor or without the participation of all relevant governance levels isn't the preferred method (other approaches are outlined in the accompanying methodological note), it provides an option for the self-assessment tool to be used for analytical and advocacy purposes, as well as when collaboration from any governance level isn't secured.
 - (III) Tool focus: intercultural integration of migrants or broader inclusion strategies. The development of this tool necessitated a decision on its primary focus: either the intercultural integration of migrants or a wider scope encompassing general inclusion strategies. Council of Europe Recommendation CM/Rec(2022)10 emphasises the intercultural integration of migrants, while also advocating for this approach to be extended to all potentially marginalised groups. This vision is further supported by the Guidance document on strategies for inclusion recently adopted by the CDADI (CDADI(2025)15). On one hand, a narrower focus of the questionnaire on multi-level governance for migrants' inclusion appeared more practical and manageable, but also potentially limited. On the other hand, ongoing efforts to

guide member states toward comprehensive inclusion strategies, transcending group-specific approaches, presented a potentially broader application. Nevertheless, it was considered important to maintain a clear link between this tool and CM/Rec(2022)10, as the tool is meant to support its implementation. Furthermore, attempting to incorporate every possible variation of inclusion strategy from member states, whether covering single or multiple groups and objectives, would have either significantly increased the tool's complexity or diminished its analytical capacity. To this end, the questionnaire was designed with a primary focus on multi-level policies for the intercultural integration of migrants, without excluding its possible use, by analogy, to assess multi-level governance elements of inclusion policies or strategies targeting other groups, or all groups. Additionally, great attention was put into highlighting intersectionality aspects of the assessed policy.

17. Linked to the above, was the question of the terminology to be used, i.e. whether the tool should refer to intercultural “integration” or “inclusion” policies, and the related issues of ensuring consistency and clarity of terms used. Difficulties related also to the lack of a precise and shared understanding and usage of the two terms by member states. This tool is not intended to resolve definitional issues, but it does offer an operational glossary to guide users. A further question related to the tension between maintaining a close link with CM/Rec(2022)10, focusing primarily on “intercultural integration”, and reflecting the broader trend within the Council of Europe to privilege the use of the term “inclusion” as a more comprehensive concept, as explained in the recent [Guidance document on strategies for inclusion](#). In practice, a choice was made to use primarily the term intercultural integration to maintain a clear and direct link to CM/Rec(2022)10. However, the questionnaire sometimes uses both “intercultural integration” and “inclusion”. The goal is to ensure that member states can use the tool to assess their strategies, regardless of their national terminology, by adapting their understanding of the terms to their specific context.
18. Another set of issues related to navigating the complexity of very different institutional settings in member states.
 - a. The broad variety of territorial governance structures and degrees of decentralisation in member states posed significant challenges given the difficulty of designing a self-assessment questionnaire that could cater in a tailored way for all such different situations, while remaining a simple, and user-friendly instrument that could extract meaningful information independently from the specific administrative, territorial and governance structures present on the ground. A flexible approach was chosen, allowing respondents to reflect their specific institutional setting and the possibility of disregarding non-applicable questions without negatively affecting the outcomes of the assessment.
 - b. Large variations in the allocation of competencies across governance levels among and within member states added further complexity to the task of designing a comprehensive, yet uncomplicated tool. Also in this case, for similar reasons, the questionnaire has been designed to flexibly allow respondents to only assess areas applicable to their specific institutional setting, with the possibility of skipping non-applicable questions and adding comments or explanations in free-text boxes.

2. MULTI-LEVEL GOVERNANCE FOR INTERCULTURAL INTEGRATION: SELF-ASSESSMENT TOOL

(LANDING PAGE)

**Why multi-level
governance?**

**About this
Tool**

**How does the
Tool work?**

**How to use
the Tool**

**Start the self-
assessment**

Glossary

Why multi-level governance?

What is multilevel governance for intercultural integration?

Multilevel governance for intercultural integration means building partnerships between different levels of government and stakeholders to:

- promote equality,
- foster positive interaction,
- ensure equal participation, and
- value diversity to strengthen a shared, pluralistic sense of belonging.

Effective policymaking for inclusion requires coordination and collaboration across all levels of governance – national, regional, and local, as well as with civil society and grassroots actors. As recommended by the Council of Europe, shared responsibility, joint decision-making, and inclusive engagement are key to success. Following whole-of-society and whole-of-government approaches will lead to a comprehensive, inclusive, and rights-based policy framework.

This tool aims to support the implementation of Council of Europe Recommendation on multilevel policies and governance for intercultural integration (CM/Rec(2022)10). Here, intercultural integration is defined as *"the outcome of a set of policies aiming to help society to benefit from the potential of diversity and manage its complexities, to take into account social, economic, and demographic situations alongside the overall goals of cohesion, stability and prosperity, and to create the conditions to ensure equal access to opportunities for migrants to integrate to the legal, social, economic and cultural contexts in their country of residence."*

Multilevel governance is defined as *"a model of governance which embraces central, regional and local governments, as well as civil society organisations. The ways in which it is organised may vary greatly from one country to another. Ideally, it includes a bottom-up element and implies the setting up of participatory processes for policy co-creation, co-operation and co-ordination among all relevant public authorities, at all levels of governance, and with all relevant stakeholders, in areas of shared competence or common interest."*

Furthermore, the Council of Europe promotes intercultural inclusion as *"a holistic approach that enables the full and active participation of all individuals and groups in society. It is characterised by valuing societal diversity, enabling meaningful interaction and participation, and ensuring that the specific needs*

of particular groups are addressed, including for those at the intersections of these groups. It is based on promoting and achieving equality, enabling the exercise of and enjoyment of human rights and individual freedoms, and effectively eliminating all forms of discrimination." (See the [Guidance document on strategies for inclusion](#)).

Additional definitions of key terms are available in the glossary.

Users of the toolkit can refer to either "inclusion" or "integration" interchangeably when completing the assessment. This flexibility is intended to ensure that stakeholders can effectively use the tool to assess the level of development of multilevel governance of intercultural policies, regardless of the terminology used in their respective contexts, by adapting their understanding of the terms to their specific situation.

About this Tool

This Tool aims to help users to self-assess key aspects of multi-level governance for migrants' integration in their context, to identify strengths and areas for improvement to enhance policy coordination, stakeholder engagement, and policy implementation across different levels of governance. It is designed for:

- national, regional, and local authorities,
- civil society organisations, and
- other relevant stakeholders.

The self-assessment is built around three key dimensions that form the foundation of effective multilevel governance for intercultural integration:

1. Intercultural strategy: whether an inclusive policy framework exists, is comprehensive, and involves different levels of government.
2. Government coordination: how well national, regional, and local authorities work together and share responsibilities.
3. Stakeholder participation: the extent to which civil society, migrant communities, and other actors are involved in shaping and implementing policies.

Across these dimensions, the Tool includes a set of questions that help assess coordination, participation, and policy coherence in line with Council of Europe standards. Policy makers, integration and inclusion professionals and other experts can use the Tool to

- Reflect and assess: The tool evaluates whether key elements of effective multilevel governance are in place. It examines governance structures, practices, and processes, highlighting strengths and weaknesses in coordination.
- Identify areas for improvement: Results serve as a roadmap for targeted improvements in governance mechanisms and can be used for policy development, strategic planning, and advocacy.

It is planned to complement this self-assessment tool with a related peer learning tool to offer case studies, good practices, Council of Europe standards and examples from other countries and levels of government to support shared learning and innovation.

How does the Tool work?

The tool includes a set of 28 questions (indicators) in three dimensions. They assess how inclusion policies are coordinated across different levels of government and among various stakeholders. Based on a scoring system on a scale of 0 to 100, results indicate the current level of governance development.

