



Funded  
by the European Union  
and the Council of Europe



Implemented  
by the Council of Europe

# C4i Communication for Integration

**Communication Plan**

**City of Patras (GR)**

*Partner organization: Patras Cultural Organisation-Municipal Library*

## Content

1.	Background of the communication plan: C4I project .....	3
1.1	Project background .....	3
1.2	Project expected results .....	3
2.	The strategic role of communication.....	4
3.	Linking with Patras ICC strategy .....	6
4.	Communication strategy .....	8
4.1	What do we need the communication plan for .....	8
4.2.	Concept of the communicaiton plan .....	8
4.3.	Target groups of communication activities .....	9
4.4.	Key messages .....	10
5.	Communication tools .....	11
5.1.	External communication - source of funding (rules) .....	11
5.2.	Project communication tools .....	12
5.2.1	Logos .....	12
5.2.2	Website .....	12
5.2.3	Events .....	12
5.2.4	Dissemination tools .....	13
5.2.5	Media tools .....	14
6.	Monitoring & evaluation .....	15

## 1. Background of the communication plan: C4I project

### 1.1 Project background

The current document has been conducted within the implementation of the project entitled “**C4I: Communication for Integration - social networking for diversity**” coordinated by the “**Council of Europe**” and funded by “*Grant procedure HOME/2012-13/CA/CFP/EIF under "European Fund for the Integration of Third-Country Nationals" 2012-2013 - Call for Proposals - Community Action Grants*”. The city of Patras is a partner in the scheme through “**Patras Cultural Organisation-Municipal Library**” as a partner organization supported by the *Vice-Municipality “Support of Citizens, Volunteerism, Gender Equality & Integration of Migrants”* and “*Patras Municipal Enterprise for Planning & Development-ADEP SA*”.

The purpose of the C4I project is building and strengthening social mobilisation networks to strengthen the participation of migrants in the efforts to inform public opinion and debate on migration and diversity and combat unfounded (but widespread) myths and misconceptions which undermine the integration strategies and the full inclusion and participation of migrants at the local level. To do this, the project will test the applicability of an innovative social communication & networking method experimented successfully in Barcelona. It will assess the impact of the method among the population in project locations in order to verify its effectiveness. Finally, it will devise a methodology and tools that will enable a wide range of cities across Europe to apply the social communication & networking method in the field of diversity and integration

A key component of C4I communication process is to integrate the involvement of representatives of receiving communities and migrants in communication planning and implementation so that they become active participants - not just passive recipients of information. Active involvement not only helps to adapt communication strategies and messages to the local context, but also to connect the perspective of migrants and the host community regarding migration issues, with the overall objective to build effective community support for integration policies based on the mutual respect of rights, obligations and cultural diversity. Specific local diversity/migration challenges are at the focus of attention. By involving migrants and non-migrants and their organizations in a joint initiative with local authorities, C4I will help build trust and lay the foundation for a continuous dialogue and further participation of stakeholders in the policy-making process and in local life in general.

### 1.2 Project expected results

The expected results of C4I project are:

→ Social networks on diversity and integration are set up in 10 project locations; these networks constitute a vehicle for constructive, better-informed debate about migrants and migration;

- networks' members and other relevant stakeholders are accurately informed about the scale, scope and socioeconomic context of migration and receive appropriate training to implement innovative communication approach to migration and diversity;
- project ensures that both community members and migrants become active participants in the public debate;
- information tools & communication kits, based on trustful information sources and tested communication technics (awareness-raising, engagement, trust-building), are developed and provided to networks members and local administrations for public communication purposes;

It is expected that the results of C4I give an impetus to other cities for development of successful awareness-raising campaigns and creation of conditions for replication and dissemination of "social (viral) networking" strategies at a local level.

Furthermore, medium-term results are also envisaged, as follows:

- Local communities are better informed about the scale, scope and socioeconomic context of migration;
- local governments communicate more effectively about migration and diversity; official communication strategies contribute to creating the social and political climate in which fair and accurate reporting thrives and the evidence base is correctly used;
- increased consultation & cooperation between local governments and the civil society on the issues of intercultural integration; more open and supportive public attitudes for sustainable integration policy and measures at the local level (and possibly national level);
- increased use of evidence in local integration & diversity management policy-making.

## 2. The strategic role of communication

Communication is a management function that is vital for the implementation and the success of the C4I and project, and not to forget of *European Fund for the Integration of Third-Country Nationals" 2012-2013 - Call for Proposals - Community Action Grants*. It calls for co-operation and co-ordination within, between and among the actors involved in the management and execution of the programme.

