



Managing global flows at local level

Communication Plan

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COMMUNICATION PLAN

Communication and dissemination are on-going activities that will be carried out with the participation of all project partners.

This communication plan sets out define the following aspects:

- the objectives underlying this plan
- the message of the communication activities,
- the target audience(s),
- the appropriate tools to address the audience(s),
- the program of communication and dissemination activities,
- the evaluation of the achieved communication goals.

1. COMMUNICATION OBJECTIVES

Overall Objective:

- The communication activities aim to inform network partners and urban practitioners outside the network and the wider public on project's activities on an on-going basis.
- The dissemination activities aim to provide a high visibility of the project and disseminate its results in Europe and globally.

Specific Objectives:

The activities to be developed under this work package will be designed to achieve the following aims:

1. To ensure that the products produced by the network are widely disseminated in order to maximise the impact of the work of the network.
2. To deliver messages that are tailored to the identified key audiences.
3. To generate "stories" that will secure wider media coverage at local/national or European level.
4. To build strong relationships between the partners in the ULG's
5. To ensure effective communication with Managing Authorities and other funders.
6. To use a variety of tools and methods in getting the message to all identified stakeholders
7. To support partners in the use of tools and methods when required.

2. KEY TARGET GROUP AND TOOLS

The Arrival Cities Network targets three distinct target groups:

Target Group 1 : local politicians, project partners, partner organisations in the ULG

Target Group 2: relevant local authority departments, local and national media, service providers, target group, Managing Authorities and other funders

Target Group 3: EU networks working on the same issue, local community organisations

For each of these target groups the requirements, expected benefits, motivators for participation as well as a set of targeted communication instruments are elaborated in the table below.

Target group	Specification	Requirements	Expected benefits	How to reach
Those to keep satisfied	➤ Local politicians	Promote project results among its network	Support the dissemination of project results	Local meetings, social media, partners own newsletters and website.
	➤ Network Partners	Writing pieces for newsletters and providing inputs for Final Event.	Co creation of data and foster engage of ULG members in disseminating to the wider public.	
		Interact on social media.	Provide for updated news on project activities and working themes.	
		Publish Projects	Reach national	

	<ul style="list-style-type: none"> ➤ Partner organisations in the ULG 	<p>updates on partners' own websites and newsletters.</p> <p>Production of press releases</p> <p>Production (translation) of local brochure</p> <p>Organisation of local meetings</p>	<p>stakeholders and city level networks.</p> <p>Spreading project outputs, results activities among their own network</p> <p>Secure wider dissemination at local level</p> <p>Promote the project during local events.</p>	
Other key players	<ul style="list-style-type: none"> ➤ Relevant local authority departments ➤ Managing Authorities ➤ Other funders ➤ Local and national media service providers 	<p>Using project results to better address migration policies at local/national level.</p> <p>Publishing, spreading information on project activities and results through their own network.</p>	<p>Foster wider dissemination at National/EU level.</p>	<p>E newsletters, printed brochures, press releases, promotional materials and local meetings</p>
Those to keep informed	<ul style="list-style-type: none"> ➤ EU networks working on the issue 	<p>Promote projects achievements and best practices</p>	<p>Promoting project results within a targeted expert</p>	<p>E newsletter, Urbact blog, promotional materials and EU level</p>

	<ul style="list-style-type: none"> ➤ Local community organisations 	<p>among their network's members.</p> <p>Promote project outcomes at local level among other interested stakeholders.</p>	<p>audience.</p> <p>Making aware local community of ongoing activities at city level.</p>	<p>meeting</p> <p>Local Press coverage, Newsletter(translated), promotional brochure,events</p>
External Actors	<ul style="list-style-type: none"> ➤ Other URBACT Networks ➤ General Public 	<p>Make connections for future network development</p> <p>Information about benefits and results for local community</p>	<p>Further dissemination of project results</p> <p>Interest in urban development and integration of migrants.</p>	<p>E newsletter, Urbact blog, social media, publications.</p> <p>Local /national media</p>

Based on the continuous monitoring of on-going communication activities this plan will be adapted taking the collected experiences and feedback into account. A summary of the conducted communication and dissemination activities, as well as the results from the monitoring process and elaborated changes to the communication plan will be presented in the deliverables of work package 4 as part of the final report of activities (due in month 24 of the project).

