



EUROPEAN
PLATFORM OF
INTEGRATING
CITIES

EPIC Alternative Narrative campaign Toolkit



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Asylum, Migration and Integration Fund

Disclaimer

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EXECUTIVE SUMMARY

The European Platform of Integrating Cities (EPIC project) addresses the challenges of the integration of migrants by targeting medium-sized cities that have the need to develop expertise in integration services and at the same time wish to learn and get inspired from the experience of Local Authorities (LA) and NGOs in other European countries.

Based on the transfer of knowledge and competences among LA and NGOs with different degrees of experience, EPIC supports a direct and gradual practical learning to improve integration practices in each city targeted by the project. As part of its mission, the project aims to tackle the issues of negative narratives on migration based on prejudices, misinformation or racism, and develop the capacities of the partners to counter them with evidence-based and impactful discourses and campaigns.

As part of the *Deliverable 6.7 Informative Counternarrative campaigns*, the EPIC project has developed a specific educational and practical oriented **EPIC Alternative Narrative campaign Toolkit**.

The **target audience** of this toolkit is the communication managers/officers in both the local authorities (LA) and the partners NGO in EPIC as the primary beneficiaries, and secondly, practitioners working on the field of social inclusion in those 2 types of organisations as well (LA and NGOs), since it is very often practitioners the one providing the content to the communication managers/officers.

This toolkit's **objective** is to support them in running the campaigns. The toolkit is based on the [International Training Course delivered by EPIC](#) in May 2021, and it follows a framework similar to the process the EPIC partners carried out to design their campaigns, consisting of a series of participatory workshops where they were guided to define the main blocs of their campaign, translated in a final Campaign **Strategy Template** document (see section *Additional Resources* 1).

The premise of the toolkit is that local organisations will be running campaigns to change the attitudes and raise awareness of the general public towards migrants, refugees and asylum seekers in their communities. The campaigns may involve both public authorities and civil society from the community and the migrants/asylum seekers themselves in the design, implementation and evaluation of the campaign. Ultimately, they should be the ones – among other target audiences – to see primarily the change in their lives.

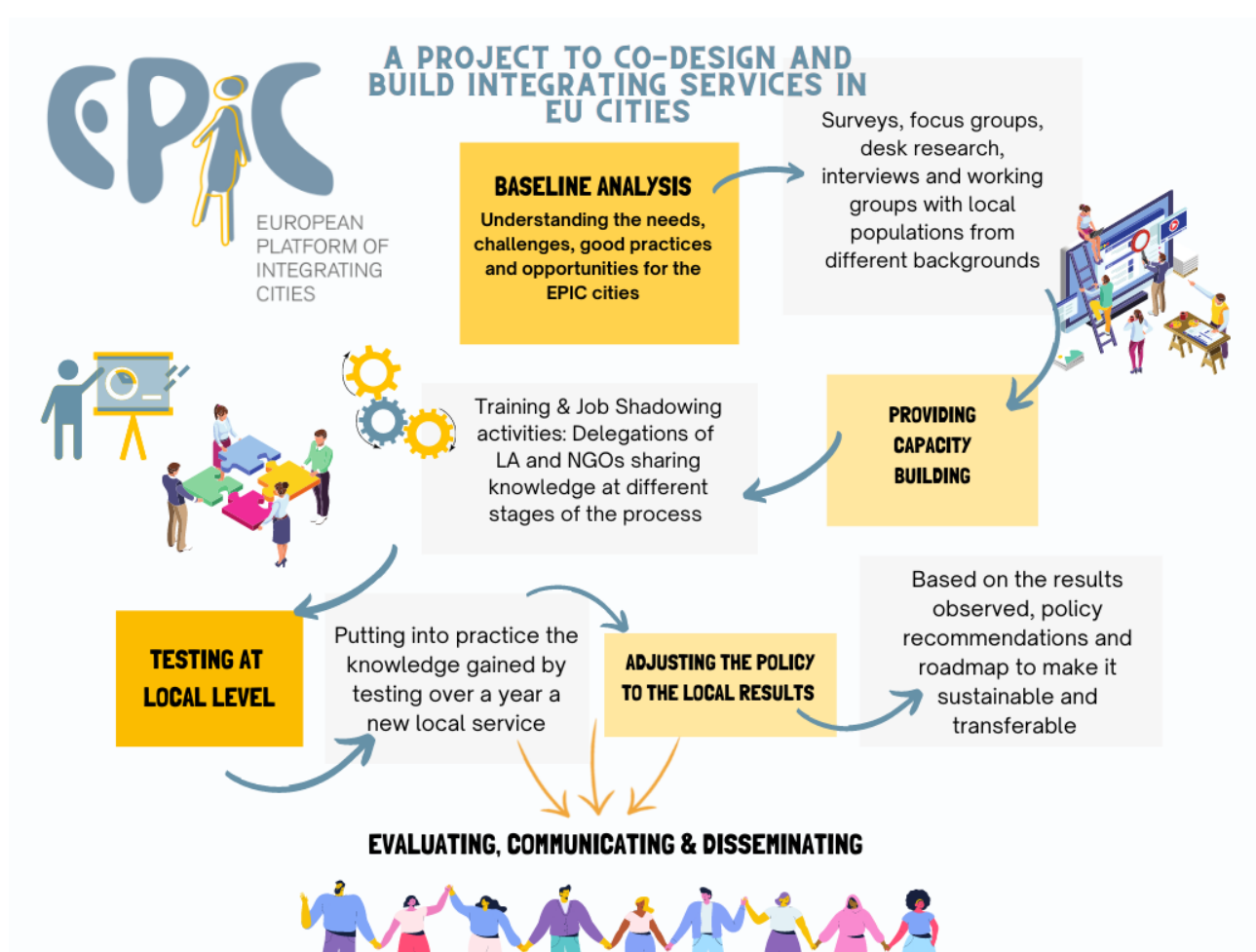
The toolkit pays particular attention to the research to be done to assess the particular situation in their community, the design phase of the campaign and offers some ideas about how to monitor and evaluate the campaign.

It is complemented by a short factsheet on hate speech aimed to give some insights of the key elements about it and a list of additional resources. Finally yet importantly, the toolkit is an assemblage

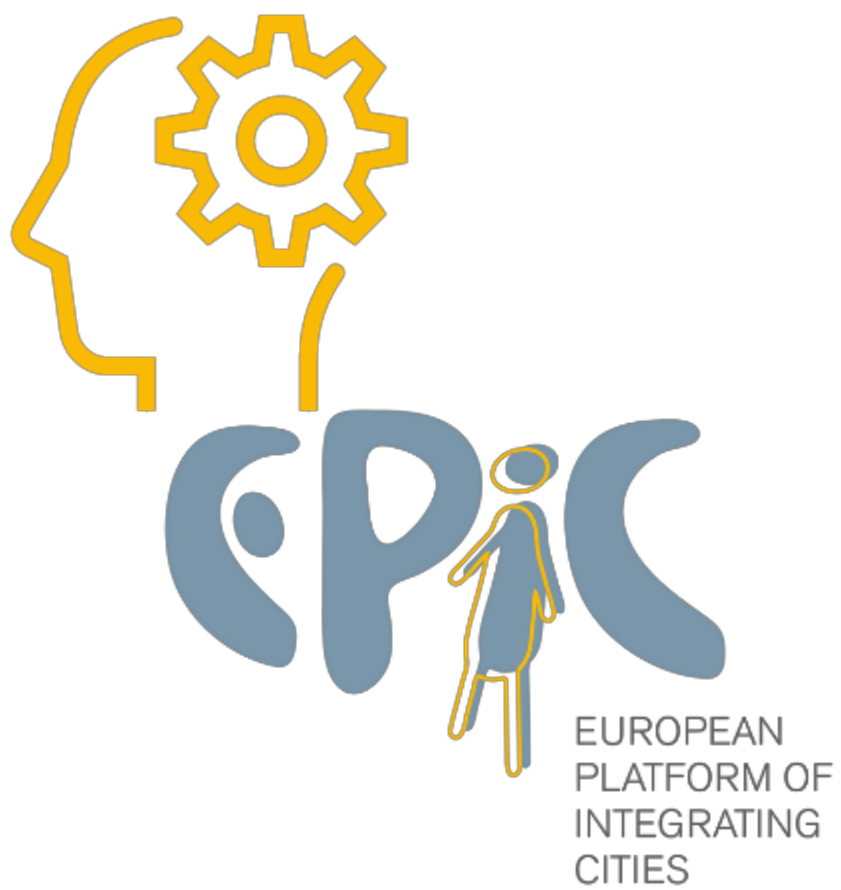
and curation of various publications done by other organisations and entities in the field of human rights campaigning, and against hate speech and oppressive narratives.

While the toolkit has been specifically designed to serve the needs of the EPIC partners, we believe this outcome can be used by any LA and NGO interested in communicating about migration from a Human Rights protection angle aiming at defeating wrong stereotypes and misconceptions, changing the very often negative narrative around the migration discourse and thus creating more social cohesive cities.

Image 1. Summary of the EPIC project model



INTRODUCTION





According to ECRI's, *hate speech is based on the unjustified assumption that a person or a group of persons are superior to others; it incites acts of violence or discrimination, thus undermining respect for minority groups and damaging social cohesion*¹. Hate speech goes beyond the freedom of expression because it poses a human right violation.

While hate speech may be an ancient phenomenon, the role of social networks in contemporary society seems to have exacerbated this problem. In particular, the anonymity it offers all those who want to spread hate proliferation and cloaked manifestations of discriminatory discursive practices to do so with impunity. The role of digital media as a vehicle for indoctrination, radicalization, for shaming, and discrimination has revolutionized the way we experience politics and public debates.

Since 2015, coinciding with the peak of the "so-called" migration crisis, we witnessed a mushrooming of blatantly offensive and openly discriminatory blogs and web pages, as well as the expansion of other web platforms where hate messages are spread, spanning from music videos to online gaming hidden messages.

The process of "othering" specific groups has developed to feature offensive, aggressive and hostile discourses toward individuals and groups or perceived groups based on projected features or characteristics. This has highlighted novel forms of xenophobic and discriminatory discursive practice aimed at new and old targets.

Educating people, providing tools and raising awareness of the dangerous consequences of hate speech are essential approaches in tackling this problem.

With that ambitious goal in mind, EPIC partners gathered in May 2021 and embarked on an intense 4-day online training. The experts *Ron Salaj, Dariusz Grzemny and Ruxandra Pandea* guided their understanding of hate speech, its different definitions, causes and consequences, as well as how to counterbalance hate speech messages and campaigns by building counter or alternative narratives based on a human rights approach.

But let's start from the beginning: **what is a narrative and why does it matter?** A story, a context, a way of communicating a message, were some of the answers given by the partners to this question. In a more precise way, a narrative can be defined as

¹ ECRI General Policy Recommendation number 15 <https://www.coe.int/en/web/european-commission-against-racism-and-intolerance/recommendation-no.15>

a logical, internally coherent report and interpretation of connected events and characters. The report and interpretation combined gives meaning to the story, connecting singular happenings to a more general, collective story.

Therefore, a narrative is more than a story. It is a whole framework, a combination of a structure, characters, a given context (cultural, social or historical), relationship between those characters and a meaning, which connect all those individual elements to a bigger picture or collective story.

refugee_crisis_

Timeline events (2015-2017):

- 08/25: Germany announces it will not enforce Dublin regulations for those in Germany
- 09/05: Merkel announces "no limit to number of refugees" accepted
- 10/17: Hungary closes borders; Slovenia, Croatia tighten border controls
- 01/04: Denmark, Sweden tighten border controls
- 02/15: Bulgaria closes borders
- 03/09: FYROM, Slovenia, Croatia close borders
- 03/20: EU-Turkey deal
- 05/23: Evacuation of Idomeni, Greece
- 09/19: Riot in Mersis detention center, Greece

Other events: Alan Kurdi (2015), Idomeni Camp (2016), Frontex (2016), Dublin regulation (2016), Protests: "Refugees Go Home" and "Refugees welcome" (2015-2017).

EPIC project is funded by the European Union's Asylum, Migration and Integration Fund

Key elements of the narrative:

Structure:
a) initial situation -> b) Disrupt moment/conflict -> c) Conflict resolution or transformation
"domestic security" & "national identity" -> "Stealing our jobs" & "changing our culture" -> "go home"

Characters:
Protagonists & Antagonists
"us" vs. "them"

Context:
Narrative acquires meaning in broader cultural, social, historical context with defined rules and mechanisms.
"welfare mythologization" vs. "erotisation of the Other"

Relationships:
Narrative is about connections between characters, positively or negatively.
"we and them" / "we" vs. "them"

Meaning
a connection between main characters, their behaviours and their actions (an individual story) to a bigger picture (collective story)
Alan /Merkel / Orban / Salvini > refugee_crisis_

IT ron salaj

Image 2. Expert Ron Salaj explaining the key elements of a narrative with an example during the training

And narratives matter because they influence the way people think and can thus lead to certain actions. For instance, if people are led to think a certain group in society is threatening, they will tend to support security measures to prevent that group from harming them².