The communication plan forms an integral part of the project implementation and aims to ensure that project communications are well co-ordinated, effectively managed and responsive to the diverse information needs of the target groups. Strong and targeted communication will stimulate cohesion and stability inside the partnership, stimulate quality project results, demonstrate its added value, ensure information and awareness about the project.

It is noteworthy, that there are three main types of marketing the communication plan i.e. "3P's: push, pull and profile", as presented below:

- *Push Strategy*

A push strategy is a more direct form of communicating with the beneficiaries. It is about ‘pushing’ the project to them with as little advertising as possible.

- *Pull Strategy*

A pull strategy is a softer, but potentially more costly approach, where you encourage the potential beneficiaries involvement through e.g. advertising, promotions and competitions.

- *Profile Strategy*

This is a very different strategy to the ‘push’ and ‘pull’ strategies; it’s about sustaining dialog with your stakeholders and keeping them up to date with progress. This can take many forms, for example e-mails, newsletters and progress reports.

Patras suggests a mix of these as the best way of marketing its communication plan and strategy.

### 3. Linking with Patras Intercultural –ICC strategy

Patras enjoys a remarkable history of engagement with the wider world going back to ancient times, with successive conquests leaving a rich heritage of cultural sediments, like the Byzantine cupola inside the dome of St Andrew’s Cathedral. Already a significant port during the Roman empire—its remains still visible in the Odeon—in the last millennium it was embroiled in the Crusades and came under the dominion at different times of Venetians and Ottomans. In the van of the revolution of 1821, it was finally liberated seven years later by a French expeditionary force. The failure of Garibaldi’s revolution brought Italians to its shores. This cosmopolitan tradition brought the city to a high level of civilisation, joining other major European cultural centres in 1872 in constructing a municipal theatre and opera house, with an Italian stage and co-founded by a Bavarian winemaker.

By the turn of the 20<sup>th</sup> century Patrashad become an important port for the western Peloponnese and in 1922 was to receive an influx of refugees from Asia Minor. The raisin business was to bring an English presence. Cypriot refugees were to flee the troubles which began on the island in the 1960s. Migration in recent decades has brought Albanians, Romanians, Bulgarians and Russians, as well as newcomers from further afield. The University of Patras attracts students not only from across Greece but from other Mediterranean countries. The municipality is twinned with Limassol, the Cypriot Intercultural Cities member, and is a member of the Balcinet network of Balkan cities and the Forum of Adriatic and Ionian Cities.

Patras is thus a Mediterranean gateway, particularly to Italian east-coast cities. This is not, however, supported with adequate infrastructure in its hinterland—most manifest in the railway connection from Athens, truncated by the crisis, which the business community recognises represents a barrier to development. Even before the crisis, a collapse in the textile industry in Patras in the 1990s led to a surge in unemployment in the city. Around three in ten of the adult population are currently unemployed.

Patras' geopolitical location has of course proved problematic in recent years, as many individuals arriving from north Africa and the middle east, lacking entitlement to remain, have identified Patras as a transit point *en route* to their hoped-for destination of one of the northern European countries, though this may be blocked by their lack of documentation or, if they are seeking asylum, by the requirement that they claim in the EU state of arrival. This humanitarian crisis requires a European solution, characterised by solidarity and burden-sharing.

It does not however prevent Patras embracing the positive nature of its positioning as a cultural bridge in the heart of the Mediterranean and resisting the efforts of those who would scapegoat migrants for the prolonged economic crisis Greece is suffering in the context of European austerity. The municipality recognises that all the residents of the city are culturally enriched by its contemporary diversity and its distinctive heritage and that its intercultural character is, simply, a fact. Around 8 per cent of the population within the municipality of 215,000 (following the 2011 merger with four small municipalities) are of migrant background, as are 11 per cent of primary schoolchildren. This is reflected in the designation of a deputy mayor with a brief to cover 'volunteerism, gender equality, NGOs, integration of immigrants and services for the citizens', and in the establishment of a Council for the Integration of Immigrants and various social solidarity structures (where immigrants are included as beneficiaries). This sends out a strong signal of political commitment at senior level to intercultural initiatives.