At the end of filling in the questionnaire, the results indicate one of four broad levels of development:

Undeveloped: In an early stage of development, action is needed to fill a critical gap by setting the agenda, gaining the commitment of key stakeholders and taking the first steps towards the implementation of the measure(s) at hand (scoring from 0 to 24).

A little developed: In a slightly advanced stage of development, action is needed to implement cornerstones of the measure(s) at hand and stabilise and widen the involvement of key stakeholders (scoring from 25 to 49).

Moderately developed: In a more advanced stage of development, action is needed to implement additional key components of the measure(s) at hand and work towards truly participatory stakeholder involvement (scoring from 50 to 74).

Highly developed: In a far advanced stage of development, action is needed to complete, refine and further develop the measure(s) at hand in the context of widest possible multi-level and multi-stakeholder involvement (scoring from 75 to 100).

After starting the self-assessment, users are able to create an individual, password-protected account for each evaluation. Additional persons can be invited to collaborate in filling in the questionnaire. The questionnaire may be saved at any time to allow for gradual completion. Dialogue and comment boxes are included in each question to facilitate the collaborative assessment process.

Users are invited to answer based on publicly available information, such as:

- national, regional, and local strategies, action plans, or protocols

- policy documents and online platforms on intercultural integration, inclusion policies, or governance mechanisms

The Tool is designed to assess multi-level governance in a national context. For countries without (a) meso-level(s) the Tool produces valid results if in relevant questions the answer options relating to the regional and sub-regional levels are marked as “not applicable”.

In the questionnaire, the “national level” is considered to be the highest level having main competencies on the matter. In countries in which main responsibility for integration policy rests with devolved governments, the Tool may be used referring to such highest level and the results interpreted accordingly.

Although it is recommended to assess multi-level governance across all levels, the Tool can also be used flexibly to only assess multi-level governance among some levels. In such a case, the Tool produces valid results if in relevant questions those levels which are not considered are marked as “not applicable”.

How to use the Tool

Collaborative methods

To accurately assess the multilevel governance of intercultural integration, a collaborative and inclusive approach is recommended. The following methods are proposed for applying the Tool, adaptable to the specific context of the country. They are all aimed at initiating a positive dialogue and co-operation towards better multilevel governance:

1. Collaborative working group

- Form a working group: Create a group with representatives from all levels of governance.
- Joint completion: The group collaboratively completes the self-assessment tool to ensure diverse perspectives are captured.

2. Contrasting and input mechanism

- Independent completion: One multi-level coordination stakeholder (possibly the national government) independently completes the self-assessment questionnaire.
- Review and discussion: The completed questionnaire is then shared across different levels of governance for peer review and feedback.
- Finalisation: The leading stakeholder revises the questionnaire, by incorporating the comments and suggestions provided by other governance levels.

3. Separate assessments with cross-validation

- Independent completion: Each level of governance completes the questionnaire independently.
- Cross-validation: After the independent assessments are completed, each level reviews the responses of other levels to identify inconsistencies, gaps, and areas of alignment or disagreement.

4. Completion by a single stakeholder for collaborative agenda setting

- Individual completion: Independent use of the Tool by one stakeholder in the absence of initial interest among other levels of governance.

- Initiating multilevel debate: Assessment results are used by the stakeholder to argue for improved multi-level governance, build a coalition advocating for change and enter a dialogue with the other stakeholders

As an additional option applying to all four methods, an external expert may support the assessment or review the compiled questionnaire, to provide independent feedback and recommendations for refining the evaluation.

Start the self-assessment

- indicates multiple choice questions*
- indicates single choice questions*

Respondent Information

Who is completing this self-assessment?

- National government representative
- Regional government representative
- Sub-regional government representative
- Local government representative
- Other (please specify): _____

Comments (optional)

Please indicate the target group(s) of the intercultural strategy/policy framework for which you assess multi-level governance:

- Migrants
- Beneficiaries of international protection
- Second generation/persons with migrant background
- National/ethnic minorities (please specify): _____
- Other groups (please specify): _____

Comments (optional)

Please indicate the chosen method of assessment:

- Collaborative working group
- Contrasting and input mechanism
- Separate assessments with cross-validation
- Completion by a single stakeholder for collaborative agenda-setting

Comments (optional)

I consent to be contacted for sharing experiences with the tool/best practices/assess the usefulness of the tool.

- Yes
- No

If yes, please provide your name and email-address
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I wish to share the results of this self-assessment with the Council of Europe Secretariat.

- Yes (only for internal use)
- Yes (also for publication)
- No

If yes, please provide your name and email-address
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A. Intercultural Integration Strategy

An intercultural integration strategy is essential for promoting social cohesion, equality, and mutual respect in increasingly diverse societies. It ensures that migrants and minority groups can fully access their fundamental rights, while recognising diversity as a strength that enriches all sectors of society, from the workplace and education to culture and public services. Such a comprehensive strategy should be developed and implemented in collaboration with all levels of government and relevant stakeholders, including civil society and affected communities. This approach will lead to a sustainable, inclusive, and stable framework that supports successful integration and long-term social development.

1. Existence of a strategy: Has the national government adopted an inclusion strategy with an intercultural approach? If so, is the strategy linked to a dedicated implementation budget?

- Yes, with a dedicated budget
- Yes, without a dedicated budget
- Currently in development
- No

Comments (optional)

2. Policy areas covered by the strategy: If the national government has adopted an intercultural integration / inclusion strategy, what policy areas does this strategy include?

- Education
- Employment
- Vocational training
- Social security and welfare
- Social inclusion
- Housing
- Health
- Culture
- Language
- Religious freedom and diversity
- Anti-discrimination, hate speech and hate crime
- Communication and awareness-raising
- General public services/administration

Comments (optional)

3. Dedicated body/unit for intercultural integration: Is there a designated body/unit specifically responsible for the coordination of intercultural integration within the national administrative structure?
- Yes, with a mandate to coordinate intercultural integration across policy areas
 - Yes, without a mandate to coordinate intercultural integration across policy areas
 - No body/unit
 - Not known yet, structure under review

Comments (optional)

4. Overarching aims: Which overarching aims are included in the strategy to recognise the benefits of intercultural integration?
- Community cohesion
 - Affirmation of human rights
 - Economic development
 - Diversity advantage
 - Demographic vitality

Comments (optional)

5. Intersectionality: Does the strategy take into account intersecting forms of discrimination or vulnerability (e.g. gender, disability, race¹, age, sexual orientation)? If so, which groups does it explicitly mention?

- Racialised groups
- Roma
- Women and girls
- Youth
- Children
- Persons with disabilities
- LGBTIQ+ persons

¹ Since all human beings belong to the same species, the Committee of Ministers rejects, as does the European Commission against Racism and Intolerance (ECRI), theories based on the existence of different “races”. However, in this document, the term “race” is used in order to ensure that those persons who are generally and erroneously perceived as “belonging to another race” are not excluded from the protection provided for by the legislation and the implementation of policies to promote gender equality.

- Other vulnerable groups (e.g., older migrants, survivors of violence, asylum seekers, stateless persons) – please elaborate in the comment box

Comments (optional)

6. Role of receiving/majority society: Does the strategy foresee measures for the involvement of the receiving/majority society in fostering intercultural policies?

- The strategy foresees measures to promote tolerance and acceptance within the majority society.
- The strategy foresees measures to prevent and combat discrimination.
- The strategy foresees measures to ensure active involvement of the majority society in inclusion activities and in accommodating diversity.
- The strategy foresees measures for public institutions (authorities, public services, etc.) to adapt their operations to an intercultural society and to effectively respond to its diversity.

Comments (optional)

7. Capacity building for professionals: Does the national government provide capacity building for public sector professionals on intercultural integration, including training on intercultural skills and competencies?

- Yes, systematically
- Yes, but only occasionally
- Not at all

Comments (optional)

8. Equality data collection system: Does the national government have a system in place to collect and use equality data for monitoring and improving inclusion policies?