Hate speech can be triggered by political interests, lack of empathy, fear, uninformed opinion, brainwashing, low self-esteem, anger, and sadness. To dismantle such a complex issue it is important to understand what its roots are, and the overall framework around it.

This toolkit supports partners to create their own narrative about migration, inclusion and diversity in their local area to design counter or alternative narratives campaigns that generate positive narratives and counteracting negative stereotypes towards migrants' communities.

² WE CAN! | TAKING ACTION AGAINST HATE SPEECH THROUGH COUNTER AND ALTERNATIVE NARRATIVES (2017). Council of Europe. Available at <http://www.coe.int/en/web/no-hate-campaign/we-can-alternatives>

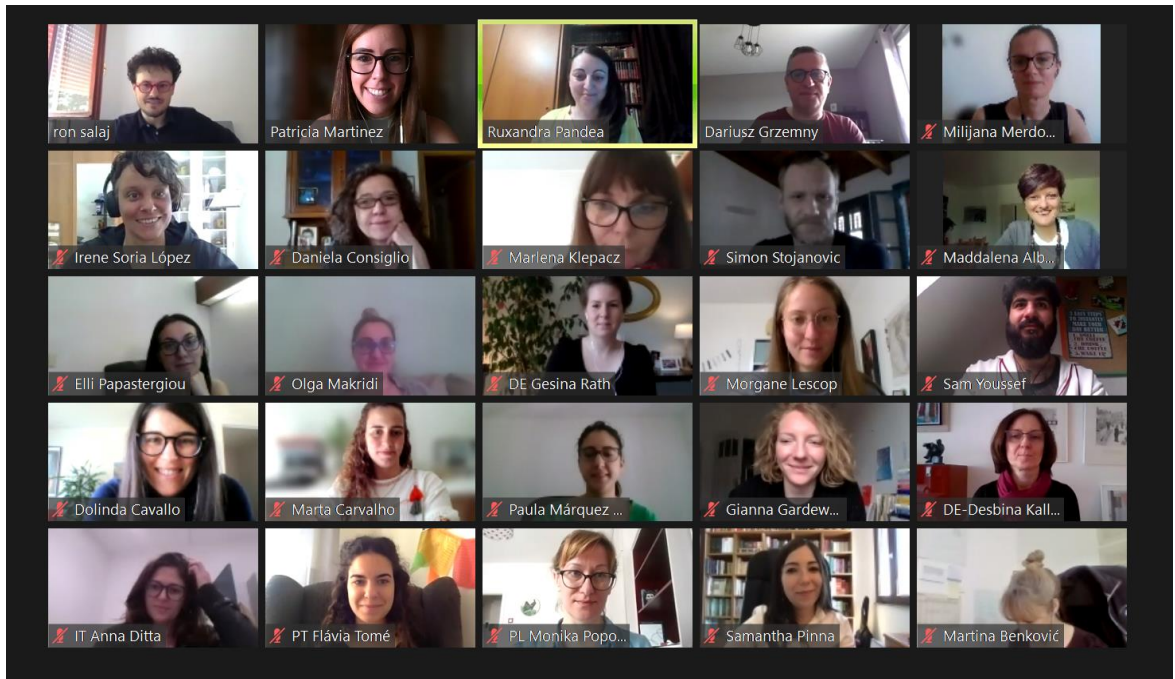


Image 3. Some of the EPIC partners during one of the sessions of the training

WHY AND HOW ARE YOU CAMPAIGNING? DEFINING THE
BLOCKS OF YOUR CAMPAIGN





○ Pre-campaign research

Even if running a campaign is an exciting idea, it is best to take a step back and look at what issues you are confronted with in your community, what change you would like to bring and what is feasible in the context you work within given the attitudes and the distribution of power in your community, your own competences and resources, the context and potential timing of a campaign. In some cases, while a campaign might be necessary to raise awareness, the timing might not be the best (for example, an election year is coming, and your message could be lost or hijacked by the political campaign). In other cases, a campaign might not be the best course of action. Your first step should be to gather as much information as possible about key aspects for you to make the best decisions about the course of action, the target groups, and the type of channels of communication you

will use, what you plan to achieve and so on.

In this toolkit we focus on campaigns that address the effects of hate (or oppressive) narratives targeting migrants, refugees and asylum seekers. “Hate/oppressive narratives” can take many forms: hate speech, negative portrayal of migrants/asylum seekers, incitement to violence towards asylum seekers/migrants, nationalist narratives that exclude ‘others’ from the corpus of the community. These hate narratives target migrants/asylum seekers to deter them from coming/settling in the community, but most of the time they aim to mobilise the community to reject migrants/asylum-seekers and at decision-makers level to put in place policies that follow the same line. The community concerned does not have to be a common destination for migrants/asylum-seekers. The topic is controversial and sensitive enough to be used for political purposes as it links to the issue of who is entitled to be considered part of the community. As many communities and countries primarily are politically defined along ethnic/national lines, the acceptance of migrants/asylum seekers as equal members of the community would entail a redefinition of the ways the community defines itself. It is therefore important to look at all aspects of the problem and to gather as much information before setting out to plan the campaign.

The guiding questions below can support you in this process and give you some ideas about where to look for this information.

○ Understanding the issue

| Key question | Ideas on where to find information |
|---|---|
| <p>Key information about your community</p> <ul style="list-style-type: none"> • Location • Demographics (including information about religion, ethnicity, numbers of migrants/asylum seekers, etc.) • Political organisation (who are the decision makers on themes connected with migration) • Political parties • Other opinion influencers in the community • Particular issues that deserve attention (i.e. economic crisis, lack of jobs, poor infrastructure, etc.) • For the period you are considering campaigning, are there particular events that need attention (electoral campaigns, community celebrations, etc.) | <ul style="list-style-type: none"> ● Ask people! What those around you think about? What information local organisations (NGO, CSO, Associations) in your area know about it? ● Check data offered by the Statistics National Institute of your country ● Website of your local/regional/national authority ● Other official sites such as <ul style="list-style-type: none"> - https://ec.europa.eu/eurostat - https://www.mipex.eu - https://migrationpolicycentre.eu/opam/ |
| <p>What are the key narratives about migrants/asylum seekers?</p> <ul style="list-style-type: none"> • What are they saying about migrants/asylum seekers? • Are they calling for any action? <p>It can also be that there is not much being said about migrants/asylum-seekers and not much is being done for their integration. You can also have a campaign to raise attention to an ignored issue.</p> | <ul style="list-style-type: none"> • Press • Speeches, leaflets, websites of political parties/actors • NGO reports • Social media • General discussions in community |
| <p>Who is issuing the narratives?</p> | |
| <p>What are the channels of communication primarily used for spreading them?</p> | |
| <p>Who is supporting these narratives?</p> | |
| <p>Who is the target of these narratives? (if there is an obvious target)</p> | |

| | |
|---|---|
| <p>What is the danger in these narratives?</p> | <ul style="list-style-type: none"> • People say many things; however we do not act on all of it. What do you see so problematic with the narratives or their effects on the community that you need to take action? |
| <p>Are these narratives new?</p> | <ul style="list-style-type: none"> • You can speak with colleagues/experts to see if this is a generic narrative about migrants/asylum seekers spread in the community or if there are new aspects to it. If this is a general and widespread narrative, it will require a different approach to challenge what is understood as 'normality' than if you are dealing with a particular call for policy change. |
| <p>What are the key policies in place in respect to migration?</p> | <ul style="list-style-type: none"> • Are the international commitments to respect of human rights of migration/asylum seekers respected |
| <p>Are there any proposals for change of policy in respect to migrants/asylum seekers? If yes, which? Whom are they coming from?</p> | <ul style="list-style-type: none"> • Beware these changes could also be related with issues that are not per se migration policies (i.e. demands to increase police controls) |
| <p>Information about the migrant/asylum seeker community</p> <ul style="list-style-type: none"> • Demographics • Location within the community • Organisation (including political) • Knowledge about their rights • Social/economic situation | |
| <p>How is the migrant/asylum community affected by the 'hateful' narratives?</p> | |
| <p>Key allies</p> | <ul style="list-style-type: none"> • Who are the political parties/leaders, opinion leaders, other civil society organisations, etc. in the community that are supporting migrants/asylum seekers and/or opposing 'hateful' narratives? |

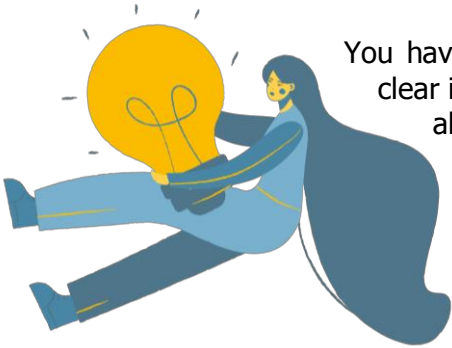
○ You and your organisation

Now you have a better understanding about the issue. It is important to also look at your organisation/institution and see what your capacities are for taking action. Consider the questions below:

QUESTIONS

1. WHAT IS YOUR POSITION AS INSTITUTION/ORGANISATION ON THE POLICIES THAT SHOULD BE IN PLACE IN RESPECT TO MIGRANTS/ASYLUM SEEKERS, AND ON COMMUNITY ATTITUDE AND BEHAVIOUR?
2. ANY POLICIES OR APPROACHES OF YOUR ORGANISATION TO KEEP IN MIND WHEN DESIGNING ANY ACTION? (I.E. YOU HAVE A PARTICIPATORY APPROACH TO CAMPAIGNING AND IT WILL BE KEY TO HAVE THE MIGRANT COMMUNITY ON BOARD AND INVOLVED IN THE DESIGN)
3. DECISION MAKING PROCEDURES (YOU NEED THE APPROVAL OF THE BOARD BEFORE STARTING A CAMPAIGN)
4. WHAT IS YOUR RELATION WITH THE MIGRANTS/ASYLUM SEEKERS IN YOUR COMMUNITY? (YOU MIGHT BE WORKING ON A DAILY BASIS WITH THEM PROVIDING SERVICES, YOU MIGHT HAVE DONE A PROJECT OR TWO, OR YOU MIGHT HAVE NO CONNECTION)
5. WHAT IS YOUR RELATION, IF ANY, WITH THOSE WHO ISSUE HATE NARRATIVES AGAINST MIGRANTS/ASYLUM SEEKERS? TAKE NOTE OF ANY PARTICULAR CONSEQUENCES THAT MIGHT ARISE FROM CAMPAIGNING FOR THE CONTRARY. (I.E. YOU ARE AN ORGANISATION FUNDED PRIMARILY BY THE MUNICIPALITY, WHERE THE MAYOR HAS A STRONG ANTI-MIGRANT STANCE. CAMPAIGNING AGAINST THIS MIGHT LEAD TO DIFFICULTIES WITH FUNDING)
6. IS YOUR ORGANISATION RECOGNISED AS AN OPINION LEADER AND/OR EXPERT ON THE TOPIC IN THE COMMUNITY?
7. WHO ARE YOUR KEY PARTNERS ON THE TOPIC IN THE COMMUNITY?
8. WHAT RESOURCES CAN YOU DEDICATE TO ACTION TAKING?
 1. STAFF (EMPLOYED AND VOLUNTEERS YOU CAN MOBILISE, PARTICULAR COMPETENCES THEY HAVE - I.E. ADVOCACY, GRAPHIC DESIGN, SOCIAL MEDIA, PROJECT MANAGEMENT)
 2. FINANCIAL RESOURCES
 3. IN KIND RESOURCES (OFFICE, SITES)

DESIGN PHASE



You have now analysed the context and your organisation which should give you a clear idea about what is at stake. It is now time to start imagining what can be done about it. Most likely, looking at the issue has revealed a set of areas where action could be taken:

- community's attitude towards the migrants/asylum seekers;
- policy proposals to make integration and settlement nearly impossible;
- lack of knowledge of rights among migrants/asylum seekers;
- abuse of migrants/asylum seekers by employers or police and so on.

Not everything can be tackled by a campaign. Not everything can be tackled at once.

When deciding on the core issue of the campaign, consider that a campaign is generally used to:

- Draw public attention on an issue
- Change the terms in which a public discussion is being held
- Make the voice of a certain group heard in the community
- Change the public general perception of a certain group
- Determine public authorities action on an issue
- Determine public authorities to refrain from certain actions.