The municipality has developed strong relationships with all the key civil-society actors in the city. Apart from the migrant associations, these importantly include the social partners, cultural actors and the University of Patras. These network connections are invaluable, particularly in the context of a constrained municipal budget, in ensuring intercultural practice is a meaningful reality on the ground. They extend beyond the physical to the virtual, building on the experience in the city of projects on intercultural communication. It will be in activating these connections, with the municipality playing the role of *animateur*, that this intercultural strategy will come to life.

The aim of Patras' intercultural strategy is:

To develop Patras as an intercultural meeting point, imbued with a spirit of openness, as a co-creation of the municipality, civil society and the residents of the city.

The main objectives of ICC strategy of Patras are:

1. To foster the social inclusion of all those who wish to make Patras their home and address the humanitarian needs of those only temporarily resident in the city.
2. To model intercultural life in the public square through festivals, theatre, exhibitions and more generally the performing and visual arts, as well as the internet.
3. To socialise especially young people in Patras into intercultural norms and experiences, via formal and non-formal education and creative use of social media.

4. To address the challenges of on-the-ground diversity through a network of cultural mediators and an anti-rumour effort.
5. To improve economic security by fostering intercultural innovation and labour-market integration, working with the social partners.

The C4I communication plan will take into account the objectives of Patras ICC strategy which act as the platform for every activity falling into the management of interculturalism of the city.

## 4. Communication strategy

### 4.1 What do we need the communication plan for?

Our communication plan is a strategic document that

- helps us to get our message across to our audience,
- helps us to set priorities,
- offers the same level of information for all participants
- helps us to keep an eye on our expenses
- excludes last-minute-communication

It is an every-day-tool, therefore it is regarded as a living document.

### 4.2 Concept of the Communication Plan

The communication plan aims to promote the C4I project at local, national and EU level, while reflecting the role of the European Union, ensuring maximum transparency.

Every promotional campaign requires a direction and setting objectives helps to clarify what the expected outcomes will be. Objectives are specific and purposeful statements that can be measured and evaluated. Objectives set must be SMART:

- **Specific** – objectives should be precise and clearly identifiable
- **Measurable** – by being measurable it is easy to see whether the objective has been met
- **Achievable** –the objectives set need to be achievable, neither too ambitious nor too easily met
- **Relevant** – meeting the objectives should help to achieve the overall long-term aims of the organisation or campaign
- **Time-bound** – adequate time needs to be allocated to achieve the objectives

Therefore, communication objectives are in line with the programme's strategy, as follows:

- Raise general awareness towards the C4I project, its activities and its potential impact.
  - Raise specific attention of stakeholders, policy and decision-makers to the project as an important instrument for the benefit of the project area thus improve expertise and networking.

- Make the general public more aware of the results and benefits achieved by C4I transnational project.
- Attract potential stakeholders‘, policy and decision-makers‘, local/regional/national public administrators‘ attention towards the results of the programme and their exploitation by its various stakeholders.
  - Ensure that potential stakeholders, policy and decision-makers, local/regional/national public administrators and civil society actors receive clear and timely information of the C4I results.
  - Make the contents of the project easier to grasp and make developments using models and guidelines successfully applied in Barcelona anti-rumor effort.
- Demonstrate the role of the C4I anti-rumor model and show improved expertise in the management of viral networking for all members of society ir using across public administration.
  - Specify the C4I tools, instruments and guideline.
  - Specify the contribution of project results and emphasize the community value added.
  - Show where and how the project results can be implemented as well as the concrete achievements of the project.

#### **4.3 Target groups of communication activities**

The target groups of the communication plan will be addressed taking into account the potential beneficiaries of the project, as agreed within the submission phase and the application document of the C4I project. More precisely:

1) Local authority officials: The project will strengthen the strategy-building and communication capacity of local authorities, especially those responsible for integration and contacts with migrants. Emphasis will be put to exploiting the existing local networking based on the activation of Patras as ICC member. This networking includes organisations and units at municipal level as well as other bodies non-municipal.

2) Migrants: the project will increase the visibility and impact of migrant's perspectives on public perceptions and attitudes towards diversity and migration, raising profile of diversity communities and their contribution to the receiving society, and enhancing the openness of the local community to migrant participation. It is expected that Patras Council for the Integration of Immigrants will play a fundamental role within this effort.

