CITIES FREE OF RUMOURS:
How to build an anti-rumour strategy in my city

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We owe our special thanks and gratitude to them for their commitment and hard work in dispelling negative and unfounded rumours about diversity.

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> **"** The anti-rumour campaign must be seen as part of a wider 'openness' policy, designed to attract talented people partly by being a region that values solidarity and social cohesion – part of the Bilbao culture. We think this is attractive for people as a city to live in. The challenge is to be a 'smart city', and the Diversity Management Plan raises awareness of the benefits of diversity.

Oihane Agirregoitia,
Councillor for Equality, Co-operation and Citizenship. Bilbao

Preface

Snežana Samardžić-Marković
Director General of Democracy, Council of Europe

Diversity is a reality in Europe today. It enriches European societies and economies but can also be a source of tension and conflict. How often do we hear that migrants live off social benefits, do not pay taxes, get favourable treatment from official bodies, overcrowd medical services, lower educational standards or are not willing to integrate? Such ideas are widespread, but they are not supported by facts and data: they are merely rumours. Rumours depict specific groups as trouble-makers and fuel mistrust and social conflict, including discrimination, racism and xenophobia.

The Council of Europe and the European Union have each adopted a range of standards and initiatives in order to combat racism and xenophobia and promote intercultural dialogue. The Intercultural Cities programme flagged the role of cities in managing diversity as an opportunity for their social, economic and cultural development.

Europe's cities have become true laboratories and drivers of change. They have been on the forefront of innovative integration policies as they are the first to face the integration deficit and the lack of resources.

It therefore comes as no surprise that a strategy to fight against misconceptions about diversity first saw the day in Barcelona, one of Spain's largest intercultural melting-pots. Five years since its launch, Barcelona's "anti-rumour" strategy remains a living instrument to promote coexistence *(convivencia),* or living together in diversity, peace and interaction.

Building upon this experience, the Communication for Integration (C4i) project of the Council of Europe and the European Union has operated in close partnership with 11 European cities to counter widespread urban myths about diversity through viral communication campaigns and participatory initiatives. As demonstrated by C4i perception surveys, the campaigns have contributed to a noticeable positive change in community attitudes towards migrants. Increased willingness to share public and working space with people from different nationalities has also been observed.

The C4i project has further underscored the role of citizens in innovation in public policy to promote peace, diversity and social cohesion. The C4i helped the partner cities to create and strengthen bridges between municipal authorities, education systems, business organisations, civil society and the media. And above all, it has helped cities to find solutions to real-life challenges, such as an influx of asylum seekers (Erlangen, Germany), the absence of a national integration policy (Limerick, Ireland), space sharing in prison (Patras, Greece) or neighbourhood violence (Loures, Portugal).

This guide tells the story of, and transmits the lessons learned by the C4i cities to a broad audience of policy makers. A story of how rumours have become a pretext for citizens to meet and interact, thus opening a new chapter in the development of truly inclusive societies.

> I was born and live in Amadora, yet I am aware that people have a bad impression of the area. Even the local teenagers go into Lisbon rather than stay around here. The C4i and anti-rumour approach is very valuable because, much more than other approaches, it gets people to talk about it. It is a conversation starter.

Cristina Farinha Ferreira,
Deputy Mayor, Amadora

Chapter I
Why an anti-rumour strategy?

A global challenge and the role of cities

Most countries in Europe and across the world are facing the growing challenge of managing more diverse societies, in terms of the origins, culture, ethnicity or religion of their citizens. Today there are more than 200 million migrants around the world;[1] this is a huge human movement that feeds local diversity. The construction of dynamic societies that can maintain equilibrium between social cohesion and respect for diversity on a foundation of democratic values and intercultural coexistence is a key challenge of the 21st century. The growing socio-cultural diversity of many urban populations poses challenges, but it also brings opportunities. Depending on how this reality is interpreted and managed, complexities may be reinforced or opportunities can be taken advantage of, whether these are social, cultural or economic ones.

On the other hand there is also a growing consensus that cities nowadays are the true laboratories of political and social innovation. Obviously the influence of states, multilateral institutions and other global actors also has a great impact on people's daily lives. But cities are "social labs" where diversity is lived and where local governments are largely responsible for designing and implementing concrete policies that can have a fundamental effect on the quality of life of their residents.

1. UNDP, *Human Development Report 2014 – Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience*, p. 22.

In a world that is more interconnected than ever, where many borders disappear while others are reinforced, there is more evidence of the growing relevance of its cities and the role of local governments.

Local political leaders have a great responsibility to prioritise policies that build more inclusive, dynamic and intercultural cities. In the end, a big part of this depends on the priorities pursued and the capacity to convert these priorities into concrete results.

Segregation and opportunities, discrimination and innovation, creativity and vulnerability, coexistence and hostility, all of these tensions and energies are being tested by millions of citizens in their everyday lives.

The Intercultural Cities framework

The Intercultural Cities programme (ICC) of the Council of Europe supports cities in reviewing their policies through an intercultural lens and developing comprehensive intercultural strategies to help them manage diversity positively and realise the "diversity advantage." The notion of diversity advantage implies understanding and treating migrants as a resource for local economic, social and cultural development, and not only as a vulnerable group in need of support and services.

Fighting discrimination, racism and segregation is one of the crucial goals of the intercultural cities approach. It seeks to deal with the root causes of inequality, discrimination and lack of cohesion – the natural tendency of in-groups, defined by ethnic or cultural criteria – to secure benefits for the members of the group at the expense of other groups. The intercultural cities approach aims therefore at designing policies and institutions that minimise the consolidation of ethnically defined in-groups.[2] On the other hand, there is also a need to focus on the diversity advantage as an opportunity for a deeper and more sustainable social and economic development of cities.

A solid body of evidence demonstrates the potential of diversity for social, cultural and economic development, for the attractiveness of cities and regions and the effectiveness of policy-making.[3]

The ICC definition of interculturality states that "Rather than ignoring diversity (as with guest-worker approaches), denying diversity (as with assimilationist approaches), or overemphasising diversity and thereby reinforcing walls between culturally distinct groups (as with multiculturalism), interculturalism is about explicitly recognising the value of diversity while doing everything possible to increase interaction, mixing and hybridisation between cultural communities."[4]

Fostering positive interaction among citizens with diverse origins and cultural backgrounds is a crucial component of the intercultural approach. Evidence has shown that among the most relevant barriers to fostering a positive interaction among citizens with diverse backgrounds, prejudices and stereotypes play a major role. In this sense, diversity-related rumours also play a crucial role as a channel to spread and consolidate prejudices and stereotypes that are at the core of discriminatory processes and attitudes that hamper equal opportunities, social cohesion and the capacity to build real intercultural communities.

Many "traditional" anti-racist policies have focused too heavily on the already convinced minority, while failing to reach the "ambiguous" or "ambivalent" majority of society. Some innovation is therefore needed in terms of building local and long-term strategies with a view to having a real impact on raising awareness and changing the perceptions of diversity of that "ambivalent" majority.

The origin and evolution of the anti-rumour strategy

The anti-rumour strategy has its origin in the city of Barcelona, within the context of the drawing up of the Intercultural Plan in 2009 following a broad participatory process. In particular, members of the public were asked a series of questions in order to gather information about cultural diversity as it was experienced by a wide range of people in the city. One of the questions was: "What factors make it difficult for Barcelona's culturally diverse residents to live together?" Some 48.1% of over 1 000 respondents said that the main factors that made it difficult for people to live alongside one another in a diverse society were a "lack of knowledge of the other, as well as current rumours, stereotypes and prejudices about the other unknown person." Against this background, a decision was made to include rumours as one of the 10 lines of work within the Interculturality Plan, approved in March 2010. However, as Ramon Sanahuja[5] explains, although it was initially intended to be just one of a number of work lines, the good reception it received and the expectations created among the city's mass media and organisations led to its rapid growth.[6] It was necessary, therefore, to take action to try to dismantle those stereotypes and rumours. This took the form of an "anti-rumour strategy" in June 2010.

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2. *The intercultural city step by step* (2013), Council of Europe, Strasbourg, p. 24, available at: www.coe.int/t/dg4/cultureheritage/culture/Cities/ICCstepbystepAugust2012.pdf, accessed 2 June 2015.
3. *The intercultural city step by step*, pp. 15-29; *Intercultural cities. Towards a model for intercultural integration* (2010), Council of Europe, Strasbourg, pp. 26-28, available at: www.coe.int/t/dg4/cultureheritage/culture/Cities/ICCModelPubl_en.pdf, accessed 2 June 2015.
4. *Interculturality. What it is about*, Council of Europe, Strasbourg, available at: www.coe.int/t/dg4/cultureheritage/culture/Cities/Interculturality_en.pdf, accessed 2 June 2015.

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5. The then Head of Barcelona City Council's Immigration and Interculturality Service.
6. Aitor Hernández Carr, Evaluation of the Barcelona anti-rumour strategy, 2014, p.11.

The anti-rumour strategy is composed of a number of elements: identifying major rumours existing in a city; collecting objective data and also emotional arguments to dismantle false rumours; creating an anti-rumour network of local actors from civil society; empowering and training "anti-rumour agents"; and designing and implementing anti-rumour campaigns to raise awareness, including by creating and disseminating new tools and resources, both creative and rigorous. One key issue here is that, from the start, the entire strategy is aimed at all residents in the city, regardless of their cultural origin. This is an important difference with regards to other lines of work, which focus on awareness-raising exclusively with natives or action with migrant populations. Taking city residents as a whole and designing action for joint work between neighbours, organisations and other actors from all walks of life is an inclusive approach which puts the value of diversity at its centre and, from the very start, embeds it within its objectives, contents, methodologies, action and actors.

The Barcelona Anti-Rumour Strategy has had a significant impact both locally and internationally, and is held up as an example of best practice due to its innovative approach to the challenge of dealing with prejudices and preventing discrimination and racism. The strategy proved to have the innovative ingredients needed to bring a "breath of fresh air" to the "traditional" awareness-raising strategies by engaging a broad variety of actors, ranging from a variety of stakeholders and local associations, to citizens, governments, the media, universities and professionals from education, culture, sports and other areas.

During 2013 the anti-rumour strategy was adapted to and implemented in four Spanish areas (Fuenlabrada, Getxo, Sabadell and Tenerife Island), while members of the Spanish Intercultural Cities Network (RECI)[7] linked to the Intercultural Cities programme in a project funded by Open Society.[8]

The C4i project and the purpose of this guide

In 2014, the Council of Europe, with the financial support of the European Commission, launched a project "Communication for Integration" (C4i), under the umbrella of the Intercultural Cities programme and based on the anti-rumour experience of Barcelona. The goal of C4i was to explore whether this new, anti-rumour approach could be adapted to different cities around Europe and whether it could have a measurable impact on improving perceptions of diversity at least on a mid-term basis.

The C4i project, launched in January 2014, lasted 18 months until June 2015. The results of its implementation were quite outstanding in all 10 of its partner cities: Amadora and Loures in Portugal, Bilbao and Sabadell in Spain, Limerick in Ireland, Botkyrka in Sweden, Nuremberg and Erlangen in Germany, Lublin in Poland and Patras in Greece (hereinafter "C4i cities"). The city of Barcelona also participated in the project in its role as a transferrer of knowledge.

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7. www.ciudadesinterculturales.com.
8. www.antirumores.com.

From the consolidated experience of Barcelona and other Spanish areas, together with significant know-how accumulated in the 10 European cities of the C4i, this handbook provides useful step-by-step guidelines to inspire any city interested in designing and implementing an anti-rumour strategy to build a more inclusive, open and intercultural city. The goal of becoming a city "free of prejudices and false rumours" that hamper positive interaction among citizens is very ambitious; it has to be seen much more as a social movement with sustained support and political leadership than yet another short awareness-raising campaign to prevent discrimination and racism. This is a long-term strategy, requiring both political and social commitment and a good dose of innovation, creativity, rigour and patience.

Finally, not all local C4i strategies are led by local governments. There are a few cases of NGOs taking the lead in anti-rumour strategies, like Doras Luimní in Limerick.[9] This is an example of the flexibility and richness of the anti-rumour approach. Having said that, this guide is mainly addressed to local governments and so we provide information from a municipal perspective. But it may be also very useful to other organisations and institutions seeking to integrate the anti-rumour approach in their own field and daily work. In fact, some local governments may decide to launch an anti-rumour strategy under the leadership of, and "pressure" from, other social actors like NGOs, foundations or even other level of governments.

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9. http://dorasluimni.org/.

> For us the C4i project and the approach to rumours fitted perfectly with our needs. Just before the C4i launch we were suddenly and unexpectedly faced with hosting 300 refugees in our community – holding a city centre banquet just two weeks after they arrived, with hundreds of people attending, the whole issue could be presented publicly, and with full facts available to all. It was timely and effective.

Dr Florian Janik,
Mayor of Erlangen

Chapter II

The key elements of an anti-rumour strategy

Before moving to more practical information on how to implement an anti-rumour strategy, let us first focus on the fundamental ingredients and main characteristics of a city's anti-rumour strategy. We can identify several features that are common to or necessary for designing and implementing successful strategies. There may be some differences of emphasis among such strategies depending on specific local contexts, but this is the "ideal" list of key elements that we believe should be found in any anti-rumour strategy, as demonstrated by the implementation of anti-rumour strategies in many different cities.

Political commitment, consensus and mainstreaming

An anti-rumour strategy depends on a firm local commitment to build a broad network of social partners into a long-term city strategy. While not all anti-rumour strategies are led by local governments, we would argue that an anti-rumour strategy must at least secure real political commitment, support and even leadership. Moreover, the decision to promote an anti-rumour strategy must be consistent with existing diversity policies and cannot run counter to the discourses and policies being implemented by the municipality.

On the other hand, dealing with prejudices and stereotypes is not a unique "responsibility" of one single department. To have a deeper impact, the strategy requires a team to lead it, but also genuine mainstreaming and cross-departmental collaboration. Education, cultural, economic, communication and urban planning departments, among others, can do much in this field.

Moreover, we should not forget that public administrations can themselves be strong disseminators of rumours. For this reason, apart from leading the process, we should also start looking at "ourselves" in the mirror and identify our strengths and also our weaknesses. Training and empowerment of both politicians and civil servants are necessary for an effective anti-rumour strategy.

Finally, in order to guarantee strong political commitment and the sustainability of the strategy, securing broad political consensus among local political parties can also be seen as an important goal. Experience demonstrates that this is not always easy, but also that there are different ways to face this challenge. On the other hand, successful experiences prove that if you really believe in this and start working to achieve political consensus from the very the beginning, the results can be very positive.

Engaging and participating: this is a "city" strategy

Trying to fight prejudices and dismantle rumours is a complex goal in which many factors interfere, and it cannot be the unique responsibility of a city council. Otherwise, the strategy would be neither efficient or sustainable. There is a need to find and engage many social allies and citizens that consider it worth trying to break the chain of false rumours that hamper citizens' dignity and fundamental rights. This very process represents an opportunity to manage diversity in a way that means the whole of society benefits from its potential advantage in terms of social, cultural, economic and democratic development.

However, in order to engage these people, there must be a real political commitment, and municipalities should be open to exploring new ways to engage and collaborate with local actors and citizens. This cannot be seen as yet "another" policy by the municipality but much more as a social movement involving the municipality (leading, co-ordinating, supporting) and a great number of collective and individual local actors across all areas concerned, i.e. social, cultural, sports, religious, youth, business, religious, schools, universities, media, etc.). Involving local opinion leaders and famous people will contribute to communicating the anti-rumour strategy.

This is why building an anti-rumour network is a key point of the strategy, not just as a "participation" process but as a crucial engine of the whole strategy which allows it to be more effective and also sustainable. By means of a network, we get to grasp the reality of rumours, which serves not only to determine the area they belong to but also to identify the best way to dismantle them. Being part of a network also provokes a sense of solidarity among the actors and organisations involved, as they realise and value the joint effort made that endows them with legitimacy and relevance.

Involving many actors and working on a collaborative basis is mostly a matter of results. As we will see later, prejudices and rumours are based on emotions, and to change perceptions we need to take into account emotions, as we will not be able to change perceptions just by spreading factual data. The need to influence the "emotional" side to dismantle prejudices requires more direct, creative and spontaneous social interaction in which committed people, what we might call anti-rumour agents, and local associations and entities may be much more effective than municipal officers.

Finally, we cannot forget that the anti-rumour strategy is not just about doing "new things," but also about identifying and mapping already existing anti-rumour projects and initiatives. Furthermore, it is also about reaching a wider impact by working in a more collaborative way under the umbrella of an innovative and global approach that has proved to be quite engaging and motivating.

Seducing more than blaming: the main target is the "ambivalent" majority

A fundamental principle of the anti-rumour strategy is to assume that we all have prejudices and use stereotypes and that we are all influenced by social, political and cultural contexts in which many prejudices and stereotypes are reinforced.

In this sense, the main target of the anti-rumour approach is neither the convinced and/or engaged anti-racist minority nor the minority identifying themselves as racist. The global target is the great majority of our society: the "ambivalent" and "ambiguous" majority.

This majority usually does not pay attention to overtly anti-racist campaigns because since they do not consider themselves to be racists they do not feel challenged. However, a reference to rumours generates more interest and direct identification since many people are able to recognise those rumours and to accept that they also "use" and even "believe" some of them.

If we want to get their attention, we cannot blame them from a superior moral standard, "teach" the real truth and tell them how stupid and racist they are. This does not work and it is not true either. "We" belong to this majority: municipal staff, politicians, professionals and NGO volunteers spread rumours and have prejudices, as do migrants, refugees or people from ethnic or religious minorities. We all have prejudices and this is a crucial starting point for the anti-rumour strategy.

Most importantly, rumours are in some way the "excuse" to talk about some topics that we do not usually dare to discuss openly because they are linked to our prejudices and it is not easy to assume we have them. Moreover, rumours might affect specific groups, building mental barriers to hamper positive interaction and hence facilitating discrimination attitudes. Doing so, their negative effects affect the whole of society and each individual, limiting our minds and capacity to develop both personally and as a society. Prejudices and rumours are key barriers to realising the diversity advantage.

Our conviction from the outset is that an anti-rumour strategy is not about blaming but seducing the majority. It is also about making people aware of negative consequences of our

laziness to not think and check properly existing comments about "the others," "the different," "the immigrants," "the refugees," etc., whereas we can also be, depending on the context, these "others."

We want people to be more aware of the negative impact of prejudices and rumours, we want to motivate them by provoking some kind of doubt, reflection and critical thinking and to engage some of them to be more proactive and to become "anti-rumour agents."

On the other hand, we cannot put all the responsibility on the citizens' backs, we also have to identify and denounce those who contribute to creating, spreading and consolidating prejudices and rumours. Actually, there are people who seek some kind of political, economic, or social benefits by spreading rumours and consolidating prejudices. And it is also necessary to identify them and to try to counter and minimise their impact on shaping public perceptions. It is not about saying nobody is to blame and taking no action, but it is also about not blaming everyone who just reproduces a rumour. We want people to be aware how complex these issues are and how they depend on our capacity to withdraw ourselves from reinforcing the rumours' spirals.

By raising public awareness about rumours the breeding grounds for racism and xenophobia may be tackled. Finally, it is important to point out that as we all use stereotypes, the anti-rumour strategy needs to target and engage both majority and minority groups.

Creativity at all levels: the real essence of the strategy's core identity

The anti-rumour concept itself shows how important creativity is for this strategy. One of the main weaknesses of the traditional awareness-raising initiatives is the difficulty of affecting and engaging mainstream audiences and not just those already sensitised minorities. This strategy was proposed from the beginning to expand the target audience.

To do so, we need to be both creative and innovative at all levels: addressing, for example, how local governments launch awareness-raising campaigns; how we approach citizens' participation and how we engage local actors; and what communication content and tools we use in the campaigns.

Creativity is not limited to producing "creative" products and tools. It has a much deeper significance since it requires rethinking how we do things, how we collaborate and work as a network and how to design and implement awareness-raising campaigns that have a real impact.

If we wish to attract the attention of the majority, we need to reach them, wherever they are: in public spaces, in schools, in sports facilities, at work and of course on social media. We need creativity to reach out to a wider audience but also to work intensively with specific targets, e.g. pupils, employees of a big company or residents of a specific neighbourhood.

And if we want to engage and motivate people to become anti-rumour agents, it must be exciting and motivating and, on top of that, useful and effective.

We cannot forget that we need creativity to achieve a higher impact and best results, and we believe that the anti-rumour strategy must be based on these criteria of innovative public policies, participation and citizens' engagement, in order to create a real social change[10] where prejudices and negative stereotypes are faced with stronger barriers that prevent them spreading easily.

Social change

▬ Social change refers to an alteration in the social order of a society. Social change may include changes in nature, social institutions, social behaviour, or social relations. Social change is usually a combination of systematic factors along with some random or unique factors. There are many theories of social change.

▬ Within the United Nations framework, the theory of change is regarded as a tool for developing solutions to complex social issues. Its milestones include: participatory processes that actively engage the target groups and accelerate effective responses to development challenges; partnerships that promote change; solidarity; equity; tolerance; and diversity (C4D: Strengthening the Effectiveness of the UN, 2011).

▬ The theory of change was successfully tested, through a broad participatory process, in the C4i cities to assess the likelihood of changing negative perceptions about diversity.

Rigour, results and sustainability: much more than spreading anti-rumour data

Attempting to remove stereotypes and prejudices is not an easy task, far from it. An anti-rumour strategy must be based on rigour and be oriented towards real and concrete results and impact. At the same time, we should be cautious enough not to reinforce rumours, instead of dismantling them.

Prejudices have three closely related dimensions: cognitive, emotional and behavioural. On this premise, the anti-rumour strategy is not only intended to provide factual information to contrast and refute stereotypes and rumours. Instead, anti-rumour action and campaigns must address, from this multi-dimensional perspective, the emotional component and foster opportunities for social interaction in order to develop and strengthen new attitudes.

Commitment and goodwill are essential for participating in projects like this one, but they are not sufficient to ensure rigour and the desired impact. Experience from Barcelona and other areas has shown the need to empower all those involved in the strategy, starting with municipal staff, committed organisations and, of course, future anti-rumour agents.

Given the complexity of our task in dismantling prejudices and stereotypes, it is essential to provide training and different capacity-building methods. There is a need to understand the conceptual framework and learn the necessary skills to become an anti-rumour agent and to design effective campaigns. The question is what attitudes, action, messages and strategies are the most effective for people who spread rumours to make them doubt and think twice before just repeating what they have heard.

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10. The definition of the social change and determining factors extracted from: Gene Shackman, Ya-Lin Liu and George (Xun) Wang. "Why does a society develop the way it does?" 2002.

A serious and rigorous evaluation of the campaign's impact is a crucial and complex process that must be included in the strategy from the very beginning. What are our goals? What are the changes we want to see? So what are the indicators that can help us check if this change is taking place? How are we going to get this information? Better do this from the very beginning; otherwise we will lose a lot of energy in implementing activities and building networks without being able to demonstrate if that helped us reach the expected results and impact. And in case we are unable to demonstrate that our campaign has had a positive impact, we will have no arguments to defend its sustainability.

Moreover, guaranteeing the sustainability of an anti-rumour strategy that is not seeking "easy" and fast results but a deeper social change is crucial. There are no shortcuts in this project, which means that a six-month communication campaign can only give us some tips but nothing really profound to make sure that a real social change is operating. We need to be ambitious, creative, rigorous and patient, as changing perceptions can take years. Only under such conditions will there be more chances to move towards the social change we are looking for.

> The Seomara da Costa Primo school has often been a target of rumours – being an inclusive school is seen by some as less recommended…That's why our students embraced the anti-rumour campaign as their own, feeling that they had to do something in order to change preconceived ideas about the school.

Elisa Moreira,
teacher, Amadora

Chapter III
A step-by-step anti-rumour strategy

The following structure pretends to provide clear and concrete information on how to design and implement an anti-rumour strategy. However, it should not be considered a "closed" process, neither should it be understood as a chronological step-by-step development. Some of the phases may and should overlap depending on the processes, context, emphasis and priorities of each city.

The anti-rumour strategy is quite flexible so that it can be efficiently adapted to the specific circumstances of each context. However, from the experience of all the cities that have been implementing the anti-rumour strategy so far, we can propose a general step-by-step process with some good tips to help and inspire any city interested in designing and implementing its own anti-rumour strategy.

Before we start with the step-by-step proposal, it is important to clarify some concepts to better understand the content of this chapter. An anti-rumour strategy is not the same as an anti-rumour campaign. By the anti-rumour strategy, we understand a wider and long-term process that might include different and specific anti-rumour campaigns (with specific targets, goals and timing). Also, the anti-rumour strategy is not the same as the anti-rumour network, which is one of the main elements, instruments and engines of the strategy. Actually, we could say that the network is the "soul" of the anti-rumour approach.

By the anti-rumour strategy, we understand a long-term process to implement a public policy aimed at raising awareness about the importance of countering diversity-related prejudices and rumours that hamper positive interaction and social cohesion and that lay the foundations of discriminatory and racists attitudes. The strategy, understood as a public policy, includes the creation of an anti-rumour network and the implementation of different anti-rumour campaigns.

We cannot forget either that not all the anti-rumour strategies are led by municipalities as some are led by NGOs or other institutions and even governments. However, the perspective of this guide is mainly based on the idea of an anti-rumour strategy as a public policy led by a local government, although it has been proved that it can be implemented in different ways and with different people or organisations playing different roles. This is also one of the main benefits of this approach.

Preparation

Before we start with the content of the strategy, we need to focus on the why, how and who.

Taking the decision: why, by whom and for what goals?

It may seem quite obvious, but first of all there is a need for someone (usually a politician if we focus on local governments) to take the decision to launch an anti-rumour strategy. For the future success of the strategy, it is important to know who is taking this decision and why. What are the challenges, worries and reasons that make someone take this decision? And what are the main goals and the expected results? It may be a political decision and commitment from the beginning or a political decision following a technical proposal from municipal officers that know about the strategy. In any case, it is very important to have a real political commitment and an internal reflection about why the strategy is necessary and what results or changes are expected. When the politician who has taken the decision is a deputy mayor, it is very important to get the mayor's support and commitment. This is the first and strongest indicator that starting this process has a good chance of success.

Main challenges and diversity policy framework

Each city is unique and therefore so will each individual anti-rumour strategy. First, we need to identify the main characteristics of the city context that are relevant to the desired goals. Many cities will probably already have all this information but it is worth focusing on collecting information on the following questions: what has been the evolution of the city's diversity population? What are the current challenges? What is the policy framework of the local government dealing with diversity management (main principles, goals, plans and specific policies)? How about the municipal structure – is there a specific department dealing with diversity policies? What is the level of cross-departmental collaboration? Are there formal structures to manage this collaboration? Is there a culture of collaboration between the government and local civil society? Are there some complex and stigmatised neighbourhoods? All this information will help focus on the future process of designing and implementing the anti-rumour strategy.

Leadership and team: people matter

Once the decision to embark on an anti-rumour strategy is taken, it is very important to be sure who will lead, both politically and technically, the process within the institution. As we have mentioned in the previous chapter, the personal profile is crucial for the success of a strategy. The personal profile requires not only real commitment but also some skills to deal with engagement and participation processes, providing a collaborative working environment and fostering creativity and innovation. Choosing the right profile of people to lead this process is fundamental, as experience has shown that even in similar frameworks the results may be significantly different depending on personal profiles. This is obvious in all projects and fields, but when we are trying to innovate and lead a process that requires some changes of paradigms of "the way we used to do things," the person leading this process becomes crucial.

Mainstreaming the approach: cross-departmental collaboration

This is not a single department policy and the approach needs many allies from across the whole administration (even before the "outside" allies are considered). Dealing with prejudices and stereotypes affects all local policies, be it sports, culture, education or urban planning. Therefore we need a clear political commitment to involve all government and municipal areas.

This is why it is important that the mayor and the deputy mayor in charge explain the project to the whole administration and point out its importance and the need for every area to be part of it.