A campaign is communication about a certain issue with key messages. There are no guarantees in how this will be received by the target audience(s). There is only in-depth preparation, implementation, monitoring and a lot of adaptation. If you are going to campaign, you need to keep an open mind and be ready to change different elements (i.e. communication channels, key messages even) always bearing in mind what your aim and objectives are.

Aims and objectives

Defining aims and objectives can feel sometimes like a bureaucratic exercise. However daunting, a well-written and understood aim will help you in communication with the public and with partners. Sometimes what we want to achieve is long-term, such as the majority of the population in our community will have a positive and welcoming attitude towards migrants/asylum seekers, will support their integration and will value their presence as beneficial for our community. Sometime this is more straightforward: we want the police to refrain from running unmotivated evening raids in the migrant neighbourhoods.

What are you trying to achieve? What would you like to change? What would you like to see in the community at the end of your campaign? You can start from a brainstorm with your campaign group. Put all ideas on the table and then sort through them.



SOME TIPS IN FORMULATING YOUR AIM AND OBJECTIVES

- **BE CONFIDENT:** GRAB THE AUDIENCE'S ATTENTION BY PROVIDING AN ALTERNATIVE.
- **BE EMPOWERING:** GIVE ROOM FOR ACTION, ALLOW SELF-IDENTIFICATION OF THE AUDIENCE WITH YOUR CAUSE, AND PROVIDE POSITIVE ROLE MODELS.
- **BE REALISTIC:** WHAT CAN YOU ACHIEVE AS CHANGE AMONG OR WITH YOUR TARGET AUDIENCE IN THE UPCOMING WEEKS?
- **BE INVITING:** LEAVE SPACE FOR YOUR AUDIENCE TO EXPLORE ALTERNATIVE PERSPECTIVES AND REFLECT ON THEM.
- **BE POSITIVE:** PROVIDE (CREATIVE) EMANCIPATORY ALTERNATIVES FOR THE OPPRESSIVE NARRATIVES.
- **BE BRIEF:** TRY TO DEFINE YOUR VISION AND THE OBJECTIVES USING SINGLE SENTENCES.
- **BE SPECIFIC:** THE CLEARER YOUR OBJECTIVES ARE, THE GREATER YOUR CHANCES ARE OF ACHIEVING THEM.
- **DON'T BE DEFENSIVE:** AVOID EMPHASIZING THE HATE NARRATIVE YOU REJECT.
- **DON'T VICTIMISE:** COUNTER NARRATIVES THAT PLAY ON EMPATHETIC FEELINGS OF SORRY AND PITY WITH THE PEOPLE TARGETED BY HATE SPEECH WILL EMPHASIZE THEIR ROLE AS VICTIMS.
- **DON'T BE NAÏVE:** DON'T SET GOALS THAT WILL BE TOO DIFFICULT, TAKE TOO LONG TO REACH, OR SEEM TOO IDEALISTIC.
- **DON'T PREACH:** DON'T PRESENT YOUR IDEAS AS READY-MADE SOLUTIONS FROM THE EXPERT WHO KNOWS IT ALL AND KNOWS IT BETTER.
- **DON'T (RE)PRODUCE HATE SPEECH:** DON'T RECALL THE HATE NARRATIVES OR PRODUCE NEW HATE SPEECH.

Things to remember:


- The aim presents a bigger idea you have, like changing attitudes, developing competences, raising awareness, or building a system of support
- The objectives are very concrete and can be easily translated into action / activity, e.g. to inform young people about the situation of migrants in the community (objective) --> series of workshops in schools (activity)
- Objectives are not activities: to organise a launching event - is an activity, not the objective

As you define your aim and objectives, it is likely that you will be coming up with ideas for activities. Instead of trying to decide on them or trying to incorporate them in the objectives, note them down to discuss them later when you decide about how you are going to campaign.

Target audience(s)

Depending on what you are trying to achieve with your campaign, you will need to decide on the campaign audience. You might have one main target group and some secondary ones. However, the more target groups you have the more complicated it will be to identify proper messages addressing them and channels of communication.

Image 4. Template to create a "persona" and analyse the target audience of the campaign

| | |
|---|--------------------|
| Create personas Add a picture or drawing | |
|  | |
| Name: | Religion: |
| Gender (if applied): | Place: |
| Ethnicity (if applied): | Occupation: |
| Nationality (if applied): | |
| What audience segment the person belongs to (see above): | |
| <ul style="list-style-type: none">• Is the person a producer, a supporter, a target, indifferent or not involved with the oppressive narrative?• Is the person related directly or indirectly to oppressive narrative?• What attitudes, feelings, sympathies does the person hold?• General interests (for example, what type of media does this person use? Which places does this person frequent most?) | |

Within any audience, people are diverse, with different attitudes, behaviours, thinking and roles. Try to understand and identify different groups or segments within the audience, such as teenagers, journalists, politicians from government or opposition parties, or pensioners. Decide whether your campaign will target those who are contributing to the oppressive narrative as producers of hate, those who are indifferent, or those who are targeted by the oppressive narrative. **Create personas** – fictional, generalised characters who represent the needs, behaviours and characteristics of a larger audience.

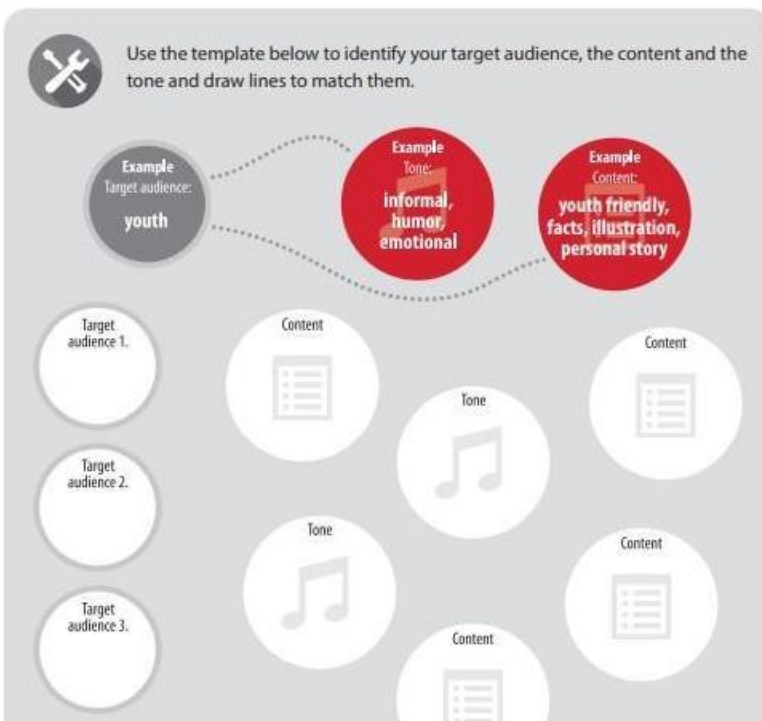
Now that you have designed a number of personas for the target groups you find relevant for your desired actions, review your aim and objectives and rank them in order of importance for achieving your goal (you will have to define the criteria: in order of capacity to influence decision, for example).

Now look at this ranking and see if you can realistically target the first ranking group and be successful. If you are confident you can, then this is your primary audience. If not, look who has power to influence.

For example: The primary audience in terms of importance for our goal is the mayor and municipal council, however they are not likely to respond well to a campaign targeting them. However, if their main voting cohort would be supporting our aim, the mayor and the municipal council would be more prone to listen to our proposals.

Slogan, key messages and the tone of your campaign

Now that you have defined your primary and secondary audience, let us look at what you will be communicating to them. Use the template below and the work you have done already on personas to identify what should be the key content you are communicating to your audience and the tone which



is likely to provide the best response. Remember, there is no guarantee so trust your research and instinct!

Image 5. Template to design the campaign' tone

Now that you know what the content and the tone, let's start from it and try to create a slogan for your campaign and some key messages.

Some ideas for developing the slogan:

- It should be short and easy to remember
- It should not be a repetition of the aim, but rather the core of it.
- It should invite people to find out more and want to engage

- It should be understandable – avoid using fancy language or too sophisticated allusions that are not widely shared in the community
- It should avoid using symbols that are already loaded politically and associated with other issues.
- It should create a sense of urgency and desire to take action.

The slogan will not say it all. Rather, it will be that core message around which people with diverse backgrounds and opinions can gather around. You may consider using a tagline which is another short sentence that accompanies the slogan and reveals more information about the campaign.

You should also decide on a set of key messages based on the content you have identified for each key audience. These key messages should allow you to further detail the core slogan and add depth. The key messages should be the main pillars of the campaign content and activities. They should be present in, almost, any piece of content you produce and publish such as: press release, brochure, Facebook post, media interview, etc.

The slogan and key messages will also allow you to better select visuals for your campaign.

Campaign communication plan and activities

It is now time to decide on what you are going to actually do, when and where in your campaign. Communication actions (from a poster to a tweet to a TV spot) are also activities to be planned in your campaign.

Do not forget that campaigns have different phases, like any other project.

You will need to foresee time for preparations, time to roll out your campaign with some milestones to evaluate how you are doing and change course, and a time to close and evaluate. Campaign rarely go on an indefinite period of time mostly because of resource allocation and because you would need to then evaluate if other courses of action are not better placed.

You will need to look at your pre-campaign research and see what the appropriate time period is to roll out your campaign. This will depend on other events happening in your community and in your organization, the resources you can dedicate to this campaign, and when it is likely that your key audience will pay attention (there is no point in running an awareness raising campaign at the time when mostly everyone in the community is away for holidays).

Communication channels

You have already done significant work in identifying your target audiences and their preferred means of communication. Looking at that and your resources, identify the primary communication channels. Remember, offline channels are as important as online channels of communication. If all people in the community pass by the community store every day, it might be more useful to address them there rather than through TV spots.

| Medium/channel | For which target audience? | What tone will be used? |
|----------------|----------------------------|-------------------------|
|----------------|----------------------------|-------------------------|

| | | |
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Campaign activities

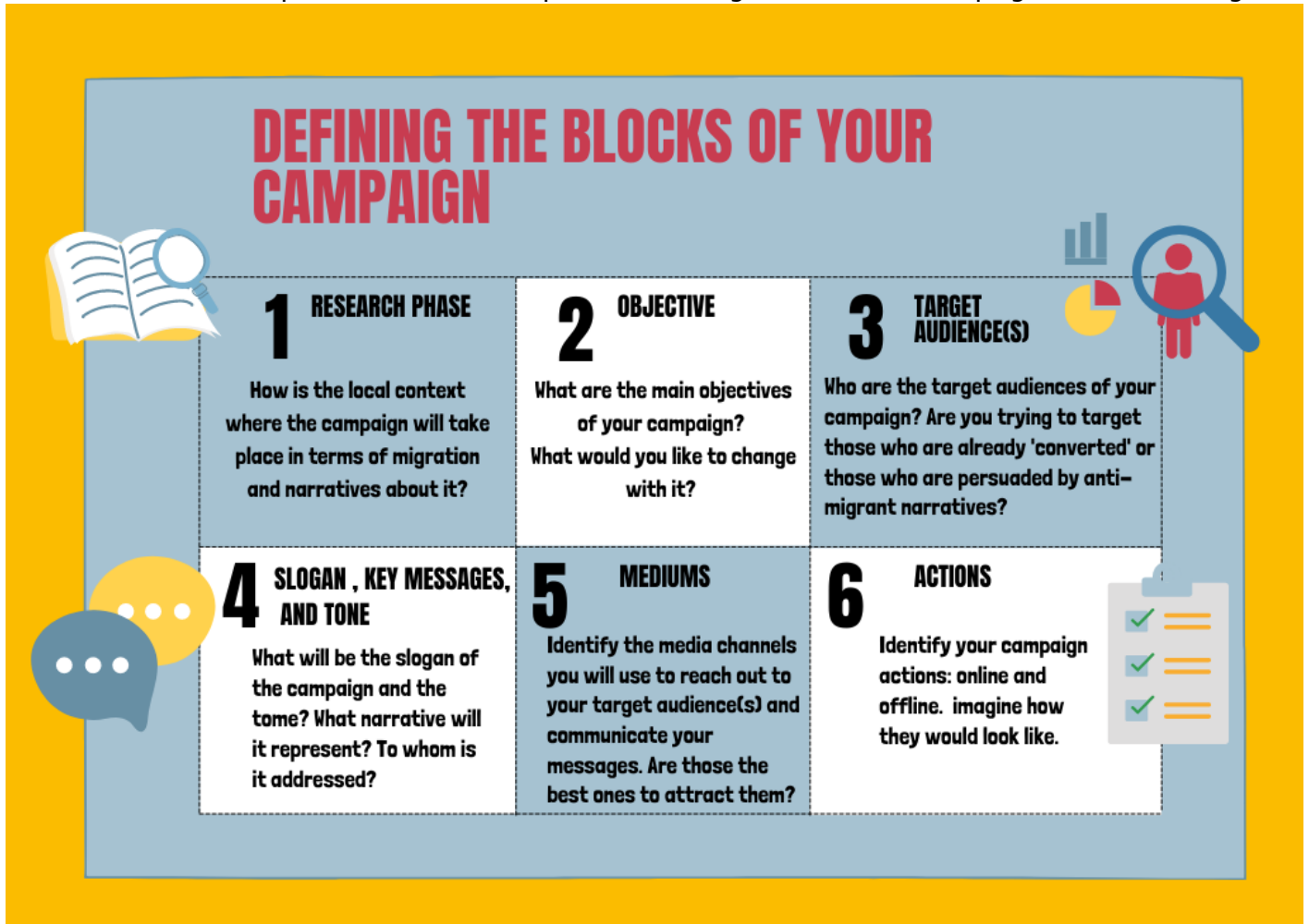
Now go back to your parked flipchart of ideas for activities and try to put them together. You will likely have key campaign activities in your list which can be events: campaign launch, communication activities like TV spots and possibly support activities that aim at those with which you carry the campaign with (this can include training of volunteers, decision makers meetings, etc.). Try to come up with a list of all those activities and put them in a calendar. You would want to add in this calendar in a different colour also events that might impact your campaign roll-out, so that you can adjust your planning accordingly.

| Timeline | Activity/ Action | Action type/ description | Targeted audience | Key message promoted | Communication medium/channel |
|----------|---------------------|-----------------------------|----------------------|----------------------------|---------------------------------|
| | | | | | |
| | | | | | |
| | | | | | |

For planning in detail your social media content and its deployment, we recommend you use a specific calendar. In the big calendar of your campaign, you should indicate key events and actions.

