

C4i

Communication for Integration



ANTI-RUMOUR COMMUNICATION STRATEGIES

Deliverable
N° 11

Funded
by the European Union
and the Council of Europe



EUROPEAN UNION

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

Implemented
by the Council of Europe

JANUARY
2015

Doc 11 ANTI-RUMOUR COMMUNICATION STRATEGIES

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Date: January 2015- Version 1.0

This document has been produced in the context of the C4i-Communication for Integration project, a joint initiative from the Council of Europe and the European Commission under Grant Agreement HOME/2012/EIFX/CA/CFP/4190.

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Duration: 01-01-2014 – 30-06-2015

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Anti-Rumour Communication Strategies

1. Introduction

The BCN Anti-Rumour Strategy (www.bcnantirumors.cat) is a Barcelona City Council initiative launched within the framework of implementing the BCN Interculturality Plan. In fact, it was the first concrete action taken to implement the Plan, when it was launched in 2010 as a city strategy with a strong emphasis on awareness-raising and communication.

It is a communication and social action strategy with a territorial basis, designed by the Directorate of Services of Immigration and Interculturality to fight rumours and stereotypes concerning cultural diversity, with the aim of fostering positive intercultural interaction. Innovation, flexibility and adaptability are some of the more notable features of this public policy and these have made it possible to involve various strategic sectors (small business, education, health) and the general public, as well as generate synergies and foster collaboration with the city's grass-roots organisations. It also aims to stimulate discussion and make us think about the information we receive every day, specifically, information to do with cultural diversity.

The main lines of action of the Strategy are Participation (BCN Anti-Rumour Network), Awareness-raising (with resources such as anti-rumour training, the anti-rumour activities catalogue and anti-rumour materials) and Communication. In this document we focus specifically on Communication, while emphasising the importance of its inter-relationship and cohesion with the other two aspects.

Communication Goals in the BCN Anti-Rumour Strategy:

- To influence the information put out by the local and general media.
- To spread information that dispels the rumours and provides positive examples of intercultural interaction.
- To bring awareness of the Strategy, its goals and how it works, along with the BCN Anti-Rumour Network and anti-rumour actions.

As with the other two main lines of action of the Strategy and all their activities, the BCN Anti-Rumour Strategy communication is aimed at the general public. But, given the difficulty of reaching the entire general public, it has been vital to find specific strategies for sectors, areas and social groups. That has made it possible to reach the neighbourhoods, young people, the elderly, etc.

One of the basic targets/collaborators within both the Strategy's communication work and this framework of the Network is the media. The aim has been to work with them from the outset, to provide information and resources that facilitate their task of communicating information to do with cultural diversity, as envisaged by measure 8.7 in the BCN Interculturality Plan. Important work has also been done on developing awareness-raising and thought-provoking messages that help the media communicate in a more ethical way that also reflects reality more closely.

Its impact on the media and city organisations, right from the initial stages of the Strategy, has provided the necessary opportunities and synergies to decisively shape and undertake the first communication actions. To understand the development of this line of action of the Strategy and how it works, it is important to remember that when it started it was a "new" policy. There were no experiences of this kind on a public administration level, although there were some projects with the same goal. Like the other main lines of action of the Strategy, communication has gradually evolved in much the same way as the rumours themselves, that is, by adapting according to the needs identified. By countering rumours with the logic of rumours themselves, we have learned from our mistakes, difficulties and successes throughout the various stages to establish an innovative and flexible communication model for social change that contributes towards intercultural harmony and social cohesion in Barcelona.

Context:

- The BCN Interculturality Plan was approved in March 2010, with over 260 organisations taking part.
- Economic and social context: the effects of the economic crisis were beginning to be felt at street level (unemployment, evictions, emigration in search of work, etc..) and on various organisations (drastic fall in public funds, professional teams replaced by volunteers, and so on). Despite that, there was a lot of support and collaboration from these organisations because:
 - They had a great deal of social-emergency work to cope with, more than ever, but they were willing to open up new lines of intercultural work. At a time when rights, values and basic principles were being questioned, it was even more necessary to reassert the importance of intercultural harmony, inclusion, equality, respect, difference and dialogue.
 - Most of the organisations were already working with the City Council in hosting services and participation initiatives.
 - The process of implementing the Plan gave rise to a lot of expectations and interest in working together with the Council on specific measures.