3) Civil society organisations: All activities will be participatory and the local networks will include, as necessary condition, representatives of social stakeholders who will be given an opportunity to participate in both communication strategy building and its implementation, thus providing a case for more participatory democracy at a local level. As described in point no.1 above, the existing local network for interculturalism in Patras will be exploited that includes

5) Schools & educational institutes: Patras puts emphasis in youth as a specific target group to be addressed for tackling anti-stereotypes behavior and anti-discrimination attitudes. The involvement of the Regional Educational Directorate of Western Greece located in Patras, is expected to support this reaching out of schools. Within the same concept, the higher



educational institutes of the area will be targeted so that to enhance the involvement of youth and their active NGOs within the “anti-rumor” concept.

5) Media / General public: the project will seek to involve media as a relay of information intended to address myths and misconceptions, in order to optimise the information outreach (to reach people that are not involved in the social and on-line networks concerned).

6) National authorities: Due to the ICC activation of Patras, there are also links with Ministries and organisations in Athens such as Ministry of Interiors, Ministry of Education & Culture, Ministry of Labor, General Secretariat for Equality, National Centre of Social Research, Harokopeio University of Athens. They will be included as a target group so that to guarantee the diffusion of “anti-rumor” model, the link/complementarity with other on-going projects (e.g. national EIF project under implementation) and the possibility for future intervention initiatives benefiting the management of intercultural character of Patras towards growth.

Furthermore, the existing links of the city of Patras as member of transnational networks will be also exploited in order to provide additional value to the transnational dimension of diffusion of the anti-rumor” model. More specifically, please note that networks of:

- “Forum of Adriatic & Ionian Cities” involving cities from seven European countries (Italy, Greece, Croatia, Slovenia, Bosnia, Montenegro, Albania). It is highly involved in the design and implementation of the EU strategy of the MacroRegion of Adriatic & Ionian Sea (EUSAIR). Patras is the core-city in Greece and member of its Managing Committee.
- “ALDA: Association of Local Democracy Agencies” consisting of cities and NGOs as members from various European and non-European countries. Patras is proposed to play the “core-city” on civil society issues at a national level in Greece.

Last but not least, Patras will take care so that to maintain, through the C4I project Coordinator (Council of Europe), awareness about its communication plan of

- all project partner-cities involved in the implementation process
- EU institutions (DG HOME, Committee of the Regions, European Commission Representation Office in Athens, etc.)
- ICC network

#### 4.4 Key messages

Information for the different target groups will be adjusted to their specific needs. However key messages should be delivered:

Key messages
<ul style="list-style-type: none"> <li>• Clear information on the C4I project: its background, objectives and aims, procedures, results and benefits</li> <li>• What is it for and about?</li> <li>• How to benefit from the results of the project or how to use project outputs</li> <li>• Benefits of transnational cooperation: results, achievements, contacts</li> </ul>

<ul style="list-style-type: none"> <li>• Clear and up to date information on the implementation of C4I project</li> <li>• Clear and up to date information on the project implementation</li> <li>• Clear and up to date reports on the implementation of C4I project parts</li> </ul>
<ul style="list-style-type: none"> <li>• The role played by EU</li> <li>• The role played by the Council of Europe</li> </ul>

## 5. Communication tools

### 5.1 External communication – Source of funding (rules)

C4I project is co-funded by the European Union “Grant procedure HOME/2012-13/CA/CFP/EIF under “European Fund for the Integration of Third-Country Nationals” 2012-2013 - Call for Proposals - Community Action Grants”. Consequently basic communication rules and some tools of the programme must be taken into consideration.

All project outputs must have a clear reference to the source of funding, in line with the respective requirements that all information and publicity measures shall include

#### ➤ The logo of the European Union

The logo of European Union will be always used together with a textual reference, “**Programme co-funded by the European Union**”, as follows:



#### ➤ The logo of the project

As it was strongly recommended, the project’s own logo was created in order to increase its visibility and recognition. It can be seen here below:



### ➤ *The logo of the Council of Europe*

Taking into account that the Council of Europe is the coordinator and also provides co-funding the own contribution part of the project budget, the logo of the Council of Europe will also be included in every communication action.



It is also true, that Patras takes into account that CoE is the coordinator not only of C4I project, but also of the ICC network that the city is actively involved. C4I project is regarded as one of the “circles” of the “chain” of activities linked with the management of the intercultural character of Patras for the benefit of its society.

## **5.2. Project communication tools**

The implementation of the project must be communicated effectively inside the project consortium and outside towards target groups as well. For this various tools will be used. Communication tools:

1. Will inform and raise awareness about C4I project,
2. Will disseminate its results,
3. Will create and maintain visual identity,
4. Will establish media relations.

Communication tools of the project are the following:

- Logos
- Website
- Events
- Dissemination tool / leaflet, etc.