Addressing these different target groups we will need to find well balanced communication formats taking into account the necessity of adaptation of language (from technical/field experts to common understanding/general public), format and mode.

Language is especially important when communicating with the general public. Thus the project takes the approach of publishing project updates in English (project website, newsletter, press releases, blog) and in national languages (project partners websites, publications on local newspapers, brochures).

Design and usability of the dissemination instruments are another important aspect. Therefore the project will produce a series of dissemination instruments (project website, brochure, presentations etc.) using project logo, URBACT and ERDF logos.

3. METRICS FOR MONITORING THE COMMUNICATION ACTIVITIES

We will use an appropriate communication mix for each audience consisting of several communication and dissemination tools. The most important are:

Social media tools:

Twitter, Facebook and LinkedIn will be the most used channels to promote project updates and results. Social media has become a very popular means of disseminating information fast across heterogeneous target groups. Social media, especially Facebook and Twitter, have spread across the whole society as prominent communication channels. These channels serve on-demand access to content anytime, anywhere, on any digital device. To extend the project target audience (especially to involve the great public and not only sector experts) Arrival Cities is integrating these media tools strategically in the communication activities.

Project website:

The project website is drawn up using URBACT (Drupal) platform, each Network has a dedicated webpage within the main Urbact website. The main aim of the webpage is to inform the different target groups about the general achievements of the project, publishing reports, short clips and news in order to motivate participation and involvement.

First the website addresses the networks partners and other Urbact networks members, the potential local stakeholders linked to ULG networks, and provides information on integration best practices at EU level. The website will provide information on events organised by the Network and continuous update about the project dissemination activities and results, trying to foster the visibility of the project.

Project Blog:

A blog will be created in order to publish further information on project advancement. The website is considered a static tool, used to get information on a specific content (one-way communication). In respect of the website, the blog mostly represents a non-formal channel as it provides the possibility to interact with other users by exchanging information via discussion forums. Our network intends to use the blog tool to address a wider audience that is not necessarily aware of URBACT programme. The blog contents will be adapted to the

target audience by using a language accessible not only for the initiated to the urban development context. The blog will be promoted through partner's network and through all dissemination products.

Press releases:

Press releases will be generated by each ULG group at least on three occasions during the second phase. Press releases will be targeted at key players (e.g. relevant local authority departments, local and national media, service providers, Managing Authorities and other funders). Communication team will actively follow up the releases to assure maximum coverage. Partnerships with selected newspapers in the partner cities will be aimed at assuring continuous information coverage.

Brochure.

In order to target the different types of audience the communication officer in collaboration with consortium partners will prepare an informative brochure in English to be translated in all partner's languages (8 languages). The production of a number of brochures in national languages will widen the public reached by the communication activities, allowing other potentially interested stakeholders and the general public to be informed about Arrival Cites project. We envisage to have a triplet brochure that will focus on specific elements of the Arrival Cites Network (consortium, financing programme, project description, project themes and for each partner the ULG members). The brochure will exist in electronic form to be forwarded via e-mail and downloaded on the website; furthermore there will be printed versions to be used for conferences and live events. When preparing the brochure special attention will be given to an appealing and clear language and a friendly, light design which represents the idea of the project via nice pictures and key visuals.

Promotional materials.

Experience has shown the broader public are fond of small gadgets. Therefore, in order to reach our target group we plan to have some give-aways. The idea is to relate the give-away to the following principles: ecological, useful, visual-effective.

Partner websites and newsletters.

We will also utilize the dissemination activities that the partners already have in place. Most partners have regular newsletter and their own websites, blogs, etc. which will be used to disseminate regularly and frequently via these channels.

Newsletter.

A quarterly newsletter will be sent to the identified stakeholder mailing list and free online subscribers to spread the work of the project. The newsletter will come out alongside the project in month M6, M10, M14, M18, M22, M24. The newsletter will be targeted at key players (e.g. relevant local authority departments, local and national media, service providers, Managing Authorities and other funders) including other Urbact networks and National Urbact Points. The newsletter will essentially synthesise the project advancements and provide links to download the reports and relevant information on urban challenges and best practices on social inclusion issues. The newsletter will provide information in a synthetic form, which will be accessible in full version in Arrival Cities webpage. Each newsletter (except the last one M24) will have a specific space dedicated to partners presentation (2 per newsletter).

