

# Includ-EU

Regional and local expertise,  
exchange and engagement for  
enhanced social cohesion in Europe



## Report of Communication and engagement strategy

 The project is funded by the Asylum,  
Migration and Integration Fund of  
the European Union

 **IOM**  
UN MIGRATION

 **AER**  
Assembly of European Regions

 Generalitat de Catalunya  
**Departament d'Igualtat  
i Feminismes**

 **GEMEENTE TILBURG**

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# Introduction



## Includ-EU project description

Funded by the Asylum, Migration and Integration Fund of the European Union (EU) and implemented in the period January 2020-September 2023, Includ-EU aims to contribute to building more inclusive and cohesive European societies by enhancing transnational knowledge sharing, cooperation, and partnerships between local and regional authorities in Greece, Italy, the Netherlands, Romania, Slovenia, and Spain.

Includ-EU capitalizes on the diversity of local expertise and approaches as well as existing policy and practice in the field of integration. The project focuses on:

- a) improving knowledge and capacities to facilitate the integration of Third Country Nationals (TCNs);
- b) implementing and assessing pilot projects that promote the integration of TCNs at the regional and local level;
- c) establishing an informal network of regions and local authorities with different levels of expertise.

In line with this, a **communication and engagement strategy** targeting regional and local actors involved with integration has been developed. The strategy entailed the creation of a [project website](#) as main platform to gather materials on and stimulate exchange via periodic publication of new content, a newsletter, social media pages, articles and interviews to key local and regional actors, as well as the production of visibility tools (i.e. videos, photographic booklets, information materials, toolkits, and so on). Indeed, the above-mentioned objectives are strictly related to communication. Therefore, the communication and engagement strategy served to set the ground to and facilitate the following:

- to ensure visibility around the project and on the gathered evidence on integration good practices;
- to support the dissemination of knowledge gathered around integration initiatives and further promote existing good practices at local level;
- to enhance local and regional actors' knowledge and capacities to implement innovative integration measures;
- to create and strengthen informal and institutional networks.

More specifically, besides offering opportunities for face-to-face interactions, the project supported the creation of an informal network and nourished a virtual community of practice (Work Package 4: Fostering regional exchange on integration policy and practice between European regional and local authorities with different levels of expertise), which continuously encouraged project partners, participating regional and local authorities and external stakeholder to engage. The virtual component was also crucial to overcome the travel limitations linked to the Covid-19 pandemic,<sup>1</sup> as well as support the creation of the informal network. Moreover, the communication and engagement strategy also supported the **dissemination of knowledge** gathered around integration initiatives and further **promote existing good practices** at local level, which tend to mobilize small groups of actors, and are rarely systematized, disconnected or not visible enough beyond the contexts where they are implemented (Work Package 2: Improving knowledge and capacity of local and regional authorities to facilitate the integration of third-country nationals). Finally, the strategy was also crucial to display Includ-EU's contribution to the EU Action Plan on Integration and Inclusion, as well as promote and disseminate new practices that will inform the development of policies.

The Communication and engagement strategy as this report describes wasn't foreseen in the initial project structure, but was added during the amendment granted by the European Commission (EC) in September 2022. Indeed, while the Action initially foresaw to ensure proper visibility to its activities in line with EU/AMIF requirements, it didn't clearly set communication as a transversal component to reach the specific objectives the project was pursuing. However, the project's launch in 2020 coincided with the beginning of the Covid-19 pandemic, something which had consequences not only in terms of shifts in priorities of national, regional and local authorities but also on each Project component and the foreseen methodology for their implementation, as in-person activities were stopped or greatly reduced. In light of this, IOM, in agreement with the project partners, agreed to strengthen the virtual engagement component to compensate for the temporary impossibility of meeting in person, keep the exchange of best practices alive among stakeholders and continue to expand the network around the project. This aimed to start building interest in the project and, at the same time, capture the knowledge fostered within Includ-EU, use the webinar recordings to continue engaging the community and raise awareness on the topic and the value of interregional cooperation and mutual learning. In the Autumn 2021, the Consortium finally decided to present a request of amendment of the project activities to the EC so as to switch to the virtual modality as necessary. It was then finally added a comprehensive communication and engagement strategy that, while continuing promoting the EU support to the actions contributing to migrants' inclusion, also capitalized on the great results achieved in the first phase of implementation of the project and has continued extending the network of regional and local authorities and stakeholders committed to the integration of migrants.

Therefore, IOM and Includ-EU partners ensured the dissemination of the evidence produced through the action, information on events and project results through their own corporate means and media (e.g. corporate websites, communication products and actions such as newsletters, etc.). This efficient and cost-

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<sup>1</sup> The project's launch in early 2020 coincided with the outbreak of the pandemic, which severely impacted its activities as originally conceived.

effective approach allowed the broad dissemination of information to all relevant stakeholders, beyond the project partners and beneficiaries, including the general public.

In addition, the project website constituted an open platform for exchange at regional level, ensuring wide visibility to the project's achievements. The webinars and regional thematic workshops also constituted visibility opportunities for a wide range of experts, practitioners, social innovators, private sector representatives beyond the Consortium.

Other products (e.g. thematic briefings, reports of capacity building activities, video of pilot actions, final assessment report of pilot projects and catalogue of marketplaces, webinar recordings) will remain accessible in Includ-EU's and the partners' corporate websites upon the completion of the action, to ensure the dissemination of lessons learned and findings beyond the end of the project, thereby contributing to the Includ-EU sustainability.