- The Directorate of Services of Immigration and Interculturality began to implement the Plan with the BCN Anti-Rumour Strategy in March 2010. Other projects and action lines were started as well. On a communication level, each had its own specific weight but over time they have gradually become more cohesive and inter-related. For the purposes of this document, though, we will focus mainly on the communication strategies of the BCN Anti-Rumour Strategy.
- BCN Anti-Rumour Strategy is the project within the BCN Interculturality Programme with the strongest emphasis on communication. It carries a lot of weight among the projects being developed. It also raised a lot of media expectation early on, following the press conferences where it was announced that one of the measures for implementing the Barcelona Interculturality Plan would be the creation of a figure known as the “anti-rumour agent”.
- This period was characterised by strong Council leadership of the BCN Anti-Rumour Strategy and the Anti-Rumour Network. It was followed by a stage of rethinking this relationship between the Council and the various organisations.

2. STAGE I: The BCN Anti-Rumour Strategy as an important communication challenge

Defining strategies and working dynamics

- **Communication was at the heart of the project right from the outset, on strategic, structural and functional levels**, forming two of the initial lines of action of the BCN Anti-Rumour Strategy: Materials and Communication (in relation to the media). These were mainly led and driven by the City Council.
- The Network and its working groups also contributed ideas and suggestions for collaborating with the Council:
 - When the BCN Anti-Rumour Network was officially set up, the participation mechanisms and main lines of work were also established, namely, participation, awareness-raising and **communication**.
 - During the Network’s first ten months, two working sub-groups were set up: **the action group and the communication group**.

2.1. Communication working group

The task of the **communication group** was to work on dissemination, the Network's communication strategy and its messages. This included:

- Monitoring and responding to the media
- Registering the media
- Creating the website contents
- Giving specific advice and deciding on strategic communication lines.

The group worked on some communication framework documents, such as a protocol for monitoring and responding to rumour- and stereotype-spreading news and good-practice criteria for fighting rumours and stereotypes about cultural diversity (to be included on the anti-rumour website).

- **Setting up an Advisory and Monitoring Group for the Strategy.** The advisory group was a small team of people representing the various areas involved in the Network's strategic goals, of whom 4 belonged to the communication sphere:
 - Representatives of the Directorate of Services of Immigration and Interculturality, and other Council areas
 - **2 media**
 - **1 representative of the Catalan Audiovisual Council (CAC)**
 - **1 member of the Col·legi de Periodistes (Journalists Association)**
 - 4 organisations from the BCN Anti-Rumour Network
 - 1 academic expert

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2.2. First communication actions

- **Creating the first information materials:**
 - The www.bcnantirumors.cat website: the main channel for disseminating the activities of Anti-Rumour Network organisations, plus the new materials, tools, documents and news items with real, accurate information to make people think. After it was set up, the website received **41,669 hits** in 2011 **and 265,525 pages were viewed.**
 - **“A Handbook for Fighting Rumours and Stereotypes about Cultural Diversity in Barcelona”:** a working tool covering the 12 most frequent current rumours and stereotypes concerning cultural diversity in Barcelona with statistical data to dispel them. There were **3,129 downloads** of the Handbook from the website.