- Yes, systematically, with meaningful disaggregation (such as, country of birth, migration background, ethnic origin, national minority)
- Yes, but only occasionally for specific groups or policy areas
- Not at all

Comments (optional)

STAKEHOLDER INVOLVEMENT

For the following three questions on stakeholder involvement, please indicate first which levels of government are applicable for the current assessment of multi-level governance:

- national level
- regional level
- sub-regional level
- local level

9. Stakeholders' involvement in strategy development: Please mark all the actors/stakeholders that are involved in the decision-making process related to the development of the intercultural integration strategy:

- Dedicated national body/unit or governmental department
- Other national actors, bodies/units or departments (e.g., council members/representatives)
- Institutional actors placed at the regional level of governance or in a devolved administration
- Institutional actors placed at the sub-regional level of governance (if applicable)
- Institutional actors placed at the local level of governance (if applicable)
- Representatives of the target groups (migrants, refugees, minority groups, etc.)
- Domestic non-profit organisations/association/voluntary initiatives
- International (non-profit) organisations/association/voluntary initiatives
- Employers (business associations, chambers of commerce, professional networks, companies, etc.)
- Employee organisations (trade unions, labour rights groups, etc.)
- Research institutions (academia, think tanks, policy advisors, etc.)

Comments (optional)

10. Stakeholders' involvement in strategy implementation: Please mark all the actors/stakeholders that are involved in implementation of the strategy:

- Dedicated national body/unit or governmental department
- Other national actors, bodies/units or departments (e.g., council members/representatives)
- Institutional actors placed at the regional level of governance or in a devolved administration (if applicable)

- Institutional actors placed at the sub-regional level of governance (if applicable)
- Institutional actors placed at the local level of governance
- Representatives of the target groups (migrants, refugees, minority groups, etc.)
- Domestic non-profit organisations/association/voluntary initiatives
- International (non-profit) organisations/association/voluntary initiatives
- Employers (business associations, chambers of commerce, professional networks, companies, etc.)
- Employee organisations (trade unions, labour rights groups, etc.)
- Research institutions (academia, think tanks, policy advisors, etc.)

Comments (optional)

11. Stakeholders' involvement in strategy evaluation: Please mark all the actors/stakeholders that are involved in the evaluation of the strategy:

- Dedicated national body/unit or governmental department
- Other national actors, bodies/units or departments (e.g., council members/representatives)
- Institutional actors placed at the regional level of governance or in a devolved administration
- Institutional actors placed at the sub-regional level of governance
- Institutional actors placed at the local level of governance
- Representatives of the target groups (migrants, refugees, minority groups etc.)
- Domestic non-profit organisations/association/voluntary initiatives
- International (non-profit) organisations/association/voluntary initiatives
- Employers (business associations, chambers of commerce, professional networks, companies, etc.)
- Employee organisations (trade unions, labour rights groups, etc.)
- Research institutions (academia, think tanks, policy advisors, etc.)

Comments (optional)

B. Coordination between levels of government

Engaging regional, sub-regional, and local authorities is fundamental as this ensures that policies are tailored to different contexts and needs. A bottom-up and participatory approach, irrespective of formal competencies of levels of government, promotes more inclusive decision-making and fosters a sense of ownership and accountability across all levels of government. By involving a wide range of stakeholders, including local communities, policymakers can create more effective strategies that enhance social cohesion and integration. This collaborative governance model also strengthens the alignment of policies, resources, and efforts at different levels, leading to better integration and inclusion outcomes.

12. Coordination resources: Is there a multilevel coordination structure responsible for intercultural integration across different levels of governance?

- A responsible administrative unit or body is in place with adequate resources
- A responsible administrative mechanism is in place with limited resources
- Only an informal and ad-hoc mechanism within administrative structures is in place
- No coordination infrastructure at all

Comments (optional)

13. Inclusivity of multilevel coordination: How many levels of government are involved in the multilevel coordination mechanism dedicated to intercultural integration?

- A structured participatory platform includes all levels of government (central, regional/devolved, sub-regional if applicable, and local levels)
- The authority responsible for multi-level cooperation coordinates with all other levels, but separately
- The authority responsible for multi-level cooperation coordinates only with some of the other levels of government
- No coordination exists among the levels of government

Comments (optional)

14. Frequency of multilevel coordination: How often do the different levels of government coordinate on intercultural integration?

- Regularly, at least twice a year
- Regularly, up to once per year
- On an ad-hoc basis (not on a fixed schedule, but occurring when needed)
- No formal coordination occurs

Comments (optional)

15. Binding nature of decisions in multilevel coordination: To what extent are the decisions arising from participation in the national multilevel coordination process on intercultural integration binding?

- Fully binding: Decisions must be implemented in all policy areas and actions
- Partially binding: Decisions must be taken into account but are not mandatory for implementation
- Non-binding: Decisions are not binding at all
- No coordination: No formal multilevel coordination exists

Comments (optional)

16. Areas of coordination among levels of government: In which policy areas does the authority responsible for multi-level cooperation on inclusion policies coordinate with other levels?

- Education
- Employment
- Vocational training
- Social security and welfare
- Social inclusion
- Housing
- Health
- Culture
- Language
- Religious freedom and diversity
- Anti-discrimination, hate speech and hate crime
- Communication and awareness-raising
- General public services/administration

Comments (optional)

17. Areas of implementation: Is there any specific experience of a shared programme or action between different levels of government on inclusion policies? If so, in which policy areas?

- Education
- Employment
- Vocational training
- Social security and welfare
- Social inclusion
- Housing
- Health
- Culture
- Language
- Religious freedom and diversity

- Anti-discrimination, hate speech and hate crime
- Communication and awareness-raising
- General public services/administration

Comments (optional)

18. Participatory policymaking among levels of government: In which ways do government levels collaborate on inclusion policies?

	across all levels	among some levels
Information-sharing		
Regular consultation		
Joint analysis of policy needs and gaps		
Joint development (co-creation) of specific measures or policies		
Collaboration on key objectives resulting in a strategic alliance		
Joint implementation of specific measures or policies		
Joint assessment (monitoring and evaluation) of specific measures or policies		

Comments (optional)

19. Financial support mechanisms on intercultural integration matters: Is funding on intercultural integration available at the different levels of government?

	all levels	some levels
Government levels can freely dispose over a budget for intercultural integration under a national allocation mechanism and/or coming from own revenues		
Government levels can access funds for intercultural integration under (a) dedicated national programme(s)		
No funding for intercultural integration (except possibly EU funds in member states or other international funds)		

Comments (optional)

20. Partnership in dedicated national programmes for inclusion: How are levels of government involved in the (further) development of national inclusion funding schemes?² (please choose one option)

	all levels	some levels
The national government fully involves other levels in the governance of (a) dedicated national programme(s), including development, monitoring and evaluation		
The national government consults other levels in the development of (a) dedicated national programme(s)		
Government levels can access (a) dedicated national programme(s) under conditions set by the national government		
No dedicated national programme supporting intercultural integration		

Comments (optional)

21. Non-financial support mechanisms on intercultural integration matters: How does the national government provide material and strategic support to other levels of government?

	to all other levels	to some levels
Guidance on setting up inclusion strategies		
Capacity-building (e.g., staff training, seminars, knowledge-sharing on policy development/implementation)		
Provision of infrastructure, commodities, or other in-kind resources		
Support to horizontal networks among states, regions and local authorities		
Support in accessing international or EU funding		

Comments (optional)

² As an option for EU member states, this question could be duplicated in relation to EU programmes (AMIF...), since in some countries integration/inclusion funding is heavily dependant on EU funds. In that case, scores would be the average of the questions on national and EU funding programmes.