Further dissemination has been ensured through IOM's and the partners' extensive institutional networks; e.g. IOM's regional and global network of offices and global corporate social media tools.

# The strategy

The Includ-EU **communication and engagement strategy** entailed seven steps which are detailed below:

- [Define the goals](#)
- [Define the audience](#)
- [Research the context and define the channels](#)
- [Set the look-and-feel & creativity](#)
- [Multiply the Includ-EU presence in the EU: the project Consortium and beyond](#)
- [Analyse the impact of the Includ-EU tools](#)
- [Draw conclusions and main lessons-learned](#)

## Define the goals

In order to support the **achievement of Includ-EU's objectives**, the communication and dissemination strategy has also set its own **functional goals**:

- To support the dissemination of the project results and ensure visibility around the project, thus showing the impact of European projects and their results on society;
- To equip the partners, and through them a broader range of regions and stakeholders, with knowledge, key competencies and tools to design and put in place more effective inclusion practices and policies;
- To create and strengthen informal and institutional networks, and to expand relevant stakeholders' network for collaboration;
- To gather evidence on integration good practices, support its dissemination and promote the exchange of good practices among European regional and local actors regarding migrants integration.

# Define the audience

Through its channel, Includ-EU aimed to **reach a specific as well as a more generic audience**. Indeed, in order to contribute to building knowledge and capacities around integration and building the informal networks of regional and local authorities and stakeholders committed to it, one of the most important steps of the strategy was to define its target group, starting from the members of the Includ-EU Consortium. As its members reflect the wider target audience the project wanted to reach, each stakeholder involved operated as a sounding board towards its relevant networks, enriching connections and exchanges.

These additional stakeholders became the target of both the activities the project was organizing (i.e. the thematic webinars, the virtual study visits and exchange, and so forth) and the communication and engagement strategy itself. Besides representing the specific beneficiaries set by the AMIF Call for Proposals and therefore of the Includ-EU project overall, they reflected those whole-of-society, multi-level and multi-stakeholder approaches the project was promoting through its activities.

To sum up, the target groups were defined in line with the project goals and main actors, thus they included:

- Project Consortium (AER, IOM Missions in Greece, Italy, Romania, Slovenia, Spain and the Netherlands, ANCI Toscana, Department of Equality and Feminisms of the Catalan Government, City of Tilburg, Region of Crete, Municipality of Cluj-Napoca, Adult Education Center Jesenice)
- Other IOM EU Missions
- Local and regional authorities
- Civil society
- Migrant organizations
- Private sector
- NGOs
- Academia

# Research the context and define the channels

In order to better understand the online context in which Includ-EU was about to operate and the **most relevant channels where to build a presence**, a research and consequent evaluation has been conducted.

This research began from two starting points: the online presence of the project Consortium (IOM Missions and Includ-EU partners) and the Includ-EU main target (regional and local authorities, as well as migrants). Considering their online presence, it has been decided to:

1. Develop a [project website](#)
2. Open two social media accounts: [Facebook](#)<sup>2 3</sup> and [Twitter](#)
3. Create a [newsletter](#)
4. Develop and disseminate printed materials
5. Videos and pictures

## 1. Develop a project website

The website is conceived as an [open platform](#) where local expertise on inclusion can match migrants needs for information on local services and opportunities, and where local authorities can learn and exchange good practices at regional level.

Its goal is to promote the exchange of good practices between regional European actors and to bring the attention to new and promising approaches on migrants' integration. The content is structured via taxonomies. Information can be accessed navigating by country (each country has a sub landing page), macro area or category of user. Each category of user (local entities or migrants) has its own entry point to documentation and longread pages.

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<sup>2</sup> Internet Usage in the European Union - Internet User Statistics, Facebook Subscribers and 2022 Population for the 27 European Union member states <https://www.internetworldstats.com/stats9.htm>.

<sup>3</sup> Facebook daily active users (DAU) in Europe from 4th quarter 2012 to 2nd quarter 2023 <https://www.statista.com/statistics/745383/facebook-europe-dau-by-quarter>.