Moreover, there is a need to identify what is already being done on these issues in order to avoid overlaps or retain current know-how and experiences. Therefore, a mapping of the current projects and policies dealing with these issues should be undertaken. No project in a city is started from scratch, but rather the other way round; there are many valuable initiatives, projects and committed people, both within and outside the administrations. These people need to be identified and an umbrella framework implemented that promotes collaboration and improves the chances of having a greater impact.

Finally, one of the main goals of the anti-rumour strategy should be building a truly "anti-rumour administration," with a view to fostering debate, sharing know-how and providing internal training and capacity building. The more politicians and municipal employees are engaged, the better. This is why it is important that the mayor him/herself demonstrates the government's commitment to the strategy both in public and within the government itself.

Getting an entire city council engaged in an anti-rumour strategy is without doubt an ambitious and long-term aim. The process requires much work at all levels and it is thus wise at the start to set priorities and gain allies in departments and areas with a greater stake in, awareness of and commitment to diversity issues.

Example of cross-departmental collaboration

▬ Loures created a multi-stakeholder network to design and implement its "Loures free of rumours campaign." The network included municipal departments and enterprises (Municipal Front Office, public space, social housing, integration, youth, sports, education, culture, social cohesion, water and waste) and other public and private actors (local hospital, electrical company EDP, IKEA, pharmaceutical company Hovione).

Seeking a political consensus

Since the anti-rumour approach deals with sensitive and complex issues and has as its goal the building of a long-term strategy, reaching a political consensus among as many political parties as possible in the municipality is another key point. Not all cities pay attention to this question, which is a pity as it has proved to be crucial both for the effectiveness and strength of the strategy and for its sustainability, for instance in cases where there may be a future change of government.

With the exception of extremist groups, most political parties may feel comfortable with an anti-rumour strategy, as it has a very inclusive approach; it focuses on contributing to social cohesion and never takes an accusatory, recriminatory or censorious stance against anyone.

Inviting all political parties to the first meetings, delivering presentations and capacity-building workshops and conducting internal meetings to push for this consensus should be an important task of the government. Otherwise, it is not only the sustainability of the strategy that would be at risk but also the capacity of the team to lead the process successfully. It could also minimise the risk that political parties stimulate polemic debates, using immigration or diversity issues in a populist way to achieve electoral gains. Reaching a broad political consensus will probably not be possible in some places. However, if you want better and more robust results, reaching the strongest political consensus possible should be imperative.

A cross-party approach can yield benefits

In a number of cities, the considerable effort devoted to securing support for the anti-rumour strategy across political divides paid off. The goal was twofold: on the one hand, to reduce the likelihood of the strategy becoming a "political football" in the context of a media hostile to immigrants and an emergent anti-immigrant party; and, on the other, to enhance the prospects of sustainability should there be political change. In Botkyrka in Sweden, for example, an extreme anti-immigrant party made considerable gains among the electoral by exploiting identity-related fears. To reduce a potential "politicisation" of the anti-rumour campaign that would divert attention from the real issues, campaign leaders sought and secured the support of both the Social Democrats and opposition Conservative Party. Having this support reduces the possibility of differences emerging that could be exploited by extreme anti-immigrant lobbies. Similar cross-party support was felt to be useful, and achieved, in Bilbao and Sabadell. Offering full consultation to all parties regarding the strategy from the earliest stages is critical to achieving such support.

Budget, resources and support

The anti-rumour strategy is not an expensive strategy or policy as it relies significantly on building a strong social network with many volunteer contributions as well as on creativity and taking advantage of what is already happening and being done in the city. However, it does require some resources. It is important therefore that before launching an anti-rumour strategy, we already have a clear idea of its needs, but also of its budget and human resources. Depending on this we will be able to define more or less ambitious goals for the first stage of the strategy. In many cities, it was only after demonstrating the important impact of the strategy during this first phase that the strategy received more budget and support. It is possible to have a humble start but there is a minimum that needs to be assured.

Capacity building of the team and key municipal actors

Once the decision has been taken to launch an anti-rumour strategy and once the people to lead it and the minimum requirements to start have been identified, the next priority is to empower the team. What does this anti-rumour strategy really deal with? What are the main theoretical concepts? What kind of methodology is to be employed? What examples can be used from other previous initiatives? A good start is to provide some introductory workshops. Some external support and inspiration from other, more experienced anti-rumour cities will probably be needed to ensure a deeper understanding of what this anti-rumour strategy is really about.

Identifying key local actors and mapping current projects and initiatives

Once the municipal team is ready to start, one of the first things to do is to map the current projects existing in the city that are related to the anti-rumour topics and goals. At the same time, we need to start identifying those people to be engaged, as this must be a "city strategy" and the involvement of local actors and citizens is crucial. It could start with those associations and local organisations that already have some relationship or collaboration with similar topics, but it is also important to find new actors that may be very relevant to the

future anti-rumour network. The presence of any other active local networks that could be the basis for the anti-rumour network should also be established.

> ### A fresh start … with old networks
>
> ▬▬ The anti-rumour strategy in Sabadell relied heavily of the Coexistence Commission, created in 2004 in order to address racism and homophobia. The Commission encompasses over 30 NGOs, neighbourhood associations, trade unions, political parties, the police and bar associations.
>
> ▬▬ In Amadora, the Local Council of Social Action (CLAS), established in 2003, with its 74 actors was the starting point. The anti-rumour network emerged in this context based on anti-rumour training provided to members of CLAS interested in the theme. The training of trainers of anti-rumour agents (alongside an existing network of inter-cultural mediators in public services) became the basis for a snowball effect within and beyond CLAS. The network of agents will extend and solidify as more members of CLAS become involved, and continue to train further agents in the community.

Making a public presentation of the anti-rumour strategy

At some point (it would be better slightly after the beginning of the project) it will be necessary to make a public presentation to potential stakeholders in order to explain the decision to launch this strategy, to demonstrate the political commitment and let local people know about this decision. It can be useful to ask for active participation already at this stage and start engaging future actors in the network, while checking the reaction of the media.

Inspiring ways to make a public presentation of the anti-rumour strategy

▬▬ In Amadora, the anti-rumour strategy was presented to the mayor, representatives of 17 local authorities, municipal employees, members of the Local Social Network (CLAS) and representatives of 43 local partner organisations. The presentation was spread over two days and was followed by rumour-identification workshops. The participants identified rumours about the city of Amadora, both positive (e.g. good accessibility, Comics Festival) and negative (e.g. violent city with many robberies, crime). Likewise, rumours about the immigrant population (e.g. crime, violence and dependence on subsidies) were identified.

▬▬ In Bilbao, a public presentation of the anti-rumour strategy was organised in a public square of the Deusto neighbourhood (target of Bilbao's anti-rumour campaign). The square was chosen because it is usually very crowded. To begin with, they set up a theatre performance with questions about immigrants in the neighbourhood. The stage was decorated with umbrellas, symbolising Bilbao's anti-rumour campaign and protection from rumours. The performance was followed by a public presentation of the anti-rumour strategy by the City Councillor for Equality, Co-operation and Citizenship. Thereafter, they distributed anti-rumour material, such as leaflets with questions and answers about immigration in Bilbao.

▬▬ Nuremburg and Erlangen co-organised an event, early in their C4i campaigns, for key stakeholder organisations to debate the relationship between rumours and wider interculturalism. They invited domain experts to present their thoughts on the ideas of rumours and their wider context. The event helped to raise awareness about the C4i project within two city authorities, offered support for the emergence of a network, offered insights into how to evaluate the project and allowed participants to raise issues of concern before the C4i campaigns had been designed in detail.

Identification and analysis of the main rumours

Why?

Probably the most relevant and original characteristic of the anti-rumour strategy is the focus on rumours. Rumours are so "human" and present in our daily lives that launching a public policy that focuses on these ambiguous and complex "entities" is a quite innovative starting point.

Rumours are the symbol and the primary source of the project but also an excuse or an easy door to open in order to deal with and face many challenges related to prejudices and diversity issues. This is why we need to start with identifying the main rumours about specific groups like "migrants," "refugees" or "ethnic or religious minorities" that circulate with more intensity in society. However, it should be borne in mind that the process of identifying rumours focuses on rumours about cultural diversity and not about specific groups. If the focus is on specific groups there is the risk of reinforcing "us and them" attitudes. In this process, migrants or culturally diverse citizens must also participate.

We want to know what the main rumours are but also what their main causes can be. We want to check their nature, the arguments used to defend them and their relation with the reality.

We also want to know the rumours that specific groups might have about the majority and other minority groups. We cannot forget that the anti-rumour strategy is based on the understanding that we all have prejudices and use stereotypes. However, in a context in which some minorities are becoming the target of populist and xenophobic discourses that stigmatise these minorities and blame them for many problems in society, it is obvious that we should put more emphasis on rumours affecting them at the beginning of the strategy.

Sometimes rumours are a pretext for putting these issues on the table and for talking about them. Maybe afterwards we will not use rumours that much in our campaigns because we know that there is a risk of reinforcing, instead of dismantling, them. But being aware of the main rumours is the necessary first step that we definitely must take.

Methodology

There are specific methodologies that have been used to identify rumours and this is great for comparative purposes among cities. However, the experience has shown that sometimes this methodology may be quite flexible and adapted to different contexts and that we always need to leave some room for creativity. As we will see, some cities came up with very original methods for collecting rumours.

While collecting rumours it should be remembered that the aim is not to reinforce them. Our choice of questions should therefore be very carefully made.

Methodology for identifying the main rumours in the city

1. Identify your **target group(s)**
   ▶ Internal (municipal staff across different departments, social workers, mediators, politicians, including the opposition)
   ▶ External: representatives of associations and communities (cultural, immigrant, sports, neighbours, business, parents, youth, etc.)

2. Conduct a **"rumour-gathering workshop"** of 2-3 hours, mixing internal and external target groups, split into small groups of 6 to 8 persons. Ask the groups to work on the following questions:
   ▶ What are the main rumours you have heard about immigrants and ethnic minorities?
   ▶ Do you consider that these rumours are false, true, exaggerations or distortions of the reality, and why do you think so?

After the presentation of the rumours by the groups, workshop facilitators highlight the main findings and announce that an anti-rumour network will be created.

It will first focus on collecting data and arguments to counter rumours and devise an awareness-raising campaign. Facilitators ask who is interested in receiving more information about the process and maybe in joining the future anti-rumour network and campaign.

3. Carry out **surveys/interviews** (15-25 people from the target group but who did not attend the workshop)
   ▶ Closed questionnaire with several questions with rating answers or an open questionnaire with few qualitative questions. The open questionnaire is more difficult to assess, so ask to limit the replies to 75 words.
   ▶ Closed question (example):

   "Have you ever heard expressions like "migrants abuse of social benefits (scholarships, economic help, access to social housing, etc.)?"

   1. Yes, many times
   2. Yes, sometimes
   3. No, never"
   ▶ Open question (example):

   "If yes [you heard expressions above], could you please elaborate:

   1. Which arguments/examples are used to justify this opinion?
   2. Is this statement related to any specific group (nationality, sex, age, etc.)?
   3. Is this statement mainly sustained by specific groups (old, youth, natives, foreigners, social care users, etc.)?
   4. Have you ever tried to argue against this statement? If yes, which argument(s) have you used?"
   ▶ Can be done by e-mail or face-to-face interview
   ▶ **Remember not to reinforce rumours through your questions!**

4. Review of **existing research** (national/local studies, surveys, press, etc.)

Work in progress

The identification of rumours should be seen as work in progress. We can start with the identification of the main rumours (5-10) at the whole city level. However, once we start focusing our campaigns on specific targets and goals, like youth living in particular areas, or rumours dealing with some a specific and much stigmatised neighbourhood, we will have to dig more into the specific rumours and keep checking their evolution as new rumours may appear after some time. This can be one of the tasks to be done within the framework of a local anti-rumour network.

Some creative ways to collect rumours

▬ Nuremberg's "Wheelie Bin" against prejudices: They bought a wheelie "trash bin," intended as the place into which one can discard people's prejudices. They created handouts where on one side you write a prejudice or rumour that someone has against you or that you have heard, and on the other a prejudice or rumour that you yourself have. You write it on a handout and throw it into the bin (see Nu CS2).

▬ Lublin's rumour exchange shop: the rumour exchange shop is a clever and effective way to get members of the public thinking about rumours in a public space and, if well handled, can also attract positive media attention. It is no more than a set of blank posters on which passers-by write rumours they have heard or are aware of. The process is facilitated by a member of the C4i team. It has the added advantage of gathering additional material for the identification of rumours locally. The event in Lublin attracted extensive media coverage on all three local radio stations, on one nationwide and two local television stations, three local newspapers and the most popular nationwide online news provider (see Lu CS1).

An indirect result of the process of the identification of rumours is that it allows us to start engaging some local actors in the process. Connecting with people whom we invite to workshops with those whom we survey is a good way to spread the word about the project and make people become interested and engaged. Moreover, we can start asking university experts for some research support and also engage them in the project from the beginning. We cannot forget that having some support from university researchers can greatly contribute to the strategy.

Once we have all main rumours identified, we can analyse and classify them according to the following.

Their nature:
- ▶ rumours that are false;
- ▶ rumours that are based on generalisation and the exaggeration of some empirical but minor realities about a whole group of people like migrants, refugees or people with foreign background;
- ▶ rumours that are based on looking for someone to blame for social and economic problems.
- ▶ Target groups:
- ▶ immigrants;
- ▶ irregular immigrants;
- ▶ refugees;
- ▶ citizens with a foreign background;
- ▶ specific minorities or nationalities (Roma, Muslim, African, Chinese, Latino, etc.);
- ▶ residents of a stigmatised district/neighbourhood with a high concentration of citizens with foreign backgrounds or ethnic minorities;
- ▶ autochthons.

The field they refer to:
- ▶ labour market;
- ▶ identity and cultural issues;
- ▶ social benefits;
- ▶ education;
- ▶ health system;
- ▶ delinquency;
- ▶ language skills;
- ▶ the willingness to integrate;
- ▶ small business.

This analysis, together with deeper research, can be very useful for helping us collect the best and most rigorous anti-rumour data and arguments, as well as for focusing and setting priority goals, targets, territories or rumours that are to be focused on during our campaigns.

Targeting anti-rumour campaigns

▬▬ In their anti-rumour campaigns, the C4i cities targeted different audiences; however, the general public was to some extent addressed by all cities, with a view to attracting media attention. At the same time, the specific focus of city campaigns ranges from young people (in Bilbao, Sabadell, Botkyrka), tertiary education students and institutions (in Limerick), civil servants (in Bilbao), "stigmatised" neighbourhoods (in Loures and Bilbao) to children and the prison population (in Patras).

▬▬ Of course, the political situation in cities had implications for campaign targeting. Thus, the city of Erlangen decided to focus on asylum seekers when prejudices about them gained new political relevance following a request by the government to accommodate 300 newcomers.

Collecting anti-rumour data and arguments

Why?

A key feature of an anti-rumour strategy is the need to be rigorous. It is very important therefore that we have objective and strong arguments and data to help us dismantle false rumours based on prejudices and negative stereotypes.

On the other hand, we know that by only disseminating objective data we will not dismantle rumours based on prejudices where the emotional side plays a decisive role. However, identifying these robust arguments and data is important, even if not sufficient, for two reasons.

▶ To empower anti-rumour agents. Dismantling prejudices and false rumours is a very complex task, but if you do not have basic knowledge that proves them to be false or inaccurate, this task becomes even more complex.

▶ It is likely that many of the arguments we handle are not really useful in situations that may arise; either because they are too technical and statistical, or because they rely on prior knowledge, for example about the functioning of the public administration. Yet, knowing and understanding such arguments is the necessary exercise that will provide security and conviction.

They may be very useful for developing awareness-raising material to disseminate among the general population or target groups. The format of such material can be very different and imaginative, depending on target groups, the context, specific goals, etc. (leaflets, comics, videos, web content, press releases) as we will see in the chapters below.

What kind of information?

To identify different kinds of anti-rumour data, we can use:

▶ statistical data;
▶ rules, laws, regulations, guidelines, citizens' complaints to the local administration;
▶ emotional and logical arguments appealing to personal experiences and to universal values.

Anti-rumour arguments and data: example

▬▬ In Limerick, one of the rumours or myths about immigration relates to the abuse of social welfare.

Myth #1: Social Welfare
   "Migrants only come to Ireland for social welfare"

▬▬ Almost 80% of migrants in Limerick are of working age (15 to 65 years) and have a high level of education.

▬▬ Migrant workers are only entitled to claim Jobseekers Benefit if they have paid sufficient tax contributions and can prove that they have lived and will stay in Ireland for some time.

▬▬ Migrants contribute to the economy and social welfare system by paying taxes, pension contributions and other state-imposed charges. Just 3% of Limerick's retired population are non-Irish nationals.

■ In May 2014 there were close to 17 000 people on the Live Register for unemployment benefits in Limerick. The vast majority of those were Irish nationals – 85% of the total. Just over 3% were from outside the EU and 11% were non-Irish nationals from within the EU.

■ Non-Irish nationals make up approximately 13% of the workforce in Limerick and have a much higher work-force participation rate than Irish nationals (73% versus 57%). Nationwide, the trend is somewhat similar with non-Irish nationals accounting for 14.7% of those in receipt of Jobseeker's Benefit, which is less than the 15.4% of the workforce they represent.

To ensure a better visual impact of the factual data related to the myth "social welfare," Limerick designed the following info-graphics, containing a link to their website for more information.

"Migrants are just here for hanouts!"
The Myth of Social Welfare Tourism

Of the migrant community in Limerick, 60% are educated to third level

Only **15%** of people on the Live Register in Limerick are non-nationals, and **73%** of non-nationals participate in the Limerick Workforce

In contrast, **85%** of the Live Register in Limerick is native, and **53%** of natives participate in the Limerick Workforce
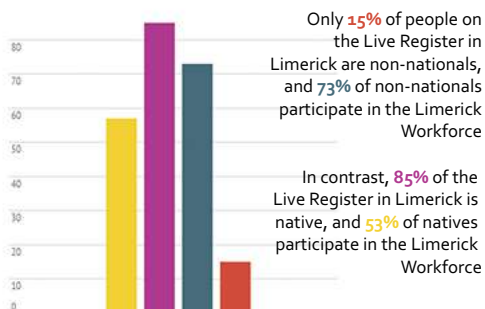
Factors and risks to consider for dismantling rumours more effectively

A common misconception about myths is that they can be dismantled simply by providing more information.[11]

Experience proves however that no matter how vigorously and repeatedly we correct such misinformation, for example by repeating correct information over and over again, the influence of rumours remains detectable.

There is yet another complexity. Not only is misinformation difficult to remove, debunking a rumour can actually reinforce it in people's minds.

Several "backfire effects" have been observed, arising from making myths more familiar, from providing too many arguments or evidence that threatens one's worldview.

One of the most effective ways to reduce the effect of misinformation is to provide an alternative explanation of the events covered by the misinformation. This may be achieved by providing an alternative causal explanation as to why the myth is wrong and, optionally, as to why the misinformed promoted the myth in the first place.

The need to adapt and translate anti-rumour arguments: the "stickiness" factor

The effectiveness of anti-rumour arguments also depends on our capacity to adapt and translate them into sticky messages taking into account three main considerations.

► Who is the target? (The entire population? A specific target audience such as young people living in one neighbourhood? Pupils? Politicians? The media?).

► What channel will we use? We need to adapt the content depending on the channel we will use to spread it (printed leaflets, videos, website content, social media, a guidebook, etc.).

► Does the message "stick" in people's minds, does it attract their attention? A message that is complex will not stick.

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11. Cook J. and Lewandowsky S., *The Debunking Handbook* (2011), University of Queensland St. Lucia, Australia. Available at: http://sks.to/debunk.

Much of what we are told or we read or watch, we simply do not remember. We can enhance the "stickiness" of our anti-rumour arguments by paying close attention to their structure and format. This means taking into account two main ingredients of the anti-rumour approach: emotions and creativity.

To adapt and translate the anti-rumour arguments into sticky messages, the collaboration of the anti-rumour agents is crucial, since once they know the more factual information they can help find better and "stickier" arguments tailored to specific target groups. This is a great exercise, as anti-rumour agents will use these arguments in their face-to-face awareness-raising dialogues with target groups.

Who are anti-rumour agents and what do they do?

▬▬ The anti-rumour agents (or "advocates," or any other name that can be used in each city) are citizens who decided to become active in dismantling prejudices and rumours. They can do this in their daily life (with family, friends, in the workplace, etc.). They can also become more actively involved in designing and implementing anti-rumour activities on specific topics and in different fields (schools, public space, media, etc.), in order to reach a wider audience.

▬▬ To become an anti-rumour agent, one needs to attend anti-rumour workshops to gain basic knowledge about the main concepts of the anti-rumour strategy and the communication skills to dismantle rumours during a face-to-face interaction. The training also aims to demonstrate examples of anti-rumour methodologies for dismantling rumours efficiently.

▬▬ In Barcelona alone, over 900 anti-rumour agents have been trained since 2010.

▬▬ Anti-rumour agents can become part of a local anti-rumour network, along with other local actors, and participate in designing and implementing activities of the anti-rumour campaign.

▬▬ Anti-rumour agents can also act autonomously as a group of citizens. For instance in Sabadell, anti-rumour agents set up a radio programme to counter rumours, organised a fair trade festival and ethical banking, participated in neighbourhood summer celebrations, etc.

Finally, it is important to be aware that the anti-rumour arguments and data in much of the anti-rumour action related to our campaigns will probably not be used. As mentioned above, while it is important to have anti-rumour arguments it is not necessary to use them directly. For instance, some activities, such as a theatre or music performance, a street activity or even a workshop, will aim to raise and debate specific topics indirectly, or just to foster positive interaction that will be truly anti-rumour in itself, with no need to address the rumours or to present anti-rumour arguments. Everything will depend on the target group(s), the goal, the kind of action and the tools and methodologies we use in each context and situation. However, we should not forget the main goal of the anti-rumour campaign. The result we want to achieve is to minimise the space for spreading rumours based on prejudices – to build resilience to rumours, to break the spiral of rumours, to empower citizens' critical thinking and to minimise the impunity of "professionals" who sow rumours and prejudices.

Building an anti-rumour social network

Certainly the creation of an anti-rumour network is one of the main identifying features of the anti-rumour strategy. As previously mentioned, this is not yet another municipal policy. It is a long-term city strategy and it needs the engagement and involvement of a variety of social actors.

However, as the experience in the C4i partner cities has shown, there are many different ways to create, operate or manage this network. Again, flexibility and adaptability to different contexts is crucial. The network's functions, performance and size as well as the profile of its members may differ from place to place, but its existence is a *sine qua non* condition of any anti-rumour strategy.

Why is it important?

► Because the network expands the effect of the strategy to areas or contexts which are out of the municipality's reach. It is a way of mobilising more resources and creating positive synergies between actors. Anti-rumour agents who are part of the anti-rumour strategy for implementing action – be they members of local NGOs or associations or just citizens – allow for better proximity to citizens through dialogue and face-to-face interaction, for instance in the public space, sports or cultural centres, at the workplace, in professional and personal networks.

► Building a robust network is also a way to approach the rumour "machinery." This allows us to better understand the reality and not only to determine the scope of rumours but also to identify the best approaches to dismantle them.

► The network also contributes to building the sense of responsibility and solidarity of its participants while engaging them in achieving a shared common goal relevant to their city's cohesion and development. Furthermore, the network itself values the experience and work pursued by the many organisations and social actors involved who appreciate that their work is acknowledged and are willing to contribute to the strategy. The intrinsic part of the appeal of the anti-rumour strategy is the fact that its main actors are citizens themselves, who are motivated and work together to build a better city.

However, building, managing and ensuring the sustainability of an anti-rumour network is not an easy task. Therefore, before we start creating one, we should answer the following questions.

How autonomous should it be?

When the city's administration promotes a participatory space, it is very important to make clear the nature of the participatory space, especially in relation to the level of autonomy of networks in the decision-making process. Some spaces are purely advisory whereas others have a great decision-making power.

In this sense, we must reply to this question before setting up the network. For example, we can choose to predetermine the priorities, main rumours and targets of our strategy and then start creating an anti-rumour network to work on these premises.

On the other hand, we can choose to create the network at the very beginning and decide, in a participatory manner, the fundamentals of the anti-rumour campaign. And of course there are many grey areas between these extremes.

Our choice will depend on the political will, the participation culture and "tradition" in each city, the profile of the co-ordinators, the richness and structure of the local civil society, etc. We cannot say there is a better or worse way and each option has its pros and cons.

Experience from the C4i cities demonstrates that the choice of the autonomy of the network will also be work in progress and hence subject to changes. We will probably start with one concept (either a formal or informal network, large or small, more homogeneous or diverse, etc.) which will progressively evolve. In the circumstances, we will have to adjust it depending on factors such as its evolution, the level of engagement of participants, results or the new participants that may appear during the process. However, the following questions and issues should be considered carefully before starting: having a clear idea as to how we plan the network, what priorities, targets and anti-rumour action the network will have and how they will be decided, what we will propose and offer to the members and how the network will be organised and co-ordinated.

Our experience has shown that one of the main goals of the network is to provide its members with inspiration, methodologies, useful tools, support and training, so that they can include the anti-rumour approach in their daily life and area of work. The anti-rumour strategy provides a framework which is very flexible; network members can apply it to their daily work.

But one question remains: whether the anti-rumour network, once created, should be expanded and open to new members or, conversely, be more subdued in the beginning and involve new stakeholders step by step. Both options are possible. In any case, as a result of experience accumulated in the C4i, we would argue that involving new actors is not necessarily counterproductive and that what matters is the size of the network

so that we can manage it properly. In any case, each city should start with the option that allows it to have more impact and is consistent with the local context and existing initiatives in the area. This does not mean that you cannot innovate and take risks to make changes. However, you must remain consistent.

Wider network building

▬ Establishing a network of partners and stakeholders to support their efforts was a key priority for almost all C4i city teams. Although the purpose of these networks varies a lot, they are built on a common recognition that a successful strategy must enable the participation of stakeholders beyond the city hall, including NGOs, community organisations, third-level institutions, the private sectors and of course the target group themselves. A network is a way to involve these in different ways and to secure their ideas, commitment and energies. Thus the precise purpose of these networks varies a lot.

▶ To act as an outreach group within the wider target community, enhancing understanding and contacts.

▶ To generate feedback on ideas and implementation.

▶ To provide guidance and direction to the campaign.

▶ To propose, design and implement interventions as a main actor in the programmes.

▶ To extend the programme into the future and to build sustainability.

▬ Among C4i cities, some networks were strong while others were relatively weak. They were sometimes informal – a mixed group of people committed to the idea and willing to meet and promote the programme – and at other times very formal, legally constituted for other purposes and taking on the anti-rumour strategy alongside other responsibilities. Lublin began with little to build on and thus relied on the contacts of the C4i co-ordinator hired to implement the programme. Lublin's network of city departments, NGOs, social and cultural institutions, built as

the result of the C4i, constitutes one of the major impacts of the project. Other cities had a ready-made network of different kinds such as the Coexistence Commission in Sabadell encompassing NGOs as well as public authorities and the Local Council of Social Action in Amadora with a wide range of relevant actors.

▬ Building an effective and sustainable stakeholder network takes time and considerable effort, especially when starting from a low base. Several C4i cities had a head start, including Bilbao, Botkyrka and Sabadell, and this translated into the strength of their network and support, as well as the overall level of progress. Cities with few pre-existing intercultural structures inside the local authority and limited experience in the area of inter-culturalism were particularly affected by the short timescale.

How to recruit anti-rumour agents and what is their degree of involvement in the network?

We can identify several phases or stages in the process of creating an anti-rumour network and involving potential anti-rumour agents in it.

Capture their interest. We start from the idea that people who form part of the network have a certain interest in improving the living and coexistence in their cities. In fact they are likely to have already worked or have been involved in intercultural projects. However, we must capture their interest in the project. In this sense, the initial presentation of the project and its eventual media echo can be a good way to this end. To reinforce this interest, we will use the rumour-identification process, invitations to workshops and, of course, informative e-mails, social media and direct telephone calls to reach anti-rumour agents.