C. Multi-stakeholder participation and consultation

Multi-stakeholder participation is a cornerstone of effective governance for intercultural integration. This section assesses whether mechanisms are in place to involve key actors (such as civil society organisations, migrant-led groups, social partners, and experts) in the process of multi-level coordination. Measuring the extent and quality of participation and consultation, it evaluates how governments facilitate the involvement of non-governmental stakeholders in the development of evidence-based policies that reflect the realities of diverse communities.

22. Stakeholders' involvement in multilevel coordination: Which stakeholder groups participate in multilevel coordination mechanisms on intercultural integration matters?

- Representatives of the target group (migrants, refugees, minority groups, etc.)
- Specific organisations (e.g., refugee groups, diaspora organisations, cultural associations)
- Non-profit organisations/associations (including faith-based organisations, humanitarian groups, service providers, etc.)
- Relevant public institutions (equality bodies, police, etc.)
- Employers (business associations, chambers of commerce, professional networks, companies, etc.)
- Employee organisations (trade unions, labour rights groups, etc.)
- Research institutions (academia, think tanks, policy advisors, etc.)

Comments (optional)

23. Frequency of stakeholder involvement in multilevel coordination: How often are stakeholders formally involved in multilevel coordination mechanisms on intercultural integration matters?

- Regularly at least twice a year
- Regularly up to once per year
- On an ad-hoc basis
- Never

Comments (optional)

24. Areas covered in multilevel coordination: In which policy areas are stakeholders formally involved in multilevel coordination on inclusion matters?

- Education
- Employment

- Vocational training
- Social security and welfare
- Social inclusion
- Housing
- Health
- Culture
- Language
- Religious freedom and diversity
- Anti-discrimination, hate speech and hate crime
- Communication and awareness-raising
- General public services/administration

Comments (optional)

25. Political and civic participation of migrants: Does the national government, in cooperation with authorities at different levels, promote and facilitate the political and civic participation of migrants and/or minorities?

- By facilitating the electoral participation of eligible migrant and/or minority voters in local, regional, and national elections.
- By facilitating the naturalisation process for migrants eligible for citizenship.
- By supporting the participation of migrants and/or minorities in consultative bodies, advisory councils, or structured dialogue mechanisms.
- By promoting migrants' and minorities' civic engagement through programmes that encourage participation in community life, volunteering, and civil society initiatives.

Comments (optional)

26. Support for consultative bodies: Does the national government support other levels of government in establishing permanent consultative bodies on intercultural integration policies?

- The national strategy on intercultural integration expects authorities at all levels of government to include migrants and/or minorities in consultation processes.
- The national government provides funding, guidelines, or other support to establish and maintain consultative bodies at sub-national levels.
- The national strategy on intercultural integration mandates the creation of permanent consultative bodies at sub-national levels.

Comments (optional)

27. National government support for civic activities: How does the national government support civil society voluntary initiatives that complement public inclusion policies?

1. By offering funding for voluntary initiatives.
 - Systematically
 - Only on an ad-hoc basis
 - No provision of support

2. By incorporation civil society into programmes related to intercultural integration (e.g., regular social orientation classes for migrants followed by voluntary mentorship programmes).
 - Systematically
 - Only on an ad-hoc basis
 - No provision of support

3. By providing guidelines, training, and evaluation tools for voluntary initiatives.
 - Systematically
 - Only on an ad-hoc basis
 - No provision of support

Comments (optional)

28. Support of diverse groups: How does the national government facilitate the participation of diverse groups in civic activities, such as voluntary organisations, sports clubs, and political parties?

1. Targeted information campaigns on the rights and opportunities for diverse groups to join civic activities.
 - Systematically
 - Only on an ad-hoc basis
 - No provision of support

2. Support for outreach initiatives aimed at diverse groups (e.g., campaigns, people-to-people events, one-to-one mentoring schemes).
 - Systematically
 - Only on an ad-hoc basis
 - No provision of support

3. Support for a national consultative or advisory mechanism involving migrant and/or minority organisations and stakeholders.

- Exists and it has influential power
- Exists but with limited influence
- No formal consultative or advisory mechanism

Comments (optional)

Glossary

(alphabetical order)

The purpose of this glossary is to facilitate users' understanding of key terms used in the questionnaire. Therefore, this glossary provides simple, operational definitions aiming at enhancing clarity with no normative character. Additionally, boxes have been included with definitions contained in Council of Europe standards and documents, to provide users with further reference points and contextual guidance.

Achieving equality

Achieving equality encompasses both: equal access to and exercise of rights by people experiencing discrimination and intolerance, and improvement of their individual and collective situation in various fields. These fields include, inter alia, education, employment, housing and health; political representation, power and influence on decisions; recognition, status and standing; and relationships of care, respect and solidarity with other groups and institutions.

[Explanatory Memorandum to General Policy Recommendation No. 2 on Equality bodies to combat racism and intolerance at national level, para. 18 \(2018\)](#)

Action plan

A structured policy framework outlining specific steps, responsibilities, timelines, and resource allocations to implement the goals of an intercultural integration strategy.

A strategic document providing a flexible, adaptable framework or roadmap for designing, implementing and adjusting programmes and actions.

[Council of Europe Strategic Action Plan for Roma and Traveller Inclusion \(2020–2025\), Introduction](#)

Capacity building

Efforts to develop and strengthen the knowledge, skills, and institutional capabilities of policymakers at different levels, practitioners, and stakeholders involved in intercultural integration.

The Model framework for an intercultural integration strategy at the national level may inform practitioners working on intercultural integration strategies, including within regional and local authorities. To this end, it would be useful to encourage the development of a policy of continuous training and targeted support for these practitioners, in order to facilitate the appropriation of the fundamental principles and methodologies inherent in intercultural integration.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration, Appendix, para. 41](#)

Community / Social cohesion

The capacity of a community to ensure the well-being of all its members, minimising disparities and avoiding marginalisation. Community cohesion is fostered through inclusive and intercultural policies that promote mutual respect, understanding, and integration among diverse groups.

Social cohesion is the capacity of a society to ensure the welfare of all its members, minimising disparities and avoiding polarisation. A cohesive society is a mutually supportive community of free individuals pursuing these common goals by democratic means. Social cohesion is not only a matter of combating social exclusion and poverty, it is also about creating solidarity in society such that exclusion will be minimised.

[Revised Strategy for Social Cohesion Council of Europe \(2004\)](#)

Demographic vitality

The role of migration in revitalising societies by addressing demographic challenges (i.e. aging populations, labour shortages, etc.) and ensuring long-term economic and social sustainability.

The aim of the [intercultural integration] strategy should flow from the above equality and diversity drivers and challenges. Having a strong, simple aim which clearly fits the national context, and which openly addresses the manifest challenges is therefore critical. But it should represent a positive affirmation – the solution – recognising the benefits for social cohesion, affirmation of human rights, economic development, demographic vitality, humanitarian obligations, security and prosperity, and in general the diversity advantage to be captured by the strategy.

[Model Framework for an Intercultural Integration Strategy at the national level \(2021\) p.39](#)

see also [PACE Resolution 2586 \(2025\), Immigration, one of the answers to Europe's demographic ageing](#)

Diversity advantage

The recognition that diversity contributes positively to innovation, economic growth, and social development. Valuing diversity means addressing diversity positively and putting policies and processes in place to maximise its potential. The diversity advantage approach is a way of governing, managing, and decision-making, based on the idea that diversity can become a key opportunity and resource for the overall development of society (Intercultural Cities Programmes).

From a policy-making perspective, “diversity advantage” suggests a shift in the way of understanding diversity, to one in which it is managed as an asset. It presumes that diversity can be a source of innovation bringing valuable benefits to organisations, communities and businesses, when managed with competence and in the spirit of inclusion. It also results in policies which unlock the potential of diversity while minimising the risks related to human mobility and diverse identities. Intercultural integration focuses on how to make cultural diversity relating to newly arriving migrants, their descendants and members of longstanding minorities benefit the wider community.