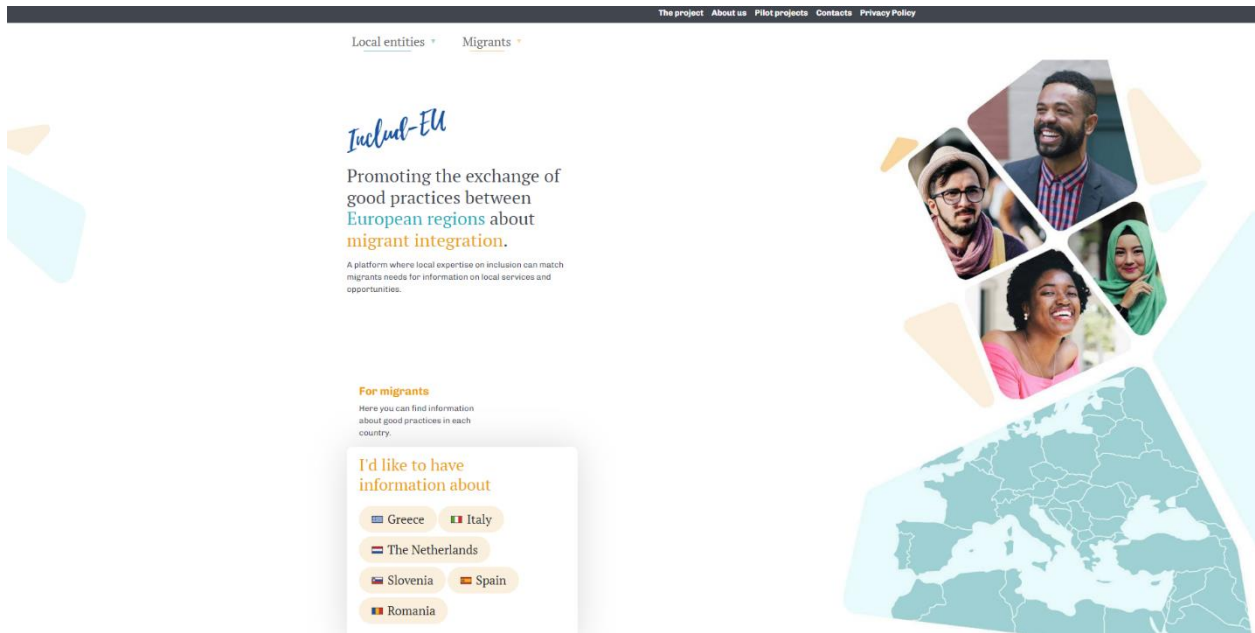


Image 1

The structure of the Includ-EU website entails:

- **Menu:**
  - [The project](#)
  - [About us](#)
  - [Pilot projects](#)
  - [Contacts](#)
  - [Privacy Policy](#)
- **Macro areas:**
  - Thematic areas we work on: [Labour inclusion](#), [Education](#), [Health care](#), [Active citizenship](#), [Housing](#)
  - [Latest successful stories](#)
  - [Contact form: Share your project](#)
  - [Info materials](#)
  - [News and events](#)
  - [Partners](#)

- **Footer**

### Thematic areas we work on



### Latest successful stories

[View all](#)



STORIES

**"Being a migrant isn't an identity", the story of Diane**  
"Romania has become my second home. Being a cultural mediator is not [...]"



STORIES

**The story of Tea Eisa**  
"Giving back to the society is very important to me. Since Greece [...]"

#### Share Your Project

Do you want to share your project with our community and stakeholders?

Select...

[Apply](#)

### Image 2

The Includ-EU website entails:<sup>4</sup>

- 264 articles
- 72 pages
- 342 images
- 64 documents

It received:<sup>5</sup>

- 18 messages via: Apply with a story
- 38 messages via: Contact us
- 159 subscriptions to the newsletter

In some cases, these messages allowed Includ-EU to enlarge its network and collaborations. In others, specific referral was guaranteed when receiving direct requests for support from migrants.

<sup>4</sup> Last update 27.09.2023

<sup>5</sup> Last update 27.09.2023

## 2. Open two social media accounts: Facebook and Twitter

Includ-EU launched its [Facebook](#) and [Twitter](#) accounts on October 2021.



Image 3



Image 4

Posts, links, gifs, videos animate the project pages and have been used as a tool to strengthen the project network, engage with stakeholders, reach new audiences and update the followers with the most recent news and info on the project.

A strong **dissemination** of project deliverables have also been done on both social media pages.