Highlight the benefits of being part of the anti-rumour network. Future anti-rumour agents must be able to clearly visualise the benefits of belonging to the network, such as: the opportunity to be part of a rigorous and innovative framework intended to raise awareness through a global strategy focused on rumours; training; access to practical and shared resources

(web, brochures, methodological guidelines, best practices, etc.); the feeling of belonging to an exciting and innovative project; greater visibility and networking; and links with other actors both locally and globally.

Consolidate the relationship. To ensure the sustainability of the network, it is important to establish a good framework for a long-term relationship. The anti-rumour agents should feel that their opinions are taken into account whereas we need to detect possible misunderstandings or distorted expectations. When conducting meetings, we must set a pace fast enough to avoid discouraging participants, for instance by taking excessive time to take decisions without follow-up or concrete actions to implement them. During the peak of activities and in order not to saturate the participants, meetings should always have clear objectives and content to prevent the agents from feeling that they are wasting their time. Meetings should inspire agents by creating the feeling that they are contributing to an exciting process that is bringing useful and innovative responses to, and results for improving the social cohesion and global development of, their city.

Training anti-rumour agents

Why?

Training is a key element of the whole anti-rumour strategy. As previously emphasised, we deal with very complex and sensitive issues and we need more than goodwill to produce a real impact on citizens' perceptions. We have to be very rigorous but at the same time we need to motivate and engage people in different ways.

Who?

First of all, we need to ask ourselves who we want to train? Why? And to do what? How will they be involved in the future design and implementation of the campaign? Do we only want to train the members of the anti-rumour network? Is training an awareness-raising action in itself and should we therefore train as many people as possible?

If we start providing anti-rumour training without answering these questions, the risk is that after the training we will not know what to do next. This is a crucial point. We want to train people to become anti-rumour agents, but we need to provide them with a logical and concrete framework so they can understand what are they supposed to do with the acquired knowledge.

The experience in the C4i cities has revealed these complexities. In Barcelona, where the anti-rumour strategy was born, it has taken quite a long time to adapt and define the training methodology, content, targets, etc. However, it is not necessary that cities follow the same path as their context may require a different approach.

Clearly, training is crucial but we need to establish how to maximise its effect in order to reach our goals. The first conclusion is that training may have different goals, targets, contents and timing; however, the first ones to be trained would be the core team of the anti-rumour strategy and those who want to be actively engaged in the local network. They will be our core target group.

However, in the beginning we have to consider anti-rumour training as a work-in-progress process. This is because we need to provide training to the "first" ones to be involved. Certainly, we will have to provide more training to key actors once we have a clearer idea of our priorities, targets and specific goals of our anti-rumour campaigns.

This is a fundamental lesson learnt from the C4i experience: at some point we need to be proactive when trying to identify key people and engaging them as anti-rumour agents. If we decide to focus on youth, we will need to train people who may have influence among youth. Similarly, if our target is a specific neighbourhood, we will need to find people from that neighbourhood whose profile makes them really interesting and effective potential anti-rumour agents.

Once we have trained the core target group, we can identify some different target groups as described below. The content of the training, while it may have a common basis, should also be adapted to the goals and the target group(s) of each session.

► Target 1: Local actors that we want to become active in the network and participate in designing and implementing anti-rumour campaign activities.

- ► Target 2: Local actors and citizens that we want to empower so that they apply the acquired knowledge in their work and personal lives.
- ► Target 3: Specific target groups that we decide to focus on in our campaigns (politicians, civil servants, youth, teachers, etc.).
- ► Target 4: Professional trainers that we want to become trainers of anti-rumour agents so that each city can have its own anti-rumour trainers, without depending on external trainers.

To do what?

Although anti-rumour training will have to be adapted to particular goals and target groups, its core content shall include the common topics below.

- ► Introduction to the anti-rumour strategy: principles, goals, methodology.
- ► Anthropological approach to the concept of culture and how it may constrain our perception of the world.
- ► Introduction to the theoretical framework of interculturalism.
- ► Conceptual elements that allow an understanding of the key concepts of the anti-rumour strategy: stereotypes, prejudices and rumours. What are they? How are they created and how do they work? What are their effects on our society?
- ► The process of identifying efficient anti-rumour arguments and tools: what are the risks? What are the most effective arguments? How can we use them?
- ► Communication skills in awareness raising and dismantling rumours through face-to-face interactions.
- ► Examples of anti-rumour campaigns, tools and action used by anti-rumour agents in other cities.
- ► Different training dynamics (for the training of trainers).

Obviously, depending on the goal and target group(s) of the training, we can adapt and adjust the content (i.e. how to use social media as an anti-rumour tool, specific methodologies for teachers to be used in the classroom, practical exercises from theatre methodologies, etc.).

This is why, even if in the first place a city needs external support to provide the first anti-rumour training, it should identify its own future trainers from the beginning. One of the main tasks will be to build training content and materials adapted to the local context and features of local anti-rumour campaigns. We should remember to distribute some support materials to the trainees after the training, to enable them to continue the work. It may be useful to brainstorm together how those trained could be supported afterwards, socially as a group, to maintain impetus, help build a network among themselves and encourage them to develop anti-rumour activities to reach a larger audience, with the aim of instigating a snowball effect. For instance in Bilbao, group meetings are being held for trained agents to co-define interventions for the neighbourhood (Bi CS3).

From the lessons learnt by the C4i cities, we suggest a training methodology that could be useful for "new" cities.

1. Providing a capacity-building workshop to the leading team (including political representatives and other civil servants from different departments) on how to design and implement an anti-rumour strategy.

2. Providing training to the key local actors (target 1, above), plus those who respond to our invitations. Our aim will be to engage them in the whole process and encourage them to become anti-rumour agents and active members of the local network (they may be the first core team of the future network).

3. Providing anti-rumour training of trainers, so that each city can have its own trainers who will train the future anti-rumour agents and adapt their content to the local context and specific targets.

4. Providing training to new actors in the strategy depending on the goals, targets and methodologies of the designed anti-rumour campaign.

5. Regardless of the specific goals and target groups of anti-rumour campaigns, it is crucial to provide training to politicians and municipal civil servants (from front desk employees to local police) as the municipality should become an anti-rumour institution and bears a very important responsibility for becoming an example and reference.

Design and implementation of anti-rumour campaigns

The steps we have discussed so far are part of the anti-rumour strategy but we still have not dealt with a key part of the action: the development of awareness-raising campaigns with which we intend to reach our goals, i.e. anti-rumour campaigns. The fact that we develop this part at the end of this document does not mean that campaigns should not start earlier.

The decision-making process

One of the most important parts of the design of the anti-rumour campaigns deals with the decision-making process. Who decides on the priorities, targets and actions, and how? As we have seen earlier, we need a leading team and will rely on cross-departmental collaboration and the participation of civil society. Some cities may decide that a municipal co-ordination team will take the first main decisions (i.e. set priorities and targets) whereas others may prefer to take all decisions in a very participatory way (more or less formally). Of course the two examples can overlap. The manner in which the decision-making process is administered has to be clear from the beginning, otherwise there will be inefficiencies in the management process. This does not mean that there is no space for evolution during the process because the consolidation of some dynamics takes time and requires capacity to adapt.

Examples of the decision-making process in C4i cities

■■■ In many cities, decision making is the responsibility of the city council and specifically one or several departments in charge of the design and implementation of the anti-rumour strategy, such as the Department for Equality, Co-operation and Citizenship (Bilbao), the Division for Democracy, Human Rights and Intercultural Development, with strong participation from the Youth Council and a specifically established steering group (Botkyrka).

■■■ In Limerick, the anti-rumour campaign was led by Doras Luimní, a human rights and migrant support NGO. The campaign priorities and targets were initially set based on feedback from anti-rumour workshop participants and from interviews with key stakeholders as part of the first research phase of the project. As the campaign progressed, continuous monitoring and review of the campaign, as well as input received from local anti-rumour agents who participated in the training, contributed to the shaping of the campaign in Limerick.

Defining goals, targets, timing, action and expected results

Once we know how the decisions will be taken we need to take them. That means we should not start designing an anti-rumour awareness campaign without a clear idea of our goals (general and more specific), target groups and expected results. And, of course, how will we achieve these results. That is determined by the methodology and action we will implement.

This is the most crucial point, since if we start designing and implementing different actions depending on circumstances and without a coherent campaign discourse it will negatively affect the capacity to have a greater impact.

Intercultural v. anti-rumour dimension

However, before designing a campaign, we need to be sure what we mean by an anti-rumour campaign, as compared, for example, to other awareness-raising campaigns and even to more general intercultural policies.

As highlighted above, there are so many factors that influence the creation and consolidation of stereotypes, prejudices and rumours that sometimes there might be no clear separation between what is an anti-rumour action compared to a more general intercultural one. Taking into account the risk that by focusing excessively on rumours we can contribute to reinforcing them, we need to promote activities that might have an impact on the emotional side without even talking about the rumours or using sometimes anti-rumour arguments. However, this action is anti-rumour action by nature.

However, the anti-rumour strategy is distinct from other intercultural policies and strategies in that it focuses on stereotypes, prejudices and rumours which hinder positive interaction. And there is of course a need to put the importance of these subjective barriers to positive interaction on the table, to talk about them, to become aware of their negative influence and to implement awareness-raising activities. Obviously there is no clear separation line between anti-rumour strategies and intercultural policies as many intercultural policies have a direct impact on breaking prejudices and stereotypes. This is why the anti-rumour strategy has become so flexible, wide and open to include various targets, methodologies, topics and action. However, we should not forget that we want to minimise the impact of prejudices and false rumours among the ambivalent majority: this must be the main indicator of our concrete action and expected results.

Intercultural v. anti-rumour activities in C4i cities

■ The interventions in C4i cities varied enormously in nature, and a common differentiating feature was the extent to which each focused firmly on tackling rumours or addressed and encouraged interculturalism more generally.

■ Some were virtually entirely intercultural in nature, such as the workshops to deepen understanding of prejudice and interculturalism and the mural painting in Quinta do Mocho in Loures (Lo CS 1, 2), and in Langwasser in Nuremberg, which drew inspiration from the experience in Loures.

■ Others were primarily intercultural but included prominent anti-rumour elements: the banquet in Erlangen (Er CS1) brought together a hugely diverse group of local residents and included intercultural work such as "living libraries," but also provided at each place setting specific anti-rumour booklets; and the Cookery School Restaurant in Sabadell (Sa CS1), which focused mainly on bringing together people from different backgrounds and cultures to enjoy different ethnic foods but also included specific anti-rumour materials. The workshops in a Patras prison also explored the coexistence of different cultures and groups with some specific reference to rumours and their impact (Pa CS1).

■ At the far end of the spectrum, focusing exclusively on tackling rumours, were the anti-rumour training sessions (Pa CS2, Li CS1), enabling people to engage directly with rumours in their workplace and in social situations. Limerick extended the work (Li CS2) to three third-level education institutions, designing and implementing a module combining academic and project-oriented anti-rumour activity in psychology, social care and development education courses. Patras also used creative theatre to deliver this message (Pa CS3).

■ There were also highly creative workshops on comics and videos specifically looking at rumours in Erlangen, Nuremberg, Amadora and Lublin.

■ Nuremburg and Erlangen co-organised an event, early in their C4i campaigns, for key stakeholder organisations to debate the relationship between rumours and wider interculturalism. They invited domain experts to present their thoughts on the ideas of rumours and their wider context. This was an opportunity to promote joint reflection and understanding of the core concepts of rumours and their role in interculturalism, and it generated support from these stakeholders to the benefit of the anti-rumour campaigns in both cities.

Global v. specific dimension

From the many experiences of the cities' anti-rumour campaigns, we can identify a common pattern regarding the choice of targets: there is always a more general communication campaign, with the aim of reaching as many citizens and actors as possible, and there is also a more specific dimension with concrete targets, priorities, groups or territories, in order to implement more intensive action and achieve a deeper and longer-term impact. That means that we need to combine a more general communication campaign with its logos, slogans and some mainstream products and action, with more specific action, messages and tools adapted to specific target groups and/or subjects, be they young people, schools, neighbourhoods, refugees, or rumours related to specific topics like social benefits or the labour market.

Identifying the target group

▬ Selecting the precise target group for interventions was a challenge for some C4i cities. An exclusive city-wide approach ran a serious risk of dilution of impact; and specific target groups(s) selected should maximise immediate and long-term impact. Some areas, such as Bilbao and Loures (both large cities), chose a mainly geographical approach, concentrating effort in a specific neighbourhood. For others, this was problematic: Limerick, for instance recognised that the issue of rumours was prominent in disadvantaged communities but was reluctant to highlight these for fear of inadvertently stigmatising them further. The decision depends on the specific interventions involved and the local circumstances. Several cities, including Limerick, Amadora and Sabadell, concentrated on young people in schools and/or youth centres. Other groups targeted were third-level students. Erlangen, uniquely, focused heavily on a private sector company: as the home of Siemens – the largest employer in this small city – working with them made sense.

▬ However, the target was often the general public, with open invitations to participate in everything from the anti-rumour Cafés in Botkyrka (Bo CS1) to the cookery school restaurant in Sabadell (Sa CS1). There were many other innovative ways of engaging people in public spaces, for example in Lublin (Lo CS1), Erlangen (Er CS1), Nuremberg (Nu CS 1,2) and Loures (Lo CS1).

The evaluation baseline: from where to where?

We should not forget that we are implementing an anti-rumour strategy and campaign because we want to change something. We expect to reach some specific goals and achieve concrete results. And we need to be sure from the very beginning what these changes and results are and how we are going to know and to measure to what extent we reach them. Sometimes, for example, we put so much effort into new ideas, implement so much action or focus too much on management issues that we can miss the main point: are we really checking properly if we are achieving the expected impact?

This is why the evaluation strategy we use must be defined at the very beginning, with very clear indicators, methodology and tools.

However, we know that it is not easy to evaluate the impact of a strategy that deals with such complex topics and goals. Moreover, we can identify different dimensions of our evaluation, as we may be looking for different kinds of results. Our main goal obviously is to know if by implementing an anti-rumour strategy we are dismantling the strength of prejudices and rumours. However, even if we do not have definitive results that demonstrate in a very strong and stable way that we are achieving that impact (which by the way takes quite a long time to prove), we may be getting some "indirect" results that help us know if we are in the right direction or not. Are we able to engage more and new actors? Are we able to have an impact on the media that we did not used to have? Are we getting more political support and consensus? Are we empowering many social actors that want to contribute to reaching these goals? Are we reaching wider audiences by using innovative and creative communication strategies? Are we making important steps to foster more stimulating and effective participation processes? These are just some examples of questions that, subject to our answers, will show us if we are following the correct path or not.

This is why it is so important that we identify from the very beginning both the desired and realistic goals that are to be achieved at different phases of the strategy.

C4i theory of change

▬ In the C4i cities, the impact of the anti-rumour strategies was measured through a specifically designed theory of change, based on the premises of the UN-developed C4D (Communication for Development) methodology. The theory of change is a road map that helps to plan the process and develop strategies (or changes) to create desired outcomes. The broad participation of local stakeholders and partnerships is a distinctive feature of the theory of change and a prerequisite for the development of a

result-based strategy. Particularly, the theory of change provides an opportunity for the stakeholders to assess what they can and cannot influence, what impact they and their actions can have, and whether it is realistic to expect to reach their goals within the time and resources they have (Anderson, A. *The community builder's approach to theory of change*, New York, 2005).

▬ A **five-step theory of change** was proposed to assess the impact of the C4i project in the partner cities, including:

- ▶ identifying long-term goals;
- ▶ "mapping" local conditions to identify the preconditions necessary for achieving these goals;
- ▶ identifying basic assumptions about the context;
- ▶ identifying the interventions to be performed to create the necessary preconditions;
- ▶ developing indicators to assess the performance (accounting for the preconditions);
- ▶ articulating the C4i theory of change, i.e. summarising various components, principles and "moving parts" of the theory).

▬ Initial statements about the context of the C4i project implementation were collected from C4i cities in the form of individual "vision of success" inputs. In order to make these visions a reality, the cities' basic assumptions were subsequently re-discussed and verified with the cities, to account for their communication strategy design, ultimate target audiences, key actors, tools, and intervention types. The final and verified assumptions of the C4i cities were collected to form a joint C4i Theory of Change Map (see Appendix III).

Once we have identified the desired and realistic goals, we can identify the indicators and tools for measuring the progress of our campaign and strategy. The indicators can be quantitative and qualitative, and they can be of three types: related to the process, outcome and impact. Are we doing the things we planned to do? Are we getting the expected and concrete results? Are we having a deeper impact?

Once we have established our indicators, the right question to ask is, how can we use them? When should we start the evaluation process? How long should it take? Obviously, there is no ready-made answer as everything depends on the situation in each individual city. However, if we wish to find out if our anti-rumour campaign (or strategy) has yielded results, it would be wise to verify if the baseline situation in our city after the campaign was different to that at the beginning of the campaign. Such a comparison can be made, for instance, through two separate surveys as in the C4i cities (below). It goes without saying that if we wish to pursue a multi-year anti-rumour strategy, because as we know changing perceptions takes a long time, we should conduct impact assessments regularly, for instance on a yearly basis, to verify if the change is taking place in our city.

Campaign's implementation

Checking the "starting point" (to measure the impact)

An anti-rumour campaign has two dimensions – global and specific. As the C4i experience shows, it is important to remember that as for the campaign design goes, a variety of partners – including community organisations and the media – should be involved in the campaign implementation. They help us reach a wider audience and reinforce rumour-demolishing behaviour. It is also critical to diversify our campaign dissemination channels, particularly as the use of social media continues to expand. All these tips will help us understand how to increase our outreach to that "ambivalent" and "ambiguous" majority.

Continuous monitoring of our campaign is a prerequisite to its successful development and sustainability and, as we will see below, monitoring is also a good starting point from which to measure the impact of our campaign.

Global dimension: focusing on communication

The global communication campaign should start at the very moment when the first public presentation is held. This should include activities that aim to make citizens familiar with the project and be designed to spark people's interest in rumours and awareness of their tangible effect.

Experience shows that anti-rumour campaigns have a strong impact, including on the media. Anti-rumour strategies are attractive and popular, largely because of the originality of the anti-rumour concept and approach, but also because of the perception of the anti-rumour agent as a committed citizen and the public face of the project. The creative but rigorous component of an anti-rumour campaign is undoubtedly one of its greatest attractions and keys to success. But let us examine one by one the main features of the global dimension of anti-rumour campaigns.

What objectives do we pursue?

▶ To introduce the project and demonstrate the commitment of local/regional government and their work in favour of interculturality, together with a proactive attitude and leadership, and also to highlight the necessary collaboration between the public and a variety of social actors, since dismantling prejudices and rumours is a shared responsibility.

▶ To raise awareness. To raise the public interest and make people think about the negative impact of prejudices and rumours circulating in their city about people from diverse backgrounds. Moreover, a global communication campaign can prepare the way for achieving a greater impact by more specific and intensive campaigns in the future. For example, when proposing some anti-rumour activities in a school, there will be more chance of persuading the director and teachers if they already know about the campaign through the media, public presentations, etc. They will be more inclined to accept any proposal as they know that it is a project relevant to their city.

▶ To streamline. To appeal to local actors, institutions, professionals and citizens who may be interested in participating in the strategy as anti-rumour agents and becoming members of the network. It can also be a way to encourage other entities or professionals to include this approach in their daily activity.

▶ To check the first reactions and interest in the project (in the media, among local actors, citizens, etc.).

What information do we transmit?

▶ General information about the anti-rumour strategy (why is it needed, what the goals are, etc.).

▶ Messages dealing with rumours and their negative impact and some anti-rumour data/arguments for dismantling them (in a way that does not reinforce them by, for instance, focusing more on counter-arguments than emphasising the rumours).

▶ It is also very relevant to adapt the content to find sticky messages, far removed from data and arguments that are too academic or complex, which include the emotional aspect and which do not just provide objective or factual "cold" data.

▶ Explain the pulse of the project: project progress, examples of specific action, actors, results, impact on other areas, etc.

▶ Other information we think may be useful like the global and international dimension of the anti-rumour campaign with reference to examples of other experiences that can reinforce the legitimacy and relevance of our campaign.

How to give consistency and visibility to the activities of the global campaign

▶ It is recommended that the global campaign has a distinctive image and is accompanied by a logo and one or more slogans to raise the interest and attract attention in a positive and original form. These can be designed with the help of the network as a way to establish their link with the campaign and bring about creativity.

How do we disseminate our message?

Creativity is one of the main distinct features of this strategy. So there is not a single way to spread our messages. We highlight some of the messages used by the C4i cities as an example.

Anti-rumour logos and slogans

▬ Nearly all communication products carried a convincing anti-rumour message and/or logo. For instance, the city of Bilbao used umbrellas with the printed "Don't get drenched by rumours!" message as a symbol of its anti-rumour campaign. "Don't feed the rumour" was used in Amadora, where cookies were distributed as an illustration of their rumour-demolishing activity. "Stay away from rumours," claimed Sabadell. "Immigrants are? Think twice before you act unwise" could be observed in Botkyrka. "Loures free of rumours," declared Loures.

▬ The parrot logo, originating from the Spanish city of Gexto, has proven to be particularly inspiring for many C4i cities. This can be explained by the bird's ability to blindly repeat the sayings of others and fits well to the concept of thoughtless rumour dissemination by human beings. Hence, in order to fight this inconsiderate behaviour, cities such as Amadora, Botkyrka, and Erlangen chose a parrot as their communication campaign logo.

General media

Undoubtedly, the media must be a great ally of the global campaign (even if it is not easy – some media outlets are seen much more as our "enemy" since they spread messages that reinforce prejudices and rumours).

The messages, slogans, image and information generated – everything related to the campaign – must have an attractive communication component. Sometimes we will try to catch media attention through press conferences, whereas on other occasions the media themselves, made aware by the news the campaign generates, will knock on our door seeking to know more. The result is a mirror effect that can cause widespread media coverage in the press, on radio or television and will allow us to reach a wide audience.

Finally there is another relationship that is important to note regarding the media: they can also be a target of our intervention, the target audience of anti-rumour activities. We can identify those media that are considered as reinforcing negative stereotypes and false rumours in the treatment of their news. In this sense, anti-rumour agents can undertake to identify and challenge such stereotypes and rumours spread by media outlets and provide evidence of their weaknesses, as well as data and arguments showing their inconsistency or their misinterpretation of the reality. This can be done, for instance, through social media. By contrast, it is also very interesting to attract journalists to participate and collaborate in the strategy by contributing their knowledge and expertise, and to seek opportunities for collaboration to inform other professionals and media.

Managing the media

▬ Most C4i cities found that a campaign to counter rumours offers a good entry point for media coverage. It very often provokes a question in people's minds and a desire to find out more – and is therefore appealing for attracting and building audiences. The challenge is to use this as a hook to build a positive relationship with the media.

▬ Bilbao held a seminar with 11 of the most relevant and influential media outlets in the city shortly after launching its anti-rumour campaign. The seminar aimed at raising the media's awareness of its fundamental role in fighting against rumours and stereotypes. Specifically, the seminar looked into offering truthful and objective information about the most common rumours and stereotypes and establishing alliances with strategic media outlets to disseminate information that counteracts the harmful effects of the main stereotypes. After the seminar, news and in-depth interviews appeared in four media outlets.

▬ A few C4i cities are including specific media campaigns highlighting the anti-rumour efforts. But rather than simply buying advertising space, several cities, including Limerick, Loures and Nuremburg, built a close relationship with elements of the local media around the strategy, enabling a process of "co-production" of articles and messages and a steady stream of reports on events. That A neighbourhood initiative – the Loures' Festival of The Neighbourhood and the World – featured on the front page of a newspaper, which has not happened for many years.

▬▬ Interventions themselves also sometimes spark media interest, and some preparation and effort can maximise the impact. In Lublin, for instance (Lu CS1), the "Rumours Exchange" whiteboard, on which passers-by wrote rumours they had heard, attracted local media interest. The first reaction of the media was about the public display of negative images, some arguing that it was highly provocative. However, after a deeper discussion with the C4i team and backed up (later) with some written material, the outcome was very positive, with thoughtful coverage in local papers and television.

Websites

It is highly advisable to have a website where anyone can go to get more detailed information about the philosophy, objectives, actions or resources of the anti-rumour strategy. It is important to provide information and draw attention to the anti-rumour network and the role of the anti-rumour agents, and to disseminate such information and arguments that help to dismantle false rumours. Furthermore, displaying products that are generated within the campaigns may be very useful and inspiring (videos, comic books, brochures, manuals, songs, etc.). These products can be easily used by other people, entities or institutions, such as schools, libraries, associations, professionals, the general public or other cities.

Examples of C4i websites

▬▬ Barcelona: www.bcnantirumors.cat
Contains information about the main rumours, the network, training, events, the catalogue of anti-rumour activities and other resources

▬▬ Sabadell: http://www.sabadell.cat/ca/antirumors
Also includes short videos and campaign visuals for printing (booklet with rumours and anti-rumour information, tablecloth, apron, short videos)

For more links to the websites of the C4i cities, see Appendix IV

Social media

Social media are also important support elements for publicising the project, disseminating anti-rumour messages, generating a discussion, encouraging the involvement of new players and keeping the pulse on everyday campaigns, among other things. While the web is a recipient of information and resources, social media are much more direct; they become not only a broadcast channel but also an awareness-raising tool where spontaneous interaction occurs. That said, we must not forget that social media can increasingly become a major channel for spreading false rumours and therefore should also become an important awareness-raising channel. However, if you really wish to use social media as anti-rumour channels, is crucial that your team are familiar with them and trained to use them. Otherwise you will not achieve the desired impact.

Examples of C4i Facebook pages

▬▬ Bilbao: https://www.facebook.com/antirumoresbilbao Facebook page "Don't get drenched by rumours" is updated daily and has over 500 friends

▬▬ Erlangen: Open-air anti-rumour comic exhibition in the university gardens went viral through several Facebook pages (over 17 000 likes and 3 000 share quota in three days on Germany's largest newspaper's Facebook page)

For more links to social media used by the C4i cities, see Appendix IV

Communication products and materials

Throughout the anti-rumour campaigns many materials can be generated. In this sense we can differentiate between awareness-raising products and tools and more communication or marketing products.

1.   **Content-based:** such products, apart from providing information on the anti-rumour strategy, include specific awareness-raising content, such as anti-rumour messages and arguments that help dismantle the false rumours. In this section we will provide examples of explanatory brochures, viral videos, comics, songs, stories, multimedia products, etc.

Examples of anti-rumour communication products and activities

▬ **Barcelona** has created four editions of "Blanca Rosita Barcelona Comics," with simple everyday stories of living together and addressing the most common rumours and stereotypes about diversity. Over 40 000 editions were distributed: http://interculturalitat.bcn.cat/bcnacciointercultural/ca/blanca-rosita-barcelona

▬ **Bilbao** has developed a game, in the form of a scratch-card and an online app, that allows the user to assess whether s/he is "protected from" or "drenched by" rumours (Bi CS2): http://quenotecaleelrumor.com.

▬ **Lublin** has been a home for the Golden Anteater Short Videos Festival for many years now. Searching for a creative way of combining what is already done in Lublin with the anti-rumour message, the city came up with a workshop idea: a media workshop during which participants not only got to know the secrets of film-making but also created short videos promoting integration. "Lublin Rumour-eaters" was born. The participants were mostly teenagers and even if the implementation was not as planned, the results were great and presented at the "Lublin Rumours-eaters Gala" (Lu CS2). Videos: https://www.youtube.com/channel/UCl7RsxHhPhPhaZDAUxLvAgg.

▬ **Nuremberg photo action** asked people to write a sentence about a group to which they belong and then to include one characteristic that is usually associated with that group but that they themselves do not have. For instance: "I am Asian, but I am not good at maths." The goal was to make the viewer of the photographs aware of stereotypes and so become less susceptible to rumours. It was also a promotion tool for the project (Nu CS1). It is available on their website http://www.nuernberg-ist-bunt.de/kampagne/fotoaktion.html and on Facebook: https://www.facebook.com/nuernberg.ist.bunt.de?fref=ts.