- **“Pocket Rumours” Brochure:** contains the most important information from the Handbook and is available in both print and digital formats. Distribution of the brochure (**approximately 20,000 copies**) focused on civic centres, libraries, youth centres, associations and Citizen Help and Advice Offices (OACs).
- **Practical Guide for Dispelling Rumours and Stereotypes:** geared towards training and raising awareness. It is a support tool for developing skills and attitudes that foster awareness based on dialogue. Following its publication, **more than 1,000 copies** were distributed in 2011 and **2,397 were downloaded** in digital format from the website.
- **The anti-rumour comic “Blanca Rosita Barcelona”:** analyses the main rumours concerning cultural diversity in the context of everyday situations. During this period two chapters (“Arrival of Immigrants” and “Health and Social Services”) were produced and **more than 40,000 copies** of each one were distributed for free in schools, civic centres, libraries, OACs, associations, etc.
- **Online viral campaigns with videos: comic series and animated Power Points:** four videos were made for the comic series “Science, Rumours and Video Tapes”. Using fictional characters and recreating everyday situations, they tackled the four most common rumours. Following their production, they received **20,811 hits** in 2011. There are six animated Power Points and each one deals with a specific subject, contrasting people's perceptions with reality by providing objective data and refuting the prevailing perceptions. The videos were viewed **9,602 times**.
- **Public debates on “How can we live together in diversity?”** These were set up as a strategic activity in the neighbourhoods and a forum for reflection, debate and expression on immigration and intercultural relations in community life. They were held in civic centres, libraries, neighbourhood centres, associations and classrooms at the Consortium for Linguistic Normalisation, often in collaboration with neighbourhood organisations. Over **1,000 people took part in the 53 debates** that were held. This was a communication, participation and awareness-raising action.
- **Other Strategy actions linked to communication:**
 - Promoting specific awareness-raising activities: 12 interactive street-theatre events. This involved looking for natural spaces with lots of people passing through (markets, public festivals, etc.), because taking the Strategy to people, getting the anti-rumour message across in a fun,

communicative way and establishing face-to-face contact was seen as an effective way of working.

- Continued support in the form of public funds for the anti-rumour projects of city organisations
- Both the promotion of awareness-raising actions and the continued support for intercultural and anti-rumour actions planted the seed that would eventually produce the Catalogue of Anti-Rumour Activities in 2012.

2.3. The BCN Anti-Rumour Strategy and the media

The initial idea of the project was to carry out various actions that had been suggested during a dialogue with participating organisations. This was the seed for the Network Action Plan that would materialise in 2012, as it required a consensus on the circuits, leadership and ways of carrying out these actions. Note too that these actions were not - or at least hardly ever - promoted during this period, given their required political commitment and the fact that this was a time marked by political change (May 2011), with most remaining "on standby":

- Making the most of the municipal media: magazines, the website, BTV, the TMB channel, etc.
- Offering journalists training and awareness-raising sessions
- Establishing collaboration with the media and agencies in the communication field (The Journalists Association, the Diversity Committee of the Catalonia Audiovisual Council (CAC), etc.)
- Promoting innovative initiatives with regard to relations with the media: "Best Anti-Rumour Media" prize, "The Media Against Immigration Rumours" manifesto, etc.

First results

- This was a period of big media impact for BCN Anti-Rumour Strategy and the BCN Anti-Rumour Network, which made the most of the media's interest in spreading anti-rumour messages. On a communication level, this made it possible to have a big impact through the general media and subsequently develop anti-rumour actions on a more micro-level, having established the concepts and the rumour/anti-rumour "brand".

- Exponential growth of the Network.
- Increase in supply and demand for anti-rumour agent courses
- Other parts of Catalonia/Spain/Europe started to get interested in the project

3. STAGE II: Establishing an intercultural anti-rumour communication strategy

Defining strategies and working dynamics

- There was a change in the city government
 - The model of intercultural values was ratified with a new political plan, the 2012-15 Immigration Working Plan (IWP). Besides reaffirming the model for intercultural relations, BCN Interculturality Plan was confirmed and its measures updated.
 - On a technical level, the intercultural line was formalised in the **BCN Interculturality Programme**, which provided an umbrella that strengthened the project, creating new synergies and giving it coherence, solidity and an inclusive character. New cross-departmental lines of work were also opened up with other City Council departments.
 - The previous stage had made clear how important the communicative aspect of intercultural awareness-raising projects is, and this was formalised in the BCN Interculturality Plan as a strategic **line of mainstreaming work** with a **global communication plan that incorporates the communication work of every line and, specifically, the BCN Anti-Rumour Strategy in its three lines of action** (participation, awareness-raising and communication).
- **As for the BCN Anti-Rumour Strategy**, the previous period had been characterised by a marked Council leadership of the BCN Anti-Rumour Strategy and BCN Anti-Rumour Network actions. In 2012 a new stage opened up that required rethinking the relationship between the Council and the various organisations. The working groups most engaged in the Network and

the local authority began looking for ways to strike more of a balance in this joint leadership, in terms of the actions to be promoted and carried out.