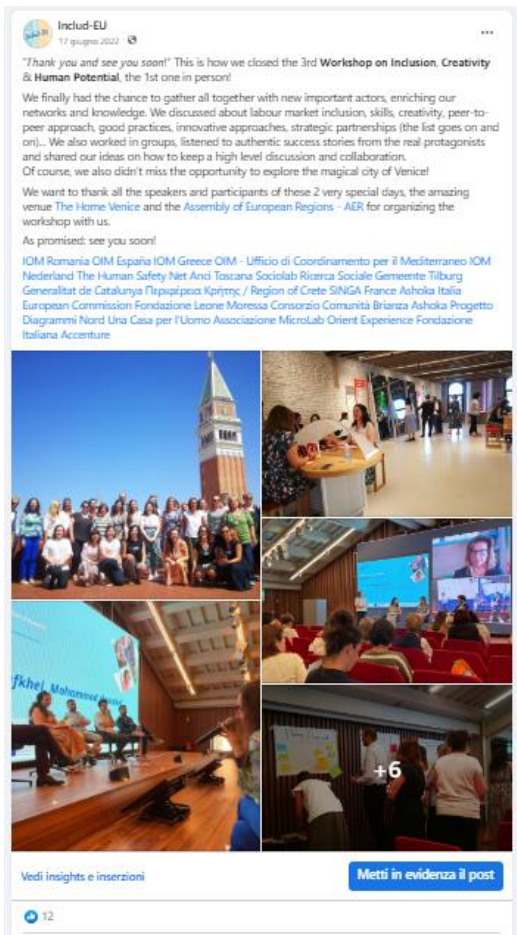


Image 5



Image 6

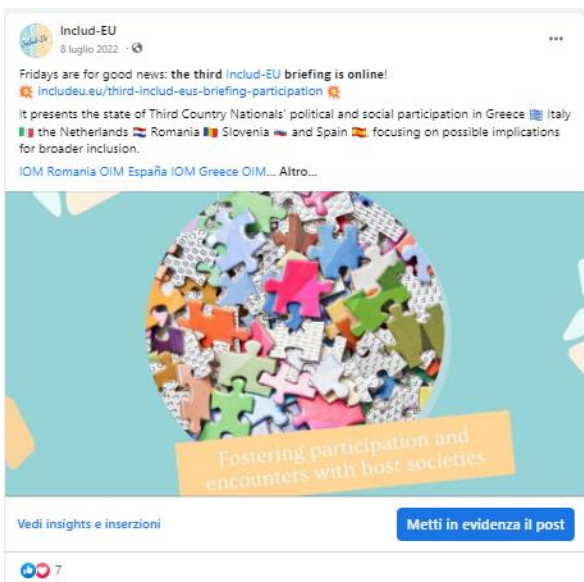


Image 7

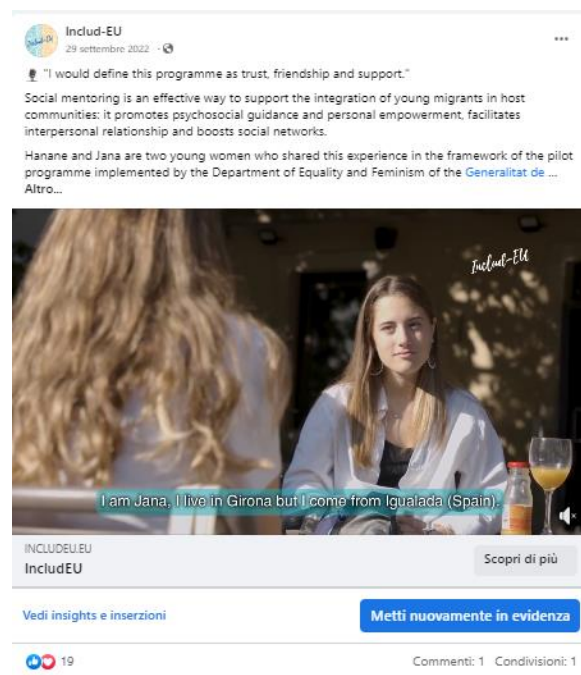


Image 8

Another important component related to the social media pages is related to the “live posting” during events, webinars, national dialogues, workshops, trainings etc.

Online and in-person events gathered a high number of participants and stimulated a high engagement on social media through original posts, comments and shared content.

When live-posting, a handles of the speakers and their respective organisations has been prepared in advance to make their messages resonated also within the online communities.

Furthermore, in view of the Includ-EU final conference and in a spirit of participation and cooperation, a [Trello board](#) with ready-to-go and editable content and graphic was prepared and shared among the IOM Missions involved in the project and the IOM Regional Office in Brussels. Content was also shared with the whole Consortium to guarantee a good diffusion of the event.



Image 9



Image 10



Image 11



Image 12

# 3. Create a newsletter

The wide community of the Includ-EU consortium and the high number of events and deliverables entailed in the project represented a big potential in terms of communication and networking. These two peculiarities led to the creation of the Includ-EU newsletter, whose first edition (out of four<sup>6</sup>) was launched in February 2022.

Each issue of the [newsletter](#) included an overview on the past and future activities of Includ-EU, such as: the latest updates on the project activities promoting the integration of Third Country Nationals in Europe, project deliverables, events, etc.

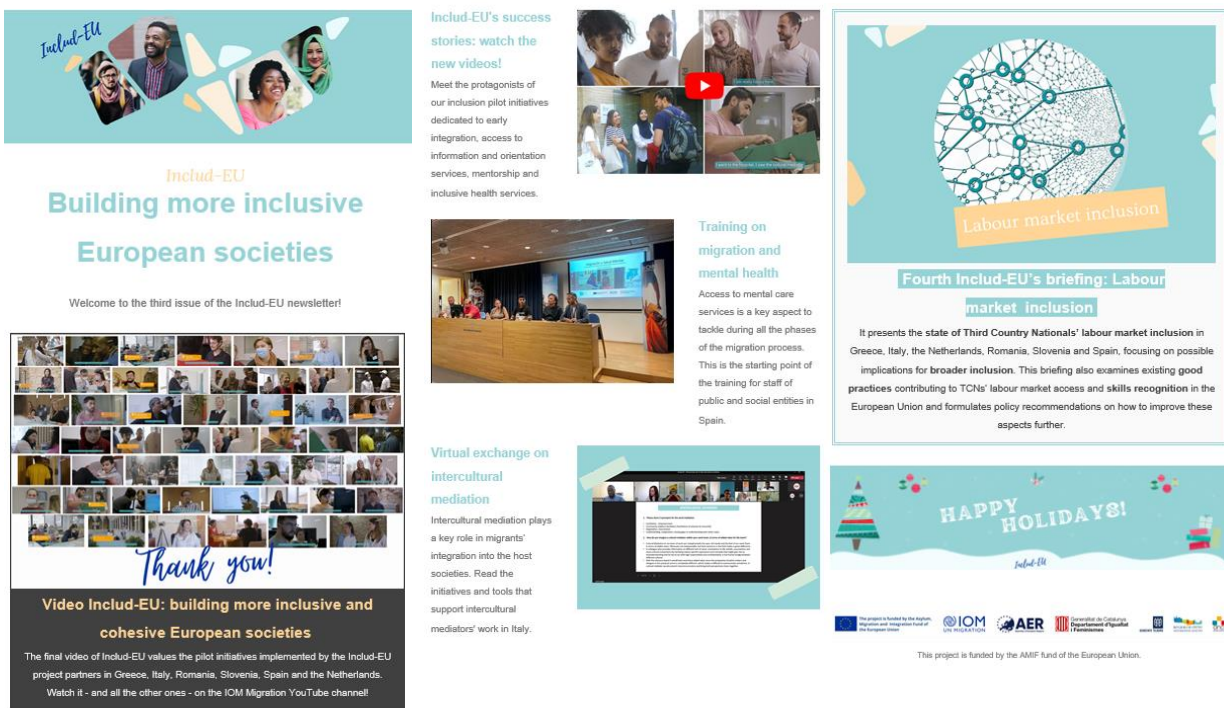


Image 13

<sup>6</sup> Last update 27.09.2023

## 4. Develop printed materials

Flyers, [thematic policy briefings](#) and Includ-EU gadgets have been widely distributed via offline channels, too. Events, national dialogues, trainings, workshops and study visits, as well as national and local meetings and targeted deliveries have been the occasions to disseminate this branded material and promote Includ-EU values and activities.