Once you have concluded designing your campaign based on the points explained in section 3 and 4, you have the core elements to finish your strategy, assessing how you will deliver it (see section 5 Governance of your campaign and implementation) and how to monitor and evaluate it (section 6).

This is similar to the process that the EPIC partners in charge of the 8 local campaigns followed during



2021/22. To support you and your team to navigate though it you can find in the section Additional Resources 1 and 2 the Campaign Blocks Templates and the Strategy Template respectively.

Image 6. Defining the blocks of your campaign.

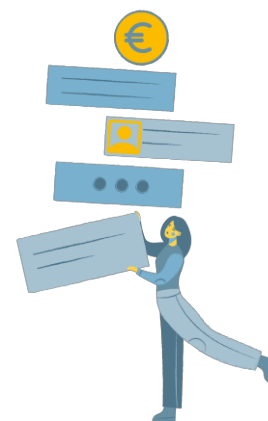
GOVERNANCE OF YOUR CAMPAIGN AND CAMPAIGN IMPLEMENTATION

Or in less fancy words: who makes decisions about your campaign? This is of particular use for all those involved in the campaign to know whom to address for decisions in particular issues. A diagram of names, responsibilities and contacts will be of help to all those involved in the campaign to have at hand. They should all have the overview of all people involved, regardless that they most likely will have to deal with only one-two people directly.

It is also a good practice to have a governance structure (a committee, a group) that unites the organization and its partners, but that also allows for representation of migrants/asylum seekers and other stakeholders are relevant. This provides a forum for gathering support of those concerned about the campaign as they will feel ownership and responsibility and to check that messages and activities are appropriate.

The governance structure could also be the forum in which at key moments of the campaign, you evaluate with key stakeholders if you are on track, discuss potential adjustments and decide on next steps in implementation.

In the implementation team, make sure to decide who is responsible for what and to foresee sufficient time to discuss how you work and communicate, how you make decisions. Plan time to meet to assess and plan.



Human resources and budget

Any campaign will need people and resources that need to be used. You can campaign with fairly little resources and possibly without any money. However, it is good to have a list with all the things you will need and identify their cost or how you are going to ensure that you have them.

The budget is also a good moment for you to identify hidden costs and resources necessary to run the campaign. Some key costs to consider:

- Activities related costs: this includes the costs related with a launch, from renting a venue to hiring a facilitator.
- Costs related with communication: consider hiring required services, printing, advertisement, display services, ads in traditional media.
- Costs related with running a project: staff, volunteers, office and general running costs for an office, additional training for staff and volunteers.
- Contingency costs: be ready to consider a 5% reserve in case planning does not go as imagined.

MONITORING AND EVALUATION



Monitoring and evaluation are essential in running a campaign.

Monitoring will happen all along the campaign implementation and will allow you to identify issues arising from implementation that will need to be addressed.

Evaluation will allow you to see if your objectives were reached in general and how the campaign has performed. Questions like: who was reached by the campaign? How did they react to the message? How did their attitudes to the issue change? Are very relevant for your work.

In order to be able to monitor and evaluate, you will need to set up from the start some indicators and sources for verification that will allow you to follow this up. While you might review and adjust them as you go along, it is always a good practice to have them set from the start.

Indicators will have to be both quantitative and qualitative: for example, people might see a video that is disseminated in the campaign, but the video might not have the desired effect in terms of changing their opinions. You would want to know if the video reached out to the desired audience, how many changed their opinion and why, how many did not change their opinion and why. This requires a set-up that allows you to collect this information as you are disseminating the video.

Evaluators will often talk about the chain of impact, where outputs will translate into outcomes (results for short and medium term) and impact (results/changes for long term).

When setting up the monitoring and evaluation, you should also consider several milestones in your campaign that will help you assess on the way.

What are the sources of information?

You need to find a balance between **quantitative and qualitative sources**, just like you did for indicators. A simple one is to observe carefully and gather insights and feedback from participants and other observers. You can consider the following methods: surveys, interviews, focus groups. These can be done online or offline, and they provide you with different types of information as the setting will allow or not to go deeper into the conversation.

Interviews can be done with people from the target audience. You will need to identify and invite them. When inviting them for the interviews, you should always explain the aim, how it will be run, how information will be treated afterwards. Make sure to record information about the interview: date, place, person interviewed, and interviewer.

Possible sources:

- If you are using mainstream media (i.e. you give an interview, you write an op-ed), they are generally able to provide you with information about the reach and particular demographics of their audience.

- If you are using billboards and other forms of public advertisement, the companies renting or giving you the space can provide you with information about the approximate number of people that see the advertisement based on the location or number of service users.
- You should keep a count of the print materials you have distributed and the place/people you have distributed to. You can also run further a survey about their usefulness.
- For your website, most platforms also provide you with specific information about the number of visitors, the time they spent on the website and pages they visited, detailed information about their country of origin, age, etc. You can use different tools for this, such as: Google Analytics (think about it before you use it - it is a bit complicated and may be violating the right to privacy), Plausible (<https://plausible.io/>) - private, open-source, paid or Fathom (<https://usefathom.com/>) - privacy-oriented, paid, or the tools provided by the platform you are using.
- If you are running a campaign on social media most platforms also provide an analytic tool about the reach of your page.
- If you are organising a physical or online event, prepare in advance an easy-to-reply survey or feedback form and encourage participants to dedicate a few minutes to reply. Think of what data is relevant for your analysis (gender, origin, age) and prepare both close and open questions to understand if your campaign activity is having the desired effect in your audience.

You will also need to monitor the effects of your messages in the community. For this, you will want to monitor traditional media to see how they report on the campaign, but also how they report on the topics in general. You will also want to monitor conversations online on social media to see if and how people are talking about the campaign, but also broader about the topic you are addressing and if there is change.

You need to also carefully monitor counter-reactions. Many times when we campaign on human rights issues, we are also faced with resistance. Understanding the tone, the intention and the reach of the counter-reactions will allow you to see how to adjust your campaign, if necessary. For social media, you can use a variety of tools that help you monitor trending topics, engagement with them and the types of action. It is also good to monitor the accounts of those who counter you and who are generally speaking on the topic.

Evaluation is equally important, and it will allow you to assess the impact of your campaign at a given moment in time. If you have done your monitoring thoroughly, you should be able to also go into evaluation with a significant amount of information collected. Evaluation is often seen as a hurdle and duty to donors, but it should also be seen as an opportunity to learn and grow. The techniques are fairly similar with those used in the monitoring. You can go back to your main target audience for interviews, you can contrast the way an issue is reported in the media before and after the campaign, you can run surveys. This will give you a good idea about what has been achieved and what still needs action. When working with change of attitudes and behaviours, be mindful that this requires time. You most likely will not see a 180 degrees change of attitudes with one campaign, but being able to tell how far you have reached is already a good indication for further action.

Do not be afraid of failure. There are hidden gems of learning in a campaign that has not fully succeeded. It might be that by opening up the conversation on a difficult topic, the language will be

harsh in the beginning as more people join the conversation. The achievement could be that a taboo topic is now being discussed, the follow-up that you need to continue and influence how the discussion takes place.

Do not forget about people and processes. You will also need to reserve time to evaluate how you worked in the campaign with your team, partners and if your working methods were efficient. This will help you work better and smoother in the follow-up and in other campaigns.

The table below helps you identify the relevant indicators and sources of verification.

| Output / Activity | Indicators | Baseline indicators (the situation before the campaign start, if you can estimate) | Sources of verification | Milestones |
|---|--|--|---|------------|
| Portraits and stories of migrant contributions to the society posted on social media. | 30% more young people view migrants in community in a positive light | Only 15% of young people view migrants in a positive light (Attitudes barometer of the city) | <ul style="list-style-type: none"> • Social media statistics (number of posts/views/reach, engagements, etc.) • Number of press releases/articles and number of readers • Conversations generated • Feedback form after an event • Number of attendees local event • Focus group • Survey at the end of the campaign | Every week |

THE 8 EPIC LOCAL CAMPAIGNS



EUROPEAN
PLATFORM OF
INTEGRATING
CITIES



ALCORCON: #SAMEDREAM (#MISMOSUEÑO)



Figure 18. Examples of posters done by the participants of the campaign workshops in Alcorcon

Thematic focus

Harmful narratives against unaccompanied foreign minors (so-called MENAs in Spanish – those are migrant boys, girls, and teenagers under the age of 18 who are separated from their parents and who are not under the care of any adult). Much of the increasing narrative against children and adolescents is based on misrepresentation of reality. Some media, political parties and civil associations have tried to alarm society about the danger posed by MENAs. However, many have been denied as false to manipulate public opinion against foreign minors.

Objectives

- To change the negative perception young people and society might have about MENAs.
- Raise awareness about fake news and how to act against them.
- Empower foreign young unaccompanied minors into shaping a narrative about them.

Campaigner

Solidaridad Sin Fronteras (SFF), NGO in Alcorcon (Madrid, Spain).

Target Audience

Parents with children aged 12-22 years old and young adults in Alcorcon (Madrid, Spain).

Slogan & key messages

#SameDream/ #MismoSueño

- Despite cultural differences, at the end of the day, we want the same in life.
- The fact that MENAs are unaccompanied foreign minors does not imply any threat. They need support as national minors do when they do not have their parents with them. They are a vulnerable group that needs special protection, support, and empathy.

The campaign was present at the Regional Fair of children and youth leisure (Juvenalia) which brings together social organisations, educational centres, and young people, where SSF did an activity to address discriminatory attitudes and behaviours among young people. It was the right moment to test the #SameDream campaign, reflecting on the reality of MENAs with young people and some professionals and trying out the activity of creating a poster with counter-narratives of hatred towards MENAs.

The campaign was officially launched both physically and online on 16 December 2022 in a face-to-face event, on the commemoration of International Migrants Day. SSF, in collaboration with the Intercultural Mediation of the City Council of Alcorcon and other CSO, organised an event in Alcorcon to present the #MismoSueño campaign through different debates, a video and a participatory activity encouraging attendees to reflect on several messages around the MENAs debate and propose alternative ones they found more accurate. Following the activity, SSF organised a round table with representatives of migrant organisations with the intervention of migrants as well to discuss the reality of migrant people in the municipality, their needs, obstacles and challenges. Different posters with messages extorted from the event were weekly published on social media accounts.

The last phase of the campaign was the creation of a video with the materials from the participatory activity carried out during the launch event of the campaign and its dissemination through different channels. The City Council of Alcorcon has collected the feedback received from the campaign activities to improve their own services and propose new initiatives in the Municipality to address origin-based discrimination. For the purpose of the campaign, SSF created and disseminated a website where the campaign was initially presented <https://nodiscrimina.wixsite.com/concurso/campa%C3%B1a>

The website shows the development of the MismoSueño campaign, and all materials produced.



The EPIC local alternative narrative campaign in Alcorcon at EPIC website



BRESCIA: BETTER TOGETHER (MEGLIOVICINI)



Figure 19. A bus carrying out different routes in the city of Brescia with the poster of the MEGLIOVICINI campaign.