▬ **Patras**'s Theatre of the Oppressed uses theatre as a means for tackling stereotypes and motivating action. In the Theatre of the Oppressed, the audience becomes active. Using terms such as "spect-actors" the idea is to explore, demonstrate, analyse and transform the reality in which the audience lives. The specific outcome sought here is to engage in action to counter rumours. The theatre is based on stories that incorporate rumours told by theatre members, each including examples of experienced injustice or oppression that went unchallenged (Pa CS3).

▬ **Sabadell "Coexistence rap"** was a project developed as collaboration between the Civil Rights and Citizenship Department and the Education Department of the Sabadell City Council and an opportunity to participate was offered to all high schools in town. In the end 25 schools chose to take part, from May 2014 to March 2015. The project directly engaged about 800 students, working with them to write and record a rap song on the theme of anti-rumour. A group of students from different high schools were selected to perform at a concert. A further 25 000 people have viewed the rap video on the Internet (Sa CS2): https://www.youtube.com/watch?v=0XLqQLsNm-c.

2.   **Marketing:** products intended to communicate the anti-rumour strategy to attract people's attention and to consolidate its image, and, above all, to use the logo and catchy slogans (flyers, badges, stickers, bags, glasses, shirts, etc.) Sometimes these materials are created as a result of a specific action, but in turn they are useful for communicating the overall strategy.

Examples of anti-rumour marketing products

Amadora has designed a variety of anti-rumour marketing materials targeting different audiences for its "Don't feed the rumour" campaign:

- ► Leaflets with general information about the C4i project
- ► "Did you know that?" leaflets with rumours and data to counter them
- ► Guide to anti-rumour agents
- ► Street banners to publicise the project
- ► Posters to distribute to the Local Associative Movement. Members of the Movement act as anti-rumour agents, influencing the respective public, disseminating the project and, above all, giving accurate information about immigrants and the city of Amadora
- ► T-shirts distributed during several municipal initiatives, including a "Solidarity Walk," which involved hundreds of citizens advertising the campaign by wearing T-shirts of the project and distributing project leaflets
- ► Publication of Comics, based on the award-winning work in the National Competition of Comics, under the theme of "Cultural Diversity." This publication will be distributed to the schools of the municipality as a tool to stimulate the debate on the theme of social integration and cultural diversity
- ► Backpacks, tape key chains, mouse pads, erasers and pencil cases displaying the campaign logo and slogan
- ► Two videos, one about the "Project Memory" and the other featuring interviews with Amadora citizens from different parts of the world. The videos are disseminated through the project's website (http://www.cm-amadora.pt/naoalimenteorumor/) and Facebook page (https://www.facebook.com/naoalimenteorumor)

Meeting places

From festivals to conferences, seminars to entertainment events, there are many forms of meeting place, some more professional (for example, conferences and seminars), where we can explain the campaign and generate debate, and others more informal and popular (for example, local festivals or cultural events), where it is interesting to publicise the campaign and stimulate reflection and discussion.

Examples of anti-rumour meeting places

▬▬ **Erlangen:** to launch the C4i communication *für Vielfalt* (Communication for Diversity) campaign, the city of Erlangen built a banquet table over 180 metres in length and hosted a giant picnic along the main street of the city. About 1 000 Erlangers and asylum seekers directly communicated and exchanged with each other, and took away with them information about rumours and how to counter them. Along Erlangen's longest picnic table, 10 "living books" offered open conversations with refugees (Er CS1).

▬▬ **Loures:** "Festival: The Neighbourhood and the World." This aimed to create an event that established an intercultural and intergenerational dialogue, promoting the integration of migrant communities in social housing districts, but also in areas where interculturalism is a dominant theme, by valuing their wider social and cultural dynamics. The general idea is to bring the neighbourhood to the world and, no less important, bring the world to the neighbourhood. The C4i team decided that a major event at this festival would be the painting of murals inside the community area, as an artistic intervention and a community development that had an importance in time and space and that allowed us to sustain media interest and community engagement. This was the main goal: to change external (feeling of insecurity, fear of migrants) and internal (lack of self-esteem, lack of ownership) prejudice around this neighbourhood (Lo CS1).

Lublin: "Football is for all" football match. What is more uniting for people of all nationalities, professions, opinions and beliefs than sport? In the search for inspiring ideas to bring the slogans of Lublin's communication campaign to the general public and the media, the local network came across an amateur female football team. Together, they invented a football game for diversity. Another team was recruited from the local media and representatives of the municipality of Lublin. All the players wore t-shirts with C4i Lublin slogans. The game took place at Arena Lublin, the biggest and most modern stadium in Lublin, and attracted not only players, their families and friends, but also the local media, who covered the event, showing that sport can attract large audiences.

Patras: During the anti-rumour training of trainers workshop, the idea of including the anti-rumour approach within the Patras Kids Carnival came up. The plan was worked on and the result was great; many kids became involved and the event reached many of Patras's citizens. The experience was a good example of how to be inspired by other cities' campaigns: the event showcased a giant parrot float inspired by Getxo in Spain and Bilbao's anti-rumour umbrella.

Sabadell: A four-week long intercultural gastronomic event was organised jointly between a group of immigrant women from different women's spaces in Sabadell and 25 students and professionals of the Gastronomic School restaurant, owned and run by the Economic Development Department of the municipality. The event attracted large numbers and offered opportunities to provide information and interaction about rumours and anti-rumour activities (Sa CS1).

People of interest

Engaging local icons, community leaders and opinion leaders from fields such as culture and sport can also be a good strategy for achieving a greater impact on citizens and the media.

Co-operation with local celebrities

Barcelona and Erlangen collaborated with award-winning cartoonists to design comics to humorously debunk common prejudices and rumours about immigrants.

Loures and Nuremberg involved famous graffiti artists in creating the mural paintings in the targeted districts of Quinto de Mocho (Loures) and Langwasser (Nuremberg). The paintings aimed to change the image of the neighbourhoods and acknowledge their diversity.

Sabadell invited a renowned rap singer, popular among teenagers and young people, to help schoolchildren compose and record an anti-rumour rap song. TV actors, journalists, showmen, neighbourhood leaders and school headmasters participated in the city's campaign.

Erlangen conducted its anti-rumour campaign in co-operation with the Siemens company, a major employer in the region. The campaign focused mainly on rumours regarding asylum seekers and included the provision of traineeships to nine highly-qualified asylum seekers.

When and for how long should we implement the global campaign?

▶ From the beginning. There must be an important launch event, featuring presentations and press-rounds.

▶ Permanently and in the long run. The global and the specific dimensions of anti-rumour campaigns are interconnected and can complement each other. The implementation of a specific action might produce a media echo contributing to the global campaign and vice versa.

Specific dimension: fostering dialogue and interaction

Complementary to the global dimension of our campaign, we need to focus on more specific and intensive action. This is what allows us to "get down" to face-to-face interaction with the citizens as it opens up the possibility of establishing serene and deeper dialogue with them. It is also time to develop action

that not only provides slogans or factual information, but allows us to deepen the emotional dimension by appealing to the values of cohesion, respect and living together. Dialogue will therefore be the main weapon for increasing empathy, raising doubts and fostering critical thinking regarding the rumours and stereotypes that constitute our prejudices.

While the global dimension of campaigns can begin at the embryonic stages of the anti-rumour strategy, the specific dimension usually develops at a more advanced stage. Networks can play a more active role in the design and implementation of the strategy. In fact in many cities anti-rumour agents play a key role as, in some cases, the main actors of the campaign.

The specific nature of this action requires, and derives from, the previous reflection about priorities and needs of the anti-rumour campaign, its concrete targets and goals and its focus, for instance on a specific group or a territory. This is related to the need to work more closely with people, to adapt to the available resources and especially to define a framework, which will allow us to carry out a rigorous assessment of the impact achieved.

So, for specific anti-rumour campaigns, we need to define clearly:

- ▶ concrete and measurable objectives;
- ▶ target group(s);
- ▶ methodology, incorporating cognitive and emotional aspects;
- ▶ key actors: the messengers;
- ▶ messages, products, resources and materials that will be needed;
- ▶ timeframe;
- ▶ indicators that will allow us to measure results and impact.

Cities may develop one or more specific campaigns including various forms of action that will allow us to reach our target. Such campaigns may be implemented simultaneously or consecutively. It is important that these activities are well co-ordinated and coherent.

Specific targets and actors

▬ **Bilbao**: the specific target is young people (mapping rumours, creating the anti-rumour messages and the visual tools to disseminate them through micro-videos spread through social media and discussed in some workshops) (Bi CS1).

▬ **Botkyrka:** the main target has also been young people (aged 18 to 25) and one form of action has been the organisation of anti-rumour cafés in public libraries, well attended by the target group, thus offering a valuable forum for C4i activities (Bo CS1).

▬ **Loures:** the goals were to change the image of a specific neighbourhood, Quinta do Mocho, to address prejudice and stigma, increase the pride and sense of belonging towards public space and to develop a public art gallery, all the while taking into account the specific characteristics of the community; that is, the existence of a background migrant community with a low level of social confidence (Lo CS1).

▬ **Erlangen**: the target has been the Siemens company, with over 23 000 employees. The campaign has focused mainly on rumours regarding asylum seekers and has included the provision of traineeships to 9 highly-qualified asylum seekers(Er CS2).

▬ **Patras:** the team decided on a prison as one of the targets of their campaign. A prison is a small, close, society that must deal with the same problems as the rest of the society. In prison people are obliged to live together 24 hours a day, very closely, without opportunities for avoiding each other or enjoying privacy. It is therefore difficult for them to hide their beliefs or to avoid rumours and prejudice. It was decided to run an anti-rumour workshop in Patras prison, with the full support of the management and staff. This involved the incorporation of the C4i anti-rumour model and material as a topic to be addressed by the prison educational service, operating within the prison premises. The target groups were both prisoners and staff (Pa CS1).

Flexibility and spontaneous effect

The distinctive element of this dimension is that anti-rumour campaign action is not directed by the catalysts of the strategy, such as the city administration; instead, it is initiated by entities linked to the network or by independent entities, such as NGOs or citizens, that decided to adopt the anti-rumour approach. The campaign run by the city administration can serve as a model and provide useful tools, resources and even economic support. At the same time, NGOs, citizens and other independent entities implement the campaign on their own, without the direct control of the city administration's team.

Flexibility is one potential of the anti-rumour campaign, meaning we can reach out to a large and diverse public and communicate a common objective among a wide range of entities. Even if the city administration delegates the implementation of the strategy to other entities, it does not mean that anti-rumour activities will lack rigour and creativity. We might discover new approaches to activities that can in turn be incorporated into the strategy. This attitude of accepting unplanned output is very important for achieving the goal of promoting a movement and a city strategy and not just a municipal policy.

Examples of spontaneous effects of anti-rumour campaigns

▬▬ **Amadora:** the strong link with schools and the interest raised by the anti-rumour campaign have led some teachers to select diversity as the subject of plays being prepared for the upcoming Amadora Annual Theatre Show.

▬▬ **Limerick:** stemming from initial introductory workshops, interest emerged in developing a more sustainable model of working with the anti-rumour subject that could be embedded into third-level teaching and learning. The goal was for students in each of the third-level colleges, second-level schools and youth organisations to engage in issues related to immigration and integration. Each third-level institution has incorporated the anti-rumour project into an aspect of their courses and used the project as an assignment for part of a course (Li CS2).

▬▬ **Erlangen** decided to focus on asylum seekers, as prejudices about them gained new political relevance following a request by the government to accommodate 300 newcomers (Er CS2).

Monitoring the implementation: what impact?

We should always keep an eye on monitoring our anti-rumour campaign and strategy and devise an evaluation strategy from the very beginning. This is how we will know if we are performing the activities and interventions according to our schedule and goals, if the schedule needs changing because of unforeseen circumstances or just because, bearing in mind the flexibility of the anti-rumour approach, we decide to retarget our campaign to new stakeholders in order to multiply its impact. It is essential to seek the opinions of our target groups about the anti-rumour activities they participate in, for instance through activity-tailored evaluation questionnaires. In summary, monitoring should be result-based and truly participatory.

C4i replicable monitoring and evaluation methodology

▬▬ A replicable result-based monitoring and evaluation methodology for the implementation of anti-rumour activities was designed and successfully tested throughout the C4i project. It relies on broad participation of, and dialogue with, local stakeholders. It includes three modules.

1. Design of the impact and change evaluation methodology; guidance for participatory monitoring of the project activities; development and testing of the C4i Core Indicators for measuring the impact of anti-rumour campaigns.

2. Development and articulation of the 6-steps theory of change; assessment of the impact and quality of anti-rumour interventions using quantitative and qualitative approaches (1st and 2nd impact surveys), particularly city-level empirical analyses (communication strategy approaches, channels of

communication, anti-rumour campaign materials, content, etc.) and broader project impact assessment (in order to estimate the efficiency of the interventions to yield a behavioural change).

3. Validation of the replicable result-based methodology/tools for the use of anti-rumour initiatives across Europe, including:

   a. set of C4i Core indicators for impact and change evaluation (Appendix II);
   b. two templates for the 1st and 2nd survey analysis;
   c. C4i Theory of Change Articulation;
   d. C4i Theory of Change Map (Appendix III).

Taken together, continuous result-based and participatory monitoring and evaluation will help us to achieve greater impact in our anti-rumour campaign. A positive impact evaluation would be handy to convince our stakeholders and new partners of the usefulness and efficiency of the anti-rumour strategy and would pave the way for its sustainability.

Results of the C4i impact study

■ The evaluation results revealed a positive change in community attitudes across the C4i cities regarding all three tested rumours. For instance, as a result of the anti-rumour activities and campaigns, more people disapprove of the following statements:

▶ "the crime level grows in their communities as the number of immigrants increases" (almost 30% in the 2nd survey as opposed to above 20% in the 1st survey);

▶ "immigrants take jobs from natives" (40% in the 2nd survey as opposed to about 30% in the 1st);

▶ "immigrants benefit from the social care system more than natives" (31% in the 2nd survey as opposed to 24% in the 1st survey).

■ An increase in people's willingness to share public space with people of different nationality was also observed (52% in the 2nd survey as opposed to 42% in the 1st survey). Slightly improved community relations were reported.

■ The scale of the behavioural changes produced by the project proves to be rather significant, especially given the comparatively short period of the project implementation (18 months) and duration of cities' communication campaigns. This factor may explain why the impact evaluation demonstrated no significant change in the level of interaction with people from foreign backgrounds.

■ On the other hand, the impact study demonstrated a high degree of satisfaction from the respondents with the anti-rumour communication campaigns and its efficiency. In addition, over 60% of local network representatives agreed that the campaigns were participatory.

■ In summary, the C4i impact study validated the efficiency, effectiveness, relevance and applicability of the anti-rumour approach.

" The inter-cultural approach in Botkyrka started because we realised we wanted to go beyond being multi-cultural. We wanted people to meet each other on a higher plane. C4i fits with this. It serves an important role in the intercultural strategy.

Emanuel Ksiazkiewez,
Chair, Democracy Committee (Elected Municipal Council)

Chapter IV
Evolution and sustainability

We have pointed out that an anti-rumour strategy must be seen as a long-term strategy, as there are no short-cuts when trying to change perceptions and dismantle prejudices and rumours based on them. Moreover, new challenges may arise because of social, economic and demographic changes, and obviously new rumours can appear.

However, there is a need for specific timing and stages. Once we have reached one of these stages, for example at the end of a specific anti-rumour campaign or at the end of a one- or two-year work plan, there is a need to assess what happens next.

How do we ensure the sustainability of this strategy? How do we defend the need to put resources into it? And how do we keep the commitment and motivation of so many people?

There is no magic answer to such questions, but from the experience of different cities we can identify some key points or steps that we should take into account when working on the strategy's sustainability. Yet again, the case of Barcelona is worth mentioning in this context, because five years since the launch of its anti-rumour strategy, it still keeps growing and developing.

An in-depth analysis of the evaluation and impact

The first thing to demonstrate in order to be able to defend the continuation of the strategy is results. We have emphasised that it is not easy to influence people's perceptions, but we can identify concrete results at some stages that indicate it is worth carrying on with. If we are unable to demonstrate such results, we will face difficulties in getting support to carry on with our strategy and would mean that we could not carry on.

Once an in-depth analysis of the different results and impact of the strategy has convinced us that it is worth pursuing, it becomes much easier to convince others. This is why it is so important that we start working on the evaluation strategy from the very beginning of the anti-rumour strategy and every specific campaign. The C4i monitoring and evaluation methodology will help us to do so. It is also important that we have input at different stages of the strategy/campaign(s) about the diverse dimensions of their impact. But at the same time, keep in mind that results do not always imply a change of perceptions or a clear reduction of, for instance, ethnic tensions. The anti-rumour strategy has some main objectives but they are of a long-term nature. In the meantime, other results such as an increase in social interaction in different neighbourhoods or a greater involvement of parents in school activities could also be understood as positive results for the implementation of an anti-rumour strategy.

Analysing the impact of anti-rumour strategies in the C4i cities

▬ Through a series of interviews, workshops and enquiries, immediate and longer term impacts were tracked across the C4i cities.

- ▶ Immigration/integration topics and the anti-rumour approach entered the public discourse of the municipal leaders.
- ▶ Partnerships were established with different administrative departments, NGOs, community organisations, native and migrant citizens, business and the media, allowing for productive collaboration with local stakeholders and mainstreaming the anti-rumour approach. For instance, the involvement of Siemens in Erlangen contributed to a positive atmosphere of acceptance of asylum seekers. The involvement of the police in Loures "provided new methods of fighting street crime in the municipality."
- ▶ Better understanding of local environments (social, economic, demographical and technological).
- ▶ More accurate and fair media reporting and increased use of evidence-based information.
- ▶ Capacity building, including through anti-rumour agents' training; training and evaluation methodology and tools; and city mapping.
- ▶ Co-operation and exchange of ideas with other European cities.
- ▶ Improved image and visibility of the cities, at national and European levels.

Last but not least, we need to take care of how we present the results and the impact. We will probably need long and more in-depth studies including all details, data and arguments about the impact, but we need to be sure that we can show key points in a simple, direct and exciting way. Targeted communication of the results tailored to different audiences, such as politicians, the media or citizens, may make a big difference.

Internal support

Since this project requires a mainstreaming approach, we should have already built an informal network of municipal staff from different departments (education, culture, social policies, participation). Depending on the level of engagement of and the number of different officials, we will manage to attain wider cross-departmental support and more opportunities to spread and implement the anti-rumour strategy in different fields.

Obviously we need to have strong political support. Maybe this was achieved at the beginning of the strategy when, for example, one deputy mayor convinced the mayor and other politicians of the importance of this policy. But we will get even more political support if we manage to build an internal network of allies and, of course, if some time after the strategy implementation we can show some concrete results. This should not be the project of just one department but a global strategy that welcomes contributions from everybody. Being successful in identifying and engaging the internal anti-rumour allies is not only a necessary condition for being more effective and achieving greater impact but also for facilitating the sustainability of our anti-rumour strategy.

Finally we should not forget that working from the outset on reaching the strongest political consensus across parties should be a priority and one that may have the most decisive influence on the strategy's sustainability.

Examples of internal support in C4i cities

▬ **Amadora:** after the successful experience of the C4i project, the city is preparing a municipal plan for the integration of immigrants that addresses discrimination and prejudice.

▬ **Botkyrka** has already approved a budget for its anti-rumour strategy for a further period.

▬ In **Bilbao,** the Basque public administration from March 2015 is offering an optional module on anti-rumour in its package of ongoing obligatory training for civil servants. **Limerick** is in discussions about a similar module in the local authority's ongoing training activities. **Nuremberg** and **Lublin** will also continue to deliver training on a regular basis.

▬ According to **Sabadell**, in order to ensure the sustainability of the anti-rumour campaign, it is necessary to reach an agreement between as many political leaders and institutions as possible. Sabadell and Barcelona signed an agreement aiming to fight rumours throughout Catalonia by promoting awareness-raising policies and living together in diversity. This agreement is open for signature to other Catalan municipalities. Furthermore, political parties in Sabadell signed a joint declaration to declare Sabadell "free from racism, xenophobia and homophobia."

▬ **Loures** intends to sign a declaration of commitment to fighting rumours and stereotypes that hinder positive interaction, with different municipal departments, businesses and civil society.

or law, for example) and citizens participate in the strategy in some way and implement anti-rumour action brings a great level of autonomy and identity to the strategy. This formal or informal network of social engagement and commitment puts pressure on the local government to not stop the strategy and ensure its continuity.

There may be a situation where one administration in a city, that has been developing an anti-rumour strategy, is replaced by a new administration that is uncertain whether to continue with the strategy. If the new team sees that many people in the city are engaged and are prepared to defend the project, it will be more difficult for the new government to stop it. Moreover if there is an internal network of municipal staff from diverse departments that also defend the importance of the strategy, it will be easier for the new government to take the decision to carry on with the initiative. Finally, if the political party or parties of the new government were consulted by the previous government during the process of designing and launching the anti-rumour strategy and managed to reach an agreement, then the options for guaranteeing its sustainability are high.

External engagement and commitment

Apart from the importance of building internal support, one of the main factors that will help us ensure the sustainability and further development of the anti-rumour strategy has to do with the scale and strength of the local anti-rumour network. Experience from C4i cities has shown that when the strategy is considered a city strategy and many different local actors feel an important part of it, the capacity of the strategy to grow, develop and continue is very high.

The mere fact that organisations like schools, NGOs, public libraries, cultural and sports centres, neighbourhood and immigrant associations, health-care institutions or even prisons and a wide variety of professional organisations (commercial

Examples of external support in C4i cities

▬ Partnerships with local media (newspapers, radio, TV) were built in Loures, Limerick and Sabadell, to channel and communicate the anti-rumour campaign messages more effectively and to reach larger audiences.

▬ **Erlangen** has established long-term public-private collaboration between the city administration and Siemens Corporation regarding the integration of asylum seekers. It will be reproduced for a larger numbers of asylum seekers and Siemens across Germany, in Munich and Berlin in particular.

▬ The formation of a **European Anti-rumour Agents Network** was proposed by Sabadell and Lublin.

Being part of a global and innovative strategy

There is another important lesson learnt so far that, from our point of view, contributes in a very positive way to the sustainability of the anti-rumour strategy. As we know, the anti-rumour approach deals with a complex, sensitive and also global challenge. When a city from a specific country decides to pursue a public policy like this, it may face some challenges and difficulties, such as a lack of consensus within its own government or political party, a reaction from the media that may provide an inaccurate vision of the strategy's goals to the citizens or strong criticism from the opposition and also from some local people or organisations.

An important strategy for countering these possible negative energies is to explain that the anti-rumour strategy is not just a "weird" idea of one specific government but a global trend with many European cities on board. The strategy involves cities with different political colours and has been recognised as an innovative and important good practice by international institutions such as the Council of Europe and the European Union, and a number of other international foundations and think tanks.

Our recommendation is that any city willing to launch an anti-rumour strategy has to emphasise the global character of this framework and emphasise the value of belonging to a network of innovators and followers of recommendations from international institutions like the Council of Europe. We are not alone; we are on a boat with many other cities and we are leading the implementation of new practices that will spread internationally.

This message of belonging to an innovative and global network supported by international institutions may be of great help in receiving more internal and external support and attracting legitimacy to the strategy. Activities intended to display the international connections of the strategy, such as inviting other European cities to explain their work and exchange experience, might be helpful towards this goal. In addition, experience shows that such exchanges bring about very positive results in terms of know-how, capacity building and motivation. And being internationally connected increases our chances of accessing further resources and funds from European and international projects. The C4i project is a joint effort of cities, both large and small, active and engaged in the international arena and connected to networks like the Intercultural Cities network led by the Council of Europe.

What next?

Once a city has reached the end of a particular stage of its anti-rumour strategy development (e.g. the term of a European project like the C4i that has provided funding but also a methodological framework, working plan, advice and networking), many questions and doubts may arise – What do we do now? How do we continue?

The C4i experience has helped us identify some important factors for obtaining the necessary internal and external support to carry on with the strategy; for example, we may have managed to secure internal budgets to continue or our local network is sufficiently strong and willing to continue developing the strategy.

At the same time, the termination of a specific phase, like a European project, may have a negative effect due to the lack of dynamism and motivation that comes from membership of a formal international network with concrete schedule, support and responsibilities.

However, we can argue that the anti-rumour strategy has shown a great capacity for keeping a high level of support and engagement in the cities and for finding new ways to further development. We should not forget that in Barcelona, since the anti-rumour strategy was launched in 2010, it has been developing and reaching new ways, goals and challenges without losing its dynamism and capacity for innovation and for providing new results that allow it to keep growing and engaging new actors and target groups. Importantly, these developments happened after a change of local government and changes to the social, economic and demographic context. We will argue that Barcelona may be an excellent example of how to guarantee the sustainability of a policy. As highlighted in the beginning, the anti-rumour strategy is a long journey

and some of the expected results might not be visible during the first or second year of implementation. But this strategy has already shown some interesting results, in both the short and mid-term, and we believe that from the C4i cities' perspective, it is beneficial for other cities to join the anti-rumour approach and keep enriching this methodology. Each new city provides a new perspective, new ideas, action and tools that are worth sharing with others. The pointers below are just a selection of responses we could offer to the question "What next?."

▶ Clearly identify the lessons learnt from the first stage of the anti-rumour strategy, both weaknesses and strengths.

▶ Check the internal and external support for the strategy.

▶ Adapt your next steps to focus on specific targets and results and to strengthen the local network and political support.

▶ Keep in touch with other cities at the international level: identify those who have focused on targets similar to yours and propose visits and exchange of know-how, practices, etc. Remember you are not alone and you can learn a lot from others; at the same time you also have the responsibility to let others learn from you.

▶ Be sure to include all groups and diversities in your anti-rumour strategy (do you also deal with rumours that minority groups may have regarding the majority and other minority groups? Are minority groups well represented in your strategy and network?).

▶ Keep a proactive attitude towards the European and international networks and look for new ways to get more support and recognition for your strategy.

▶ Be sure that you properly communicate your experience and results and adapt your communication strategy to different target groups: politicians, civil society, media, citizens, international actors (it might be helpful to translate at least into English a summary of your campaign, best practices and results – that will allow you to be "in the market").

▶ Devote some time to support other cities and organisations from your country that have shown interest in learning from your experience. It is really a win-win relationship. First, you may think you do not have time to attend to the demands of others that want to come and visit you or invite you to explain your experience. But after a while you will probably see other cities doing great things that you would love to do and if you have collaborated with them from the outset, you will benefit from enriching your strategy by adapting new tools, actions, messages and methodologies developed by others. The principle of sharing must be at the core of your attitude from the very beginning. This is probably the most important advice we can give you.

Finally, the purpose of this handbook is to also contribute to the further evolution and sustainability of the anti-rumour strategy. Sharing and communicating this experience may help more cities to take a step towards designing and implementing their anti-rumour strategies and to become inspired by the experiences of the C4i cities. Moreover, the handbook may also help the C4i cities themselves to explain and visualise their contribution and convince key people about the importance of continuing and further developing this strategy.

We know that building more inclusive, intercultural and dynamic societies is a major worldwide challenge of this century. What we also know is that prejudices, preconceived ideas and rumours are strong and deeply rooted barriers to achieving these goals. There is a need to reach a wider political will to fight against the negative impact of prejudices and rumours and to do so together with civil society, as this is a global responsibility of the whole of society. There are no magical or easy solutions and no shortcuts. But there are policies and strategies that may bring about some positive results and we believe that the anti-rumour approach has the necessary ingredients to achieve such results. We hope this handbook becomes a useful tool to inspire and engage more cities and social actors to commit to building truly intercultural societies, free of rumours, working hard to prevent discrimination and racism and making the most of the "diversity advantage."

Nattvandra du också

Botkyrkas nattvandrargrupper är ute i våra stadsdelar varje helg. De gör ett fantastiskt arbete, men behöver bli fler.

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Appendix I – Best practice case studies

Amadora: case study 1 [Am CS 1]

Ana Tomás

Training for trainers of anti-rumour agents: the snowball effect

Summary

The launch of the Do Not Feed the Rumour! campaign – a core activity of the C4i project – by the Amadora Social Network, coupled with the training of anti-rumour agents, is disseminating the principles, values and mission statement to its community.