Image 14



Image 15



Image 16



Image 17

## 5. Videos and pictures

The [Includ-EU videos](#) value the pilot projects implemented by the project partners on the key thematic areas outlined in the EU Action plan on integration and inclusion 2021-27: labour inclusion, education, health care, housing and fostering encounters with host communities. Each country – and partner – focused on a topic and presented the story of the protagonists of its pilot initiative.

Also the [Includ-EU's final conference](#) was captured in a video in which key speakers from the lead actor, the regional partner and the project donor report on the project's legacy with an eye to the future and the sustainability of its actions.

To better document certain project milestones and to make the reporting more lively, the Includ-EU project gathered many pictures to showcase the projects more significant initiatives. A photo gallery made by a professional photographer is available at this [link](#), while a slideshow of pictures taken during the project implementation is accessible at this [link](#).



Image 18



Image 19

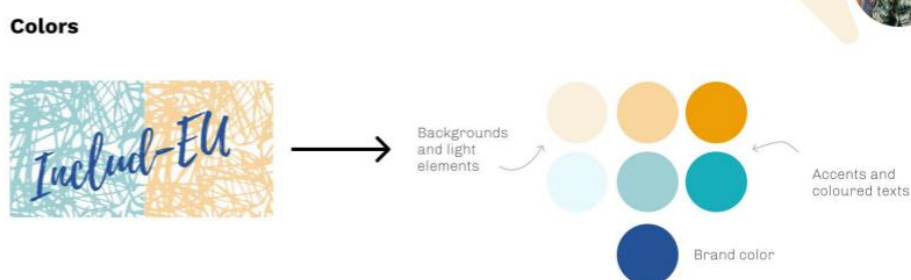
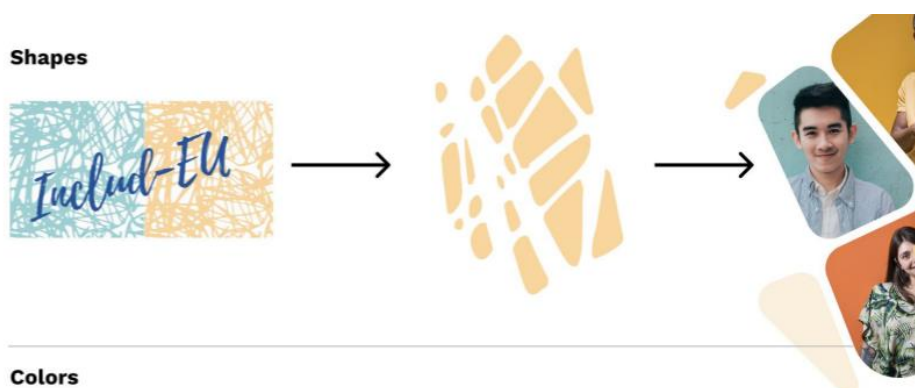


# Set the look-and-feel & creativity

Includ-EU adopted an inclusive and user-friendly design and language for its platforms and materials, ensuring accessibility and readability. The visual style is fresh and modern based on the Includ-EU brand essence. Colors and typography follow the logo's palette with a human and approachable look and feel.

The creative approach focused on:

- A clean and intuitive design
- Inclusive, respectful and gender-neutral language in accordance with EU Action Plan on Integration 21-27 and IOM terminology
- Use of images and content that reflect diversity and inclusivity
- Coordinated image and shared Lines to Take (templates)
- Real stories of beneficiaries (videos etc.)
- Written and live interviews



## Typography

### Ovo Serif

Big and elegant headlines. Serif fonts help to give a human touch to typography thanks to its style.

*Image 20*

### Chivo bols sans

Font pairing is an art. Delicate sans needs good contrast with a font like Chivo. Bold and secure. Geometrically crafted for top performances on screens.



Image 21



Image 22



Image 23

# Multiply the Includ-EU presence in the EU: the project Consortium and beyond

The Includ-EU Consortium (AER, IOM Missions in Greece, Italy, Romania, Slovenia, Spain and the Netherlands, ANCI Toscana, Department of Equality and Feminisms of the Catalan Government, City of Tilburg, Region of Crete, Municipality of Cluj-Napoca, Adult Education Center Jesenice) made a big effort in terms of dissemination of the project results and activities.

During the 45 months of implementation, strong commitment and team synergies allowed Includ-EU to reach a wide audience and involve, from time to time, new stakeholders and beneficiaries of the project.

## IOM

Each IOM Mission involved in the project presented Includ-EU on its website: [Greece](#), [Italy](#), [Romania](#), [Slovenia](#), [Spain](#) and [the Netherlands](#).