Thematic focus

Combating stereotypes in multicultural neighbours to get more housing opportunities for migrants. The local communication campaign carried out by the Municipality of Brescia and ADL Zavidovici aimed to tackle the difficulties newcomers face when trying to rent private apartments due to stereotypes and the reluctance of some neighbours to rent or live near newcomers. This campaign invites citizens to be less frightened of what they do not know and more open to getting to know them and discovering how interesting can be to mix with different cultures, backgrounds, and traditions.

Objectives

- To support the activities that the Municipality of Brescia is promoting to improve housing solutions for citizens with migrant backgrounds.
- To promote a positive narrative about being neighbours with migrants, supporting the spreading of positive messages and real stories of peaceful cohabitation.
- To promote the integration of migrants at the local level, starting from the housing unit, but also as an opportunity for mutual knowledge and mutual aid.
- To transform the fear of the “other” into the discovery of the other.

Target Audience

Citizens, both native-born and newcomers, living in the neighbourhood where the Pilot project will take place: Borgo Trento neighbourhood and Don Bosco neighbourhood.

Campaigners

The **Municipality of Brescia** and the NGO **ADL Zavidovici**, Italy.

Slogan & key messages

#megliovicini/ betterclose

It represents the idea that we need to get back to being close, leaving the fears of meeting people and inviting the audience to share what they love most and being open to discovering how interesting can be to meet their neighbours without being trapped into stereotypes.

The campaign has achieved two main types of outcomes.

Firstly, producing a large number of communication materials (banners with the slogan of the campaign, brochures, vignettes, leaflets, infographics, etc.) disseminated in some strategic points of the city and through Facebook groups and YouTube channels to inform about the campaign objectives and activities and engage the audience in further activities. Remarkable here is the public buses going around the city with the campaign posters which allowed the campaign to get a high visibility.

And secondly, a series of awareness-raising and networking events were organised. In spring 2022, two campaign events took place in Borgo Trento and Don Bosco, involving local associations,

municipality representatives, religious communities, and local stakeholders. The campaign was presented, and some participants could share their positive stories of living in a multicultural environment with the rest of the audience, along with food and drinks to get people to talk to each other.

A final public event was hosted by the campaigners on 19 May on the occasion of the International Day of Living Together in Peace - celebrated with the screening of the film “All of Us” by Pierre Pirard -, after the presentation of the campaign launched by the EPIC partners in Brescia.



The EPIC local alternative narrative campaign in Brescia at the EPIC website.



GDANSK: ENSURING THE RIGHT TO EDUCATION FOR EVERY KID



Figure 20. Picture of a workshop organised by EPIC

Thematic focus

Educational challenges in Poland as a result of the war in Ukraine.

Refugee children account for more than 40% of all refugees in Poland. Even before the war broke out, teaching and integrating Ukrainian pupils posed a challenge for Polish schools. That challenge was overwhelming when the number of people in need of shelter more than doubled in 2022. In this context, it has been observed that about half of the children

were not enrolled in Polish schools, continuing with an online education linked to Ukraine. However, experts in education and child psychology warn of the great risk of children being educated in a parallel way, of increasing cognitive gaps and, ultimately, of the high risk of a “lost generation” as the war is perpetuated over time. At the same time, Polish schools are so overwhelmed with the number of pupils they already have that there is a consensus that they do not want to take in any more children.

Campaigner

Metropolitan Association of Gdansk, Polish school directors (advocates), refugee parents, educational institutions, social help institutions and NGOs working with refugees.

Target Audience

Political leaders, public opinion in Poland, refugee parents whose children are not in the education system.

Objectives

The seminar and the campaign wanted to open the debate on the need for compulsory education for all refugee children and to raise awareness of the negative consequences for the children and the host society if they are left out of the formal system in the long run.

Slogan & key messages

Education is key for each and every child.

The first outcome of this campaign was a series of meetings first among public authorities, international organisations and NGOs working with refugees and school directors from the end of 2022 to spring 2023 to advocate for the importance of all children attending schools and the severe consequences of not guaranteeing this. Being such a complicated and sensitive issue, the efforts of the campaign were to advocate as much as possible via face-to-face meetings with partners and stakeholders to start finding some common ground and move forward with a plan.

Secondly, some awareness-raising meetings with refugee parents whose children were not in the education system were organised to encourage them to enrol their children.

Given the particular context lived in Poland, the campaign continues after the end of the EPIC project and therefore, the impact that the raising awareness efforts the Metropolitan Association of Gdansk have made will be assessed in the following months.



The EPIC local alternative narrative campaign in Gdansk at EPIC website



IOANNINA: “+ΕΡΓΑΣΙΑ” JOINT EFFORT FOR THE SOCIAL INCLUSION OF REFUGEES AND MIGRANTS IN THE LABOUR MARKET



Figure 21. Image of the promotional video of the campaign in Ioannina.

Thematic focus

The Municipality of Ioannina (Mol) developed a campaign around to tackle the lack of information about the resources available and how this benefits the local society as a whole. Joint efforts among all the Mol's implicated departments (e.g., administrative, legal, financial and IT departments) and media (local newspapers, TV stations and sites) were needed to coordinate activities and optimise results.

Objectives

The primary objective was to raise awareness among the local population, and above all refugees, migrants and local stakeholders, of the services designed and implemented by the Mol to tackle the administrative difficulties the local migrant communities are facing when entering the local labour market.

This is also connected to the second objective on how to address such difficulties, and therefore, making a joint effort to accelerate the labour market integration of migrants and refugees in Ioannina benefits ultimately the city as a whole.

The partners were aware that efforts to 1) better communicate the services to make them more accessible to the potential beneficiaries were needed, as well 2) the fact that the overall local population needs to get a better understanding of how integrating services to contribute to building a more prosperous city for all, avoiding biased information and misperceptions that can trigger discrimination or hate speech.

Campaigner

The **Municipality of Ioannina** (Mol), Greece.

Target Audience

Migrants, refugees, asylum seekers living in Ioannina and seeking a job.
Stakeholders of the Mol.
The local community.

Slogan & key messages

“+Εργασία”: Joint effort for the social inclusion of refugees and migrants in the labour market.

After the launch of the campaign in June 2022 (with a press release on the official site of the Mol, posters in the media and public local places, TV spots, flyers, and banners) more people were aware of the EPIC project and the consulting services provided by the employability counsellor and tax preparer during the implementation of our Pilot Project “+Εργασία”. By December, when “+Εργασία” was concluded, 81 people had been served and benefitted from the provided services. To close the campaign, a physical public conference, entitled “Current issues of social integration of migrants and refugees” was held on 23 September 2022 at the cultural Multicentre “Δημ. Χατζής”. The conference was useful to raise awareness among the local community about current migration/refugee integration issues and inform them about social integration programs implemented by the Municipality of Ioannina, public and private camps, and social organisations operating in the region.

The conference is available at the following link:
https://youtu.be/q_yjKbfYbk8



The EPIC local alternative narrative campaign in Ioannina at EPIC website



LISBON: WHAT IF IT WAS ME?

Objectives

- To address the most common hate or uninformed comments a lot of citizens have about refugees arriving in Portugal.
- To inform civil society about the costs of becoming a refugee, not just economic but also psychological - create empathy and respect.
- To make people aware that it is not an easy choice, that it is hard, that civil society is not paying for people to live comfortably forever, and that the journey is far from ending once they reach the new country.



Figure 22. Picture of the closing conference of the campaign in Lisbon.

Thematic focus

Raising awareness among native-born people of what it means for refugees to leave everything behind and how the loss will never be fully repaired.

Slogan & key messages

What if it was me?

We all enjoy family gatherings, our freedom of choice and speech, our friends... What if I was forced to leave all that behind to reach shelter, unsure if I would ever meet it again?

Campaigner

JRS Portugal

Target Audience

- People that although don't express hate towards the topic of migration but don't have a lot of info about it.
- People who are clearly against migration, either because they believe in the stereotypes or simply because they are very nationalists.
- Possible partners, who may not be aware of the JRS's work in Portugal and could be strategic in terms of facilitating the integration of the people they serve every day.

A social media campaign was designed in late 2022 with the help of an agency specialized in social issues to invite the audience to reflect on the difficulties refugees face after being forced to leave everything behind, moving the discourse from an economic angle to a human-entre approach. Pictures, banners, video testimonies broadcasted on YouTube and different informative posts were disseminated in the first quarter of 2023 to launch the campaign, raising awareness, and generating momentum towards the public event.

The "What if it was me" campaign was largely disseminated with news published about it on different platforms such as the following publications:

- <https://agencia.ecclesia.pt/portal/events/jrs-portugal-migrantes-partilham-testemunhos-no-encerramento-da-campanha-e-se-fosse-eu/>
- <https://setemargens.com/campanha-do-jrs-chega-ao-fim-com-testemunhos-de-migrantes/>
- <https://www.netthings.pt/2023/02/E-se-fosse-eu-campanha-tenta-sensibilizar-portugueses-sobre-situacao-dos-migrantes.html>

- <https://www.briefing.pt/2023/02/01/a-jrs-da-movimento-aos-refugiados/>

The closing event of "What if it was me" wanted to raise awareness of the vulnerable condition of migrants. At the event, various local initiatives and most importantly, migrants and refugees, shared very inspiring stories and initiatives in the context of the integration of migrants in Portugal and some commitments to continue collaborating were made.



The EPIC local alternative narrative campaign in Lisbon at EPIC website



OBERHAUSEN: LIFE IN OBERHAUSEN

Thematic focus

The local alternative narrative campaign carried out by the EPIC partners kitev, and the Municipality of Oberhausen wants to address the “perceived” inequality among the residents of Oberhausen. With the increase of new arrivals, refugees started to be misperceived by a growing group as a threat to their own prosperity. The campaign theme is also directly linked to the pilot of a digital platform bringing together all the support services and offers in Oberhausen. The campaign serves to support this message of the pilot project and to create a sense of helpfulness.



Figure 23. Picture of the announcement of the local campaign on the facade of the train station.

Objectives

- To ensure the accessibility for very diverse, partly marginalized groups to existing services in Oberhausen through a single digital platform for all.
- To create a feeling of group or community among the participating initiatives, to be more open to cooperation.
- To deconstruct wrong perceptions about newcomers in Oberhausen.

Campaigner

The Municipality of Oberhausen and kitev.

Target Audience

Oberhausen residents from different backgrounds.

Slogan & key messages

Oberhausen has a lot to offer!

You will get support the support you know. This is how.

Do you want to get active? Here’s how.

The campaign has meant the creation of a supporting network around the development of the digital platform and the local campaigns, thanks to the number of internal meetings hosted by the EPIC partners in Oberhausen with many different local initiatives and the target group. Such efforts are meant to pay off in making the results of the campaign more visible and the supporting network sustainable and collaborating beyond the project.

Highly visible art installation with the campaign identity and information: On several days in a row, towards the evening, a projection with the slogans of the Life in Oberhausen campaign was shown at three different locations in the city centre. A projection was visible on the outer facade of the station tower and due to its size, it had a large reach beyond the station forecourt. A second projection primarily appealed to the passers-by at the main train station and could be seen in the interior of the vacancy café next to the main entrance to the station hall. A third projection was at the same time in a converted supermarket downtown, near the shopping street. The projection was placed on monitors in the supermarket’s shop windows and inspires the passing public to stop.

Networking and cultural events organised by the campaign have brought people together, such as the kick-off workshop to launch

the campaign, the e Insta-Walk carried out in connection with the spray activity on the sidewalks and squares in the city centre, where a certain number of participants were asked to take photos of the action and post it on their Instagram account with the appropriate hashtag. A local networking event once the digital platform was officially launched was also organised by kitev and the Municipality of Oberhausen to bring all the initiatives cooperating in the city as well as the different target groups together.

The campaign also got a lot of visibility through different social media channels (Facebook, and Instagram). An announcement text about the campaign appeared on the homepage of the city administration as well as of kitev and was published in different local newspapers.



The EPIC local alternative narrative campaign in Oberhausen at EPIC website



SARDINIA: NO ONE IS A STRANGER TO HUMANITY (NESSUNO È STRANIERO ALL'UMANITÀ)

Thematic focus

The added value of diverse societies and the need to respect each other



Figure 24. Panels for the messages and visual identity of the campaign were offered to citizens in different public spaces of Sardinia.

Objectives

To counter hate speech and anti-migration narratives, to promote the integration of people with a migration background in hosting societies in the Italian region of Sardinia.

To inform a wide audience on the added value of migration to hosting societies, by showing the process of integration of people with a migration background into hosting societies.

Campaigners

The Region of Sardegna and the social cooperative **Studio e Progetto 2**.

Target Audience

Citizens of different backgrounds in historic cities of the Sardinian region.

Slogan & key messages

No one is a stranger to humanity / Nessuno è straniero all'umanità.