There is evidence that the snowball (or multiplier) effect is taking hold as those involved in the campaign proactively develop C4i activities that positively influence the target group. The growing influence of the campaign in schools has seen the emergence of immigration and social inclusion themes in an open, innovative and creative way, enabling students to explore their feelings, thoughts and behaviour about cultural differences, stereotypes, prejudices and rumours, through art and a process called "positive dialogue."

Background and source of the idea and partners

The social network is a forum for co-ordination and the pooling of effort, built on the commitment of authorities and public or private entities to eradicate/reduce poverty and social exclusion and to promote social development. The goal is to foster the emergence of a common awareness of social problems and encourage a response and the optimisation of action. Established by law, each community develops new joint action and sets priorities and plans, in an integrated and inclusive manner, to build a partnership between public and private entities covering the territory.

The municipality of Amadora joined the Social Network Programme in 2003. The Amadora Local Council of Social Action (CLAS) was established in 2003 and has 74 partners. CLAS represents a broad social consensus; its participation in the project is thus essential to the success of the Do Not Feed the Rumour! campaign.

The local anti-rumour network is emerging based on the anti-rumour training provided to members of CLAS interested in the theme. The training of trainers of anti-rumour agents (alongside an existing network of intercultural mediators in public services) is the basis for a snowball effect within and beyond CLAS. The network of agents will extend and solidify as more members of CLAS become involved and continue to train further agents in the community.

Specific goals and targets

The main target of anti-rumour training is members of CLAS. The main objectives of training anti-rumour agents in CLAS are: to build a network of partners capable of dealing with stereotypes, prejudices, discrimination and rumours against immigrants; to mobilise and build the capacity of CLAS members on the theme of immigrant social integration and social inclusion; and to influence positively the community by acting as facilitating agents in the fight against exclusion of immigrants in Amadora.

Action, timescales and resources

The C4i project began with a presentation to the Plenary Session of CLAS in early 2013. In all, 43 local partner organisations heard the main objectives and methodology and had an opportunity to ask questions and exchange views on possible community campaigns.

In two later workshops in mid-May, 20 of those most interested went into more detail. They identified common rumours about Amadora, which included negative rumours like the number of violent robberies and crime, positive messages such as good accessibility and the International Comics Festival and beliefs about the immigrant population – for example, the level of criminality and dependence on subsidies. A further workshop, "Acting Together," was held with 25 CLAS representatives. These brought new ideas and challenges to the Do Not Feed the Rumour! campaign. Specific ideas emerged for activities and for collaboration with partnerships in areas such as interculturalism, cultural diversity and social cohesion.

With the active support of CLAS, key members were invited to participate in a first training of trainers session for anti-rumour agents; 28 representatives participated: city council staff, school groups (an intercultural school for sport, two 2nd and 3rd cycle junior schools and a high school), two parish councils, a theatre and film training centre, a theatre group and several others.

From then on, the 28 participants have promoted the messages in their daily work in Amadora. In January 2015 they were encouraged to run their own anti-rumour agent training, targeting those they work with. A guide for anti-rumour agents has been produced to facilitate this.

Communication tools: expression through "positive dialogue" and art

There are indications of the beginnings of a snowball effect.

Teachers are working in several schools in Amadora enabling them to talk about the issues and express themselves through "positive dialogue" and art. While the project targets children and teenagers and builds their skills, the idea is that these go on to influence their primary and secondary support networks, i.e. family, friends, colleagues, teachers and fellow pupils.

For example, the Seomara da Costa Primo High School initiative enables students to develop the theme of rumour and anti-rumour through various artistic resources, including photography, singing, visual arts and positive dialogue in classes, building their abilities as anti-rumour agents. The idea of promoting "expression through art" and "positive dialogue" arose spontaneously from teachers already trained as trainers, adapting the ideas to their daily practice. Schools thus function as both receivers of skills and further disseminators in a "viral" communication and dissemination process.

In Almeida Garrett 2nd and 3rd basic cycle school, workshops were run with students in the 5th to 9th-grade classes. The school curriculum includes an "Education for Citizenship" theme, including tolerance and social inclusion, and the C4i project material has been integrated within that. The teachers who had received training developed the materials on the topic, using PowerPoint, and provided it to their colleagues. A total of 29 teachers and 622 pupils from the 5th to 9th grade are involved.

On the school's Patron's Day, the "Did you know that...?" leaflets with information on immigrants were also distributed to parents and other members of the education community. Thus the school has been proactively using relevant school occasions to promote the Do Not Feed the Rumour! campaign and to encourage a positive dialogue within the wider school community.

Ultimately the goal is to disseminate these sessions to other schools, creating a specific methodology to students of the 2nd and 3rd basic cycle and to secondary grade students.

The Do Not Feed the Rumour! campaign is also being adopted in 1st basic cycle schools on the Pedagogical Council projects throughout the municipal Amadora Educa programme. Teachers responsible for anti-rumour information are provided resources for:

► using the symbol of the Do Not Feed the Rumour! campaign in schools;

► stimulating anti-rumour group sessions;

► publicising the C4i project through the education community;

► providing visibility to the project and reinforcing the interest of the local authority in social inclusion.

The strong link with schools and the interest raised by the campaign led some teachers to select diversity as the subject of plays for the Amadora Annual Theatre Show in May 2015.

Bilbao: case study 1 [Bi CS 1]

Maria Begoña Cortazar Zubiaguirre

Youth video workshops

Summary

For two years, until early 2016, youth centres are running workshops to produce micro-videos, using a participatory methodology, to highlight and facilitate the understanding of rumours in their neighbourhoods.

Background, source of the idea and partners

In 2013, an initiative was developed by the Department of Equality, Co-operation and Citizenship of Bilbao Council, along with the community work organisation Gazteleku, for young people from the Rekalde neighbourhood. This involved educational and practical workshops tailored to the interests and needs of young people, using various methodologies that are attractive to them, such as comics and videos.

The proposal was to implement the initiative in four of the Council's *gaztegunes* (youth centres) within the framework of the C4i anti-rumour strategy, with participation from Bilbao Council's Youth Department. The initiative was offered to regular users of these centres.

The intervention has become a participatory social communication project aimed at educating young people through the workshops on content creation and the importance of the messages for foreigners and immigrants. In addition, awareness is reinforced by a media campaign using new information technology (video) associated with the workshops in an effort to raise awareness among citizens in these city neighbourhoods.

Specific goal and target

Young people are the priority target group for C4i intervention in Bilbao; the aim is to prevent at an early stage the emergence of stereotypes that could negatively affect coexistence.

Action, timescales and resources

The programme was implemented in a series of steps.

A working session was first organised for educators in youth centres in April 2014. A total of 15 educators from all youth centres in Bilbao attended. They reconvened in mid-October to prepare the organisation of a series of workshops in each of their centres. These awareness workshops were subsequently organised with teenagers, with a view to using the production of micro-videos as a learning tool. Each youth centre ran three successive workshops with the following objectives.

Session 1 – Know (territory mapping)

The objective was the research and mapping of the territory from the anti-rumour perspective. The workshops began by participants making a tour of the neighbourhood. Before departing on a tour guidelines were issued to each participant about detecting rumours and some ideas were provided for information gathering and content generation. Returning to the workshop space, each group shared testimonies and identifying materials by using a giant map of the neighbourhood, its route of opinions, interests, curiosities and spaces. Everyone was encouraged ask questions, to contribute and to debate.

Session 2 – Analyse (design of an audiovisual anti-rumour message)

After a day of mapping the groups began working on creating anti-rumour messages using visual language. First, the monitors showed them various audio formats (spots, animations or audiovisual campaigns for inspiration) and their uses depending on the message they wanted to convey. After selecting and drafting the desired message, participants divided into groups, doing different exercises, and created anti-rumour messages.

Session 3 – Create and disseminate (creation and dissemination of the message)

On the last day, participants recorded their videos and disseminated them through social networks. The workshop ended by sharing the experience and reflecting on the results created by the groups.

The workshops were run during the months of November through February 2015, with around 15 people attending each workshop.

Participants used mobile phones and the mobile application Ubiqarama for content creation.

Outcomes

Group discussions have been held to assess the outcomes from the point of view of participants and to learn from the initiative, and these have been positive. The final micro-videos are due to be published, with public showings, in mid-2015.

Bilbao: case study 2 [Bi CS 2]

Maria Begoña Cortazar Zubiaguirre

C4i communication tools

The central metaphor used in the Bilbao communication campaign is the umbrella as a defence against rumours that fall from the sky. A game has been developed, in the form of a scratch card and a web app, that allows the user to assess whether s/he is "protected from" or "drenched by" rumours.

The app can be seen here: www.quenotecaleelrumor.com/.

Following a series of fact-based questions, the app tests the degree of knowledge that people have about immigration, and illustrates the truth or otherwise of common rumours about immigrants. Multiple choice questions are used. In addition, a longer statement of factually accurate information is presented alongside each answer, with a view to raising awareness of rumours and stereotypes that negatively affect coexistence among the different city populations.

A final score is given, indicating the degree of "protection" from rumours. By disseminating this information more widely on social networks, the user may obtain additional "medals" and join the campaign for the values of multiculturalism, social cohesion and combating racial discrimination.

In order to reach people who have no access to Internet, a paper version of the game was created.

The web app was used over 1 300 times between September 2014 to February 2015, at an average of over four minutes per user per session.

In addition, 1 500 scratch cards similar to the web app above were produced.

Bilbao: case study 3 [Bi CS 3]

Maria Begoña Cortazar Zubiaguirre

Follow-up activities of anti-rumour agents

A key challenge with anti-rumour agents is to encourage follow-up action. In the district of Deusto, after completing their C4i training sessions, the agents have demonstrated a strong commitment to the development of further activities in their respective areas of activity.

Each has developed a set of activities and awareness workshops in their specific area, designed to reach large numbers of people and with the aim of initiating a snowball effect. With the support of the co-ordination team, group meetings have been held for agents to co-define interventions for the neighbourhood. A total of 16 attended the first in November 2014.

Among the activities implemented so far are the following.

23 October 2014 – ALDAIKA Association

ALDAIKA, an association that promotes coexistence and a culture of peace through dialogue and the effective management and positive transformation of conflicts, organised a talk on 23 October 2014 to present the anti-rumour campaign to social educators, in order to share ideas and motivate and involve people with whom the association works, i.e. children and young adults. The target audience for this one-hour event, given at the municipal Centre Bidarte, was a group of social educators from EISECO (educational and community socio-intervention team) from District 1 of Bilbao.

27 October 2014 – Elkarbanatuz Association

The Elkarbanatuz association in Baikaba organised a talk for 12 students and their teachers in their third year at Colegio La Salle. The objectives were to:

- ▶ reflect on social exclusion and excluded people;
- ▶ explore prevailing social discourses regarding immigrants;
- ▶ raise awareness of our own attitudes and positioning against immigrants;
- ▶ combat negative stereotypes and rumours against foreigners.

11 November 2014 – Anti-rumour agent Maria Giulia Di Carlo

On 11 November 2014, anti-rumour agent Maria Giulia Di Carlo organised a dynamic workshop on stereotypes and discrimination. A total of 28 people attended with the aim of addressing stereotypes and discrimination towards immigrants in Bilbao and, more specifically, in the district of Deusto. The two-hour workshop was aimed at undergraduates from the University of Deusto.

3 December 2014 – ALDAIKA Association

The ALDAIKA association also organised a meeting with a group of people in the neighbourhood of Ibarrekolanda, in order to present the anti-rumour strategy and to enable participants to acquire tools for their day-to-day anti-rumour action. Participants were all active members of their own groups promoting social initiatives in the neighbourhood, and the goal was to extend the C4i initiative within these groups. The event was attended by seven people.

9 December 2014 – AMEKADI Association

On December 9, the AMEKADI Association, organised a talk/ discussion for an hour and a half aimed at retired women. The goal was to explain the project and discuss its relationship with foreign people, and to understand how they perceive rumours.

26 December 2014 – AMEKADI Association

The AMEKADI Association, aiming to reflect and discuss stereotypes and rumours regarding immigration and cultural diversity, also recorded a short "Do not give me stories" video and organised a World Café at which it was presented (see http://vimeo.com/115828648).

January and February 2015 – Matiz Association

The Matiz Association teaches a course on managing cultural diversity in professional environments. This is an online programme, comprising three modules of two weeks each. It is aimed at university students in their final year and at professionals. The course provides specific training on the main elements of relationships and intercultural harmony in the workplace, and on the development of skills for addressing practical aspects of managing diversity in professional and business fields.

23 February 2015 – KCD (Culture Communication Development)

On 23 February, KCD (Culture Communication Development), an NGO for development co-operation, launched a six-hour workshop on the responsible management of audiovisual tools using mobile phones, targeted at high school students of the Institute of Ibarrekolanda. The idea was that students can become agents of awareness and change through media creation on social issues.

26 to 30 January 2015 – Anti-rumour agent Cesar Olartua

Coinciding with the week of peace, at Colegio La Salle the anti-rumour agent and professor Cesar Olartua organised workshops in his tutorials with first and second-year ESO students – a total of 180 students aged 12 to 14. Aspects such as integration and acceptance of foreigners in society in general and in the district of Deusto in particular were discussed. It also reflected on the rumours currently circulating.

During February and March 2015 a survey was due to be undertaken on how anti-rumour agents have perceived the process.

Botkyrka: case study 1 [Bo CS 1]

Selin Kayhan

Anti-rumour café

Summary description

This initiative creates a public platform for discussing and exploring rumours and prejudices.

Background, goal and target

The Botkyrka C4i steering group decided to start the initiative by encouraging citizens to consider common rumours. The need for such an intervention was regarded as significant as rumours about Botkyrka are widespread, as is awareness of these rumours and their effect on citizens. Against this backdrop, creating a platform for dialogue was seen as essential.

Since the municipality had adopted an intercultural strategy, libraries were seen as a valuable communication/event platform. Libraries are well attended by the target group, comprising young people between the ages of 18 and 25, thus offering a valuable forum for C4i activities, including the anti-rumour cafés, where many spend a lot of their time.

The intercultural approach is one of the major strategic focuses of the municipality, fitting well with the initiative to counter the spread of rumours.

Action, timescales and resources

After identifying and summarising some of the rumours through scientific research undertaken by the multicultural centre, the rumours were divided into four themes.

The first anti-rumour café was run in January 2015 and began with a brainstorming event to listen to and explore rumours with citizens and key individuals. The concept continued until September that year and evolved to become "theme-specific" in response to the research reports.

All libraries have a public space within them, though they vary in size. In the cafés, participants sit informally and the room has no tables, which would occupy too much space. One table is reserved for coffee and some buns, and this aids a convivial and informal setting.

The initial theme-specific concept was "criminality" (the most prominent theme of rumours in Botkyrka). The local co-ordinator organised questions before and during the cafés about rumours in an individual, a national and a global context. The cafés took place once a month, sometimes linked to celebrations as such as the national day of Sweden. The introductory explanation at the cafés stressed the importance of focusing on minority groups specifically in Botkyrka but also generally in Sweden.

A web-based voting system in one of the cafés proved an interesting way of communicating among those attending. This session was run by "Botkyrkas roster," one of the partners in C4i that had developed the system as a new communication tool. The session was organised electronically, mainly through smartphones; by downloading a QR reader participants could vote on different choices, such as "I agree," "I do not agree" and "I do not know." The main purpose was to enable voting results to be viewed on a screen and to discuss the outcome. It generated a stimulating atmosphere for both positive and negative reflection, some agreeing and others disagreeing. Platforms like these are generally necessary and beneficial for citizens, since meeting and having a dialogue moderates the effect of rumours.

Challenges encountered and learning along the way

One of the biggest challenges faced was stimulating and encouraging participation between each café.

Levels of interest varied depending on the day and themes. The rumour theme "Swedish culture is under threat" was among the most popular cafés. This can be explained by the political situation in Sweden in 2014. The populist party, Swedish Democrats, had recently achieved their best election result to date, raising questions for citizens all over Sweden, not least the citizens in Botkyrka. This notion of a threatened "Swedishness" is often illustrated by the feeling that Swedish traditions are no longer being celebrated or carried out as they used to be and that "all the old" is dying out.

However, irrespective of the level of interest in a rumour theme, attendance by the majority Swedes was poor. Part of the explanation may relate to the effect of the rumours themselves: when the cafés were organised in Alby, Fittja and Norsborg/Hallunda (areas of high immigrant populations), the level of interest among majority Swedes is lower. Statistically, the majority Swedish population preferred to attend the cafés in Tumba and Tullinge, areas with lower concentrations of immigrants.

This challenge was addressed by organising "extra invitations," addressed to target groups from different demographic areas (Tullinge and Tumba). In addition, invitations and information about all the events were disseminated through social media (Facebook, internal web sites, etc.).

This intervention provides us with an overview of the rumour themes that stimulated most discussion and a demographical overview of where the numbers of participants was greatest. The anti-rumour café is a unique forum for enabling people to interact and for finding the courage to talk about rumours and prejudices that may be perceived as uncomfortable.

Outcomes

A total of four cafés were arranged between January and September 2014, attended by about 100 people in total. The number at each café was between 20 and 30, varying by theme – the theme attracting most participants was "Swedish culture is under threat" where the web-based tool was used.

Evaluation forms were distributed at the end of every event to measure the outcome. These summarised the general views of the participants and provided ideas for future refinements and additions. The main goal of each café was to encourage people to talk about rumours that they usually feel uncomfortable discussing, and the survey indicated that this goal was accomplished. The participants reflected on how "true" the rumours in Botkyrka were and gave examples from their own lives. One general outcome was a widespread belief that rumours lead to depression and that the need for dialogue is huge.

Erlangen: case study 1 [Er CS 1]

Annasophia Heintze

Picnic banquet of diversity and a "living library"

Summary description

To launch the C4i *Communication für Vielfalt* (Communication for Diversity) campaign, the city of Erlangen built a banquet table over 180 metres in length and hosted a giant picnic along the main street of the city. About 1 000 Erlangers and asylum seekers directly communicated and exchanged with each other, and took away with them information about rumours and how to counter them.

Along Erlangen's longest picnic table, ten "living books" offered open conversations with refugees.

Background

The cities Erlangen and Nuremberg began their C4i programme in February 2014. With the slogan "Don't parrot, enquire!" citizens of Erlangen were invited to reveal prejudices and rumours about refugees in everyday conversations and to debunk them with facts.

Middle Franconia's government obliged Erlangen on 3 September 2014 to accommodate 300 new refugees. They were housed in tents near the swimming baths of Freibad West. Prejudices about refugees thus gained new political relevance. About 500 refugees lived in Erlangen in September 2014.

The prototype for the picnic banquet was a similar event in the neighbouring city of Nuremberg.[12] The basic concept was replicated (a large public banquet), while the content (fighting rumours about refugees) and additional programme elements were adapted and added to suit the theme.

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12. See http://www.nuernberg.de/internet/menschenrechte/friedenstafel. html

Partners, sponsors and volunteers

The banquet was a highly cross-departmental event, including various public institutions such as the public library (for the living library), the public safety unit (for the large event), the public refuse collection unit, the press and PR department, the mayor`s office, etc.

The Mayor of Erlangen officially opened the event. External partners included:

► two main local breweries, to sponsor the 160 beer benches and tables;

► two large flower shops, to sponsor over 160 flower pots for decoration;

► the city of Nuremberg, to provide the table cloths and the original banquet concept, including organisation checklists, management master plans, etc.;

► EFIE, a key local NGO that supports refugees in Erlangen, to establish contact with refugees, bring together the EFIE refugee band and carry out the living library;

► Tameru Zergeye, Guinness world record holder for walking on crutches and a refugee from Ethiopia, to challenge stereotypes in an entertaining way;

► over 20 independent volunteers, part of the C4i Erlangen network, to set up the banquet, decorate the table, support the living library, invite and inform participants and sell balloons.

Specific goal and target

The aim was to disseminate facts to counter rumours and to spark conversation about the topic. Specific communication tools, such as the living library, were used to encourage exchange in a deeper and more sincere manner rather than to just symbolise people sharing a large table.

Action, timescales and resources

The positive ambience – live music, flower bouquets, white table cloths and 400 balloons released in a symbolic act of diversity and togetherness – was the key to conveying a positive feeling, in addition to the "knowledge of facts" that refugees are not "a threat" but can be an enriching source for our city.

The following was the order of events on 20 September 2014.

12 noon	Opening of the banquet
12 to 4 p.m.	Selling of balloons at the information stand
12:30 p.m.	Live show: "Circumventing my residential obligation" by Tameru Zegeye (Guinness world record for the fastest 100 metres on forearm crutches – inverted)
1 to 1:30 p.m.	Living library
1:30 to 2 p.m.	EFIE live band session 1 (EFIE: voluntary refugees' charity of Erlangen)
2 to 2:30 p.m.	Living library
2:30 to 3:30 p.m.	EFIE live band session 2
3 p.m.	500 balloons flying simultaneously, laying down a marker against prejudices
4 p.m.	Closing of the banquet

"Living books" to borrow – Saturday 13 September 2014, 1 to 3 p.m.

Using the concept of a living library, people along the length of the table were explicitly invited to ask 10 asylum seekers about their life, talents, skills, experiences and dreams. The aim was to pose questions one would not normally dare to, thus overcoming rumours and getting to know one another. Banquet participants met people with extraordinary résumés with exceptional stories to tell and learned about the unexpected talents of people living next door – refugees in Erlangen.

The living library offered conversations with people who are often pigeonholed in society and therefore often experience prejudice. Expressing curiosity is central to learning from living books, asking questions and hopefully revising assumptions and addressing prejudices and preconceptions.

The following are the rules for living library participants.

▶ Refugees register as a narrator by themselves or in pairs.

▶ Topics may include talents, hobbies, know-how or any specific subjects to be written in the living book. The aim of the living library is to show that refugee status does not define the person: refugees are people with ideas, talents, knowledge and interesting stories.

▶ All participating living books receive, after registering, a contract for their commitment and participation in the living library. Each receives a 50 euro allowance for volunteering.

▶ Each living book may bring a person they trust to explain details and give language support. Just one such person is allowed, to ensure that a full living library can take place simultaneously, that each feels comfortable and supported and conversations are enhanced.

▶ The living library is an opportunity to engage with new people and tell stories. The main aim is to enjoy it and have fun!

▶ The visitor rules of the living library are as follows.

▶ Living library 'readers' can invite living books for a personal meeting for up to 20 minutes.

▶ The interviews take place at selected locations along the picnic banquets.

▶ Living books decide what they want to say and what not, and this must be respected.

▶ Either the living book or the reader can cancel the conversation without reason at any time.

▶ The reader must "return" the living book undamaged: it is forbidden to violate in any way the dignity of the living book.

▶ The living library enables a personal engagement with refugees and interaction with people with exciting and fascinating stories. The aim is to enjoy it and have fun!

Facts on the table

Through workshops with political leaders and immigration stakeholders, and from an online survey, widespread rumours and prejudices concerning refugees and immigrants were gathered up to August 2014. Facts to debunk these rumours were also identified and presented on place mats called *Fakten auf den Tisch* (facts on the table). Distributed along the banquet, these place mats were intended to spark conversations about rumours and to enable reflection on them. In addition, on the back of the place mats, guidelines and advice on how

to effectively debunk rumours were printed,[13] to give conversational guidance on how to argue against the rumours.

Attracting participants

The main means of disseminating information about the event were as follows: e-mail distribution (Siemens Intranet Newsletter, reaching around 25 000 Siemens staff in Erlangen-Nuremberg and all employees of Erlangen's city facilities, around 2 000 people); Facebook (home page of *Kommunikation für Vielfalt* in Erlangen and Nuremberg); the online home page of the city of Erlangen. A flyer was also distributed in the city (2 000 copies in total).

Challenges encountered

The total budget was just 2 000 euros. One of the key challenges was thus to mobilise the diverse partners, sponsors and volunteers to support the event and make it happen.

Outcomes

Media coverage of the banquet was widespread and in some depth, including traditional media such as radio, TV, newspapers and local magazines as well as social media like Facebook. A short article about the banquet was broadcast. Strikingly, the media coverage was positive throughout, showcasing Erlangen as good example of engaging in discourse about refugees, during a time where the arrival of large numbers of refugees to German cities was largely portrayed in a negative light and seen as a "problematic situation" rather than "asset."

Overall the *Picknick Bankett* was a great success, many wanting to make it an annual event. It was a great opportunity to generate positive and active exchanges on one-to-one equality, between refugees and Erlangers:

▶ enabling the exploring of issues positively;
▶ tackling issues by recognising them as misunderstandings;
▶ overcoming rumours with facts;
▶ replacing fearful stereotypes with human, individual stories and friendly faces;

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13. These were based on: John Cook and Stephan Lewandowsky's *Debunking Handbook* in five languages and available at: www.skepticalscience.com/Debunking-Handbook-now-freely-available-download.html.

▶ learning from each other;
▶ making introductions and friendships, many of which are ongoing;
▶ bringing together over 1000 participants;
▶ attracting wide media coverage;
▶ attracting requests from Erlanger clubs, NGOs and other cities across Germany for the "facts on the table" and requests to use them during public debates.

Learning along the way

A number of very practical lessons were learned in terms of organising the event.

▶ The information pavilion that was set up at one end of the large table was very important, as a meeting point for volunteers, the media and citizens seeking information. However, it should be placed in the centre of the banquet (not at the far end).
▶ There should be some gaps between the benches to allow access to the local shops and to better allow people in wheelchairs to sit down at the table.
▶ The release of balloons in a symbolic act of diversity and togetherness was perceived by young and older Erlangers as a very positive and joyful experience. However, the balloons should be sold for less than 2 euros to improve the volume of sales and to avoid leftovers.
▶ It was important to have a large team of volunteers to constantly support this major event. However, volunteers need thorough training to promote the banquet more assertively and to actively involve passers-by. Also it is important to motivate the first people to sit down to overcome hesitation. It was a little slow in the beginning but by the end, no one wanted to leave!

Annasophia Heintze

Traineeships for (highly) qualified refugees at Siemens AG

A joint effort between Siemens AG and the city of Erlangen

In the context of the C4i project, Erlangen carried out a number of media campaigns and activities. The city of Erlangen and Siemens AG have been closely co-operating in their endeavours to fight rumours about migrants and in particular, about refugees. Together they launched several initiatives, among these an internship programme for skilled asylum seekers at Siemens. One of these activities is a traineeship for (highly) qualified asylum seekers at Siemens.

In the first quarter of 2015, a closely monitored pilot programme was set up, in order to create structures for a robust, reproducible and successful internship programme for asylum seekers at Siemens. Two asylum seekers took part in the first pilot. This programme structure was built for use within Siemens' base at Erlangen–Nuremberg, as well as at other Siemens headquarters in Munich and Berlin. It serves as a case study for other companies in Erlangen and beyond. The post-pilot phase, during which the programme is being consolidated and adapted for larger numbers of asylum seeker-trainees, started in May 2015.

Background, source of ideas and partners

Political background – refugee numbers rising

In September 2014, Middle Franconia's government obliged Erlangen to accommodate 300 new refugees, in addition to the refugees already present in the city. These people were housed in tents, and prejudices about refugees gained new political pertinence in Erlangen. In May 2015, around 750 refugees were living in Erlangen, 400 of whom were due to stay throughout their asylum process and, if accepted, to make Erlangen their new home.

Erlangen – refugee workforce integration as a historic success story

Erlangen is a city with a 300-year history of integrating asylum seekers into the local workforce and reaping a large benefit by doing so, through the influx of expertise and skills. In 1686, Erlangen, at that time a city with around 500 citizens, welcomed up to 1 500 French refugees, the Huguenots, that soon turned Erlangen into an economic hub of innovation. The city prides itself on this history, reflected in the slogan "*Erlangen - Offen aus Tradition*" ("Erlangen – openness is our tradition").