Events, trainings and other activities were also published to showcase project's actions and reach new potential audiences, as well as create a storyline and awareness around the project. Some examples are:

- Greece: [Includ-EU | IOM Greece](#)
- Italy: [Includ-EU | IOM Italy](#)
- Romania: [Includ-EU](#)
- Slovenia: [First Includ-EU training in Slovenia dedicated to effective... | IOM Slovenia](#)
- Spain: [El proyecto Includ-EU lanza la sexta formación en España titulada 'Migración y segregación en el ámbito educativo' en Barcelona | IOM Spain](#)
- The Netherlands: [Includ-EU: New Website aimed at Enhancing Integration in EU - IOM Nederland \(iom-nederland.nl\)](#)

The leaflet of the project has also been translated in other languages (f.i. [Dutch](#), [Italian](#)).

## Includ-EU - Promoting Integration of Third-Country Nationals in Europe

The Includ EU project: a project which aims to enhance the integration of third country nationals in Europe.

This EU-funded project contributes to building regional and local expertise while facilitating exchange and engagement for enhanced social cohesion in Europe. Starting in 2020 and running for 3 years until September 2023, Includ-EU is implemented in Greece, Italy, the Netherlands, Romania, Slovenia, and Spain.

Includ-EU is implemented in the Netherlands by IOM, in collaboration with the Municipality of Tilburg, with a commitment to the further inclusion of third-country nationals through their active participation in decision-making processes. This is done by supporting and further developing the regional Refugee Advisory Board (RAB). The board was established in 2018 as an independent body and consists of 6-10 members with a migrant background. The board provides advice to municipalities and organizations in the Hart van Tilburg region dealing with reception, housing, and integration. The goal of the board is for policy and implementation in the field of reception, housing, and integration to meet the wishes and needs of permit holders in the region.

Includ-EU enhances resources and expertise, to foster more cohesive European societies. This will be achieved through three specific objectives:

1. To improve the knowledge and capacities of local and regional authorities from Greece, Italy, the Netherlands, Romania, Slovenia, and Spain to facilitate the integration of third-country nationals.
2. To implement and assess pilot projects that promote the integration of third-country national at the regional and local level in Greece, Italy, the Netherlands, Romania, Slovenia, and Spain.
3. To set an informal network of regions and local authorities with different levels of expertise, that capitalizes on the diversity of territorial approaches, policies and practices on integration.

For more information on the Refugee Advisory Board, you can watch the video below and/or visit their [website](#).



For more information on other pilot projects in the other participating countries, watch the videos below:



The project is funded by the Asylum, Migration and Integration Fund of the European Union.

[Click here to download the Includ-EU information flyer \(English\)](#)

[Click here to download the Includ-EU information flyer \(Dutch\)](#)

INCLUD-EU WEBBITE



## Rafforzamento di competenze regionali e locali, promozione di scambi tra autorità locali per una maggiore coesione sociale in Europa

### PANORAMICA DEL PROGETTO

**Donatore:** Progetto finanziato dal Fondo Asilo, Migrazione e Integrazione dell'Unione Europea (DG HOME)

**Partner del progetto:** Organizzazione Internazionale per le migrazioni (OIM), Assemblea delle Regioni d'Europa (ARE), Associazione Nazionale Comuni Italiani Toscana (ANCI), Città di Tilburg, Ministero dell'uguaglianza e del femminismo del governo catalano, Regione di Creta

**Periodo del progetto:** Gennaio 2020 - Dicembre 2022

### OBIETTIVI

Includ-EU mira a contribuire alla costruzione di società europee più inclusive e coese, rafforzando la conoscenza transnazionale e la condivisione di esperienze, così come la cooperazione e il partenariato tra autorità locali e regionali europee di Grecia, Italia, Paesi Bassi, Romania, Slovenia e Spagna. Il progetto intende migliorare conoscenze e capacità per facilitare l'integrazione dei cittadini di paesi terzi, implementare e valorizzare progetti pilota che promuovono l'integrazione dei cittadini di paesi terzi a livello regionale e locale; creare una rete informale di regioni e autorità locali con diversi livelli di competenza, che capitalizzi la diversità degli approcci territoriali, delle politiche e delle pratiche sull'integrazione.

### ATTIVITÀ

- Migliorare le conoscenze e le capacità delle autorità locali e regionali per facilitare l'integrazione dei cittadini di paesi terzi. A seguito della mappatura delle pratiche di integrazione locali e regionali nei paesi coinvolti, verranno organizzati dei briefing tematici di approfondimento. Partendo da necessità e richieste specifiche, le autorità regionali e locali in questione potranno beneficiare di formazione ad hoc, supporto allo sviluppo delle proprie capacità e visite di studio per approfondire le buone pratiche individuate.
- Realizzare progetti pilota che promuovano l'integrazione dei cittadini di paesi terzi a livello regionale e locale. I promotori di questa attività saranno le autorità locali e regionali che fanno parte del consorzio del progetto, rispondendo a priorità e bisogni, struttura organizzativa, conoscenze, capacità e risorse del contesto specifico. Questi progetti pilota puntano al miglioramento concreto dell'integrazione dei cittadini di paesi terzi nei loro rispettivi territori.
- Promuovere lo scambio regionale sulle politiche e le pratiche dell'integrazione tra autorità regionali e locali europee con diversi livelli di competenza. Funzionale a questo obiettivo sarà l'organizzazione di webinar ed eventi, così come la promozione di scambi regionali.