[Model Framework for an Intercultural Integration Strategy at the national level \(2021\) p.19](#)

Equality data collection

A systematic process of gathering and analysing disaggregated data on different grounds (e.g. country of birth, migration background, ethnic origin) to assess discrimination and develop evidence-based policies for promoting equality.

Equality data include:

- *data specifically gathered in relation to specific groups, which are aggregated to capture situations and experiences of inequality or their causes or effects;*
- *and data gathered for other purposes that are disaggregated, in being broken down by specific groups to assess the comparative situations of these groups.*

These specific groups include, for example: women, racialised groups, LGBTI people, people with disabilities, lone parents, carers, older people, young people, people with particular religious beliefs and people of particular socio-economic status.

Equality data can capture:

- *the situation of these groups, in terms of disadvantage in the level and quality of resources the group can access, and in the outcomes for the group resultant from this;*
- *the experience of these groups, in terms of the quality and nature of the group’s engagement with wider society, including their engagement with public and private entities; and*
- *the identity of these groups, in terms of the manner in which the group gives expression to its identity and to any lack of recognition for this diversity that leads to unmet needs.*

[Training manual on equality data collection and analysis to prevent and address systemic discrimination p.13](#)

Equality mainstreaming

The process of integrating equality considerations including gender, disability, LGBTIQ rights, and children's rights into all policies and governance mechanisms to ensure fair treatment and equal opportunities for all individuals.

Equality mainstreaming is the systematic incorporation of equality and anti-discrimination concerns into all stages of the policy process, including policy making, policy implementation and policy review.

A draft conceptual framework and methodology on equality mainstreaming is being prepared by the Steering Committee on Anti-Discrimination, Diversity and Inclusion (CDADI).

[Report of the 10th meeting of the Steering Committee on Anti-Discrimination, Diversity and Inclusion \(CDADI\) p. 6](#)

Horizontal coordination

Collaboration between different government departments and agencies at the same level (e.g., between ministries at the national level or between municipal offices at the local level) to ensure policy coherence and shared responsibility on intercultural integration.

[..] multilevel governance has become an umbrella term for three dimensions, which include: 1. the original multilevel notion, which refers to the relations between different tiers of government, 2. the multi-actor dimension, which refers to multi-stakeholder involvement and participatory notion in general, and 3. a horizontal dimension. This refers to aspects at one tier of government – on the one hand within one government the multi-sector relation of thematic areas or responsible entities, and on the other hand relations between bodies within a given tier, typically inter-municipal or inter-regional. These relations might also encompass different tiers, stretch across different levels and concern different entities. Cross-border cooperation might also take place between one or more tiers and entities.

[Report on multilevel governance European Committee on Democracy and Governance \(CDDG\(2023\)12\) para. 10](#)

Inclusion

Inclusion is a holistic approach that enables the full and active participation of all individuals and groups in society. It is characterised by valuing societal diversity, enabling meaningful interaction and participation, and ensuring that the specific needs of particular groups are addressed, including for those at the intersections of these groups. It is based on promoting and achieving equality, enabling the exercise of and enjoyment of human rights and individual freedoms, and effectively eliminating all forms of discrimination.

[Guidance document on strategies for inclusion](#)

Intercultural competencies

A set of skills, attitudes, and knowledge that enable individuals and institutions to effectively interact with people from diverse cultural backgrounds, fostering mutual respect and understanding.

Intercultural competence refers to the set of knowledge, skills, understanding and attitudes which enable both individuals and organisations to act in an interculturally competent manner. Intercultural competence is not a single concept, but a wide range of competences, which when put together allow for proactive action to ensure an intercultural environment, as well as for interculturally competent reactions to the variety of situations we all face daily. It further entails actively seeking meaningful intercultural interaction and taking action to fight prejudice, stereotypes and discrimination. While the competence is developed on an individual basis, organising intercultural competence training for all the staff within an organisation can lead to an intercultural lens being applied to all activities and decision making, creating interculturally competent organisations and a more inclusive organisational culture.

[Manual for the design of a training course on intercultural competence p.10](#)

Intercultural integration

A policy approach that acknowledges diversity as a resource and aims to foster social cohesion by ensuring equal rights, opportunities, and participation for all members of society, including migrants, while promoting meaningful intercultural interactions.

“Intercultural integration” is the outcome of a set of policies aiming to help society to benefit from the potential of diversity and manage its complexities, to take into account social, economic, and demographic situations alongside the overall goals of cohesion, stability and prosperity, and to create the conditions to ensure equal access to opportunities for migrants to integrate to the legal, social, economic and cultural contexts in their country of residence. The “intercultural integration” model requires a holistic approach which can guide co-ordinated and long-term policies in all fields and levels of governance in order to promote and ensure equality for all members of society, to foster a common pluralistic sense of belonging through valuing diversity and building social trust, community cohesion and meaningful interaction between people across their different socio-cultural backgrounds, and to facilitate their equal participation in and contribution to society.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration Appendix, p.4 para. 1](#)

Inclusion is the goal of intercultural integration policies that value diversity and aim to afford equal rights and opportunities by creating conditions for the full and active participation of every member of society based on a common set of values, a shared sense of belonging to the city/community, and a pluralist local identity.

[Model framework for an intercultural integration strategy at the national level \(2021\), page 11](#)

Local authorities

The lowest tier of subnational government, directly providing public services at the community level.

Multilevel governance (MLG)

A model of governance that involves cooperation between different levels of government (national, regional, and local) and various stakeholders (civil society, private sector, and migrant organisations) to achieve policy coherence and effective decision-making.

“Multilevel governance” is a model of governance which embraces central, regional and local governments, as well as civil society organisations. The ways in which it is organised may vary greatly from one country to another. Ideally, it includes a bottom-up element and implies the setting up of participatory processes for policy co-creation, co-operation and co-ordination among all relevant public authorities, at all levels of governance, and with all relevant stakeholders, in areas of shared competence or common interest.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration, Appendix, para. 2](#)

National authorities

The national government, which holds the highest level of political and administrative power, responsible for setting national policies, legislation, and strategies.

Participatory governance

A governance model that promotes the active involvement of civil society, migrant organisations, and other stakeholders in policy formulation, implementation, and evaluation to ensure more inclusive and democratic decision-making.

Governance that actively involves citizens and civil society in decision-making processes.

[Convention on the Participation of Foreigners in Public Life at Local Level, Strasbourg, 5 February 1992 ETS No. 144](#)

see also [Code of Good Practice for Civil Participation \(2009\)](#)

Policy co-creation

A collaborative approach where policymakers at different levels jointly design and implement policies, ensuring that diverse perspectives are considered and integrated into decision-making processes.

“Multilevel governance” is a model of governance which embraces central, regional and local governments, as well as civil society organisations. The ways in which it is organised may vary greatly from one country to another. Ideally, it includes a bottom-up element and implies the setting up of participatory processes for policy co-creation, co-operation and co-ordination among all relevant public authorities, at all levels of governance, and with all relevant stakeholders, in areas of shared competence or common interest.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration Appendix, p.5 para.2](#)

Policy coordination mechanisms

Formal structures, frameworks, or processes that facilitate collaboration between different levels of government and across various departments to ensure coordination in policy development and implementation.

Policy co-ordination and consultation instruments and frameworks should be developed to facilitate coherence, collaboration, communication of objectives and co-operation in specific areas of intercultural integration, and guarantee that the intercultural integration approach is embedded in all public policies.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration Appendix, p.7 para. 37](#)

Political and civic participation

The engagement of migrants and civil society in democratic processes, such as voting, policy consultations, advisory councils, and public initiatives, to influence decision-making at different levels of governance.