The campaign was divided into five events, each coinciding with a significant international day in 2022. By utilising public spaces, each event was an opportunity to connect with and motivate the local community, generate enthusiasm, and raise awareness of the challenges faced by migrants in Sardinia.

The first event, held on International Women's Day in March, used the slogan "Live free, free to live" to denounce the specific discrimination and prejudices faced by migrant women. On this occasion, the Councillor for Labour, Alessandra Zedda, delivered a speech expressing support for migrant women and calling for increased efforts for their inclusion at all levels, to work against all forms of violence and in favour of rights and freedom. The public event was held in the city of Cagliari, along the streets of the city centre where volunteers met around 600 visitors and 300 postcards, and 300 bookmarks of the campaign was shared. The publications about the campaign for this day reached almost 10,000 views in the regional newspaper/website.

On International Workers' Day in May, the campaign conveyed the message: "The exploitation of labour cancels out human dignity?". The campaign was launched simultaneously in several cities across the region, including Cagliari, Sassari, Iglesias, Pula, and San Giovanni Suergiu. Giunta Solinas, the President of the Region, addressed all workers, regardless of gender, age, or nationality, highlighting the need for an inclusive society that recognises the contribution of all. Near 2,500 bookmarks were shared among the participants.

In October, the campaign took place in observance of two significant international days: the International Day of Non-Violence and the International Day against Human Trafficking. On the International Day of Non-Violence, the campaign spread the slogan "No one is a stranger to humanity". High school students participated in a competition on the issue of labour exploitation, as part of the Region's broader efforts to promote a culture of non-violence and raise awareness among citizens, especially the younger generation. On International Day against Human Trafficking, the campaign called "Civilization does not allow chains" aimed to combat stereotypes, prejudices, hate speech and anti-migration narratives. 5,000 bookmarks were shared, and the campaign slogan and leaflets were posted and shared inside public transport in the cities of Cagliari, Sassari, Nuoro and Olbia.

On International Human Rights Day in December, the campaign conveyed the message "Equal in dignity and rights". This initiative involved high school students in a round table discussion on human rights, and the President of the Sardinia Region reaffirmed his commitment to promote and defend human rights. The campaign aimed to reduce inequality, promote equality, and respect differences to build a more equitable and sustainable society.



The EPIC local alternative narrative campaign in Sardinia at EPIC website



SISAK: GET TO KNOW ME!



Figure 25. The materials with the slogans created by the students are given to the school.

Thematic focus

Empathy among students in multicultural schools regardless of their differences. Since this campaign was specifically addressed to children, the focus was not put on migration, but on how we can be different in many ways and still enjoy ourselves together. This was intentionally done not to make migrant students the subject of the activities but equally participants of them.

Objectives

To strengthen the students at a school in Sisak (from 1st to 8th grade) the universal values of respect, solidarity, and equality to treat their fellow students with respect and reflect together on how they can support each other in their daily lives.

Campaigner

The Municipality of Sisak and JRS Croatia.

Target Audience

Students from the Primary school „Braća Bobetko“ Sisak, where the majority of migrant children study in Sisak.

Slogan & key messages

Get to know me! We may seem different but in reality, we are all equals and by supporting each other we can be happier and have more fun.

The campaign started with a series of activities at the school object of the campaign, where approximately 100 students were invited to draw images and write the messages they came up with after reflecting on the campaign presentation made by the team. Such designs would then become the theme and basis of the campaign. Therefore, a very significant outcome is the fact that the students were encouraged to come up with a positive sentence that became the campaign slogans, carrying messages about the importance of helping fellow students in many possible ways, the importance of being accepted although being different, developing friendships, etc.

After the sessions with the children, organised in close cooperation by the Municipality of Sisak, JRS Croatia and the Elementary School of Braća Bobetko, the partners gave all the materials to an external organisation and together, came up with a large number of educational and communication materials that have been shared among all the school students to keep raising awareness after the campaign. Such materials include different devices for the students to play with, puzzles, cards, sponges, eco bookmarks and large posters with the messages and drawings of the campaign.

When all the material for the campaign was ready, it was given to the school for them to organise a series of workshops and activities with students to raise awareness to accept and help the migrant children. As the target group are children, we gave our best that the material for the local campaign will be very modern, digital and interesting for the young generation. The beautiful event when Grad Sisak gave the materials to the school was covered by the local media.



The EPIC local alternative narrative campaign in Sisak at EPIC website

CONCLUSIONS

The EPIC local alternative narrative campaigns have been conceived to tackle particular issues that each of the cities in the project has identified as necessary to improve social cohesion in their territory. The design and planning phase of the campaigns has been a process of exchange of experiences and mutual enrichment thanks to carrying it out jointly, not only at the local level of each of the cities, involving the different agents and whenever possible with the active participation of the migrant population, but also through the exchange of ideas and experiences between the European partners so that the doubts or initiatives of one could inspire the others and vice versa.

Carrying out this activity has been very enriching from the point of view of reflection on how to communicate migration issues, but it has not come without added difficulties. In addition to the limitations of carrying out an activity that for most partners was new, doubts and concerns about how the campaign and its various messages and activities would be received by different segments of the population have been a central part of the debate in EPIC during the campaign working sessions.

As has been the case with other aspects of the EPIC project, such as the pilot initiatives, having the time to plan thoroughly, and readapt to needs and obstacles that in some cases had not been identified at the outset, but had emerged along the way, is essential for cities to have the room for manoeuvre to finally implement something that makes sense in the context of their city and the issue it was intended to address.

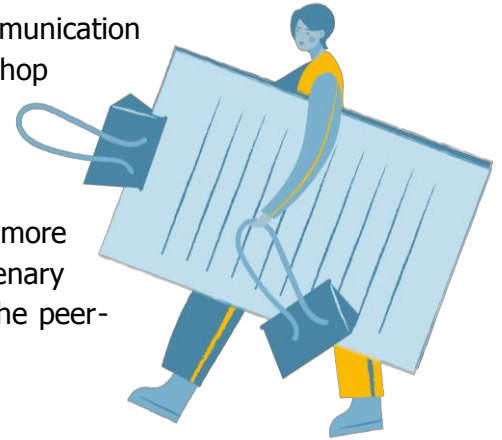
All in all, the EPIC partners are proud to have made the effort to try to do their bit in such a complex, polarised, and controversial issue as communicating to deconstruct stereotypes and prejudices against the migrant population, as well as to promote the development of a new culture and a new way of life for the migrant population.

ADDITIONAL RESOURCES



1. Campaign blocks template

As part of the work the EPIC cities did to design their local communication campaigns, the project organised a series of participatory workshop where instructions and examples, as those provided in this Toolkit, were provided so that later on, each team was brainstorming internally about the different blocks they needed to reply to design the campaigns set by step. To enrich the discussion and generate more ideas, partners were gathered first in regional groups and then in a plenary sessions during each of the participatory workshops to encourage the peer-to-peer exchange of knowledge.



If you want to design your own campaign, join with your team and try to reflect and reply to the different questions under each block in the different 6 boxes. These questions will make you reflect together in the main aspects you need to identify for a successful alternative narrative campaign.

Name of the city:

Campaign coordinator:

Campaign Committee:

Six campaign blocks:

Block 1: Local context where the campaign will take place

Reflect on data/statistics at the local level (if available) - How many migrants are there? How are they distributed? What jobs do they do? How migrants are supported at local level by the welfare system and what is the contrast with local (non-migrants) people?

Then, try to answer the following questions:

1. **Who are the sources of hateful narratives and where are they located (institutions, media, civil society, local population, etc.)?**

2. What are the main channels where that narratives are distributed (e.g. any specific social media; newspapers, radio, etc.)?
3. What is the content of narratives, e.g. main stereotypes and prejudices, how migrants/refugees are portrayed, what is the main fear the narrative is spreading (i.e. COVID19 spreaders? stealing jobs? etc.)?
4. Why are people persuaded by anti-migrant narratives?
5. What are you actually trying to tackle with your campaign? (be concrete - describe the problem you want to tackle)

Block 2: Campaign objectives

1. What are the main objectives of your campaign?
2. What would you like to change with your campaign?
3. What would you like to achieve?

Block 3: Campaign target audience(s) (including personas)

1. Who are the target audiences of your campaign? - Be very specific: create personas (a profile of a person who you are targeting with your campaign)
2. Are you trying to target those who are already 'converted' or those who are persuaded by anti-migrant narratives?

Block 4: Slogan, key messages, and the tone

- 1. What will be the slogan of the campaign? What narrative will it represent? To whom is it addressed?*
- 2. Now, try to break the slogan down into key messages. These messages establish the main pillars of the communication of the campaign. You can develop different key messages for different audiences.*
- 3. What will be the tone of the campaign? Informal, humorous, ironic, political, academic? You can think of using different tones of campaign for different target audiences, for different media channels and reflected in different key messages.*

Block 5: Mediums

Please identify the media channels you will use to reach out to your target audience(s) and communicate your messages. This should include all media: traditional (newspaper, radio, TV); online (social media channels, online portals, etc.); and, physical spaces (billboards, brochures, leaflets, other advertising public spaces).

Block 6: Campaign actions

Identify your campaign actions: online and offline. This includes the launching event, the core activities, and the concluding event. Try also to imagine what they would look like.

2. Strategy campaign template

Once the six blocks for the campaign have been properly co-created by the communication team that will implement the campaign, it is time to put all those ideas into a more strategic way.

The aim of this template is to guide campaigners to draft a final version of their campaign strategy before launching it

● Campaign team & campaign duration

[Please write who is on the campaign team, and what are the specific roles of people engaged in the campaign? How the campaign coordination team work internally? In addition, what is the period of your campaign: from which to which month?]

1. Campaign brief

[Please write a brief introduction of the campaign and its rationale behind. Who is organizing such a campaign and why? Also, for whom and how can people join?]

1.1. Thematic focuses

[Please elaborate what will be the thematic focus of the campaign (i.e. it can be only one or more distributed across several months)?]

1.2. Aim

[What is the aim or aims of the campaign? What is your vision of it? What would you like to change with your campaign?]

1.3. Specific objectives

[What are the specific objectives of the campaign? (Please remember that objectives should be concrete and measurable)]

2. Target audience

[Who is your target audience? Be very specific: primary target audience and secondary target audience. Try to create 1-3 personas for each target audience.]

3. Slogan & key messages

| | | |
|---|-----------------------|-----------------------|
| <u>SLOGAN:</u> [Write your slogan here] [Please provide a short elaboration of your slogan. What does it represent? What narrative does it tell?] | | |
| <u>KEY MESSAGES:</u> [Please provide a short elaboration of your key message(s): What does it represent? What specific narrative do they tell?] | | |
| Key message #1 | Key message #2 | Key message #3 |

| | | |
|---|---|---|
| <p>[Please write your key message here and provide a brief explanation]</p> | <p>[Please write your key message here and provide a brief explanation]</p> | <p>[Please write your key message here and provide a brief explanation]</p> |
|---|---|---|

4. Communication plan

4.1. Communication mediums/channels

[Please list down what are the main communication mediums/channels of your campaign.]

| Medium/channel | For which target audience? | What tone will be used? |
|----------------|----------------------------|-------------------------|
| | | |
| | | |
| | | |
| | | |

4.2. Approach, methodology and tools

| Activity/Action | Describe your action and what tactic you will use? | Targeted audience | Key message promoted | Communication medium/channel |
|-----------------|--|-------------------|----------------------|------------------------------|
| | | | | |
| | | | | |
| | | | | |

5. Communication plan roadmap - Roll out

| <i>Months</i> | Mar. | Apr. | May | Jun. | Jul. | Aug. | Sept. | Oct. | Nov. | Dec. |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <i>Campaign key messages</i> <i>Campaign activities / actions</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> | <i>[type the key message]</i> |
| [type your activity / action] | Low ³ | Medium | High | | | | | | | |
| | | | | | | | | | | |
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6. Monitoring & Evaluation

³ Clarification: the degrees of intensity - **low, medium and high** - represent how intensive that particular action/activity will be during a certain period of time. For example: a promotional video of a campaign can be high during the first month of the campaign, and maybe Low in other months. This provides you a general map about how you are going to handle your activities/actions and consequently address the necessary resources.

[Please elaborate how you will run the monitoring of the campaign as well as the evaluation. For example: write how you will monitor the mainstream media, social media, online media/portals, etc. and how you will evaluate the work done.]

3. Hate speech factsheet

The aim of this factsheet is to give you some starting points on hate speech. You will need to research further to find out about hate speech legislation in your national context.

What is hate speech?

Currently, there is no common legal definition of hate speech in Europe. In legal terms, hate speech is defined at national level. However, efforts are made to harmonize legislation at European level by both the European Union and the Council of Europe.