The company's co-operation – social responsibility and diversity advantage

Siemens AG employs today around 23 000 employees in the area, which constitutes nearly 25% of Erlangen's workforce. Siemens AG takes on a responsibility that comes with the high impact of the company on the urban social fabric, the companies' corporate social responsibility and a profound belief in the diversity advantage. It co-operates closely with the city of Erlangen on C4i. Siemens AG offers strong support to refugees, being a global company that itself was a "refugee" when it was forced to move after the war from bombed-out Berlin to Erlangen. Being a globally operating company with customers around the world and an international workforce, Siemens AG has a strong commitment to diversity management and fully embraces the diversity advantage.

Source of ideas

The Chamber of Industry and Commerce, with the support of many private companies, has called for structural changes in Germany to allow the integration of asylum seekers into the workforce. While many asylum seekers arriving in Germany are (highly) qualified, their potential is often overlooked and there are often substantial barriers to applying their academic and professional knowledge, know-how and skills. In fact, many asylum seekers across Germany protest at being pushed into a life of disutility, become disconnected from German society and suffer from a lack of accessibility to the German labour market. Although legal workplace regulations for asylum seekers have improved steadily, structural changes have been slow. In

order to provide an opportunity for (highly) qualified asylum seekers, the city of Erlangen offers orientation traineeships, carried out by Siemens AG. The aim is to fight rumours about refugees among employees – and therefore a large part of Erlangen's population – by showing their potential, increasing interaction and providing orientation for refugees within the German labour market.

Partners, sponsors and volunteers

The traineeship programme was developed jointly between Erlangen and Siemens AG. The city was in charge of streamlining the project with the C4i general goals, to identify (highly) qualified refugees, mainly through asylum seeker advisors. It also sought to establish the necessary bureaucratic structural changes jointly with the foreigners' office, the government's social unit, co-ordination unit for integration and the government's employment bureau.

Support from Siemens AG included the human resources department from its regional office in Erlangen–Nuremberg and the department of Employer Branding and Diversity.

The C4i-trained anti-rumour agents (*Fürsprecher für Vielfalt*), supported the project throughout and, as part of the traineeship programme, a buddy programme with Siemens employees was set up.

Specific goals

The overall aim was to promote the Intercultural Cities' (ICC) core aim of diversity advantage and to reduce the number of rumours about refugees by demonstrating their potential within Siemens AG.

The specific goals for asylum seekers were as follows.

- ► To support workplace integration and orientation of asylum seekers and allow for the self-checking of professional capacities.
- ► To educate asylum seekers about the company structure and the culture of an international company.
- ► To foster societal participation and integration.
- ► To present a professional perspective for asylum seekers.
- ► To build professional their competencies and strengthen self-image.
- ► To reduce rumours and (unconscious) prejudices within society (among colleagues and other asylum seekers).

The specific goals for the employees were as follows.

- ► To foster a culture of tolerance and acceptance.
- ► To reduce rumours and (unconscious) prejudices against migrants.
- ► To foster empathy and self-reflection.
- ► To take on responsibility.
- ► To strengthen a culture of ownership.
- ► To encourage volunteering within the company.
- ► To promote commitment, company loyalty, a sense of belonging and to strengthen overall company–employee ties.

The specific goals for the company were as follows.

- ► To use the potential of (highly) qualified asylum seekers (the diversity advantage).
- ► To counter the lack of a highly skilled workforce in Germany.
- ► To strengthen the positive image of company.
- ► To take on societal and local responsibility and foster corporate social responsibility.
- ► To become a role model for other companies.
- ► To become a pioneer and trend-setter in society.
- ► To be part of the Diversity Strategy and Vision 2020.

Action, timescales and resources

1. Select trainees	– Co-operation with city of Erlangen: co-ordination of integration and refugee counselling – Hand in CV, application form (in English or German) and certificates, if applicable – Photo NOT needed
2. Select team	– Forward applications: to Human Resources (HR), DE CON to local HR units – Identify suitable work units
3. Select buddy	– Support Siemens Unit "Employer Branding & Diversity" ("EBD") or local HR – EBD or local HR clarifies and gives training on roles, tasks and conditions – of buddy
4. Get work permit and finalise work contract	– Four weeks before traineeship starts: Siemens fills in work permit application form Asylum seeker seeks work permission via local city foreigners' office – (approval period: maximum three weeks) – Finalisation of work contract by local HR: approved by workers council – Clarify apprentice reduction of lunch costs (50%) – Send contract to trainee, copy EBD, forward to the city of Erlangen)
5. Training trainee and buddy	– Two weeks before traineeship start: around 1.5 hours – First get-together training and buddy – General information about Siemens and diversity, unconscious bias training
6. Information team	– One to two weeks before traineeship – First get-together manager and trainee – EBD or Diversity Agents (anti-rumour agents), or local HR, around one hour – Information about C4i, framework of traineeship – Preconditions in team: direct responsible, e-mail address, task plan – Traineeship project
7. Traineeship	– Two months
8. Workshop team and trainee	– 1. One week of traineeship: EBD or Diversity Agents (anti-rumour agents), local HR – around 1.5 hours – Get-together, intercultural communication, unconscious bias, team-building
9. Support team/ trainee/buddy	– Regular contact by telephone or e-mail – Contact person for all participants – EBD, Diversity Agents (anti-rumour agents) or local HR
10. Feedback team/ trainee/buddy	– Last week of traineeship/one week after traineeship – Team feedback – EBD, Diversity Agents (anti-rumour agents) oder local HR

Throughout the traineeships

Target group	– (Highly) qualified asylum seekers (who do not live in first registration asylum camps (ZAEs) but already in local asylum housing, with little/no professional experience – At least three months in Germany – Language competencies: good command of English and basic knowledge of German or very good command of German – Soft skills: stability to work on a regular basis, openness, high degree of motivation and interest
Framework conditions	– Orientation/traineeship for the duration of two months – Costs are taken on by receiving work unit – Costs for canteen equal to apprentice regulations – Individual work permit via foreigners' office (city of Erlangen)
Support programme (diversity)	– Buddy System: trainees are accompanied by a buddy – Introduction to trainee and buddy – Introduction to team (work unit) – Intercultural team workshop – Regular exchange and final feedback team, trainee, buddy – Co-ordination of diversity agents/anti-rumour agents – Additional work package for trainees, including in-house training
Stakeholders	– City of Erlangen: co-ordination of integration, local refugee organisations and refugee support agency – Employer Branding and Diversity, Siemens AG – Local HR unit, Siemens AG – Siemens AG – Site Manager, Siemens AG – Receiving Siemens work unit – Diversity agents/anti-rumour agents

Challenges encountered

Challenges included creating a programme that was outside of previous regulations and structures and had to be built from scratch. This included the bureaucratic structures and cross-departmental knowledge-sharing, co-operation in the field of asylum seeker employment, company processes and a strong framework programme for the traineeships.

Outcomes

Short and long-term outcomes included the following.

- ► A reduction in the number of of rumours against refugees among Siemens' employees.
- ► The fostering of intercultural exchange.
- ► The fostering of intercultural awareness and competences from both sides.
- ► An awareness of and use of the diversity advantage.
- ► An exchange of expertise and knowledge.
- ► An improvement in the workplace capacity for asylum seekers.
- ► A strong contribution to long-term intercultural integration.

Learning along the way

Lessons learned

1.   The importance to identifying quickly and integrating the diverse units that are involved, and making it "their project."

2.   Companies can offer strong support for local integration efforts.

3.   Companies value the diversity advantage and can be great partners for intercultural integration projects.

4.   The buddy programme proved to be extremely useful and important both for the receiving units and also the asylum seekers.

5.   It is important to create a work plan for the traineeships, so the asylum seekers (or anyone involved) can prove and contribute their skills.

Matt Cannon, Doras Luimní

Infographic workshops and anti-rumour pop-up café

Summary description

The workshops were a central part of the development of Limerick's C4i strategy. There were several phases of workshops run throughout the project.

- ► Introduction to anti-rumour workshops.
- ► Anti-rumour advocate and training of trainers (ToT): these workshops helped to strengthen the anti-rumour network and provided ToT approaches for those interested in individual responses to common rumours regarding migrants.
- ► Creative workshops: these workshops were designed to provide a creative focus to the way in which the anti-rumour message was communicated.

The final aim of the workshops was to develop a series of infographics which could be used on social media but could also be used as posters or displays for the anti-rumour pop-up café.

Background, source of the idea and partners:

Limerick was one of the first in the group of pilot cities to run workshops, and the evolution of the workshop and material reflects this. The Limerick team were also conscious of the need to design the workshops to meet the needs of the project as identified through the first-wave survey. Furthermore the workshops were designed in a way to ensure flexibility so that they could be used in a variety of environments.

The introduction to 42 workshops was designed to develop the anti-rumour network and encourage the recruitment of anti-rumour agents (referred to in Limerick as "advocates"). The workshops had a dual purpose: (1) to introduce participants to the concept of anti-rumour; and (2) to "harvest" common rumours, myths and misconceptions heard about immigration and integration as part of the research phase of the project.

The anti-rumour advocate and ToT workshops were designed to focus on the individual responses to the common myths and rumours faced by individuals in day-to-day conversations. These workshops were based on the rumours "harvested" as part of the introduction workshops and included interactive approaches such as role playing and group discussions in order to develop advocates' skills to respond to the most common rumours.

The creative workshops focused on the development of larger public awareness. The focus was to engage participants in the planning and discussion of group efforts to raise awareness around the common rumours and how to counter them.

Specific goals and targets

The specific targets included the following.
- ▶ Developing a series of workshops that could be applied to a variety of audiences and allowing participants to engage in the development and production of infographics and animations for the Limerick anti-rumour project.
- ▶ Producing a sustainable resource through the development of the anti-rumour web resource.
- ▶ Encouraging Limerick City and County Council to support migrant issues through anti-rumour events linked to Limerick's new designation as an intercultural city.
- ▶ Hosting two pop-up anti-rumour cafés which would promote the anti-rumour message and act as a public space for integration.

Action, timescales and resources

The action was based on three phases.
- ▶ Introduction to the Anti-rumour concept.
- ▶ Training the core advocates and developing individual skills to respond to rumours.
- ▶ Creative workshops and public engagement.

The main resources involved in this were the development of training materials, research into the top five myths from the introduction workshops, development of an anti-rumour web page and the hosting of public events (including the intercultural celebration/launch of the "top five myths booklet") and the anti-rumour pop-up café.

Challenges encountered

The key challenges faced locally related to volunteer engagement and momentum moving beyond the core group of advocates.

Many volunteers were full of ideas but were reluctant to pursue them due to time commitment. A core group of volunteers (advocates) have remained in the programme and contribute to monthly volunteer meetings; however it is noted that there is a need for a secretariat (C4i) that can maintain the momentum of the programme.

Outcomes

- ▶ A series of workshops (Introduction, Advocate (ToT), Creative)
- ▶ Top five myths booklet
- ▶ Infographic posters display
- ▶ Anti-rumour pop-up café.
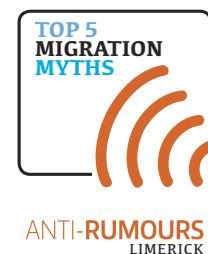
The additional element to workshop sustainability is the interest from Limerick City and County Council in using the format to work with their staff around intercultural issues. Furthermore, the anti-rumour approach has increased the capacity of Doras Luimní to deliver workshops based on the theme of challenging myths and misinformation and these workshops will be incorporated into the Doras Luimní training programme offered to statutory and non-statutory agencies.

Learning along the way

Limerick is looking into developing anti-rumour animation workshops, but that requires access to animation facilities. We ran a specialist workshop on visual communication and infographic design and that generated good feedback from the participants.

We also found that the original idea of creating infographics in the workshop proved to be more challenging, as it took some time for participants to get used to using online infographic software such as Piktochart and Infogram.

Matt Cannon, Doras Luimní

Flash mob! Anti-rumour and education

Summary description

Stemming from initial introductory workshops, interest emerged in developing a more sustainable model of working with the anti-rumour topic that could be embedded into third-level teaching and learning. The local networks around third-level education, along with the participation of anti-rumour advocates from each institution, helped to develop a sustainable programme. Each third-level institution has incorporated the anti-rumour project into an aspect of their courses and used the project as an assignment for part of a course. In addition, the Limerick Youth Service developed links with second-level schools and ran workshops as part of their participation in the project. The workshops have resulted in the development of an anti-rumour education pack which can be used in second-level schools throughout Ireland. Public engagement and awareness has been raised with the help of third-level students engaged in the anti-rumour campaign, who started planning an anti-rumour flash mob/performance in April 2015 in Limerick City centre.

Background, source of the idea and partners

Building on the initial workshops there was an interest in developing a more sustainable model of working with the anti-rumour movement that could be embedded into third-level teaching and learning, second-level schools and informal youth programmes.

The initial idea came about through the anti-rumour introduction workshops conducted by Doras Luimní. In the workshops the participants were encouraged to develop creative ways in which to develop the anti-rumour project. The partners were: The Anti-Rumour Advocate Network; Limerick Youth Service; Limerick City/County Council; and three third-level institutions – the University of Limerick, Mary Immaculate College and Limerick Institute of Technology.

Specific goal and target

The goal was for students in each of the third-level colleges, second-level schools and youth organisations to engage in issues related to immigration and integration, including:

► creating a sustainable resource for future workshops in secondary schools in Ireland;

► developing a public event that highlights Limerick as an intercultural city and spreading the anti-rumour message.

Action, timescales and resources

The Limerick Youth Service undertook tailored workshops for their staff as part of their induction programme in August 2014. The workshops were designed to provide a train-the-trainers approach so that staff could provide the workshops for their youth groups. The training resulted in two core initiatives coming from the Youth Service: an effort to raise asylum issues with the Youth Congress and a series of workshops run by the ICANNB Youth group in local secondary schools. The workshops in the secondary schools have led to a film on anti-rumour issues which the group will be writing and filming. In addition, the C4i team are working with the ICANNB group to develop a resource for secondary school students that could be used in conjunction with the anti-rumour website www.antirumours.net to deliver anti-rumour sessions to secondary schools.

The local networks built around third-level education, along with the participation of anti-rumour advocates from each institution, helped to develop a sustainable programme. Each third-level institution has incorporated the anti-rumour project into an aspect of their courses and used the project as an assignment for part of a course.

In The University of Limerick approximately 100 psychology students participated as part of a political psychology course delivered by one of our anti-rumour advocates.

The anti-rumour approach has been included in the Development Education module run by Mary Immaculate College as part of the teacher training programme. The module encourages participants to take part in an external event

and was organised by another anti-rumour advocate and the course director at Mary Immaculate College.

► The MA in Social Care course at Limerick Institute of Technology (LIT) has adopted the anti-rumour methods as part of its Diversity module and is currently working on projects as part of an anti-rumour assignment co-ordinated through the course director Karen Sugrue. The student staff are being trained in the anti-rumour methodology as part of the Teaching and Learning seminar organised for staff of all three universities on 26 April 2015.[14]

► In addition, third-level students engaged in the anti-rumour campaign planned an anti-rumour flash mob/performance in April 2015 in Limerick City centre.

Challenges encountered: determining what is anti-rumour and what is intercultural

It was difficult for those both outside and inside the project to see the difference between an anti-rumour project and an intercultural event. This was made more problematic in Limerick as 2014 was the year in which Limerick became involved in the Intercultural Cities initiative. Thus, many city and county officials as well as members of the public and volunteers thought of the two initiatives as one. In addition, suggestions from volunteers (advocates) around possible anti-rumour initiatives often resembled "intercultural events" which lacked a specific focus on rumours.

On a practical note, the duration of the Limerick Youth Service school workshops was challenging as the secondary schools could allow only a limited time during school hours for workshops to be run.

Outcomes

► Anti-rumour school workshops – Limerick Youth Service ICANNB group

► Anti-rumour education pack (booklet, sheets and badges)

► Anti-rumour flash mob

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14. www.teachingandlearning.ie/event/practice-preach-teach-transition-work-culturally-diverse-environments/.

The flash mob is a project which is planned in the spring of 2015 and has had good support from local third-level colleges (international offices and community engagement) as well as students at LIT, Mary Immaculate College and the University of Limerick. The mob will include students from all three colleges and highlight the intercultural contribution made by students to the city. The mob will use anti-rumour facts on placards as well as the anti-rumour logo as part of the performance which is due to take place in Limerick city centre.

Learning along the way

From an evaluation perspective the timescale of the C4i project was short for a full intervention, making it challenging to achieve the original intention to measure changes in opinions once the project has run its course. The time between the first-wave survey and the second-wave survey was insufficient. In addition the training came later in the programme and meant that it was difficult to keep the momentum up with some volunteers/groups who expressed an interest early on in the programme.

Hugo Cardoso

Public art gallery

Summary description

The goals were to change the image of a specific neighbourhood, Quinta do Mocho, to address prejudice and stigma, increase the pride and sense of belonging towards public space, and develop a public art gallery, while taking into account the specific characteristics of the community; that is, the existence of a migrant community with a low level of social confidence.

Background, source of the idea and partners

The idea came from planning the "Festival: The Neighbourhood and the World." This aimed to create an event that would establish an intercultural and intergenerational dialogue, promoting the integration of migrant communities in social housing districts, but also in areas where interculturalism is a dominant theme, by valuing wider social and cultural dynamics. It is a co-production between the Loures City Municipality and the cultural association IBISCO Theatre.

This festival is a nationwide event on integration, diversity, interculturalism, citizenship and inclusion, involving the whole community (individual and associative) in targeted areas. It has an eclectic programme featuring, among many other things, multicultural concerts, documentary films, theatre, dance and music, graffiti design and respective training and animations on buses.

The general idea is to bring the neighbourhood to the world and, no less important, bring the world to the neighbourhood.

Interaction between residents and adjacent communities is an integral part of the whole design and development of the intervention strategy. A series of community meetings were held to discuss and validate interventions, whether they were social, artistic, community-based or even involved urban regeneration.

All programming is themed around interculturalism as the acknowledged driving force of interventions, and the planning regarding programming and artistic development is done through discussions with residents, voluntary organisations and even business entities. There are individual programme slots emanating from the area and programming space that leads into the area.

The C4i team decided that one major part of the festival could be the painting of murals inside the community area, as an artistic intervention and as a community development that had an importance in time and space and allowed us to sustain media interest and community engagement. This was the main goal: to change external (feeling of insecurity, fear of migrants) and internal (lack of self-esteem, lack of ownership) prejudice around this neighbourhood.

Specific goal

The use of public space for artistic activities, involving the residents, captured the attention of local, national and international media and art programmes, at the same time as increasing the self-esteem of residents and promoting ownership of their neighbourhood.

Artistic interventions, along with guided tours, help create a local public art gallery. Some of the graffiti artists were designers used to helping small local markets or restaurants to create a new branding in each space. An architectural presence can support a local effort to create a building entrance bench, for example, or an engineer can help design a public space to use for drying clothes.

Action, timescales and resources

Urban/artistic regeneration must be done in close collaboration with the residential community, so having a local development intervention office is vital as a first step.

Deepening engagement demands talking to and receiving feedback from the community, and carefully designing a range of community meetings to discuss and validate the artistic programming. A community of leaders is important, both formal (local power structures, NGOs, companies, voluntary organisations) and informal (small local businesses – cafes, restaurants, hairdressers – senior residents, former associative leaders, respected students, skilled workers, well-known artists or sportsmen and sportswomen).

A third step is to map the neighbourhood, exploring its characteristics and the buildings/ walls suitable for interventions. In some cases the top of the buildings can be the canvas; in others the entrances to the buildings can be the focus. Interventions must be tailored to each reality.

This is followed by a local/national/international open call to interested artists. It can be directed towards the numerous street artists around the world creating large-scale works, as well as towards artists engaged in gallery exhibitions who may desire a larger canvas. And it is also important to explore whether local artists might be interested, thus greatly enhancing the community pride.

Then materials must be identified and procured: the water, latex or acrylic-based paints, spray cans, painting tools (rollers and brushes). For the buildings in Quinta do Mocho, painting 23 façades 15 metres high required 2 000 litres of acrylic paint and 1 500 spray cans. Heavy equipment is also needed such as a scissor crane, a mobile platform crane, scaffolding and ladders. Artists who come to the neighbourhood also need accommodation locally.

Documenting the effort is also important, including reproducing the paintings in a leaflet with all works identified, and a biography of the work and the author. Each mural also needs it own sign with the details and a larger map of the murals at the entrance to the neighbourhood. Residents can be trained as guides, offering guided tours for groups and visitors. The creation of branding and merchandising (e.g. hats and t-shirts) can also be important as it stimulates the self-esteem of the neighbourhoods and consolidates the creation of the open public gallery.

In summary, the steps can be summarised as follows.

1. Local intervention office.
2. Community leadership meeting.
3. Community meeting.
4. Neighbourhood mapping.
5. Local/national/international open call for artists.
6. Materials list.
7. Construction and building materials list.
8. Artistic residency.
9. Works and artists mapping and signing.
10. Training of guides.
11. Guided tours.
12. Branding and merchandising.

Challenges encountered

A number of challenges were met and overcome:

▶ the public image of a stigmatised area;
▶ the initial lack of interest by the local and national media;
▶ distrust among the resident communities;
▶ social and community engagement;
▶ the idea that graffiti is not art;
▶ sustaining interest in the neighbourhood from the media and artists;
▶ sustaining continuity of the gallery (slow exposure of the intervention).

Outcomes

A total of 33 murals were painted with 45 artists involved in the intervention. There is a further waiting list of 30 artists seeking to get involved in the future.

There were also numerous visits from enterprises and artists. C4i managed 46 visits – 28 guided tours and 18 media tours – including interviews for newspapers, television, radio and the Internet. The Lusa interview (with the national news agency) made news/media content in several formats (TV, newspaper, Internet) and there were at least 80 news items from around the world which featured the story. We also had 3 239 likes on our Facebook page.

Hugo Cardoso

Awareness-raising workshops

Summary description

In the context of negative media images regarding immigrants and their communities, a series of stakeholder workshops were held to explore and expose fears, prejudices regarding immigrants and related issues, and to encourage participation in the development of Loures Free of Rumours strategy.

Global strategy: Loures

An important issue when designing a communication strategy on immigrant issues in Loures is its social representation in the local, regional and national press.

One of several factors that hampers the integration of immigrants into society is the negative image linked to them and the key defining media stereotypes and opinions that act as reproducers, generators and agents of transformation or maintain social representations among the public.

These often make associations, sometimes indirect, between crime/insecurity and immigrant populations, often linked to public housing and municipal districts of relocation. This is visible in the local, and even national, press, through frequent stories on crime and violent assaults associated with the descendants of immigrants, especially Africans, which contribute to negative representations.

Thus, the press contributes significantly to reproducing stigma and negative labels assigned to immigrant populations and the places they reside and live their everyday lives.

Local networks/awareness-raising workshops

Creating a local network can act as a catalyst for the design and implementation of a communication strategy to counter these tendencies, and awareness-raising workshops were the first step in that strategy.

We ran five awareness-raising workshops during 2014, exploring the topic of immigration with leading NGOs, religious congregations, local authority units in various areas, parish councils and schools. It became an important tool for building the Loures Free of Rumours strategy. The dates were: 14 and 15 May, 18 June, 1 and 4 of July and 25 October. Over 80 people attended.

Departments from the city's administration that participated included: Divisions of Equality and Citizenship, Foreign Affairs; Information and Communication; Culture, Sports and Youth; Education; Urban Planning; Social Innovation and Promotion of Health; Housing; Security; Local Contract; Municipal Police; Services, Water and Sanitation. External participants included religious associations; resident and immigrant associations; cultural associations; child support groups; youth groups; the association of local authorities; educational and music groups; sports associations, among others.

Development strategy

The workshops aimed to generate open discussion on the issue of the perception(s) of immigration and immigrants in the municipality of Loures. Discussion also covered wider perceptions about the country, including non-immigrant communities, that suffer from problems of perception and integration, and other issues such as Islamic extremism and paedophilia in Catholic religious orders.

Workshops looked at the perceived causes and types of prejudice and rumours, such as: cultural (and regional) differences; economic discrimination; living on social housing estates; stigmatised by others; and refusing relocation; rivalries between neighbourhoods; and persistent negative information.

Numerous myths and fears, prejudices and preconceived ideas emerged: for example, that immigrants are drug dealers and corrupt; that they destroy public houses and fill them with rubbish; or that they steal jobs and live on subsidies. Many target specific immigrant groups, such as Africans, Brazilians, or Roma.

The C4i project was presented, and the overall strategy and interventions proposed for Loures.

Participants were asked afterwards to design initiatives that deconstruct rumours, and many ideas and proposals were incorporated into the intervention strategy.

Anna Szadkowska

Rumour exchange shop

Summary description

The rumour exchange shop is a clever and effective way to get members of the public thinking about rumours in a public space and, if well handled, can also attract positive media attention. It is no more than a set of blank posters on which passers-by write rumours they have heard or are aware of. The process is facilitated by a member of the C4i team. It has the added advantage of gathering additional material for the identification of rumours locally.

Background

Working on the C4i project, we discovered that all of us, as a team, felt a bit intimidated by the use of the word "rumour" in connection with a project run by the Municipality of Lublin. The word itself felt unofficial and far too detached from the language usually employed when describing issues of intercultural integration. The challenge for us was to develop an anti-rumour methodology, as we did not quite know what to do with the rumour part of it.

A second challenge emerged from the fact that in order to prevent any rumours, one has to repeat them, which at first sight did not seem like such a great idea. In short, the C4i project presented a major challenge to the entire team and we had to find a justification or pretext to discuss and work on the subject of anti-rumour in order to be able to proceed with implementation.

One of our C4i local network members came up with a very creative way to open the discussion about rumours and move it to a public space. It coincided with the need to meet people in the street relating to the rumour-identification process. We felt that, despite valuable knowledge accumulated by means of focused group interviews and questionnaires, we had not fully grasped what was really on people's minds when it came

to rumours about migrants in Lublin. It was time to go out and hear what people had to say. During one of many discussions we had with our local network, the idea of rumour exchange shop was born.

The idea of the public writing on large (2 by 3 metre) recycled advertising posters came originally from a member of the C4i local network, Wojtek Olchowski, and was inspired by people's behaviour in public spaces – writing on the walls of buildings, on buses, etc. Though in most cases it is illegal and regarded as vandalism, it indicates a natural need to express opinions using more traditional methods than those offered by our digitised world. What people share in writing is often honest and open, which was crucial to our rumour-collecting goal. Artistic projects using crowd-sourced knowledge are popular around the world, deploying various means (video cameras, cameras, surveys) to register what is on people's minds. The question was, would people be as willing to share their opinions in writing when asked to participate in a social-artistic project created specifically for this purpose? Participation was encouraged by the way the rumour exchange shop was constructed – surfaces made out of recycled banners convinced people that their engagement was not vandalism, while the solid construction of the shop provided reassurance that their opinions mattered.

Specific goal and target

The target group was the general public and the primary goal was to encourage them to reflect on rumours and the effect that they have in a lively and informal manner, and in a public place.

A secondary goal was to contribute to the identification and ongoing understanding of rumours in Lublin about migrants.

Action and timescale

For four days, four hours each day, outside the Centre of Culture (a municipal cultural institution and home of the municipal public library) a construction made of old banners was displayed and passers-by were invited to write the rumours they had heard or considered widespread among Lubliners. The goal was to engage the local community in public discussion of how foreigners and migrants are perceived.

The event attracted many people: young and old, male and female, working or studying, Polish and foreign nationals. Some wanted to share their stories, but not in writing. Most of them, to our surprise, were very keen to share the rumours, or in many cases their own opinions or messages to newcomers. The messages were usually very friendly and inviting; the opinions – as is to be expected – were varied.

Outcomes

Over the four days about 200 passers-by either wrote their own opinions or the rumours they had heard about foreigners in Lublin, or shared them with volunteers without writing them down.

Though the official, scientific identification of rumours had been completed, the rumour exchange shop also offered a valuable barometer for social attitudes towards migrants. Although some people had feared the initiative would have unintended adverse effects, by strengthening and fixing misconceptions about foreigners, in fact the experience actually proved to be the opposite: it became an opportunity to identify and confront the "power of rumours."