Representatives of migrants and of persons with a migrant background, from various socio-cultural origins, should be systematically involved as active agents at all levels, including – where appropriate – as part of joint structures to co-design national, regional and local intercultural strategies.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration Appendix, p.7 para. 39](#)

Regional authorities

The “first-tier” of subnational government, typically covering large territories within a country. Regional governments have political and administrative powers, often including legislative competencies.

Stakeholder engagement

The involvement of relevant actors, including government agencies, NGOs, migrant associations, private sector representatives, and academic institutions, in shaping and implementing policies related to intercultural integration.

Consultation and exchange spaces in which those from civil society can meet to discuss and identify challenges, successes and needs in relation to the implementation of the intercultural integration model should be promoted.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration Appendix, p.7 para. 40](#)

Sub-regional authorities

Intermediate governance levels between regional and local authorities, responsible for coordinating policies at a smaller territorial scale.

Two-way process

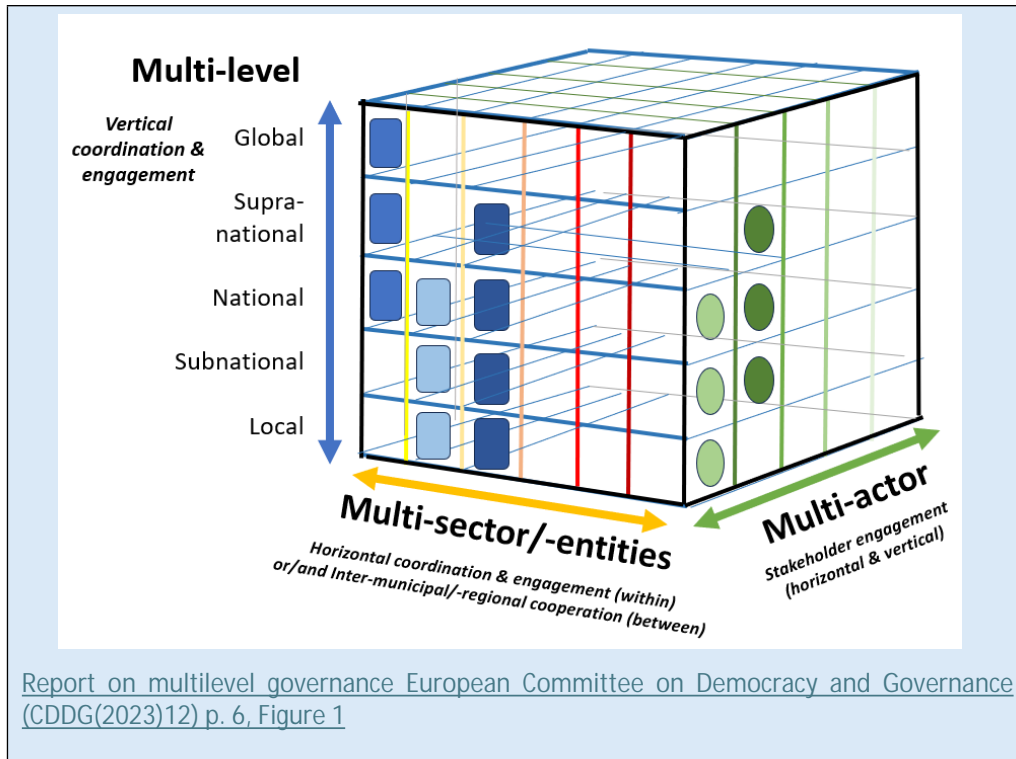
Successful integration requires a two-way process. While migrants are expected to actively engage in their integration, host communities must also create the conditions that enable migrants to fully participate in society.

Intercultural integration: the result of a two-way process based on [Recommendation CM/Rec\(2015\)1 on intercultural integration](#) and on the Intercultural Cities policy model, consisting in the effective, positive and sustainable management of diversity, on the basis of reciprocal and symmetrical recognition, under an overarching human rights framework. In 2011, the Committee of Ministers of the Council of Europe affirmed that it was “an interactive process based upon mutual willingness to adapt of both migrants and the receiving society”, calling on member states to foster opportunities for diverse and positive interactions.

[Model framework for an intercultural integration strategy at the national level \(2021\), page 11](#)
see also [Recommendation CM/Rec\(2011\) on interactions between migrants and receiving societies](#)

Vertical coordination

Interaction and cooperation between different levels of government (national, regional, and local) to align policies, share resources, and improve the development and implementation of integration strategies.



Whole-of-government approach

A governance model where different government departments and agencies work together in a coordinated and systematic manner to develop and implement policies, ensuring coherence and efficiency across sectors.

Member States should adopt a holistic approach to integration by ensuring that public policies in all fields and at all levels, as well as civil society stakeholders, contribute to the goal of building inclusive societies. This approach would foster real equality and allow States to benefit from the positive potential of the diversity of their populations.

[Recommendation CM/Rec\(2022\)10 on multilevel policies and governance for intercultural integration Appendix, p.5, para. 12](#)

Whole-of-society approach

A policy-making approach that involves diverse stakeholders, including governments, civil society, private actors, and migrant communities, in the formulation, implementation, and monitoring of integration strategies.

A whole-society approach for the inclusion of migrants should be adopted through partnerships between public authorities at all levels of government, local institutions, civil society organisations and groups and the private sector.

Recommendation CM/Rec(2022)10 on multilevel policies and governance for intercultural integration Appendix, p.5, para. 15

Appendix

1. Mock report of section A. Intercultural Integration Strategy

This mock report illustrates how the Tool depicts results at the example of a fictitious country result for the section related to an intercultural strategy.

Intercultural Integration Strategy	Moderately developed	58 (average)
1. Existence of a strategy	Moderately developed	
2. Policy areas covered	A little developed	
3. Dedicated body/unit	Moderately developed	
4. Overarching aims	Undeveloped	
5. Intersectionality	A little developed	
6. Role of receiving/majority society	A little developed	
7. Capacity building	Moderately developed	
8. Equality data collection	Highly developed	
9. Stakeholders involvement (development)	A little developed	
10. Stakeholders involvement (implementation)	Undeveloped	
11. Stakeholders involvement (evaluation)	Undeveloped	

Priorities for action

Based on the results, the following actions are recommended, starting with the most urgent in the least developed areas:

[the Tool starts listing recommendations with the one related to the indicator with the lowest score, ending with the one scoring highest]

- Create a multi-stakeholder evaluation mechanism to assess the effectiveness of the strategy, ensuring accountability and continuous improvement through participation of government actors, civil society, social partners, and research institutions.
- Ensure shared responsibility in implementation of the strategy by engaging diverse stakeholders (governmental, civil society, employers, unions, academia, and target groups) in the roll-out of programs and initiatives.

- Embed in the strategy explicit recognition of the broader benefits of intercultural integration: community cohesion, affirmation of human rights, economic development, diversity advantage, and demographic vitality.
- Ensure the strategy is holistic and cross-sectoral, explicitly covering: education, employment, vocational training, social security, social inclusion, housing, health, culture, language, religious freedom, anti-discrimination, communication, and general public services.
- Ensure the strategy explicitly addresses intersecting forms of discrimination and vulnerability, with targeted measures for racialised groups, women and girls, youth, children, persons with disabilities, LGBTIQ+ persons, older migrants, asylum seekers, stateless persons, and survivors of violence.
- Incorporate obligations for the receiving society, requiring not only tolerance and non-discrimination but also active participation in inclusion activities and adaptation of public institutions to manage diversity effectively.
- Institutionalise inclusive consultation processes during strategy development, involving: national and local authorities, representatives of migrants and minority groups, NGOs, employers, trade unions, research, and international organisations.
- Adopt a comprehensive national intercultural integration strategy that is linked to a dedicated and sustainable budget, ensuring long-term implementation and accountability.
- Establish a designated national body or unit with a clear mandate to coordinate intercultural integration across all relevant policy areas and levels of government.
- Introduce systematic and continuous training for public sector professionals on intercultural skills, diversity management, and inclusive service provision.
- Develop and maintain a comprehensive equality data system, ensuring meaningful disaggregation (e.g., migration background, ethnic origin, minority status) to monitor progress and inform evidence-based policy adjustments.