- The Executive and Steering Committee of the BCN Anti-Rumour Network identified **3 interconnected spheres of action** where the actions finally included in the Action Plan would have to be organised: the media, awareness-raising and training. As for the media, the **3 types of intervention** eventually decided on were to:
 - influence the way news and information about immigration and diversity are dealt with in the media;
 - spread news and information that dispels the rumours and provides positive examples of intercultural interaction;
 - develop a communication strategy for disseminating the goals and work of the Network.

They took shape in 3 spheres of action:

- Promoting the media's commitment to cultural diversity
 - Training media professionals in the social responsibility required of them on this question
 - The Network's communication strategy.
- **The first BCN Anti-Rumour Network Seminar**, which all the Network's members were invited to, was held with two aims:
 - **To participate in defining the 2012-14 Action Plan:** to establish a strategy where the various actions to be carried out in the coming years would be part of a coherent framework of actions, based on identifying priority-action areas rather than individual, unconnected actions.
 - **To strengthen the Network as an action unit:** to enable Network members to increase their mutual knowledge by fostering relations between them and more coordinated work with shared goals, ways of doing things and criteria.
 - **During the Network Seminar to define the Action Plan**, the following reflections and actions linked to the communication sphere stood out:
 - **Dissemination and development of the anti-rumour agent:** work to establish this figure in the city, equipping them with the positive knowledge to make people aware of the importance of everyone living together in the city.
 - **Work on those people with a powerful broadcasting and legitimising impact:** the media, politicians, public service professionals, etc.

3.1. Defining the communication plan for the BCN Anti-Rumour Strategy and the Intercultural Programme

The BCN Interculturality Plan defined its Communication Plan in July 2012, which coincided with the strengthening of its technical team. This Plan set out the communication guidelines, based on the following goals for this stage:

- To achieve a technically unified presentation of the projects and the BCN Interculturality Programme itself to the city. The communication side of the Strategy thus became part of a cohesive communicative effort.
- To work on communication from complementary macro and micro perspectives: general impact and territorialisation

3.2. Main communication actions of the Strategy during this stage

Various steps were taken in an effort to unify and reorganise the tools on a communication level.

- The www.bcnantirumors.cat website is still the medium for disseminating the anti-rumour messages and materials generated by the BCN Anti-Rumour Strategy.
- The Strategy also has social media tools it shares with other Programme lines of action, such as the Facebook account: <http://www.facebook.com/pla.barcelonainterculturalitat>. And a Twitter account as well: @bcnantirumors
- New printing of chapters 1 and 2 of “Blanca Rosita Barcelona”, the comic that fights rumours and stereotypes about cultural diversity. **10,680 comics were handed out at 732 distribution points** (Citizen Help and Advice Offices, libraries, organisations linked to the Strategy, schools and Social Services centres). In addition, **310 copies of comic 1 and 310 of comic 2** were distributed to attendees of anti-rumour agent training sessions.
- Production of new chapters.
- Redistribution of the Anti-Rumour Brochure: **13,083 were handed out at the 732 distribution points** referred to in the point above. As well as that, **310 brochures** were handed out to people taking part in the anti-rumour agent training sessions.
- **Methodological Guide for Anti-Rumour Agents: 310 copies of the Guide** were also handed out at the anti-rumour agent training sessions

- YouTube provided the platform where all the BCN Anti-Rumour Strategy audiovisual resources could be consulted. In 2012, the videos were viewed **10,726 times**.
- Start of a process of giving support and communication advice to initiatives launched by the BCN Anti-Rumour Network on an association and territorial level. First, support for the anti-rumour video produced by the Ciutat Meridiana Community Plan and the Neighbourhood Residents Committee, creating a specific broadcasting platform: **Tumblr “Dades contra rumors” (Facts against Rumours)**.