One good definition to work with is the one given by the Committee of Ministers of the Council of Europe:

“(...) the term “hate speech” shall be understood as covering all forms of expression which spread, incite, promote or justify racial hatred, xenophobia, antisemitism or other forms of hatred based on intolerance, including: intolerance expressed by aggressive nationalism and ethnocentrism, discrimination and hostility against minorities, migrants and people of immigrant origin.”

Council of Europe, Committee of Ministers, Recommendation No. (97) 20

If this is too limiting for you, you can use the definition of ECRI - European Commission against Racism and Intolerance that you can find in the ECRI general Policy Recommendation No. 15.

(...) the advocacy, promotion or incitement, in any form, of the denigration, hatred or vilification of a person or group of persons, as well as any harassment, insult, negative stereotyping, stigmatization or threat in respect of such a person or group of persons and the justification of all the preceding types of expression, on the ground of "race", colour, descent, national or ethnic origin, age, disability, language, religion or belief, sex, gender, gender identity, sexual orientation and other personal characteristics or status;

Why is it important to act against hate speech?

While there are different opinions about the type of action that should be taken against hate speech depending on its degree of harm (see below), it is important to understand some of the consequences.

- It hurts, as words and hate hurts people targeted by it. Some people experience this every single day of their lives. It creates an atmosphere in which they are continuously told they are not fit, not welcomed, not allowed to be who they are. This leads to tragic consequences.
- It leads to action – the danger of hate speech is that it creates a context where action becomes the logical next step. That action implies exclusion of those targeted and sometimes it leads to physical violence and other dangerous forms.
- Hate speech targets both individuals and groups – even if one person is directly targeted, it sends a message to all the members of the group that they shall receive similar treatment.

- Online hate speech has the potential of rapidly spreading with limited capacities for monitoring, identification of sources and removal.
- International human rights law guarantees equality and non-discrimination for all people. Protection of dignity, without discrimination, is what protects us from hate speech. This means that hate speech is a threat to human rights and in most countries severe forms of hate speech are illegal.
- It shows deeper issues within our societies. Hate speech is the manifestation of deeper discriminatory and racist beliefs in our societies. Addressing hate speech means addressing these issues and working for equality in dignity and rights for all human beings.

Degrees of harm

The term hate speech covers a spectrum of harm done: from seemingly harmless jokes about blond women to harsh incitement to hatred. The responses we give need to be proportional with the degree of harm that it potentially has. Understanding these degrees will allow us to better choose the course of action, without infringing on the freedom of expression of people. It is important for our democratic societies that freedom of expression remains protected within the limits set by the European Convention on Human Rights and that it is understood that this entails also expression that aim to provoke, that are uncomfortable, that provoke debate and discussion in our societies and challenge the mainstream way of viewing things. However, this should not infringe on other people's rights such as their dignity.

ARTICLE 10 Freedom of expression

1. Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers. This Article shall not prevent States from requiring the licensing of broadcasting, television or cinema enterprises.

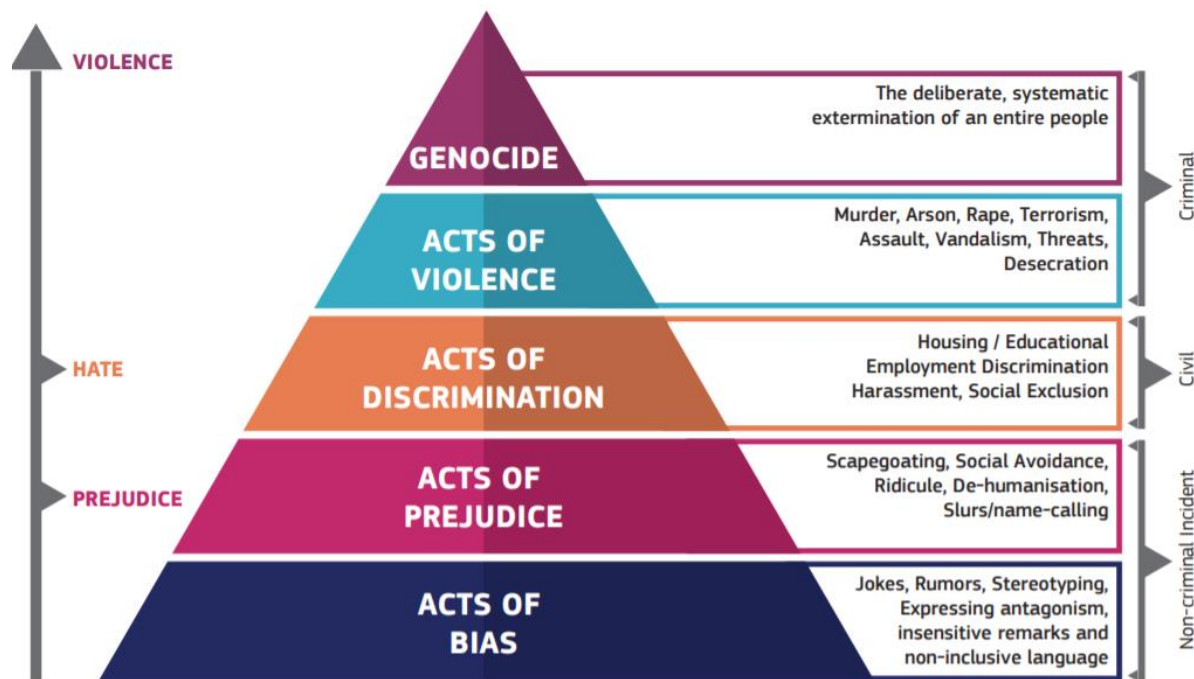
2. The exercise of these freedoms, since it carries with it duties and responsibilities, may be subject to such formalities, conditions, restrictions or penalties as are prescribed by law and are necessary in a democratic society, in the interests of national security, territorial integrity or public safety, for the prevention of disorder or crime, for the protection of health or morals, for the protection of the reputation or rights of others, for preventing the disclosure of information received in confidence, or for maintaining the authority and impartiality of the judiciary.

European Convention on Human Rights

Any type of hate speech needs to be recognised as bad to some extent, while there are cases that can be worse. For example, it may be more offensive, may affect larger numbers of people and be potentially more damaging, just because it is expressed by people who have a wide audience on social media platforms. These people may use the language of hatred and get more engagements and followers.

The pyramid of hate is sometimes used to explain the consequences of hate speech and also why it is necessary to regulate its different forms, in order to support democratic values and prevent violence.

The image below shows the source and type of hate speech together with its possible level of punishment under the law: from expressions protected by the law, to areas of possible intervention to punishment under civil and criminal law.



Source: Anti-Defamation League

How to assess?

When assessing instances of hate speech it is important to look at the following aspects:

1. The content and tone of the expression – what is being said and in which way.
2. The intent of the person responsible for the expression – in some cases it might be very obvious, such as an incitement to violence, while in others it might be simply that the person shared something without properly considering the implications.
3. The targets and potential targets – as some groups are more vulnerable than others in society.
4. The context – when and where a particular expression is made can make a difference in respect to the urgency of action. Equally, it can give us an insight on language that might not immediately be recognised as abusive unless the historical, cultural, economic and social context is not properly weighted in.
5. The potential impact – needs to be evaluated at level of individual, group, community in assessing the expression.

What can be done?

In order to counter hate speech, we all have to work together: policy makers, civil society, those involved in education, media, religions and beliefs, youth sectors, police, and so on. Civil society has often been at the frontline in recognising the early signs of, and fighting against all forms of intolerance and discrimination.



IDEAS OF ACTION TO COUNTER HATE SPEECH

1. TAKE A STAND AND SHOW YOU DO NOT AGREE.
2. USE NON-OFFENSIVE LANGUAGE TO RESPOND.
3. SHOW EMPATHY AND SOLIDARITY WITH THOSE TARGETED.
4. CORRECT FALSE INFORMATION.
5. REPORT HATE SPEECH TO RELEVANT AUTHORITIES.
6. MONITOR HATE SPEECH.
7. DRAW PUBLIC ATTENTION TO HATE SPEECH COMING FROM POLITICIANS AND PUBLIC OFFICIALS.
8. PROVIDE ALTERNATIVE NARRATIVES TO HATE SPEECH PARTICULARLY BASED ON VALUES OF EQUALITY, DIVERSITY, INCLUSION.
9. LITIGATE RELEVANT CASES OF HATE SPEECH USING EXISTING LEGISLATION.
10. EDUCATE PEOPLE ABOUT HUMAN RIGHTS, INCLUDING THE PERPETRATORS. THEY ALSO HAVE A CHANCE TO CHANGE.
11. ADVOCATE FOR POLICY CHANGE.


2. Existing campaigns examples

List of intercultural activities and campaigns aiming at changing the narrative about migration, defeating wrong stereotypes and prejudices against ethnic minorities, or to raise awareness about the positive contribution that diversity can bring to our societies. These campaigns have been a source of inspiration for designing our own strategy.

NAME of the initiative

Anti-rumours

| | |
|-----------------------------------|--|
| Organisations involved | The Council of Europe Intercultural cities programme (ICC) |
| Place of implementation | Botkyrka, Sweden; Lublin, Poland; Erlangen, Germany; Nuremberg, Germany; Patras, Greece; Sabadell, Spain; Loures, Portugal; Amadora, Portugal; Barcelona, Spain; Bilbao, Spain; Limerick, Ireland. |
| Year of implementation | 2014 |
| Link to the main sources | https://www.coe.int/en/web/interculturalcities/anti-rumours |
| Main objectives | To counter diversity-related prejudices and rumours that hamper positive interaction lay the foundations of discriminatory and racist attitudes. |
| Target audience of the initiative | Inhabitants of cities hosting migrants |

| | |
|--|--|
| Main activities implemented | Creation of handbooks, catalogues, guides, toolkit for anti-rumours. |
| Methodology and tools applied | <ul style="list-style-type: none"> ● 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. |
| Main results and recommendations | <ul style="list-style-type: none"> - Anti-rumours handbook - Step-by-step guide to conduct and Anti-rumours diagnosis - Training Resource Pack - Guide “Anti-rumour youth: keys to work anti-rumours content with young people” - An Anti-Rumours’ guide for Educational Field - Claiming the power of dialogue: toolkit for anti-rumours dialogue |
| Examples (link to videos, pictures, other materials) | <p>Videos: Anti-Rumours Strategy - Video 1: Why an Anti-Rumours Strategy?</p> <p>Image:</p>  |

NAME of the initiative "Rebranding the Topic of Migration the 'New Narratives'"

| | |
|-----------------------------------|--|
| Organisations involved | Por Causa |
| Place of implementation | Madrid, Spain |
| Year of implementation | 2019 |
| Link to the main sources | https://porcausa.org/articulo/rebranding-migration/ https://porcausa.org/wp-content/uploads/2019/07/Rebranding-Migration-June-2019.pdf |
| Main objectives | To shift the public conversation about migrations by feeding social discourse with messages and conversations that build an alternative narrative. |
| Target audience of the initiative | The general public |
| Main activities implemented | <ul style="list-style-type: none">➤ Development of rules for new storytelling.➤ Creation of three narrative frames to construct new slogans on migration.➤ Dissemination of these information frames, slogans, and knowledge. |

Methodology and tools applied

- Through research and journalistic work, they identified key moments of contemporary history that have contributed to shaping the way we communicate with each other and with the world as well as how we perceive migration.
- They developed methods and guidelines to shift the public conversation about migrations

Main results and recommendations

➤ **Rules:**

3 rules: avoid reactive messages, avoid the "we vs. "they", speak about emotions and avoid data.

4 considerations: substitutive speech, local approach, subconscious perception, Coca-Cola effect.

- **Slogans:** They created slogans by applying 7 rules and within 3 main frames.

3 frames: Naturalisation, future, cultural wealth.

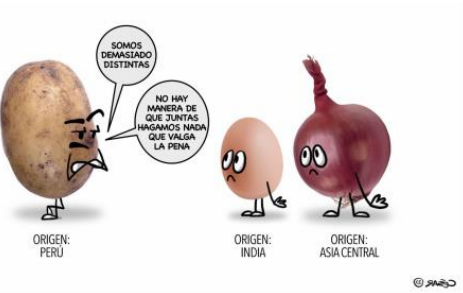
Following 3 steps: create; test; amend.

➤ **Dissemination:**

They disseminate their knowledge by sharing the 7 rules, training people and spreading the slogans and refine them through 4 steps systems.

- Present the know-how
- Check the slogans
- Amend the slogans
- Recover new ideas

Examples (link to videos, pictures, other materials)



Life Begins with Migration.

Picture 1: You don't know which skin tone your grandchild is going to have (Or on what side of the wall they will be born).

Picture 2: Spanish "tortilla" is the result of three ingredients that come from different parts of the world.