Logos of AER, Generalitat de Catalunya, and other partners.

www.includeu.eu

Progetto finanziato dal Fondo Asilo, Migrazione e Integrazione dell'Unione Europea

Image 25

Image 24



La integración ocurre a nivel individual, familiar, comunitario y social. Como tal, las instituciones locales, regionales y nacionales están directamente involucradas en este proceso. En el ámbito de la Unión Europea una mayor cooperación entre las autoridades nacionales, locales y regionales, las organizaciones de la sociedad civil y otras redes de Ciudadanos miembros de la UE en fortalecer iniciativas y trabajar articuladamente en el fortalecimiento de los procesos de integración. Por todo ello, la OIM ha lanzado Includ-EU promoviendo la integración de nacionales de terceros países en Europa. Includ-EU es un proyecto basado en un enfoque de abajo hacia arriba para identificar y abordar conjuntamente los problemas relacionados con las políticas de integración. El proyecto reconoce que tanto la coordinación como la cooperación son fundamentales para desarrollar una estrategia transnacional que genere un clima de confianza social, como el elemento clave para los demás. Asimismo, los proyectos piloto de integración de ciudadanos de países terceros a nivel regional y local, implementados y valorados por las autoridades locales y regionales con diferentes niveles de experiencia en integración, que representen a su vez diferentes realidades europeas. Recomendamos aprovechar el diversidad de enfoques territoriales y experiencia en integración, el proyecto basado contribuir a mejorar sociedades europeas más inclusivas y cohesionadas.

A partir de 2020 y durante 3 años, Includ-EU se implementa en Grecia, Italia, Países Bajos, Rumania, Eslovenia y España. Includ-EU será lleva a cabo en España por la OIM en colaboración con el Departamento de Igualdad y Femenismo de la Generalitat de Catalunya, con el apoyo de la Red de Migración de los nacionales de terceros países, principalmente dentro el mercado laboral.

### Actividades

- Realización de mapas de buenas prácticas en materia de inclusión
- Formaciones específicas a actores locales y regionales
- Implementación y evaluación de proyectos piloto innovadores en materia de inclusión
- Interambos regionales de conocimientos en materia de políticas y prácticas de integración

### Información de interés

- Web INCLUD-EU
- AER, Includ-EU Regional and local expertise, exchange and engagement for enhanced social cohesion in Europe

Compromiso con los Objetivos de Desarrollo Sostenible (ODS) y financiación:

Logos for ODS 10, 16, and 17, and the European Union flag.

Funded by the Asylum, Migration and Integration Fund (AMIF) of the European Union

Image 26

In addition to a coordinated communication (such as the [Trello](#) for the final conference), IOM Missions also developed online and offline visibility material dedicated to the project in line with the main communication and engagement strategy, as well as tailored to each country. Indeed, the visibility content developed by IOM Missions served to showcase both the overall project activities and those implemented locally.

For example, IOM Romania created a [video](#) to present Includ-EU in Romanian; IOM Italy presented the project's briefings both in English and Italian on its [website](#); IOM the Netherlands wrote a handout on best practices for setting up migrant advisory boards (soon to be launched); IOM Slovenia collaborated with a local professional to produce graphic notes of each training (the graphic notes provided an element of interactivity to the trainings and captured the main messages and take-aways of each event in Slovenian and English language); IOM Greece focused on social media communication; IOM Spain developed branded graphic material.

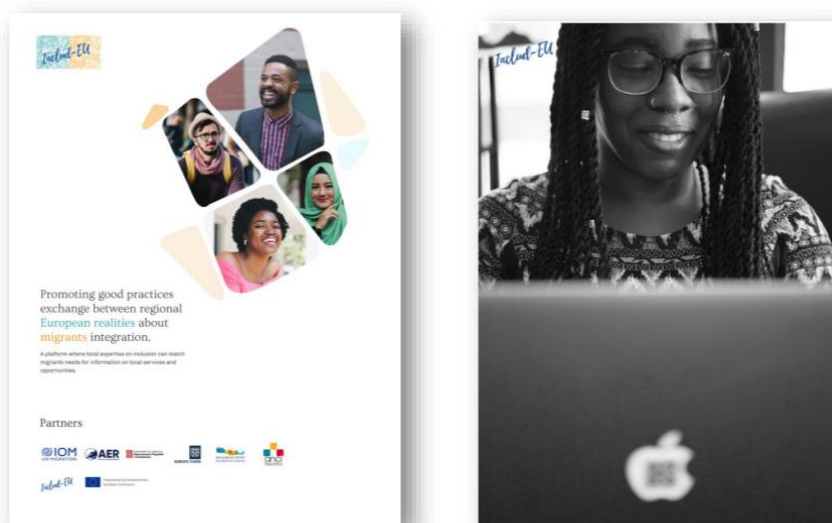


Image 27

**Includ-EU** MEDKULTURNE VEŠČINE V IZOBRAŽEVANJU  
SPLETNO USPOŠABLJANJE – 17. MAREC 2022

**dr. MARIJANCA ALJA VIŠINTIN**

MIGRACIJE SO VEDNO BILE, SO IN BODO.  
MI DRUŠJE, DRUGI PRI NÁS.

OBSTAJAJO STEVILNA UČNA GRADIVA ZA UČENJE SLOVENSKEGA JEZIKA TAKO ZA ODRASLE KOT OTROKE. OBSTAJAJO ZAKONODAJA IN PRAVILNIKI, KI NAKREKUVAJO UČENJE V OSNOVNIH IN SREDNJIH ŠOLAH.

INTENZIVNI TEČAJ SLOVENSČINE JE UPRAKOVEN IN ŠOLE SO GA DOLŽNE IZVAJATI.

VENDAR JE TO ŠELE ZAČETEK VKLJUČEVANJA V DRUŽBO.