2. Scoring system

A scoring system is applied in the background of the toolkit. In the implemented (online) tool these scores will not be visible for the respondents at the level of individual questions. Based on the scores calculated in the background, results will be shown for the three dimensions (averages) corresponding to the four levels of development as follows

- Undeveloped: 0-24
- A little developed: 25-49
- Moderately developed: 50-74
- Highly developed: 75-100

Scoring Table

1. Existence of a strategy: Has the national government adopted an inclusion strategy with an intercultural approach?

Answer Options	Points
Yes, with a dedicated budget	100
Yes, without a dedicated budget	66
Currently in development	33
No	0

2. Policy areas covered by the strategy: If the national government has adopted an intercultural integration strategy, what policy areas does this strategy include? (*Multiple choice - cumulative scoring*)

Answer Options	Points
Education	7.7
Employment	7.7
Vocational training	7.7
Social security and welfare	7.7
Social inclusion	7.7
Housing	7.7
Health	7.7
Culture	7.7
Language	7.7
Religious freedom and diversity	7.7
Anti-discrimination, hate speech and hate crime	7.7
Communication and awareness-raising	7.7
General public services/administration	7.7

3. Dedicated body/unit for intercultural integration: Is there a designated body/unit specifically responsible for the coordination of intercultural integration within the national administrative structure?

Answer Options	Points
----------------	--------

Yes, with a mandate to coordinate across policy areas	100
Yes, without a mandate	50
No body/unit	0
Not known yet, structure under review	0

4. Overarching aims: Which overarching aims are included in the strategy? (*Multiple choice - cumulative scoring*)

Answer Options	Points
Community cohesion	20
Affirmation of human rights	20
Economic development	20
Diversity advantage	20
Demographic vitality	20

5. Intersectionality: Does the strategy take into account intersecting forms of discrimination or vulnerability? (e.g. gender, disability, race³, age, sexual orientation)? If so, which groups does it explicitly mention? (*Multiple choice – cumulative scoring*)

Answer Options	Points
Racialised groups	12.5
Roma	12.5
Women and girls	12.5
Youth	12.5
Children	12.5
Persons with disabilities	12.5
LGBTIQ+ persons	12.5
Other vulnerable groups	12.5

6. Role of receiving/majority society: Does the strategy foresee measures for the involvement of the receiving/majority society in fostering intercultural policies ? (*Multiple choice – cumulative scoring*)

Answer Options	Points
The strategy foresees measures to promote tolerance and acceptance within the majority society.	25
The strategy foresees measures to prevent and combat discrimination.	25
The strategy foresees measures to ensure active involvement of the majority society in inclusion activities and in accommodating diversity.	25
The strategy foresees measures for public institutions (authorities, public services, etc.) to adapt their operations to an intercultural society and to effectively respond to its diversity.	25

³ Since all human beings belong to the same species, the Committee of Ministers rejects, as does the European Commission against Racism and Intolerance (ECRI), theories based on the existence of different “races”. However, in this document, the term “race” is used in order to ensure that those persons who are generally and erroneously perceived as “belonging to another race” are not excluded from the protection provided for by the legislation and the implementation of policies to promote gender equality.

7. Capacity building for professionals: Does the national government provide capacity building for public sector professionals on intercultural integration, including training on intercultural skills and competencies?

Answer Options	Points
Yes, systematically	100
Yes, but only occasionally	50
Not at all	0

8. Equality data collection system: Does the national government have a system in place to collect and use equality data for monitoring and improving inclusion policies?

Answer Options	Points
Yes, systematically, with meaningful disaggregation	100
Yes, but only occasionally	50
Not at all	0

9. Stakeholders' involvement in strategy development: Please mark all the actors/stakeholders that are involved in the decision-making process related to the development of the intercultural integration strategy. *(Multiple choice - cumulative scoring)*

Answer Options	Points
Dedicated national body/unit or governmental department	9.1
Other national actors, bodies/units or departments (e.g., council members/representatives)	9.1
Institutional actors placed at the regional level of governance or in a devolved administration	9.1
Institutional actors placed at the sub-regional level of governance	9.1
Institutional actors placed at the local level of governance	9.1
Representatives of the target groups (migrants, refugees, minority groups, etc.)	9.1
Domestic non-profit organisations/association/voluntary initiatives	9.1
International (non-profit) organisations/association/voluntary initiatives	9.1
Employers (business associations, chambers of commerce, professional networks, companies, etc.)	9.1
Employee organisations (trade unions, labour rights groups, etc.)	9.1
Research institutions (academia, think tanks, policy advisors, etc.)	9.1

(points adapted to 10 or 11.1 in case regional and/or sub-regional levels are not applicable)

10. Stakeholders' involvement in strategy implementation: Please mark all the actors/stakeholders that are involved in implementation of the strategy. *(Multiple choice - cumulative scoring)*

Answer Options	Points
Dedicated national body/unit or governmental department	9.1
Other national actors, bodies/units or departments (e.g., council members/representatives)	9.1
Institutional actors placed at the regional level of governance or in a devolved administration	9.1

Institutional actors placed at the sub-regional level of governance	9.1
Institutional actors placed at the local level of governance	9.1
Representatives of the target groups (migrants, refugees, minority groups, etc.)	9.1
Domestic non-profit organisations/association/voluntary initiatives	9.1
International (non-profit) organisations/association/voluntary initiatives	9.1
Employers (business associations, chambers of commerce, professional networks, companies, etc.)	9.1
Employee organisations (trade unions, labour rights groups, etc.)	9.1
Research institutions (academia, think tanks, policy advisors, etc.)	9.1

(points adapted to 10 or 11.1 in case regional and/or sub-regional levels are not applicable)

11. Stakeholders' involvement in strategy evaluation: Who is involved in evaluating the strategy?
(Multiple choice - cumulative scoring)

Answer Options	Points
Dedicated national body/unit or governmental department	9.1
Other national actors, bodies/units or departments (e.g., council members/representatives)	9.1
Institutional actors placed at the regional level of governance or in a devolved administration	9.1
Institutional actors placed at the sub-regional level of governance	9.1
Institutional actors placed at the local level of governance	9.1
Representatives of the target groups (migrants, refugees, minority groups, etc.)	9.1
Domestic non-profit organisations/association/voluntary initiatives	9.1
International (non-profit) organisations/association/voluntary initiatives	9.1
Employers (business associations, chambers of commerce, professional networks, companies, etc.)	9.1
Employee organisations (trade unions, labour rights groups, etc.)	9.1
Research institutions (academia, think tanks, policy advisors, etc.)	9.1

(points adapted to 10 or 11.1 in case regional and/or sub-regional levels are not applicable)

12. Coordination resources: Is there a multilevel coordination structure responsible for intercultural integration across different levels of governance?

Answer Options	Points
A responsible administrative unit or body is in place with adequate resources	100
A responsible administrative mechanism is in place with limited resources	66
Only an informal and ad-hoc mechanism within administrative structures is in place	33
No coordination infrastructure at all	0

13. Inclusivity of multilevel coordination: How many levels of government are involved in the multilevel coordination mechanism dedicated to intercultural integration?

Answer Options	Points
A structured participatory platform includes all levels of government (central, regional, sub-regional, local)	100

The authority responsible for multi-level cooperation coordinates with all other levels, but separately	66
The authority coordinates only with some levels of government	33
No coordination exists among the levels of government	0

14. Frequency of multilevel coordination: How often do the different levels of government coordinate on intercultural integration?