Picture 3: Migration is a natural phenomenon. History of humanity is a story of migration.

NAME of the initiative

Migration Matters

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|-------------------------|---------------------------|
| Organisations involved | Migration Matters |
| Place of implementation | Berlin, Germany (online). |
| Year of implementation | 2016 |

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|-----------------------------------|--|
| Link to the main sources | http://migrationmatters.me/ |
| Main objectives | To empower the public to have more nuanced and evidence-based conversations about migration. |
| Target audience of the initiative | The general public |
| Main activities implemented | They produce bite-sized video courses that combine commonly held preconceptions with original ideas, research, and solutions-oriented perspectives from leading thinkers in the field: researchers, practitioners, as well as migrants and refugees themselves. |
| Methodology and tools applied | They start with big questions, locate the most credible sources of information and new perspectives on these questions, and package these in a fun, accessible way. Their goal is always to encourage more evidence-based debate and nuanced reflection on complex issues. |
| Main results and recommendations | They produced 8 thematic series with a total of about 100 videos. |

Examples (link to videos, pictures, other materials)

- **The Big Climate Movement:** in this series, three experts and eight climate activists dissect the complex interactions between migration and climate change.
- **Rethink Populism:** learn about the topic of populism from the lens of migration, diversity, democracy, and human rights. Their four experts hone in on Europe and Turkey to offer you new perspectives on this current phenomenon.
- **Rethink Nationalism:** the debate surrounding nationalism often grabs hold of the right to belong and to exclude. This 12-part series explores this topic as part of an interactive open online course within the Erasmus+ Virtual Exchange project.
- **Rethink... Our Best-Of Series:** They have remixed some of our most popular clips and voices on topics such as smuggling, borders, German identity, and multiculturalism, adding a bit of moderation for a new take on old favourites.
- **Rethinking 'Us' & 'Them':** increased diversity in Europe is a problem for some, a cause for celebration for others, and a lived reality for many. This course offers nuanced and evidence-based insights on integration and identity.
- **Migration 101 with Hein de Haas:** Is migration as big a deal as we make it out to be? In this course, we take a look at some of the most commonly-held preconceptions about migration with acclaimed academic Hein de Haas.
- **A Migrant's View with Nassim Majidi:** this course gives you 8 key insights into migration that come from the largely overlooked perspectives of migrants. Delivered by origin country expert Nassim Majidi.
- **Six Impossible Ideas (after Brexit):** we teamed up with the London School of Economics (LSE) to bring you the most original ideas and findings on migration after Brexit, from jobs to borders to media.

NAME of the initiative **Reframe the debate! New Migration Narratives for Constructive Dialogue**

| | |
|------------------------|--|
| Organisations involved | International centre for policy and advocacy |
|------------------------|--|

| | |
|-----------------------------------|---|
| Place of implementation | Germany |
| Year of implementation | 2017-2019 |
| Link to the main sources | https://www.narrativechange.org/project |
| Main objectives | To empower progressive campaigners to more effectively engage and rebalance the public debate around migration in Germany, putting diversity and inclusion more firmly back on the agenda. |
| Target audience of the initiative | German progressive campaigners |
| Main activities implemented | <ul style="list-style-type: none"> ➤ Support up to five progressive reframing campaigns in Germany targeting the movable middle ➤ Build the capacity of 15–17 German organisations/platforms in narrative change campaigning ➤ Publish an online reframing migration narratives toolkit in German and English ➤ Identify and train German multipliers to widely share reframing insights and lessons from campaigns ➤ Foster connections between German and international campaigning networks ➤ Develop and test an evaluation methodology to measure the effectiveness of a reframing approach in migration campaigning in Germany. |
| Methodology and tools applied | <ul style="list-style-type: none"> ➤ The Narrative Change Lab: was the core capacity development element of the New Migration Narratives project. In this component, our aim was to empower progressive campaigners to more effectively engage and rebalance the public debate around migration in Germany, putting diversity and inclusion more firmly back on the agenda. ➤ Pedagogical Tools: the Pedagogical tools component of the New Migration Narratives project aimed to build a set of practical resources to support skill building of progressive |

| | |
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| | <p>campaigners and spokespersons to positively reshape the public and policy debates on migration and integration.</p> <ul style="list-style-type: none"> ➤ Outreach: in the Outreach component of the New Migration Narrative project, the aim was to equip a team of German practitioner mentors with skills to act as multipliers and sensitise a wider group of German actors to engage in constructive, emotionally smart public campaigns. In fact, there was a lot more interest in the outcomes and lessons from the Lab than originally expected. |
| Main results and recommendations | <ul style="list-style-type: none"> ➤ Proved that narrative change campaign methods and approaches work in the German context ➤ Developed the 'Go-To' toolkit to support progressive migration activist in shifting the public debate on migration ➤ Built a community of practice on narrative change thinking and provided a safe and supportive environment to allow for the growth of NGO's in the area. ➤ Built significant interest in narrative change & strategic communications approaches among German and European activists and contributed to putting this on the agenda for the movement to tackle populism and advance the values of diversity and inclusion. |
| Examples (link to videos, pictures, other materials) | <p>The pilot campaign: Together Human or Gemeinsam Menschlich.</p> <p>Link : https://www.juma-ev.de/gemeinsammenschlich/</p> |

| | |
|-------------------------------|---|
| NAME of the initiative | I am a migrant (part of the UN TOGETHER initiative) |
| Organisations involved | IOM |
| Place of implementation | Online (stories from more than 100 countries) |

| | |
|-----------------------------------|---|
| Year of implementation | 2017 |
| Link to the main sources | https://iamamigrant.org/ |
| Main objectives and activities | <ul style="list-style-type: none"> • “I am a migrant” is the UN Migration Agency’s platform to promote diversity and inclusion of migrants in society. It’s specifically designed to support volunteer groups, local authorities, companies, associations, groups, indeed, anyone of goodwill who is concerned about the hostile public discourse against migrants. • “I am a migrant” allows the voices of individuals to shine through and provides an honest insight into the triumphs and tribulations of migrants of all backgrounds and at all phases of their migratory journeys. While we aim to promote positive perceptions of migrants we do not shy away from presenting life as it is experienced. We seek to combat xenophobia and discrimination at a time when so many are exposed to negative narratives about migration – whether on our social media feeds or on the airwaves. |
| Target audience of the initiative | The general public |
| Methodology and tools applied | The campaign uses the testimonials of migrants to connect people with the human stories of migration. Thus far, IAAM has seen 1,200 profiles published. The anecdotes and memories shared on the platform help us understand what words such as “integration”, “multiculturalism” and “diversity” truly mean. Through stories collected by our teams around the world, diversity finally finds a human face. Share your story with us. |

Examples (link to videos, pictures, other materials)

All the stories:
https://iamamigrant.org/stories?field_country_of_origin_tid_selective=All&field_current_country_tid_selective=13&hashtag=All&populate=

Some videos: <https://iamamigrant.org/relocation-spain-nuha-and-mohamed-s-story>

<https://iamamigrant.org/reintegration-georgia-tea-irma%E2%80%99s-stories>

<https://iamamigrant.org/reintegration-georgia-salome%E2%80%99s-story>

<https://iamamigrant.org/reintegration-georgia-natias-story>

<https://iamamigrant.org/relocation-france-joudes-story>

NAME of the initiative

Prague's Anti-Prejudice Campaign

| | |
|--------------------------|--|
| Organisations involved | The Integration Centre of the City of Prague |
| Place of implementation | Prague, Czech Republic |
| Year of implementation | 2021 |
| Link to the main sources | https://www.atlaspredsudku.cz/ |
| Main objectives | To respond to misinformation and prejudices concerning migrants that are present in part of Czech society. |

| | |
|--|--|
| Target audience of the initiative | The general public of the country |
| Main activities implemented | <ul style="list-style-type: none"> ➤ Questionnaires to test prejudices towards migrants. ➤ Videos ➤ atlas of prejudice |
| Methodology and tools applied | The campaign website offers users the opportunity to take a short personal test that is designed to help them become more aware of their own prejudices. It equally includes an "atlas of prejudices" which tackles the most common pieces of misinformation against migrants by providing the relevant facts. |
| Examples (link to videos, pictures, other materials) | <ul style="list-style-type: none"> ➤ Questionnaires to test prejudices towards migrants. ➤ Videos ➤ atlas of prejudice |

NAME of the initiative

#StandUp4Migrants

| | |
|-------------------------|--|
| Organisations involved | United Nations Human Rights Office - OHCHR |
| Place of implementation | Online |
| Year of implementation | 2021 |

| | |
|--|---|
| Link to the main sources | https://www.standup4humanrights.org/migration/en/ |
| Main objectives | #StandUp4Migrants is a campaign and online toolbox that aims to foster a positive change in narratives on migration. It also raises awareness for how fear-driven anti-migrant narratives and misinformation, sometimes actively promoted, can lead to discrimination and division in society. |
| Methodology and tools applied | It uses storytelling in the form of animated videos to convey a narrative about migration from the perspectives of both migrants and members of host communities. Under the campaign hashtag, all users can get involved in the campaign by sharing their own stories about migration. |
| Examples (link to videos, pictures, other materials) | https://www.standup4humanrights.org/en/2021/highlights_05.html https://www.standup4humanrights.org/en/2021/highlights_06.html https://www.standup4humanrights.org/en/2021/highlights_07.html https://www.standup4humanrights.org/en/2020/highlights_32.html https://www.standup4humanrights.org/en/2020/highlights_33.html https://www.standup4humanrights.org/en/2020/highlights_34.html https://www.standup4humanrights.org/en/2020/highlights_35.html |

NAME of the initiative

The "Essentials" campaign

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|------------------------|--|
| Organisations involved | Directorate General for Migratory Policies of the Government of Navarre, Spain |
|------------------------|--|

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|--|--|
| Place of implementation | Navarre, Spain |
| Year of implementation | 2020 |
| Link to the main sources | https://www.oecd.org/migration/netcom/campaigns-tools-platforms/essentials-campaign.htm |
| Main objectives | The "Essentials" campaign is a major communications initiative implemented by the Directorate General of Migration Policies seeking to highlight migrants' contributions to the local Covid-19 response in the Spanish Navarre region. |
| Target audience of the initiative | Local inhabitants of Navarre |
| Main activities implemented | Production of video testimonials of migrants |
| Methodology and tools applied | <p>The main communication messages and objectives of the campaign consist in the following:</p> <ol style="list-style-type: none"> 1. A significant part of the local migrant population has been on the frontline in responding to the COVID-19 pandemic due to the fact that they occupy jobs that are considered essential to the response; 2. The local migrant population is particularly vulnerable and has been disproportionately affected by the pandemic in comparison to the native population of Navarre and need specific support 3. Raising awareness among the public about how migrants live and work in Navarre and the specific problems they face. |
| Examples (link to videos, pictures, other materials) | YouTube Playlist: https://www.youtube.com/playlist?list=PL-F1cu8QDMR2jrq4_PE6OeCv76qbC-qh |

NAME of the initiative **Campaign 1: #Défense de nourrir les préjugés (#Do not feed prejudice)**

Campaign 2: #IciSiJySuis (#Here If I Am)

| | |
|-----------------------------------|---|
| Organisations involved | Ciré |
| Place of implementation | Belgium |
| Year of implementation | Campaign 1: 2016-2019 Campaign 2: 2020 |
| Link to the main sources | Campaign 1: https://www.cire.be/defense-de-nourrir-les-prejuges/ Campaign 2: https://www.cire.be/ici-si-jy-suis/ |
| Main objectives | Campaign 1: The aim of the campaign is to challenge prejudices, in order to encourage as wide an audience as possible to question and inform themselves. The concept is simple: to play on the words "refugees" (réfugiés) and "prejudice" (préjugés), to talk about prejudice in the same way as we sometimes talk about refugees. By appealing to the ingenuity of the public, and sometimes to current events. Campaign 2: The idea is to give a more human point of view (to "demassify migrants" by telling the story of singular people) and more positive. To talk about everything that these people are, in addition to being migrants, their job, their interests, passions, activities... to show the common points that can link us. |
| Target audience of the initiative | The general public |
| Main activities implemented | They Produced Film, radio spots, posters, information leaflets... different tools for the same message: it is prejudice that we must fear, not refugees or foreigners. |

Examples (link to videos, pictures, other materials)

Campaign

1:



Translations:

1. "It is prejudice that we should be afraid of, not refugees or foreigners".

2. "no one choose to live without papers"

The _____ film:
https://www.youtube.com/watch?v=p7B3Q25GfbI&feature=emb_i mp_woyt

Street _____ ITW:
https://www.youtube.com/watch?v=RoM5exyjOjk&feature=emb_i mp_woyt

Campaign 2: https://www.youtube.com/watch?v=XL_1SdtfSX4