Other important Strategy initiatives relevant to communication

- **Production of the 1st Catalogue of Anti-Rumour Activities:** a turning point on a communication level as it takes communication and awareness-raising to the streets, which makes it possible to work directly on a micro level. And it is complemented by materials such as comics to accompany anti-rumour actions.
- Maintaining relations with journalists and the media that continue to disseminate the Anti-Rumour Strategy and its actions.
 - The BCN Anti-Rumour Strategy retains the interest of the media and, in 2012, the Anti-Rumour Network's activity was disseminated by **Catalunya Ràdio, La Vanguardia, El Periódico, BTV and TV3 News**, among others. **A collaboration agreement was reached** with the **TV3 programme “Tot un món”** to advise the programme team and put them in touch with organisations and people that, in the expert opinion of the Strategy team, can be helpful in dispelling rumours and stereotypes about cultural diversity.

4. STAGE III: Strategic growth: optimising alliances and resources

Defining strategies and working dynamics

- In the previous stage, communication was very much shaped by the work of the Anti-Rumour Strategy, while an effort was also made to achieve a technically unified presentation of the projects and the BCN Interculturality Programme of the Directorate of Services of Immigration and Interculturality.
- This stage went a step further with the aim of working on the discursive aspect: the **construction of a coherent communicative framework on a shared conceptual level**. Characteristics:

- **The aim was to establish a two-way relationship with the city** that avoids any imposition of a model and which constantly seeks proposals, dialogue and conversation.
- With the anti-rumour concept established on a general level it was time to **work on it more in the neighbourhoods** and resize it to **fit in with the global discourse on interculturality**. To work on communication from complementary macro and micro perspectives: general impact and territorialisation
- The BCN Anti-Rumour Strategy was evolving from purely statistical arguments towards **a reflection on coexistence in diversity on a human and ethical level**.

4.1. Defining and implementing a new communication framework

On a conceptual level, the change in discourse was reflected in a communicative framework which promotes discourses adapted to the city's diverse reality, that use inclusive terminology and which:

- prefer to talk about “neighbours from diverse backgrounds” rather than “communities”;
- prioritise the concept of “cultural diversity” rather than “immigration”, as a way of including, for example, native Roma population and all those who have ceased to be foreigners because they have (Spanish) nationality;
- understand the concepts of “living together in diversity and positive interaction” as realities that embrace and include all of us, in contrast to the one-way idea of “integration”;
- avoid imprecise terminology such as “immigrant”, “newcomer” and “second generation”, concepts that reaffirm the “them and us” comparison.

4.2. New communication dynamics

Structurally and functionally, communication works on two levels:

- **External communication addressed to the city (campaigns, materials, etc.)**
The essential elements for communicating are:
 - The actions and projects that are carried out

- Discussions and ideas that are key to intercultural interaction in the city
- **Internal communication:**
 - Communicative support for organisations, networks, centres and individuals.
- **Virtual tools:**
 - **Websites:** Work was started on designing a new website to bring together the Interculturality Programme's three existing webs under the new guidelines for all City Council online communication. In 2013 the www.bcnantirumors.cat website received 14,920 hits and 117,364 pages were viewed.
 - **Social media**
 - The BCN Interculturality Plan Facebook page was turned into an institutional page to enable more contacts to be made (and became BCN Acció Intercultural in the process). This is also a Strategy communication tool.
 - Twitter anti-rumours has been redefined with a new use for Twitter, more focused on generating conversations than being exclusively used for the one-way publication of information (with **hashtags**).
 - **A Pinterest board was created** to allow more visibly attractive and orderly access to the available material of the BCN Anti-Rumour Strategy and other materials of the Interculturality Programme on YouTube. www.pinterest.com/bcnintercultura
 - **Video recordings of some specific anti-rumour activities:** started with the idea of making the most of these actions, posting them on virtual platforms so users unable to enjoy them in person can see them online. In that way they generate reflection and knowledge capital.
- **Work is coordinated with** the Press and Communication Department and the City Council Quality of Life Area, specifically on:
 - **Unifying criteria for** communication products
 - **Issuing press releases** for Strategy activities. On a communication impact level, they increase the possibility of reaching the media.
 - **Internal municipal communication:** anti-rumour action is communicated to local authority staff in the Quality of Life Area by handing out anti-rumour cups with a message from the Immigration Political Commissioner.
 - **Reorganising the communication platforms and materials**, to adapt them to the general lines of City Council Communication.