Answer Options	Points
Regularly, at least twice a year	100
Regularly, up to once per year	66
On an ad-hoc basis	33
No formal coordination occurs	0

15. Binding nature of decisions in multilevel coordination: To what extent are the decisions arising from participation in the national multilevel coordination process on intercultural integration binding?

Answer Options	Points
Fully binding: Decisions must be implemented in all policy areas	100
Partially binding: Decisions must be taken into account but are not mandatory for implementation	50
Non-binding: Decisions are not binding at all	0
No coordination: No formal multilevel coordination exists	0

16. Areas of coordination among levels of government: In which policy areas does the authority responsible for multi-level cooperation on inclusion policies coordinate with other levels? (*Multiple choice, cumulative scoring*)

Answer Options	Points
Education	7.7
Employment	7.7
Vocational training	7.7
Social security and welfare	7.7
Social inclusion	7.7
Housing	7.7
Health	7.7
Culture	7.7
Language	7.7
Religious freedom and diversity	7.7
Anti-discrimination, hate speech and hate crime	7.7
Communication and awareness-raising	7.7
General public services/administration	7.7

17. Areas of implementation: Is there any specific experience of a shared programme or action between different levels of government on inclusion policies? If so, in which policy areas? (*Multiple choice, cumulative scoring*)

Answer Options	Points
Education	7.7
Employment	7.7
Vocational training	7.7
Social security and welfare	7.7
Social inclusion	7.7
Housing	7.7
Health	7.7
Culture	7.7
Language	7.7
Religious freedom and diversity	7.7
Anti-discrimination, hate speech and hate crime	7.7
Communication and awareness-raising	7.7
General public services/administration	7.7

18. Participatory policymaking among levels of government: In which ways do government levels collaborate on inclusion policies? (*Multiple choice, cumulative scoring*)

	across all levels	among some levels
Information-sharing		
Regular consultation		
Joint analysis of policy needs and gaps		
Joint development (co-creation) of specific measures or policies		
Collaboration on key objectives and actions resulting in a strategic alliance		
Joint implementation of specific measures or policies		
Joint assessment (monitoring and evaluation) of specific measures or policies		
Scoring:	14.3 each line	7.15 each line

19. Financial support mechanisms on intercultural integration matters: Is funding on intercultural integration available at the different levels of government?

Scoring: average first two lines

	all levels	some levels
Government levels can freely dispose over a budget for intercultural integration under a national allocation mechanism and/or coming from own revenues.		
Scoring:	100	50
Government levels can access funds for intercultural integration under (a) dedicated national programme(s)		
Scoring:	100	50
No funding for intercultural integration (except possibly EU funds in member states or other international funds)		

Scoring:	0	
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20. Partnership in dedicated national programmes for inclusion: How are levels of government involved in the (further) development of national inclusion funding schemes? (*please choose one option*)

	all levels	some levels
The national government fully involves other levels in the governance of (a) dedicated national programme(s), including development, monitoring and evaluation		
Scoring:	(100)	(50)
The national government consults other levels in the development of (a) dedicated national programme(s)		
(scoring)	(66.6)	(33.3)
Government levels can access (a) dedicated national programme(s) under conditions set by the national government		
Scoring:	(33.3)	(16.7)
No dedicated national programme(s) supporting intercultural integration		
Scoring:	(0)	

21. Non-financial support mechanisms on intercultural integration matters: How does the national government provide material and strategic support to other levels of government?

	to all other levels	to some levels
Guidance on setting up inclusion and integration strategies		
Capacity-building (e.g., staff training, seminars, knowledge-sharing on policy development/implementation)		
Provision of infrastructure, commodities, or other in-kind resources		
Support to horizontal networks among states, regions and local authorities		
Support in accessing international or EU funding		
Scoring:	20 each line	10 each line

22. Stakeholders' involvement in multilevel coordination: Which stakeholder groups participate in multilevel coordination mechanisms on intercultural integration matters? (*Multiple choice, cumulative scoring*)

Answer Options	Points
Representatives of the target group (migrants, refugees, minority groups, etc.)	14.3
Specific organisations (e.g., refugee groups, diaspora organisations, cultural associations)	14.3
Non-profit organisations/associations (including faith-based organisations, humanitarian groups, service providers, etc.)	14.3
Relevant public institutions (equality bodies, police, etc.)	14.3

Employers (business associations, chambers of commerce, professional networks, companies, etc.)	14.3
Employee organisations (trade unions, labour rights groups, etc.)	14.3
Research institutions (academia, think tanks, policy advisors, etc.)	14.3

23. Frequency of stakeholder involvement in multilevel coordination: How often are stakeholders formally involved in multilevel coordination mechanisms on intercultural integration matters?

Answer Options	Points
Regularly at least twice a year	100
Regularly up to once per year	66
On an ad-hoc basis	33
Never	0

24. Areas covered in multilevel coordination: In which policy areas are stakeholders formally involved in multilevel coordination on inclusion matters? (*Multiple choice, cumulative scoring*)

Answer Options	Points
Education	7.7
Employment	7.7
Vocational training	7.7
Social security and welfare	7.7
Social inclusion	7.7
Housing	7.7
Health	7.7
Culture	7.7
Language	7.7
Religious freedom and diversity	7.7
Anti-discrimination, hate speech and hate crime	7.7
Communication and awareness-raising	7.7
General public services/administration	7.7

25. Political and civic participation of migrants: Does the national government, in cooperation with authorities at different levels, promote and facilitate the political and civic participation of migrants and/or minorities? (*Scored cumulatively, up to 100 points*)

Answer Options	Points
By facilitating the electoral participation of eligible migrant and/or minority voters in local, regional, and national elections.	25
By facilitating the naturalisation process for migrants eligible for citizenship.	25
By supporting the participation of migrants and/or minorities in consultative bodies, advisory councils, or structured dialogue mechanisms.	25
By promoting migrants' and minorities' civic engagement through programmes that encourage participation in community life, volunteering, and civil society initiatives.	25

26. Support for consultative bodies: Does the national government support other levels of government in establishing permanent consultative bodies on intercultural integration policies? (*Scored cumulatively, up to 100 points*)

Answer Options	Points
The national strategy on intercultural integration expects authorities at all levels of government to include migrants and/or minorities in consultation processes.	33
The national government provides funding, guidelines, or other support to establish and maintain consultative bodies at sub-national levels.	33
The national strategy on intercultural integration mandates the creation of permanent consultative bodies at sub-national levels.	33

27. National government support for civic activities: How does the national government support civil society voluntary initiatives that complement public inclusion policies?

Scoring: average of 3 sub-questions

1. By offering funding for voluntary initiatives.

Answer Options	Points
Systematically	100
Only on an ad-hoc basis	50
No provision of support	0

2. By incorporating civil society into programmes related to intercultural integration (e.g., regular social orientation classes for migrants followed by voluntary mentorship programmes).

Answer Options	Points
Systematically	100
Only on an ad-hoc basis	50
No provision of support	0

3. By providing guidelines, training, and evaluation tools for voluntary initiatives.

Answer Options	Points
Systematically	100
Only on an ad-hoc basis	50
No provision of support	0

28. Support of diverse groups: How does the national government facilitate the participation of diverse groups in civic activities, such as voluntary organisations, sports clubs, and political parties?

Scoring: average of 3 sub-questions

1. Targeted information campaigns on the rights and opportunities for diverse groups to join civic activities.

Answer Options	Points
Systematically	100
Only on an ad-hoc basis	50
No provision of support	0

2. Support for outreach initiatives aimed at diverse groups (e.g., campaigns, people-to-people events, one-to-one mentoring schemes).

Answer Options	Points
Systematically	100
Only on an ad-hoc basis	50
No provision of support	0

3. Support for a national consultative or advisory mechanism involving migrant and/or minority organisations and stakeholders.

Answer Options	Points
Exists and it has influential power	100
Exists but with limited influence	50
No formal consultative or advisory mechanism	0