Transnational Workshops.

Members of the Urbact Local Group of each partner will take part in a programme of exchange and learning that will consist of five transnational workshops. The five workshops will focus on common themes/issues that have been identified through the development of the base line study and the participation of the ULG's that each partner has established in phase one. The common themes identified are:

How to build stronger community cohesion, integration into the labour market, reception services, improving co-ordination of service provision and how to counter radicalisation. The transnational workshop will take place in: Dresden (M5), Vantaa (M9), Thessaloniki (M13), Oldenburg (M17), and Paris (M21).

Final Dissemination Event.

A final Dissemination Event will be organised at the end of the project to present the project outcomes and encourage dialogue between the invited stakeholders, journalists and policy makers. The final conference will be held in Brussels. (M24)

Local Events:

Each ULG will hold at least two local events during the second phase, plus one signing off event. After each event they will provide information to be uploaded on social media and project website along with press releases related to the events.

Publications:

A number of items of press coverage at local/national or EU level will be published by partners.

Participation in external events.

In terms of global dissemination, the Lead Partner and lead expert will take part in external events to promote the work of the network (e.g. National Urbact Point events, Urbact initiatives, Open Days 2017, Urban Development Network, etc.)

MONITORING SUCCESS

The communication activities will be monitored according to a set of quantitative and qualitative success indicators. The evaluation of communication activities will determine the degree to which the communication objectives have been reached, and the relationship between the outcomes and the efforts made to reach the goals. This analysis will help the project to better understand facilitators and barriers of a successful communication and will serve to refine the communication activities accordingly. The following table will be used during all the project lifetime to set and identify gaps where more effort has to be spent to reach the planned communication activities.

There are indicators, which monitor the successful deployment of a set of dissemination instruments to different stakeholders. These indicators comprise:

Planning of dissemination activities	Timeline of Deliverables	Indicator
Communication plan	M2(creation)	Draft Plan created and shared.
Number of identified target groups and specific dissemination tools	M2	At least 3 Target groups and specific tools identified
Public Web site creation	1 st Phase Updated at least once a month	Website created and updates
Social Media		
Facebook	1 st Phase	Likes, nr. of posts, nr. of “friends”.
Twitter	1st Phase	Nr. of tweets, following and followers
Linkedin	M3	Nr. of contacts with key actors and potential interested stakeholders
Blog	M3 (creation)	At least 3 entries during 2 nd phase.
Dissemination Products		

Newsletters	M6, M10, M14, M18, M22, M24	6 newsletters, produced, of receivers, uploading downloadable version on project web page.
Migrants Stories	M4-M24	“Migrant Stories” in a form of interview produced, collected and shared trough the newsletter and social media.
Public Events		
Transnational Workshop	M4, M8, M12, M16, M20, M24	Nr. of transnational workshop; number of participants.
Local Events	2 events + 1 signing off event in 2 nd phase	2 events per ULG; number of participants + 1 signing off event
Final Dissemination Event	M24	Nr. of people attending Final Event
Print, newspaper, journals		
Press releases	3 times in 2nd phase	3 Press releases per ULG
Publications	Any time in 2 nd phase	Number of items of press coverage at local/national or EU level
Brochure	M5	1 brochure in English translated in 8 languages.
Other dissemination activities		
Participation of Lead Partner and Expert in external events to promote network’s activities.	Any time during 2 nd phase	At least 2 participation during 2 nd phase.

Partners’ involvement in work package delivery

Partners will be actively involved in all the dissemination activities.

In many cases they will take the lead:

- Production of press releases,
- Production of local brochure
- Organisation of local meetings

In respect to all other activities they will contribute by:

- writing pieces for the E newsletter,
- providing their social media accounts

- posting articles and news on Facebook
- Twitting or rewetting content
- Taking an active part in the online groups
- Making available their networks contact to spread the newsletter
- Making inputs at the final dissemination event