4.3. Main communication actions of the strategy during this stage

- **Tools and materials**
 - **Publication and distribution of four bookmarks with intercultural and anti-rumour messages (in collaboration with Barcelona Libraries).** Four were designed, each with a print run of **10,000**. The estimated impact was around **280,000 people**.
 - **Issues 3 and 4 of “Blanca Rosita Barcelona”**, dedicated to Small Business and to Living Together in Diversity, respectively. Some **20,000 copies** of Issue n° 3 were distributed throughout the city.
 - **Creation and maintenance of the fortnightly newsletter** for all Network members.
 - Coordination of **database management**.
 - **Consolidation of the processes for documenting** the knowledge capital generated by Strategy action: recording, editing and publishing talks, working meetings, communication actions, etc.
- **Participation in various working forums** and reflecting on anti-rumour and intercultural communication: CAC, Seminar on Cultural Diversity in the Media, etc.
- **Training anti-rumour agents: intercultural communication included as one of the modules in anti-rumour agent training**, so new agents can learn about this communication framework.
- **Support for the BCN Anti-Rumour Network Communication and Materials Working Groups** in:
 - Producing **cups, badges and a brochure on the Network**
 - **Designing and producing two communicative actions** for the city festivities (La Mercè) and the Annual Meeting of Barcelona Municipal Immigration Council Organisations.

5. STAGE IV: The strategy is established. New challenges for qualitative improvement

From the natural evolution of communication since its beginnings in 2008 to the present, challenges and related actions have been proposed for its continued qualitative improvement:

- To continue unifying aesthetically and conceptually the communications of the Programme's various action lines, one of which is the BCN Anti-Rumour Strategy.
- To define and implement communication with an intercultural perspective that consolidates anti-rumour communication and goes beyond that

Main communication actions of this stage:

- Drafting of an Inclusive Language Handbook: a technical document for developing responsible communication on an intercultural level.
- Reinforcing the part of communicative responsibility in anti-rumour training.
- Mainstreaming communication and establishing synergies with other Council departments (especially the Press and Communication Department), with organisations and neighbourhood structures, and with the media

Optimal use of virtual networks and other tools:

- Disseminating of activities and the fortnightly newsletter to all Anti-Rumour Network members through more flexible platforms
- Taking advantage of social media and city databases managed on a municipal level.

Support for awareness-raising action

- Making the best use of current anti-rumour awareness-raising materials based on political directives and the joint work of defining strategies with the Working Group of Actions in the Neighbourhood, within the BCN Anti-Rumour Network.

- Creating new materials based on political directives and the demands of the Strategy, based on plans drawn up with the Network and other territorial players.

Materials designed and produced in this final stage:

- Issue 4 of the **comic** for fighting rumours and stereotypes about cultural diversity: **“Blanca Rosita Barcelona”** (10,000 copies distributed)
- **Brochures** on the **BCN Anti-Rumour Network** (500 copies given out, mainly at city festivities (La Mercè) and the Annual Meeting of Municipal Immigration Council Organisations)
- Re-usable **anti-rumour cups** (2,758 distributed)
- Anti-rumour **badges** (1,000 given out, mainly at the La Mercè festivity and the Meeting of CMIB Organisations)
- Anti-rumour intercultural **bookmarks**: 25,000 distributed at the popular book festival (St George's Day).
- **Balloons with the #prourumors message** (1,000 given out, mainly at the city festivity (La Mercè) and the Annual Meeting of Municipal Immigration Council Organisations).
- **Coasters with an anti-rumour/intercultural message promoting local small businesses** (85,000 given to eating and drinking establishments in the Trinitat Vella, Besòs Maresme, Raval, Poble-sec and Roquetes neighbourhoods).
- **Anti-rumour placemats promoting local small business** (216,000 given to eating and drinking establishments in the Trinitat Vella, Besòs Maresme, Raval, Poble-sec and Roquetes neighbourhoods).