### **5.2.1. Logos**

For information about logos to be used, please refer to section 5.1.

### **5.2.2. Website**

The rapid growth of internet access has confirmed its importance as a tool for promoting a project's key messages and as a source of up to date information and means of awareness/e-learning. This is why the C4I project will be a very important source of the project, a meeting point for all target groups.

The organization and management of the website of the project will be a task the coordinator. Patras being a partner will take care so that to provide updated information about the progress of the activities.

### 5.2.3. Events

Events are an extremely important communication tool, due to their interactive character and the networking as well as the media opportunities they can provide. The events to be organized have to be diverse and serve the needs of the target groups, based on the design of the approved project.

#### **Launching event**

The launching event will be organized aiming at the providing awareness to the general public about the implementation of the project, its content and expected results. Taking into account that Patras Cultural Organisation-PCO is responsible for the organization of the International Summer Festival in the city of Patras, its intention is to exploit the festival as a platform for launching C4I.

#### **Diversity days**

PCO will exploit the local network for interculturalism that has been formed for the activation of Patras in the Intercultural Cities-ICC network (coordinated by the Council of Europe) in order to organize the Diversity days event in the city. The design of the action will use a participatory working method where the local network will be highly involved. The aim is to involve different type of actions linking education (schools & youth NGOs) and culture (music, painting, artistic creation, etc.) as fields for interventions.

#### ***Note: Project presentation at relevant other events (local /regional/national/transnational)***

Based on Patras activation in various EU and national projects, emphasis will be put to the exploitation of other transnational actions for the benefit of promotion of C4I project.

A concrete example, is the newly approved project entitled “*Development of cooperation networks among the representatives of member-states of Mediterranean basin for the exchanges of views and experiences*” funded through EIF National Call for proposals 2013 and supervised by the Ministry of Internal Affairs of Greece. The project is under implementation and transnational thematic workshops will be organised. The first will take place in Barcelona (in the beginning of June 2014). The Municipality of Barcelona, C4I partner will be invited to join it and present its experience.

It is envisaged that relevant future links will be organised, so that it will be an on-going concept to be applied during the whole C4I implementation.

#### **5.2.4. Dissemination tools**

##### **Leaflet**

A leaflet will be produced to contribute to the awareness effort. The concept of Barcelona “anti-rumor” campaign will be exploited. The leaflet will be distributed to the various events and also be given to the local network of stakeholders, so that to expand diffusion. The leaflet presents the idea of the project in a simple, appealing and interesting way to the wider public. Whoever will read that brochure can understand the purpose of the project in couple of seconds. It contains graphical elements and pictures that are presenting the project and its aims without too many sentences and as less as possible text. Main messages, key words and key results are highlighted and demonstrated in it.

Specific material will be produced targeting the needs of the various events.

Printed materials will also be available for downloading in electronic format from project’s website. All materials will be structured in compliance with the program visual identity guidelines.

The use of project templates is obligatory during the project. All templates will be prepared in compliance with the program Visual Identity Guidelines.

#### **5.2.5. Media tools**

The envisaged media tools are as follows:

- Press conference: When a press conference is called, journalists receive the press release together with other relevant documentation for the project and the event
- use of classic press materials such as press releases, press announcements.
- set up of a media list which is constantly updated.

All external communication tools and outputs achieved through them will also be available on project’s internal share platform.

## 6. Monitoring & evaluation

The main purpose of the monitoring and the evaluation is to indicate how effective the communication tools are. All communication activities will be subject of a regular follow-up, so that the results can be evaluated and integrated within the communication strategy and that adjustments can be made if necessary.

With this intention, outputs and results indicators have been defined for each type of communication tools as summarised in the table below.

### Output and result indicators

Tool	Output indicators	Result indicators
Website	Number of pages published Regularity of updates	Number of new visits, Number of returning visitors, Number of hits per page,
Events	Number of local events implemented, Number of combined events where C4I project was promoted	Number of participants involved, Number of individuals reached directly through dissemination outputs in the co-operation area
Leaflets & other promotional material	Number of materials created, Number of publications produced, Number of copies disseminated,	Number of individuals reached directly through dissemination outputs in the co-operation area Number of private sector actors reached directly through dissemination outputs in the co-operation area Number of SMEs reached directly through dissemination outputs in the co-operation area
Media tools	Number of appearances in press and in other media Number of press releases issued Number of announcements sent	Number of press articles, press conferences Number of participants to press conferences.