The rumour exchange shop immediately attracted the attention of the media. The event received coverage on all three local radio stations, on one nationwide and two local television channels, in three local newspapers and on the most popular nationwide online news provider. It became a great opportunity to spread the message about the project and of wider municipal intercultural initiatives. More than that, it was a unique chance to talk about the rumours and how to address them in the media.

Learning along the way

The entire event was an important lesson for everyone who took part in it: the organisers, volunteers (who later joined the local network and became involved in designing campaign activities as well) as well as people passing the shop. It opened the debate on the way we see foreigners in Lublin and demonstrated that the images we have are not always positive.

Lublin: case study 2 [Lu CS 2]

Anna Szadkowska

Creativity and participation workshops

Participation playground

C4i also offered an opportunity to experience the power of creativity through participation: discovering the way the project is implemented when basic decisions and the direction it takes are defined by a group of people.

The first body behind the wheel was our C4i local network. The ideas implemented throughout the project were those of the people working with us in our C4i local network. But this was quite safe, as the local network consisted of people who work with people professionally, even if they are not experts when it comes to intercultural integration. We could call our local network our "C4i participation playground." Over eight months of the project in Lublin we managed to move to a "participation university." How did we do this?

Coming up with a message that would address the needs of the campaign and spreading that message in a way that engages people was not an easy task. The local network in Lublin found it more and more difficult to identify the right slogan.

Could it be because we were all too deeply immersed in the subject and cared personally about the idea? Had the involvement, knowledge and expertise been slowing us down? Not only did we reach a point where we found it impossible to invent anything ourselves, but we also did not like anything suggested to us by experts on communication. This was the time to act and find new methods of working with the topic.

Creative writing with Loesje Poland

During the anti-rumour training for trainers one of the ideas for the campaign was to organise a creative writing workshop. This was precisely what we needed. Unfortunately it became obvious after searching for some time that finding the right person to conduct a workshop that would meet our expectations would be difficult. We needed someone who knew how to do it, but also had an idea about what we do and why.

And this is how we discovered Loesje Poland. Loesje is a part of constantly growing international organisation and network of local groups present in over 30 countries all over the world. The network, created by a group of free thinkers who express their ideas and opinions through posters, publications and action in public spaces, has become very popular in Poland. Short messages on the posters were sometimes ironic, sometimes funny, but always brought and inspired a positive message.

This was precisely the perspective we needed.

Two three-hour workshops took place in Labirynt Gallery – another public space for C4i activities – and attracted over 20 people, students as well as local network members. Not only was it a great way to free our minds and bring creativity back to our team, it also helped to spread the message about C4i and the anti-rumour movement to a broader audience. Engaging an outside organisation proved to be a great idea. Though we did not end up using the slogans created during the workshop, this was the energy boost that we all needed and a chance to gain new followers for the anti-rumour campaign.

Media workshops: Lublin rumour-eaters

Lublin has been a home for the Golden Anteater Short Videos Festival for many years now. Searching for a creative way of combining what is already done in Lublin with the anti-rumour message, we came up with another workshop idea: a media workshop during which participants would not only get to know the secrets of film-making, but would also create short videos promoting integration. And this is the participation university mentioned above.

We teamed up with Golden Anteaters creators, KinoTeatr Projekt, and "Lublin rumour-eaters" was born. After recruiting workshop participants, the C4i team experienced a panic attack: the participants were mostly teenagers; the workshops were, well, workshops; and the ideas were supposed to emerge from the process. All of which meant we had absolutely no control over what was going to come out of it – a daunting prospect for the team.

Each workshop included an introduction to the subject of anti-rumour and C4i, but we were concerned that this might be too little to provide participants with the tools needed to create visual anti-rumour messages. Furthermore, the high school participants proved to be a quite difficult group to work with – there was too little experience to share and insufficient knowledge on migration or integration or on the problems migrants can face.

In the end, a total of 14 people took part in over 25 hours of workshops, and more than 10 others were engaged as actors in the productions created.

The lesson learned from the process is never to assume that the initial plan is the right one. It was necessary to remodel the programme to better suit the needs of the groups. The style of work of the groups was entirely different from what the teachers had anticipated or had previous experience of. Participants needed more time to work on their ideas, too. But the result was absolutely phenomenal.

During the official Lublin rumour-eaters gala evening, it was not only the participants and teachers – the creators of the videos – who were happy and proud; the entire C4i team was too. And the faces of the people who attended the show best described this Friday evening atmosphere.

Nuremberg: case study 1 [Nu CS 1]

Luis Prada, Stadt Nürnberg

Photo Action: Vorurteile sind wie ein Brett vor dem Kopf

The title comes from a well-known German saying which means: "Prejudices are like a wooden board in front of your head" (meaning your eyes).

Summary description

We asked people to write a sentence about a group to which they belong and then to include one characteristic that is usually associated with that group but that they themselves do not have.

For instance: "I am Asian, but I am not good at maths"

Or: "I am African, but I cannot dance"

We usually did this during conferences or other events attended by the C4i team. We simply brought a photographer, put up a couple of photos on a wall and watched as people were eager to participate.

We did not print the photos on the spot but just brought a few of the old ones with us.

An important point to note is that after every photo the person had to be asked to sign a declaration giving permission to use the image online or for it to be published.

See: www.nuernberg-ist-bunt.de/kampagne/fotoaktion.html

Source of the idea and partners

The idea came from a similar initiative from the University of Harvard: http://itooamharvard.tumblr.com/

All organisations in our network were invited to participate in the project and to implement it themselves in their own organisations or events.

Specific goal

The goal was to make the viewer of the photographs aware of stereotypes and so become less susceptible to rumours. It was also a promotion tool for the project. The team also handed out C4i material to people during the activities and the team discussed what it meant with them.

Action, timescales and resources

We presented the work and took photographs at the Integration Conferences in Nuremberg (October 2014) and Erlangen (January 2015) as well as in the main shopping mall of the city of Nuremberg. We also made appointments with people interested in being photographed.

An action in Facebook started with a "countdown" of photos: Photo of the Day No. 10, of Day No. 9, and so on. When the final Photo of the Day No. 1 will be reached, the Facebook community will be asked to send their own messages and organise a photo shoot with the best ones. See https://www.facebook.com/nuernberg.ist.bunt.de?fref=ts

Challenges encountered

People were sometimes reticent about signing the document that gave us the right to publish the photos on our website, on Facebook or in a newspaper.

Outcomes

We now have about 50 photos that have been published in different places and the work has been presented on a Bavarian television programme.

Luis Prada, Stadt Nürnberg

Wheelie bin against prejudices (Entsorgungsstelle für Vorurteile)

See: www.nuernberg-ist-bunt.de/kampagne/entsorgungsstelle.html

Summary description

We bought a wheelie bin and decorated with our logo. It worked as a place in which to discard people's prejudices. We created handouts where in one space people could write a prejudice or rumour that someone has against them or that has been heard, and on the other a prejudice or rumour that the writers themselves have. People were then asked to throw the handouts into the bin.

Background, source of the idea and partners

This was an idea from the C4i team. We also offer it to organisations that want to use it for themselves.

Specific goal

This is an awareness-raising and dissemination tool. The goal is to make the people aware of stereotypes and so become less susceptible to rumours. It is also a promotion tool for the project. We have material to distribute to the public during the activities and we talk with them about what it means.

We also use it to collect rumours on the city and to accompany different activities such as surveys or displaying stands at conferences and fairs.

It works well in attracting the initial attention of passers-by. But anyone organising the wheelie bin initiative must be proactive and fully inform the target group of what it means.

Action, timescales and resources

So far the wheelie bin has been used at one conference, at an activity in Nuremberg's biggest shopping mall and at one fair.

The resources needed are: a wheelie bin, decoration for the wheelie bin, handouts where on one side it says "Write a prejudice you have heard against you," and on the other "Write a prejudice you have against a group of people." Wherever we use it, we also include a roll-up display poster presenting an explanation of the activity.

Challenges encountered

People, especially at fairs and congresses where there is a lot of information to take in, do not take the time to read the roll-up with the explanation and so understand what it is all about. So this activity needs the proactive involvement of the person presenting it.

Outcomes

We collected about 50 statements of rumours and prejudices. Analysis of these revealed a number of prejudices we were not previously aware of and had not been identified in the research.

Learning along the way

The following includes some text, intended to attract potential users.

> "A hands-on action that humorously explores the phenomenon of prejudice. A red wheelie bin, which is used for disposal of the prejudices that I myself have and of those others might have about me. One thing is clear: there is no one without prejudices.
>
> The C4i wheelie bin + roll-up with an explanation of the action may be borrowed.

Prejudices are more dangerous than we think, because they influence our actions – they already «stamp» people we meet in a disparaging manner, and we give them little chance to convince us otherwise. Prejudices have the insidious effect of hurting people and impeding communication.

And this coin has two sides. On the one hand there are prejudices I have about others; on the other, prejudices that affect me. What do others really think of me actually, when they look at me?

Our collection point allows for a brief reflection on the two sides of prejudice. The participants of this activity will be asked to write down on a piece of paper a prejudice against which they must defend themselves again and again. In addition, they must write a prejudice that they hold concerning others, and want to get rid of.

And for both: into the bin! Throw away your prejudices!"

Konstantinos Apostolopoulos

The C4i prison workshop

Summary description

The Cultural Organisation of the Municipality of Patras (ADEP) organised a prison workshop for the C4i project, held on 28 January 2015 at a venue within Patras prison. It is hoped that the content will be incorporated into the prison's ongoing education services.

Background, goal and target

Patras prison is large and accommodates prisoners serving long sentences for serious crimes, many of them life sentences. Many of the offences are drug-related or involve homicide. It is not, relatively speaking, an open and relaxed prison. The immigrant population in this prison is about 50%, mostly Albanian but also numerous other ethnicities.

A prison is a small, close society that must deal with the same problems as the rest of the society. In prison people are obliged to live together 24 hours a day, very closely, without opportunities for avoiding each other or enjoying privacy. It is therefore difficult for them to hide their beliefs or to avoid rumours and prejudice.

In prison, sub-groups often form among people from the same origin and ethnicity, people who share mutual interests in some respect. But this can also give rise to confrontation and antagonism between groups of different ethnic origin. Rumours about each other can play a role in this.

The result is often a heightening of tensions and clashes between different ethnic groups.

For these reasons, it was decided to run a workshop in Patras prison, with the full support of the management and staff. This involved the incorporation of the C4i anti-rumour model and material as a topic to be addressed by the prison education service, operating within the prison premises. The target groups were both prisoners and staff.

Action, timescales and resources

The Cultural Organisation organised the prison workshop on 28 January 2015 at a venue within Patras prison. It was attended by the director of the prison, prison staff and prisoners from different nationalities.

From our first visit to the prison governor's office he was very willing to help. He introduced us to the prison staff, with whom we discussed the project and exchanged ideas. The case was made to prison staff that the workshop would bring benefits to prison life in general, by addressing the issues of rumours in this close environment.

The workshop comprised a round-table discussion with prisoners from different ethnic backgrounds and staff. It lasted about two hours and was attended by about 20 people. Both staff and prisoners expressed their opinions about the existing situation and then we presented and debated the anti-rumour idea.

Challenges encountered

In the beginning the prison governor failed to answer our request to discuss this project. So we contacted the ex-General Secretary of the Ministry of Justice, who contacted the prison and eventually led to a response from the prison governor.

Outcomes

A prison is in many respects a miniature society unto itself that involves the coexistence of people from very different ethnic backgrounds. The exchange that took place revealed fruitful concerns and questions and proved that there is a real need for applying the anti-rumour model.

On the whole, prisoners, not surprisingly, care most about gaining their freedom. But their response concerning rumours was similar to those of people outside prison: they like the idea of the project and, through the process, they discovered that they hold prejudices and stereotypes that do not contribute positively to their life. Several noted that they had not thought about this beforehand.

The goal now is to incorporate some of the C4i material in the prison school educational topics.

Konstantinos Apostolopoulos

The C4i training of trainers for anti-rumour agents

Summary description

The Cultural Organisation of the Municipality of Patras, with the support of the Municipal Development Corporation of the Municipality of Patras (ADEP), organised a training session entitled "Training of Trainers for Anti-Rumour Agents" on 27 November 2014, from 10 a.m. to 6 p.m. in the former's premises. The training was performed by the consultant from the Council of Europe, Daniel de Torres, in English with simultaneous translation.

Specific goal

The main objectives of training anti-rumour agents was to build a network of partners capable of dealing with stereotypes, prejudices, discrimination and rumours against immigrants and to influence people towards this purpose.

Action, timescales and resources

The training saw broad participation, building on a commitment from authorities and public or private entities including the Municipality of Patras, The University of Patras and the Law Association. Representatives came from immigrant communities, the police, private companies, NGOs, the international organisation of migration, local theatres, school teachers and university professors.

Many of them are already trainers in their organisations; and some are teachers in public schools and universities – critical to the further dissemination of the skills.

We asked participants to work in pairs, using a role-play approach: one stated a rumour and the other had to respond and disagree, but not in a negative or aggressive manner.

Another activity involved some people defending a rumour while others tried to dismantle it. We used the Barcelona project as a practical guide for anti-rumour agents; we have also used some practical examples from other cities.

Participants were provided with resources to aid further dissemination, which comprised: the practical guide for anti-rumour agents; the Barcelona anti-rumour strategy's PowerPoint presentation; a methodology for training the trainers of anti-rumour agents; the Patras rumour–anti-rumour file; some videos and leaflets.

Challenges encountered

One challenge was to mobilise all the diverse partners.

Outcomes

A survey was carried out on completion of training, and the feedback was positive. Comments included: "I was introduced to tools and tips that are applicable in everyday life situations concerning rumours"; "It was inspiring and motivating"; "Giving me tools to contribute in every form of interaction and new knowledge on communication strategies"; "There are many different and creative ways to pass the idea on to the people."

The participants were also encouraged to network. They all shared e-mail addresses and telephone numbers, and will be contacted when further C4i activities are planned. We stay in e-mail communication with them to exchange views and offer support for their plans. Some also communicate among themselves, and a few are organising their own anti-rumour activities. For instance, the university has asked Atroposhlep (who led the anti-rumour theatre work) to provide training for their students in the spring semester.

There has already been further training provided to lawyers among municipal staff, and further training sessions are planned. It is hoped that there will be ongoing and further impact in the community through the involvement of different entities in city of Patras.

Learning along the way

A lesson emerging is that trainers should not explain directly the definition of the concepts, so that participants must themselves make the effort to think about their meaning and differences. Fun and inspirational videos are very important in order to achieve good results. Dialogue is also very important but must be at the right time and place and demonstrate respect for those involved.

Konstantinos Apostolopoulos

The C4i Theatre of the Oppressed

Summary description

This project uses theatre as a means for tackling stereotypes and motivating action.

Background, source of the idea and partners

The idea originally stems from a partner NGO called Atroposhlep.

Art is a powerful tool in Patras for synergy and co-creation. The Theatre of the Oppressed uses theatre as a means to promote social and political change. In this case, artists and migrant associations have joined forces to reach out to young people and campaign against xenophobia through the use of theatre. Role playing and storytelling are the means deployed to achieve these goals.

In the Theatre of the Oppressed, the audience becomes active. Using terms such as "spect-actors" the idea is to explore, demonstrate, analyse and transform the reality in which the audience lives. The C4i team believes that this form of role playing allows people to better understand the negative influence of rumours and equips them to address them.

Specific goal and target

The goal is to build the capacity of those participating to engage in specifically directed social actions in their own lives, though acting out their ideas in theatre. The specific outcome sought here is to engage in action to counter rumours.

While the target group so far is young people who participate in Atroposhlep activities and students in the social work department of the university who are taking this as a practical exercise for their studies, the wider public will also become involved.

Action, timescales and resources

The theatre is based on stories that incorporate rumours told by theatre members, each including examples of experienced injustice or oppression that went unchallenged.

During this process the public is encouraged to halt the performance, often during a short scene in which a character is oppressed in some way (for example, a rumour about women or of a school teacher mistreating an immigrant student). The audience can then suggest a solution, in the context of the scene they are watching, but not from the comfort of their position – they must participate themselves. Thus the audience member becomes a participant, implementing their suggestions to meet the challenges in any way they wish. The audience is thereby enabled not only to imagine the change, but to exercise it in practice. This strengthens their capacity to engage in social action in their own lives.

The traditional audience/actor separation is overturned and members of the public are brought into the play and participate in the dramatic action.

Three two-hour shows have been presented by the theatre group so far: one in a community centre attended by about 45 people, and two more on the university campus, each attended by 15 students.

Atroposhlep was planning another show in March 2015 in the central square, on the occasion of the universal day of social work; and the group intends to repeat it again at other events and celebrations. They are also co-operating with a teaching school, aiming to work with their students.

Outcomes

- ▶ Rumours are identified and divided into themes.
- ▶ Role playing and storytelling is undertaken through face-to-face interaction, intended to inspire and motivate people around the issues.
- ▶ The idea of supporting anti-rumour action is disseminated through the audience.

A discussion session was held after each show, with an exchange of feelings and opinions. This suggested that the Theatre of the Oppressed significantly raised the awareness of participants to rumours and fostered interaction between them. Participants indicated that in future encounters with rumours, they would be equipped to interact positively, for instance through seeking evidence from those spreading them.

Learning along the way

A lesson emerging from this activity was that while objective data is important as a means for countering rumours, it is more effective if people can participate actively and humour and emotion are used: there is a need to appeal to feelings and emotions, as well as to facts.

Sabadell: case study 1 [Sa CS 1]

Isabel Compte

A gastronomic anti-rumour experience

Summary description

An intercultural four-week long gastronomic event was organised jointly between a group of immigrant women from different Women's Spaces in Sabadell and 25 students and professionals from the Gastronomic School restaurant, owned and run by the Economic Development Department of the municipality. The event attracted large numbers of members of the public and offered opportunities to provide information and interaction about rumours and anti-rumour activities.

Background, source of the idea and partners

The project is an initiative of the Civil Rights and Citizen Department of the Sabadell municipality, which brought it to the Gastronomic School and a group of women from the project Women's Spaces. Both sides were immediately interested and motivated to develop the initiative.

The Gastronomic Youth School is owned by the local government and runs a restaurant open Monday to Friday each week. The Woman Spaces project is supported by the Civil Rights and Citizen Department and provides information and support to enable access to services provided by the city, and attracts many immigrant women.

Specific goal and target

The goal was to generate communication and interaction on relevant issues between immigrant women and native and immigrant youth, the latter being our main target group.

However, the collaboration between two municipal departments, and professionals such as student chefs and waiters, was also a benefit of the project. The public, in this case as customers of the restaurant, is also an important target group – in fact by far the largest group involved.

Action, timescales and resources

After reaching agreement with the main partners, the process began with seven immigrant women developing a set of full meal recipes from their respective countries. Over a period of four consecutive weeks, the school restaurant organised these into thematic buffet menus, basing each week's menu on one region from which the women came. The women cooked alongside the students, each learning from each other, and served 870 customers. Members of the public were charged €9.60 for the meal. Discussion about anti-rumour issues was stimulated by place mats, leaflets, and thematic waiter aprons. Afterwards, an intercultural kitchen master class was offered by the chef of the restaurant, to close the project, attended by an audience of over 70 people.

All participation from the women was entirely voluntary and unpaid. Project time spent on this was about one month, and the cost (not including that of the professionals involved) was just over 2 000 euros.

The restaurant kitchen was a significant location of interaction. For four mornings each week, women and students all worked together demonstrating and learning how to cook in the tradition of the different countries, discussing ingredients, ways of cooking and of serving meals.

During the same period, the professionals and Gastronomic School students also attended an anti-rumour theatre workshop together (part of the wider Sabadell anti-rumour project).

The original idea was presented to the Gastronomic School in July 2014, and to the women in September. Meetings began with teachers that month, and by October the training of the immigrant women began. The leaflets, aprons and other material were also produced during October. The anti-rumour workshop was held in November.

Challenges encountered

The challenge the project set itself, and met, was to design and run an activity that could bring together teachers, students, immigrant women and members of the public.

A key difficulty encountered was implementing the project without overly disrupting the restaurant.

Outcomes

A total of 870 diners came to the restaurant, enjoying different national cuisines. They were welcomed in an anti-rumour atmosphere created by the menus and food, and thematic decoration which was renewed every week by the women. Specially designed anti-rumour aprons, table clothes and place mats were produced, as well as a press release and communication campaign.

Overall, this project directly reached about 1 000 people. Based on a feedback survey, the project believes that intercultural understanding was enhanced and information on the effects of rumours and how to counter them was gained.

The intention is to repeat it annually with the Gastronomic School, extending it to other restaurants. The material and communication tools are available to do this.

Isabel Compte

Coexistence rap

Summary description

This project was developed as a collaboration between the Civil Rights and Citizenship Department and the Education Department of Sabadell City Council and an opportunity to participate was offered to all high schools in town. In the end 25 high schools choose to take part, from May 2014 to March 2015.

The project directly engaged about 800 students, working with them to write and record a rap song on the anti-rumour theme. A group of students from different high schools was selected to performed at a concert. A further 25 000 people have viewed the rap video on the Internet.

Background, source of the idea and partners

Sabadell's Civil Rights and Citizenship Department has for some years run different projects in high schools. The idea of the "coexistence rap" was adapted for the anti-rumour theme, and the Education Department readily agreed to collaborate with the Civil Rights and Citizenship Department, offering participation to all schools. They have a strong history of collaboration.

Specific goal and target

The main target of the Sabadell C4i project is young people, with a view to addressing and preventing racism and xenophobia.

The overall goals are to improve the interpersonal relationship between the students; to enhance communication abilities and to work on social values; and promote participation in the fight against discrimination.

The specific goals were: to use an artistic tool as a methodology to express feelings; to raise awareness about social discrimination and the need to fight it; and to reflect on the need to improve ourselves.

Action, timescales and resources

At the core of the project is a workshop delivered in 25 schools. In each, classes of 25 to 30 students aged 12 to 14 years participated in the two-hour activity.

The workshop began with a 45-minute theoretical section delivered by a human rights expert from the department.

It explained the idea that a coexistence rap should display the diversity present in society and the shared values, pointing to negative values that can lead to discrimination. Various types of discrimination (racism, xenophobia, homophobia, etc.) were analysed and set in a historical context of key moments in European history where discrimination and intolerance emerged, with special emphasis on totalitarian political movements and their causes, impact and consequences. An analogy is drawn between situations in other parts of Europe with those found in Spain, and specifically in Sabadell. The evolution of local and European policies in the context of the prosecution of hate crimes was also discussed.

The remaining 75 minutes was devoted to a creative process, exploring rhythmical bases and lyrical composition, in which each student writes and performs a coexistence rap. The process is led by a very well-respected rap composer, singer and journalist from Sabadell, experienced in working with young people.

The best lyrics and the 12 most "talented" students were then selected by the students themselves. They were brought together in two recording studio sessions to compose and perform the final song, entitled *Change your point of view*.

The resulting video clip of the whole process was presented to 300 classmates of the artists in an event, held in a Council Arts Centre, specially designed and conducted by the singer. The video was also scheduled to be played to students in non-participating high schools on the International Day for the Elimination of Racial Discrimination, or at another human rights-related event or on a significant national day.

It was publicly launched in Sabadell on Migrant's Day, in the presence of 90 people, including city authorities, institutions and immigrant association representatives. It was also posted on the Internet where it had over 25 000 views in the first couple of months.

The video can be viewed at: https://www.youtube.com/watch?v=0XLqQLsNm-c.

Outcomes

A total of 800 teenagers aged 12 to 14, across 25 schools, were directly involved.

An evaluation survey of the teachers involved, who were also present for the workshop, indicated a satisfactory result.

A further 25 000 website visitors saw the video.

Learning along the way

The key learning point for that project team was that this kind of stimulating and enjoyable activity is essential if young people are to be attracted and become involved in these kinds of issues.

Appendix II – Core indicators for impact and change evaluation

Outline

This document provides a selection of indicators – together with accompanying survey questions – developed by the C4i Impact and Change Evaluator in close collaboration with the city participants[15] of the "Communication for Integration: social networking for diversity – C4i" project. The indicators are designed to track the effects of C4i's strategic communication, behavioural change in the community/population/groups and overall short- and long-term impacts of the C4i project implementation in the participating cities.

Behavioural and change-monitoring indicators

Three indicators/questions to be provided/answered by the city C4i team

Official communication

Please indicate the number of local government public communications (for example, by the mayor, the representatives of local government, city council, city hall) with correct information about immigrants that appeared within the three months preceding the C4i campaign.

Media coverage

How many articles/communications with negative coverage appeared in the local and national (separately) press on the subject of immigration (or immigrant people) within the three months preceding the C4i campaign?

Policy regulations

How many internal or external policy regulations relevant to the issues of immigration/ integration do you have in your city administration? (For example, a regulation for city immigration officers to use only positive, non-stereotyped language in their working environment; or a regulation to assure that people with migrant background receive all necessary information regardless whether or not they speak local language).

Six indicators/15 questions to be provided/answered via the general surveys of city groups, population

Rumour exposure

How do you react when you hear the following statement(s)?[16]

> *"The crime level in your community increases as the number of immigrants in your community grows"*

- ► I strongly agree, because I know that this is true
- ► I agree, but I do not know if this is true (or is partially true)
- ► I ignore the statement as it is irrelevant to me
- ► I do not agree, even though I do not have any concrete information
- ► I strongly disagree, as I know that this is not true

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15. The evaluator would like to express her gratitude to all individuals who organised and participated in the relevant interviews, meetings, discussions and brainstorming in every city.

16. "Veiled attitude" questions specifically designed by the Impact and Change Evaluator within the C4i project for anti-rumour attitude censoring among cities' populations.

"The immigrants in your community take available jobs leaving community natives unemployed"

► I strongly agree, because I know that this is true

► I agree, but I do not know if this is true (or is partially true)

► I ignore the statement as it is irrelevant to me

► I do not agree, even though I do not have any concrete information

► I strongly disagree, as I know that this is not true

"The immigrants in your community benefit more from the social care system than the native people"

► I strongly agree, because I know that this is true

► I agree, but I do not know if this is true (or is partially true)

► I ignore the statement as it is irrelevant to me

► I do not agree, even though I do not have any concrete information

► I strongly disagree, as I know that this is not true

► […][17]

Public space and relations

Would you agree to share public space with people of a different nationality on an everyday basis (e.g. the library, hospital, bus, school, city square, park)?

► Definitely agree

► Somewhat agree

► Agree

► Disagree

► Somewhat disagree

► Definitely disagree

► This statement is irrelevant to me

Would you agree to share working space with people of a different nationality on an everyday basis (office, workshop, machinery, equipment)?

► Definitely agree

► Somewhat agree

► Agree

► Disagree

► Somewhat disagree

► Definitely disagree

► This statement is irrelevant to me

Would you accept a person of a different nationality as a superior (e.g. your boss) or someone who makes important decisions for your life or well-being (e.g. your doctor)?

► Definitely agree

► Somewhat agree

► Agree

► Disagree

► Somewhat disagree

► Definitely disagree

► This statement is irrelevant to me

Optional:[18] Would you put your children in a school where half the students have an immigrant background?

Atmosphere of coexistence

In your opinion, how many migrants live in your city? (number)

In your opinion, what is the percentage of the migrant population in your city? (% of total city population)

What are, according to your knowledge, the main origins of migrants in your city?

How would you describe the relationships between the locals and people with migrant background in your community?

---

17. NOTE: cities are free to expand this survey format by including their "rumour statements."

18. It is up to the city to decide if they would like to include optional measures or questions in their surveys, i.e. they are not obligatory.

Please provide a rating from 1 (very poor) to 5 (excellent) using the following scale:

Very poor	Poor	Satisfactory	Good	Excellent
1	2	3	4	5

Comments:

Frequency of interaction

How often do you actively interact – i.e. communicate, work, share your leisure activities, etc. – with the people of foreign background?

► Every day

► A few times a week

► Once a week

► A few times a month

► Once a month

► A few times a year

► This statement is irrelevant to me

Feeling of community

Would you agree with the following statement: "*There is a good feeling of 'togetherness' and respect in your community (neighbourhood, group[19]), and you are happy to be a part of it*"?