6. Overall assessment: problems and challenges identified

6.1. Communication goals achieved

- To influence the information put out by the local and general media.
 - Strategy actions have had a considerable resonance in the media:
 - From the outset, the activity of the BCN Anti-Rumour Strategy and Network has attracted a lot of media interest. For example, it has had an echo in the newspaper **ARA** (report on "Anti-rumour agents in Barcelona markets") and on **Catalunya Ràdio** (anti-rumour agents formed part of the "La Tribu" summary). For their part, **La Vanguardia**, **El Periódico**, **BTV**, **TV3 News** and **La Mañana** covered the plenary meeting of the Network in 2012.
 - Also in 2012, the BCN Anti-Rumour Strategy took part in the television channel **TV3's programme "Tot un món"**.
 - There were numerous reports on training anti-rumour agents on **TV3 and BTV** in 2010/11, when it started, **TVE did one on "Babel"** in 2012 and even the international media have picked up on it. The last time was in a news report by Mexico's Cadena 3.
<http://vimeo.com/106091396>
 - Strategic alliances have also been made with the local media: *Revista Carrer* (Federation of Barcelona Residents Associations), the Poble Sec newspaper *Zona Sec* in Poble Sec, Boca Ràdio in Horta and Trinijove radio in Trinitat Vella.
- To generate an inclusive discourse about cultural diversity.
 - The Strategy fosters a discourse that talks of cultural diversity rather than immigration, and about different neighbours rather than immigrants. It tries to avoid a discourse focused specifically on information.
 - We have gone from **a one-way communication to "having a conversation with the city"**. We communicate through a more personal message, which anyone can identify with: the city is everyone's, you are part of your neighbourhood, how do you feel when they say things about you that aren't true, etc. A key role in working on this kind of message has been played by the Network's Communication Working Group, and the Anti-Rumour Actions Working Group, as well as other activities in the neighbourhoods.
- To spread information that dispels rumours and provides positive examples of intercultural interaction.
 - A viral response protocol has been drawn up to stop messages spreading false rumours about immigration on the Internet. This was done with the Network's communication group.

- A response protocol has also been drawn up to deal with news items that deal poorly with cultural diversity. This was done with the Network's communication group.
- To generate awareness-raising anti-rumour materials.
Since the Strategy was launched, various awareness-raising materials have been produced, some of which have already been mentioned in this document while others were key in the early days:
 - 5 humorous anti-rumour videos on specific issues regarding the rumours dealt with in the anti-rumour manual: **Identity, Small Business, the Health Service and Language.**
 - Viral Power Points. 16 animated Power Points with facts and arguments to refute rumours.
 - Videos
- To create spaces for disseminating materials.
 - The www.bcnantirumors.cat website is still the medium for disseminating the anti-rumour messages and materials generated by the BCN Anti-Rumour Strategy.
 - BCN Acció Intercultural, an institutional page, has been set up on Facebook and currently has more than 1,200 followers.
 - A Twitter account, @bcnantirumors, has also been set up with 1,263 followers
 - BCNAntirumors has been set up on YouTube
 - And a Pinterest board has been created that is linked to BCNAntirumors on YouTube

6.2. Problems facing the strategy and communication solutions

Problem 1: Working in a city with very diverse local situations and specific communication dynamics regarding rumours. That makes it very difficult to address the whole city with the same general messages, if they are to be effective.

Solutions:

- Work has started on "territorialising" the Strategy, which facilitates work with key social agents who are very familiar with the situation in their own neighbourhood and can therefore adjust the messages, resources and development of anti-rumour actions and activities.

Problem 2: Reaching people who are not aware of the problem/don't belong to an association.

Solutions:

- Public debates have been organised in places with a "captive audience"

- Territorialisation of the Strategy (explained in the previous point)
- Working with the mass media, which have a generic impact on the population.
- Working with the local media, involving them in the Strategy on a local level and providing support in interviews, information formats etc.

Problem 3: Reaching the whole city with tools and resources that allow us to work closely with people (anti-rumour cups and badges, bookmarks, comics, leaflets, etc.)

Solutions:

- Designing a strategy to optimise the use of materials with the Network's Anti-Rumour Actions Working Group.
- Using materials as a tool to back up some awareness-raising actions.
- Establishing strategic points the materials need to get to. For example, the comic, which is not distributed widely now but from strategic places.
- Monitoring their use

Problem 4: Knowing the scale of the Strategy's impact on the city

Solutions:

- An Evaluation of the Strategy was carried out in 2013 with academic consultants. This did not assess the impact (because, methodologically speaking, that would be very complex and unrealistic) but rather the implementation and development of the policy through the development of the Strategy. This produced some very useful results for redirecting the project's lines of action or continuing with the same ones. (See the Evaluation Report)

Problem 5: Internal communication and knowledge sharing by the Network's members

Solutions:

- To work on it from the Steering Committee. Work has started on making changes in forms of participation.
- To turn the Network's plenary sessions into spaces for debate and dialogue, with the participation of organisations and individuals but also Programme staff, the Director of the Immigration and Intercultural Services, and the Commissioner for Immigration.
- To work on internal communication, establish the right communication flow between the working groups and other Network members.

- Use the fortnightly newsletter as a channel for informing members on the work each group is doing.

Problem 6: Reaching a consensus and joint actions involving the various organisations and the City Council, especially when it comes to taking a position on political statements and speaking to the media.

Solutions:

- To plan meetings between the Steering Committee (organisations) and the Commissioner as political decision-maker.
- To try to reach a consensus and establish acceptable decision-making circuits involving the organisations and the local authority through the technical staff responsible and the responsible municipal figure.
- To approve an action protocol for cases where there is no agreement between the City Council and the organisations belonging to the Network.

Problem 7: Making the most of the human potential trained at anti-rumour training courses.

Solutions:

- Including a module on anti-rumour agents and the media/social media, to develop the role played by anti-rumour agents in the social media as consumers and creators of information, and so help them to become involved in individual and community anti-rumour actions through the Internet.
- A new project called “Anti-Rumour Agents in action”, strongly linked to the Network working groups, is underway in order to give trained anti-rumour agents a chance to engage in actions with Network organisations and on a neighbourhood level. This is especially necessary for individuals, who don't belong to organisations or don't have a specific context in which to act.

Problem 8: The rapid introduction of the policy and increased demand on the part of the various organisations made it impossible to carry out careful planning of the Strategy.

Solutions:

- Drawing up a road map, the “2012-14 Anti-Rumour Network Action Plan” and set up *ad hoc* working committees.

- Being part of the team and main lines of work of the BCN Intercultural Programme has facilitated and improved planning, systematisation and assessment.

Problem 9: Creating more realistic and effective working forums for the Network organisations and the City Council

Solutions:

- Setting up the Technical Office to act as a bridge between them.
- Creating work formats that allow joint construction in terms of interests and implementation capacity, on the part of the organisations as well as the City Council.
- A change in the role of the organisations to a more advisory, active, proactive and executive one. This change has been prompted, among other things, by a call from the organisations themselves and by accommodating what was aimed at with what could be done.

Problem 10: Having a positive impact on awareness-raising of rumours and stereotypes about cultural diversity in the media

Solutions:

- Working together with organisations and institutions involved in lobbying with the media for responsible reporting on diversity issues
- Working closely with the Communication group of the Network on producing information for the media that counteracts rumours and stereotypes about cultural diversity
- Bringing awareness to the media of the usefulness of the Strategy for them, as:
 - a source of anti-rumour information
 - a tool for anti-rumour reporting and communication
 - a support and advisory resource



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