► Definitely agree

► Somewhat agree

► Agree

► Disagree

► Somewhat disagree

► Definitely disagree

► This statement is irrelevant to me

_____
19. Depending on the survey sample.

Local media content

Would you agree with the following statements?

"The local press (media) closely follows the opinions provided in the national media on the subject of immigration"?

► Definitely agree

► Somewhat agree

► Agree

► Disagree

► Somewhat disagree

► Definitely disagree

"The local press (media) provides a more objective coverage of the immigration issues than the national press"

► Definitely agree

► Somewhat agree

► Agree

► Disagree

► Somewhat disagree

► Definitely disagree

Strategic communication

Information to be provided by the city C4i team and/or campaign implementers, anti-rumour agents and anti-rumour networks

1. Number of strategic communication interventions/events.

2. The beginning and the end dates of the communication campaign.

3. Frequency of the interventions (per week and per month).

4. Number of communication channels used (radio, print (what kind?), screen, social media (what kind?), theatre, interpersonal interaction, etc.).

5. Number of anti-rumour agents trained.

6. Number of collectively formulated anti-rumour tools (messages, brochures, pictures, videos, etc.).

7. Total number of people and percentage of the population exposed to the communication interventions (estimated average, by the target groups, by the channels of communication).

8. Number and percentage of the population participating in city public events, where C4i communication intervention took place.

9. Percentage of voting population in the community.[20]

Optional:

– *Sector of economic activity from which an agent is coming (commercial, industry, public service, education, association, NGO, unemployed)*

– *Types of target audiences covered by the campaign (schools, municipal servants, general public, business representatives)*

– *Size of target audiences covered by the campaign (i.e. number and percentage of people in each audience as a part of the total population of the city)*

– *Types of age groups covered by the campaign (young people, elderly, mid-career)*

– *Who are the opinion makers in the project-targeted community(ies)? (Youth, young professionals, public officials, local media, national media, elderly people, education professionals, other groups?)*

Demographic information about the city target groups

▶ Number of people in the target group.

▶ Age of people; gender; education; occupation; income level.

▶ Access to technology/information (percentage of people with Internet, mobile, TV/radio access).

____

20. Percentage of people in the community who have the right to and participate in the elections at any level (local, regional, European).

▶ Number of years/months in this community (with this group).

▶ Unemployment rate in the group/community (if relevant).

▶ Number of active voters in the group.

Questions to be answered via the general surveys of city groups or population

1. Please tell us what you know about the C4i anti-rumour campaign in your city.

2. Please describe the role of you/your organisation within the C4i anti-rumour campaign or describe the nature of your involvement in the campaign.

3. What have been the positive impacts on you/your organisation of being involved in the C4i anti-rumour campaign in your city?

4. What have been the unpredicted impacts on you/your organisation of being involved in the C4i anti-rumour campaign in your city?

5. Overall, what do you think about management and co-ordination of this campaign? Please provide a rating from 1 (very poor) to 5 (excellent) using the following scale:

Very poor	Poor	Satisfactory	Good	Excellent
1	2	3	4	5

Comments:

6. In your opinion, was the organisation of the campaign participatory or top down?

participatory__,
very participatory__,
top down but still participatory__,
top down__,
do not know__

7.   Do you feel satisfied with the role you/your organisation has in the campaign's design and implementation? If not, why? What would enable you to have a more important role?

8.   How would you describe the quality of the materials (TV, radio spots, posters, leaflets, etc.) used in this campaign? Provide a rating from 1 to 5, using the following scale:

Very poor quality	Poor quality	Satisfactory quality	Good quality	Excellent quality
1	2	3	4	5

9.   How would you describe the quality of the campaign's activities (training, drama, school shows, volunteer and/or agent mobilisation, press conferences, etc.)? Please provide a rating from 1 to 5:

Very poor quality	Poor quality	Satisfactory quality	Good quality	Excellent quality
1	2	3	4	5

10. In what way do you think the needs of migrant people in your community were addressed?

11. Overall, how satisfied are you with the campaign's planning and implementation? Provide a rating from 1 to 5, using the following scale:

Very satisfied	Mostly satisfied	Satisfied	Mostly dissatisfied	Not satisfied
1	2	3	4	5

12. In your opinion, what is the most significant change that has happened as a result of this campaign? Why is this significant? What difference has this change made already? What difference will it make in the future?

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INFORMA'T, PENSA I ACTUA

www.sabadell.cat/antirumors • www.sabadell.cat/dretscivils

Appendix III – Theory of change map

A short guide to using C4i theory of change logic
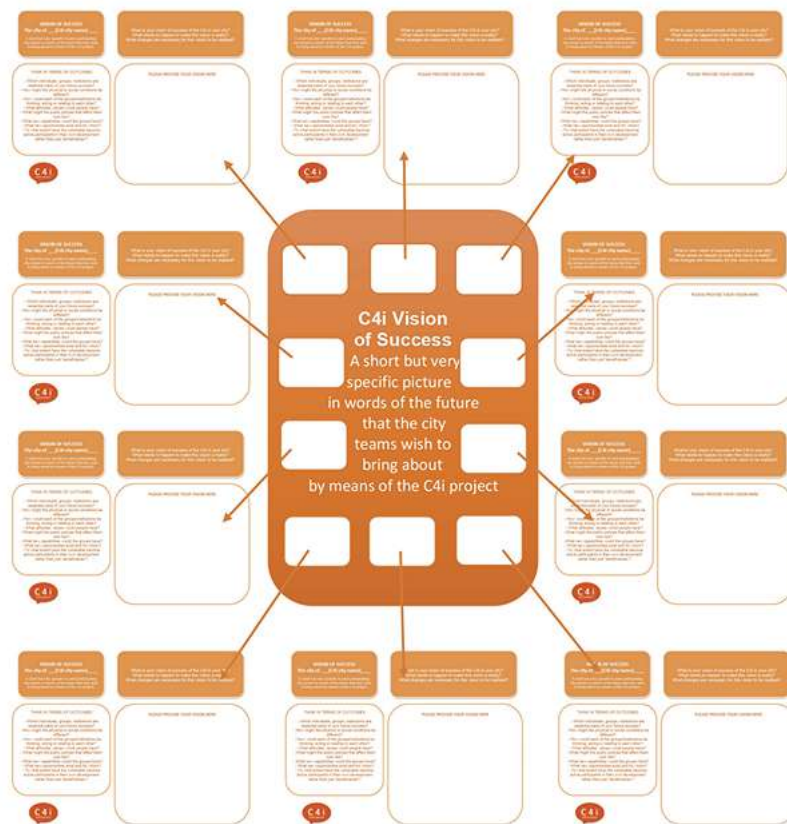
1. This tool explains the concepts behind the common C4i theory of change (ToC) development for complex social change processes.

2. The template has been designed so that it can be printed in A4 format and assembled as a visual diagram as illustrated on the left. It can then be reproduced on a poster-size sheet and displayed for the audience or manager.

3. This page is the central "picture" or a visual "change map" of the C4i ToC. It displays what success would look like as a dynamic system of C4i teams contributing to achieving and sustaining the C4i common vision of success. It allows you to see the relationships between the C4i teams throughout the duration of the project.

4. Following this, a separate page for each C4i team is presented, where specific preconditions of success, those changes that had to happen for that specific C4i team and the relations that had to be created in order to contribute effectively to achieving their vision of success are described.

5. The C4i ToC is a dynamic and participatory process. It can be revised at any time along the C4i implementation. We recommend saving and dating all the revised versions of this document in order to track your progress.

Developer: K. Khovanova-Rubicondo

C4i common vision of success

Step by step

1. Place the common C4i project vision statement reflecting the main project goals in the central box in the page presented above.

2. Identify the actors that can influence your vision of success (in the case of C4i, these are the C4i city teams).

3. Ask the actors (teams) to describe, in one or two short sentences:

    ► what is their vision of success for the project in their city (in the light of the C4i common goals and vision of success)?;

    ► what are the necessary preconditions for this success?; or
      – what needs to happen to make this vision a reality?;
      – what changes are necessary for this vision to be realised?;
      – what new relationships need to be established?;
      – what new opportunities will be created and for whom?

Remember:

  ► to think of and write about everything in your theory of change as an outcome;

  ► there are the short-term and intermediate changes that need to take place in each project team (city) to contribute effectively; these changes are sometimes difficult to identify at the very beginning of the project and before the project goals are completely understood and appropriated by the main local stakeholders;

  ► social change interventions are interventions in an existing system. Impact happens whenever an actor contributes to a sustainable change of the system.

Vision of success
The city of Amadora

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

► An established network of organisations in the city that works on the issue.

► Public politics is more favourable toward diversity issues.

► People from different nationalities share not only the workplace, but interact more closely with each other in the street: change of attitude at the personal level.

► Groups/institutions have a better knowledge about each other and collaborate on intercultural activities.

► The members of the existing – and very strong – social network in the city work together.

► Values such as respect, solidarity, understanding, tolerance and proximity to the other become a norm.

► People develop the capability to critically reflect on the information that is transmitted daily by the media.

► Public policies are in place that guarantee intercultural dialogue and proximity between different cultural groups.

► Opportunities are created for receiving correct information about immigrants and for transmitting this information to others.

► Citizens become active agents in their own development process, which happens from the moment they begin to become better informed and when they acquire the correct tools for using information to dispel rumours, stereotypes and beliefs about their own situation or about a different reality.

"I have a dream to spread the work of this project to the whole of the city and I have an exhibition of the 'parrots'[symbols of the project as they repeat information without thinking] in the city, for everyone, not only schools. I have a dream to have our parrots in every garden (meaning that everyone has thought about the subject of the project, spoke about it to colleagues, family and friends and understood why they are using the parrots. Then the results will come out. This project can change the image of Amadora as not simply a 'working' city. This is a kind of 'physical' indicator." (Deputy Mayor)

Vision of success
The city of Bilbao

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

Positive attitudes towards diversity in general: a sensitised, better integrated and informed city population; everyday racist comments disappear; the vision of "us" and "them" – i.e. natives and immigrants – changed to become "all of us together."

To make people just stop and think differently, to provoke this thinking, would already be considered a success.

Spreading rumours should be seen as bad manners in the city.

Social participation, creation, community networks mobilised, associations of the city council of Bilbao form collaborative groups and grow/move a step closer.

Construction of an interculturally conscious society from the grass roots.

The media becomes an ally.

Closer collaboration between the city departments.

Amplified intercultural "consciousness" of public officials.

People are less narrow-minded and negative about the immigrants.

Public communication – municipal discourse does not contain negative messages about immigration.

Vision of success
The city of Botkyrka

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

- ► Which individuals, groups or institutions are essential parts of your future success?
- ► How might the physical or social conditions be different?
- ► How would each of the groups/institutions be thinking, acting or relating to each other?
- ► What attitudes/values would people have?
- ► What might the public policies that affect them look like?
- ► What new capabilities would the groups have?
- ► What new opportunities exist and for whom?
- ► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

Botkyrka is prejudice-free as a result of the implementation of the anti-rumour approach.

Tools are needed for ordinary people as well as administrative and policy officials to counterbalance rumours that prevent integration in the city.

The anti-rumour agents are trained and engaged to work and educate further.

The citizens of Botkyrka are aware of the project and its network.

Vision of success

The city of Erlangen

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

More positive acceptance of asylum seekers (attitude change), more interaction.

Distributing facts and evidence-based information regarding the rumours is needed.

More exchange, acceptance, appreciation, more collaboration (refugee emergency situations management).

Strong support, openness, readiness to help from city authorities that recognise the value of diversity.

Refugee-welcoming policy practice, integration emphasis and internal structure in the city hall for integration.

Internal infrastructure modification and attitude change to make the city more welcoming.

Increased participation and greater awareness

Stronger collaboration and more empowerment.

Vision of success
The city of Limerick

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

Change in understanding and awareness of the migrant experience among the general public in Limerick.

More participation in the intercultural life of the city, more frequent experiences.

Linking the diversity advantage to an improved image of Limerick (to demonstrate cases where people can easily make connections and understand the positive contribution of migrants).

Improved leadership capacity on migrant issues in city and county governance structures (i.e. the key people in the local government structure are ready to act and take responsibility, as they see the value of the integrated society).

Broader coverage and acceptance of intercultural values among youth (the youth leaders and people employed in the youth service integrate the anti-rumour message and tools in their work).

More conscious and sensitive media involvement.

Vision of success
The city of Loures

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

Change in how immigrants are perceived:

► at the individual level, via participation in C4i and inter-cultural events;

► in the media – positive coverage;

► in the community – community events.

Active political involvement on the issue of integration:

► in policy implementation (e.g. a municipal plan for integration, relevant declaration signing with private corporations);

► in public appearances (positive public discourse on the issue of integration by political leaders, the city council, the president of the parish);

► public leaders are coherent and speak "with one voice," and show personal examples of positive attitudes towards the multicultural society.

Institutional engagement:

► enterprises/institutions committed to anti-rumour training;

► institutional declaration signing (free of rumours/racism in the workplace).

More positive information about immigrants is available. Advanced integration of the municipality as a community. Demystification of the image of immigrants (especially the negative aspects).
More municipal workers from different departments collaborate on the issue, and negative perceptions about immigrants change among municipal workers, the community and in the media coverage.

Vision of success
The city of Lublin

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

Municipal and other major stakeholders include C4i methodology.

Build co-operation with local stakeholders and networks; share the work done by the project with authorities and the population; finish training.

There is a certain vacuum in the integration domain at the national level, therefore system (institutional) changes are necessary.

Students, cultural institutions, public institutions, city administration, NGOs, volunteer and other organisations and the media are important; less success with universities.

Social conditions changed: the C4i established a new strong and engaged network, provided a platform for asking questions (open dialogue) and there is an actively growing C4i Facebook group.

The municipality is involved, the C4i work is important and acknowledged by local and European authorities; opportunities to meet, collaborate, learn new skills, acquire knowledge, discover new perspectives and to master anti-rumour methodology are created.

Vision of success
The city of Nuremberg

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

Awareness raising and training-based change of attitude (as the C4i gains speed); reaching out to the general public, and not only to people whose awareness has been raised.

Time for preparation is needed, for meeting more people, making contacts; the community needed time to come up with ideas.

Essential tools from Barcelona, step-by-step guidance and a training method transfer suitable for our city's ideas.

Important groups include neighbourhood associations, citizens' forums, the civic association of Langwasser schools, youth associations, district cultural centres, trainers' organisations, artists, scientists and researchers.

Coexistence will be improved, there will be more interaction and contacts in the neighbourhood; a more tolerant society and an effect on the electorate in terms of understanding of the values of democracy.

Institutions will learn to work together and become sensitised to the topic; collaborative efforts will be improved; there will be more awareness raising and empowerment; – in other words, people taking pride in their city, their identity and their open-mindedness.

Tolerance, openness, willingness to communicate with foreigners, becoming less afraid of others and developing a better sense of democracy (and the electorate).

Creative collaboration, know-how sharing, communication skills with training, cooking, delivery of evidence-based information.

Vision of success
The city of Patras

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

Social networks on diversity and integration become a vehicle for focused actions benefiting the management of integration of migrants.

Advanced use of evidence of local integration and diversity-management policy making.

Patras as an intercultural meeting point embedded in a spirit of openness, participation, collaboration and co-creation.

The political debate at the municipal level is enriched with topics relevant to intercultural integration.

The network of organisations involved is established to continue working together afterwards; more dynamic links and more active collaboration between organisations and institutions, and not just individuals.

An activity on diversity is built into the annual carnival.

The work on integration is done in a different way: enriched with open dialogue and trustworthy information about immigrants.

A better informed society, established positive social opinion.

Vision of success
The city of Sabadell

A short but very specific picture, in words, of the future that the city teams wish to bring about by means of the C4i project.

What is your vision of success for C4i in your city?

What needs to happen to make this vision a reality?

What changes are necessary for this vision to be realised?

Think in terms of outcomes

► Which individuals, groups or institutions are essential parts of your future success?

► How might the physical or social conditions be different?

► How would each of the groups/institutions be thinking, acting or relating to each other?

► What attitudes/values would people have?

► What might the public policies that affect them look like?

► What new capabilities would the groups have?

► What new opportunities exist and for whom?

► To what extent have the vulnerable become active participants in their own development rather than just "beneficiaries"?

Please provide your vision here

The methodology and knowledge developed during the C4i in Sabadell becomes recognised as expertise to be shared/applied across different city communities and professional fields. At the individual level, the satisfaction of having people's minds opened and encouraging people to think critically.

Political support is needed from the city council, NGOs, the media, teachers and civil servants, council districts, neighbourhoods, associations, groups of citizens and individuals.

More inclusive physical and social conditions, more diversity in the city.

The attitudes towards migration and integration issues improve across different sectors, expand to families, individuals, professional networks, associations, groups and institutions (in a viral way). Further steps are needed to develop more links and relationships between more individuals, groups, networks and institutions. We as the city council have to assure as much autonomy as is needed by these groups and individuals, and we must respect their autonomy.

The public policies must be equitable to create a non-competitive environment.

More capacity must be created for diversity (i.e. to understand and to respect) and more tools and approaches must be employed; we must develop a "radar" for rumours (a capacity to listen to others), to think critically, to work and share knowledge with others.

Opportunity must be given to fight stereotypes, to open people's minds (even those with little education), to feel part of Europe, to be connected to a pan-European initiative; for young people to feel active in society ("I can do something in society, I can make a contribution").
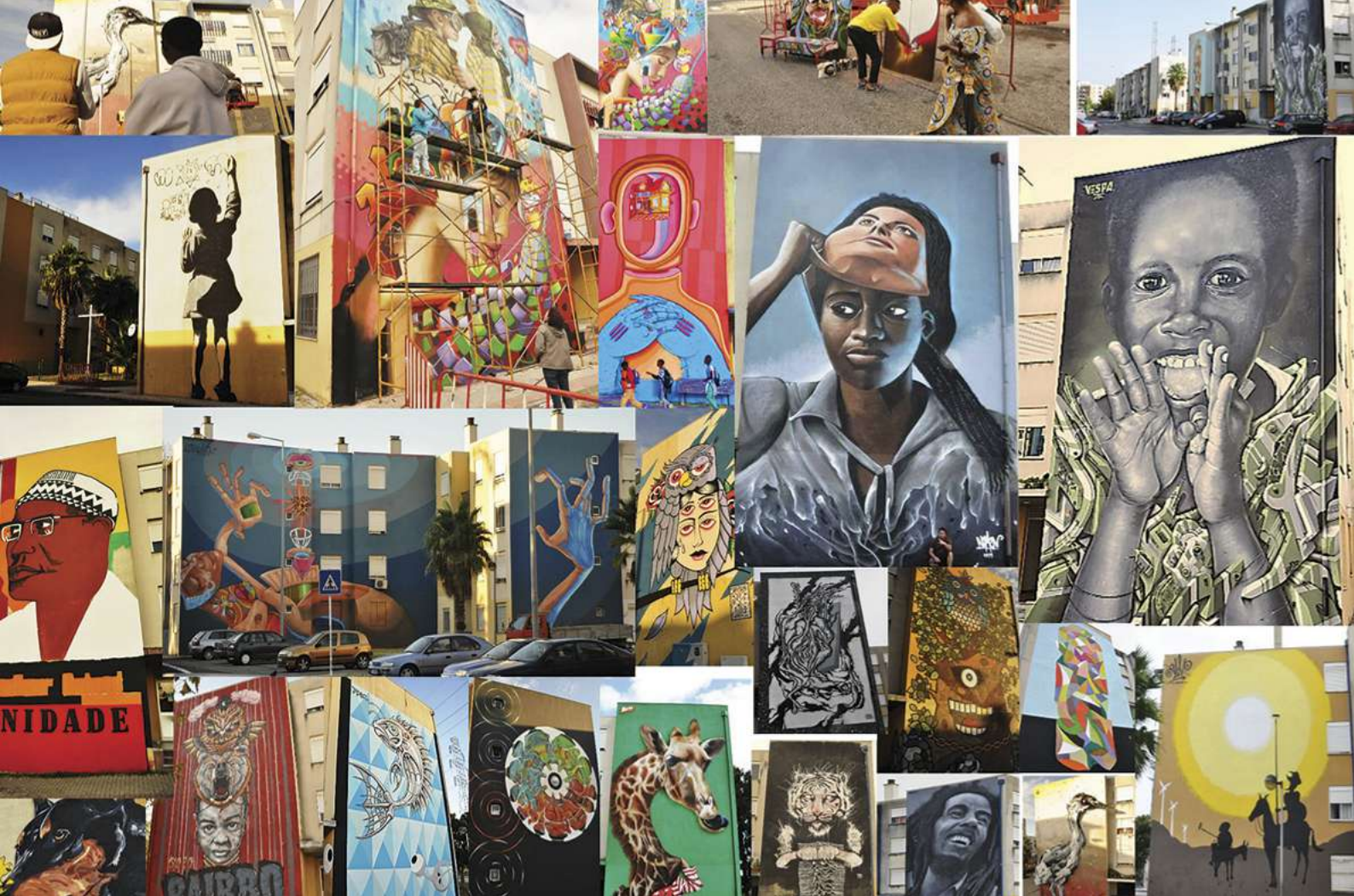
Appendix IV – Websites

C4i cities' web links

Amadora (Portugal)

Website: www.cm-amadora.pt/naoalimenteorumor/

Facebook: https://www.facebook.com/naoalimenteorumor

Video presentation:
https://www.facebook.com/naoalimenteorumor/videos/vb.1466879106905004/1537690329823881/?type=2&theater

Barcelona (Spain)

Website: www.bcnantirumors.cat **;** www.interculturalitat.cat

Comics Blanca Rosita Barcelona: http://interculturalitat.bcn.cat/bcnacciointercultural/ca/blanca-rosita-barcelona

Catalogue of anti-rumour activities: http://interculturalitat.bcn.cat/bcnacciointercultural/ca/cataleg-de-activitats-antirumors

Catalogue of videos: https://www.pinterest.com/bcnintercultura/cat%C3%A0leg-dactivitats-antirumors-2012/

Anti-rumour videos: http://interculturalitat.bcn.cat/bcnacciointercultural/ca/videos-antirumors

Botkyrka (Sweden)

Facebook of anti-rumour cafe: https://www.facebook.com/antirykteskampanjenbotkyrka

Bilbao (Spain)

Website: www.bilbao.net/inmigracion/
www.bilbao.net/cs/Satellite?c=Page&cid=1279137009670&language=es&pageid=1279137009670&pagename=Bilbaonet%2FPage%2FBIO_Listado

Facebook: https://www.facebook.com/antirumoresbilbao

Web app with questions about migration in the city: www.quenotecaleelrumor.com

Short video "Do not tell me stories:" http://vimeo.com/115828648

Erlangen (Germany)

Website: www.erlangen.de/vielfalt

Anti-rumour picnic: www.facebook.com/kommunikation.vielfalt

Presentation of C4i Project: https://www.youtube.com/watch?v=c_muzlGETuQ

C4i Comic exhibition:
www.nordbayern.de/region/erlangen/comics-fordern-integration-1.3723338

Limerick (Ireland)

Website: www.antirumours.net

Loures (Portugal)

Launching of the anti-rumour campaign through neighbourhood transformation: https://www.facebook.com/pages/O-Bairro-i-o-Mundo/370204329765600

"Loures free from rumours" campaign: https://www.facebook.com/loureslivrederumores?ref=hl

Tour of the neighbourhood video news:
https://www.youtube.com/watch?v=DYgSU5s0bZI
https://www.youtube.com/watch?v=JTDiXPj2v7w
https://www.youtube.com/watch?v=FOHZSRXCAiI
www.rtp.pt/play/p1743/e188956/telejornal
http://becastanheiradepera.blogs.sapo.pt/a-quinta-do-mocho-uma-galeria-de-arte-314410
www.sabado.pt/vida/detalhe/a_quinta_do_mocho_e_uma_galeria_de_arte.html
www.dn.pt/inicio/artes/interior.aspx?content_id=4158433
www.rtp.pt/noticias/index.php?article=802131&tm=4&layout=122&visual=61
www.sapo.pt/noticias/bairro-de-loures-transforma-se-em-galeria-de-_54ce0c36e8e7ac4c2fdf2ae5
http://weird.juss.pt/79-arte/quinta-do-mocho-a-arte-no-bairro
https://soundcloud.com/r-dio-afrolis/audio-47-quinta-do-mocho-e-a-sua-galeria-darte-urbana
www.redeangola.info/visita-guiada-a-galeria-de-arte-publica-da-quinta-do-mocho/
www.cm-loures.pt/Conteudo.aspx?DisplayId=606
www.sol.pt/noticia/388525
www.conexaolusofona.org/bairro-problematico-na-periferia-de-lisboa-vira-galeria-de-arte/#.VUH3M45Vikp
www.rtp.pt/noticias/index.php?article=802131&tm=4&layout=122&visual=61
http://sicnoticias.sapo.pt/cultura/2015-01-16-Murais-de-Odeith-EIME-Bordalo-II-e-Vhils-estao-entre-os-melhores-do-mundo
http://streetarthub.com/smile-sacavem-portugal/
http://issuu.com/noticiasdeloures/docs/nl_9_sem_suplemento
www.dw.de/from-trash-to-art/av-18324363

Lublin (Poland)

Website "stop the rumours:" http://stopplotkom.lublin.eu/

Campaign Facebook page: https://www.facebook.com/Lublin4All?fref=ts

Facebook events: https://www.facebook.com/Lublin4All/events

Pictures from events: https://www.facebook.com/Lublin4All/photos_stream?tab=photos_albums

Training of anti-rumour agents:
https://www.facebook.com/media/set/?set=a.517948831675548.1073741831.196806100456491&type=3

Twitter: @Lublin4All

Short videos:
https://www.youtube.com/channel/UCl7RsxHhPhPhaZDAUxLvAgg

http://stopplotkom.lublin.eu/#section-82

https://www.youtube.com/watch?v=bAKQ79g3JK4&feature=youtu.be

Nuremberg (Germany)

Campaign "Nuremberg is colourful:" http://www.nuernberg-ist-bunt.de/kampagne/fotoaktion.html

Countdown photo call on Facebook: https://www.facebook.com/nuernberg.ist.bunt.de?fref=ts

Graffiti workshops: www.nuernberg-ist-bunt.de/kampagne/streetart.html

Patras (Greece)

Website: www.patrasculture-c4i.gr/index.php/gr/

Sabadell (Spain)

Website: www.sabadell.cat/antirumors

Website of the Department of Civil Rights and Citizenship: www.sabadell.cat/dretscivils

Presentation: https://prezi.com/fkohct9wuvzn/sabadell/

Anti-rumour agents' network: www.facebook.com/xarxaantirumors

Tablecloth: http://issuu.com/sbddretscivils/docs/estovalles_ok/1?e=11618060/8320384

Video 1. Combating rumours: www.sabadell.cat/ca/?option=com_content&view=article&id=32844&Itemid=1319

Video2. Dismantling rumours in the area of education:
www.sabadell.cat/ca/?option=com_content&view=article&id=32674&Itemid=1319

Video 3. Rap for coexistence: www.sabadell.cat/ca/?option=com_content&view=article&id=37041&Itemid=1319

Have you ever heard people saying things like: "Migrants live off social benefits", "Migrants don't pay taxes", "Migrants get favourable treatment from official bodies", "Migrants overcrowd medical services", "Migrants lower educational standards" or "Migrants are not willing to integrate"? Such ideas are generally not backed up by facts and data – they are rumours. Rumours target specific groups as "problematic" and generate mistrust and social conflict, including discrimination, racism and xenophobia.

The Communication for Integration (C4i) project of the Council of Europe and the European Union has engaged 11 European cities to counter widespread urban myths about diversity using viral communication campaigns and participatory initiatives.

This guide is designed for city leaders and policy makers wishing to learn how to build, implement and monitor anti-rumour strategies in their cities. It offers innovative responses to real-life challenges related to international migration and illustrates them with suggestions and practical examples from European cities.

The guide relies on the understanding, which is at the core of the Council of Europe's Intercultural Cities programme, that diversity can be an asset to the social, cultural and economic development of urban settings, if managed positively.

http://pjp-eu.coe.int/en/web/c4i

ENG

www.coe.int

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 28 of which are members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

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