**MEDKULTURNI MODEL VKLJUČEVANJA**

1. MEDKULTURNOST NIT PEDAGOŠKO - DIDAKTIČNO NAČELO
2. SISTEMSKA PODPORA PRI VKLJUČEVANJU OTROK PRISeljencev
3. UČITELJI S RAZVIJAJO ŽE DE MEDKULTURNO ZMOŠNOSTI
4. RAZVOJ RAVNANJA O VEŠČINSKI DROŠBI PRI VSEH UČNIH PREDMETIH
5. RAZVOJ MEDKULTURNESA DIALOGA NA ŠOLI
6. SODELOVANJE ŠOLE S (STARŠI) PRISeljencev
7. SODELOVANJE ŠOLE S LOKALNO DRUŠNOSTJO

**RAZLOGI ZA MIGRACIJE V SLOVENIJO**

**60%** ZAPOSILITEV

**30%** ZDRUŽEVANJE DRUŽIN

**10-20%** ŠTUDIJ IN DRUGI RAZLOGI

**MEDKULTURNA VZGOJA IN IZOBRAŽEVANJE**

POMEMBNO JE SODELOVANJE S ŠOLO, LOKALNO SKUPNOSTJO, DRUŠTVI, ZAVODI, INŠTITUTI, CSD-JI, FAKULTETAMI, LJUDSKIMI UNIVERTAMI...

**PROJEKT ILE Z DRUGIMI SMOJ!**  
2016 - 2021

Image 28

The dissemination and visibility strategy put forward by Includ-EU was also supported at the regional and global level of IOM, with its Regional Office for the European Economic Area, the EU and NATO in Brussels and Headquarters in Geneva.

Among the many actions, IOM Regional Office in Brussels disseminated the project’s newsletter, events’ invitations and the Includ-EU publications and outputs among its internal and external networks, as well as actively supported its social media presence; while IOM Global showcased the [Includ-EU videos](#) on its YouTube page and shared a story on the [Medium](#) profile.

In preparation for the final event, the IOM Regional Office in Brussels also supported the development and dissemination of a [Media advisory](#) to invite journalists in taking part to the Press briefing – High level dialogue.

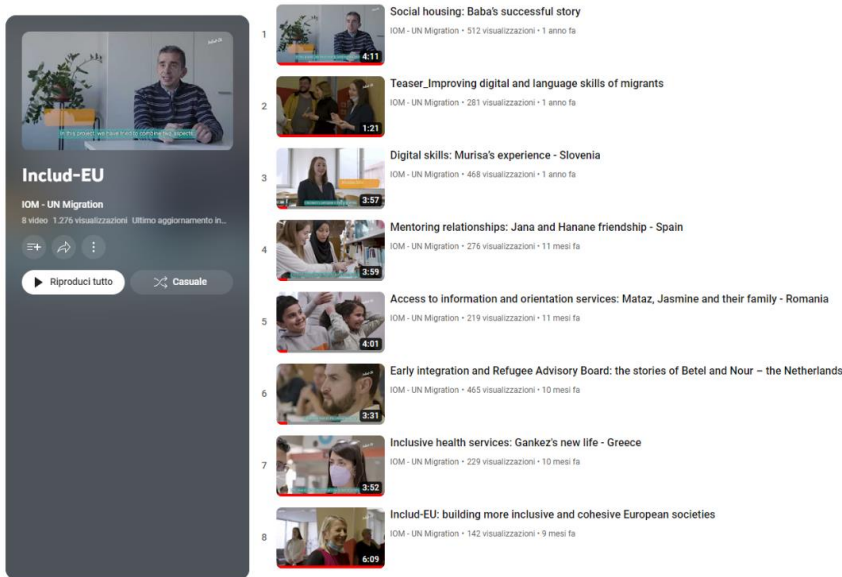


Image 29



Fourth Includ-EU's briefing: Labour market inclusion

DOWNLOAD

This briefing aims to present the state of Third Country Nationals' labour market inclusion in Greece, Italy, the Netherlands, Romania, Slovenia and Spain, focusing on possible implications for broader inclusion. The briefing also examines existing good practices contributing to Third Country Nationals' labour market access and skills recognition in the European Union (EU) and formulates policy recommendations on how to improve these aspects further.



The briefing was developed for the Includ-EU project. Funded by the European Union, Includ-EU seeks to enhance local and regional actors' knowledge and capacities to implement innovative integration measures, including through the analysis of existing good practices and the formulation of thematic policy recommendations to foster the sustainable integration of resettled refugees in their new communities in Greece, Italy, the Netherlands, Romania, Slovenia and Spain, with a specific focus on women and youth.

Click [here](#), to learn more about the Includ-EU project and [here](#), to explore some of the Includ-EU success story videos.

[Download the Publication](#)

This document supports the achievement of the Sustainable Development Goals



Image 30

# Project partners

Project partners have been extremely active in promoting and disseminating Includ-EU initiatives, showing their great commitment to the project. In line with the local communication strategy pursued by IOM Missions, each partner promoted Includ-EU and their support to the project activities, with a view to multiplying the dissemination of results and lessons learned, thereby contributing to possible transferability and replicability of effective initiatives for migrants' inclusion.

The [AER](#) (Assembly of European Regions), as European regional partner, leading the *Work package 4 Fostering regional exchange on integration policy and practice between European regional and local authorities with different levels of expertise*, cooperated with IOM in many communication activities. [Website articles](#), post-events emails, social media posting and advertising, network building are among the many actions they took to support the visibility of the project.

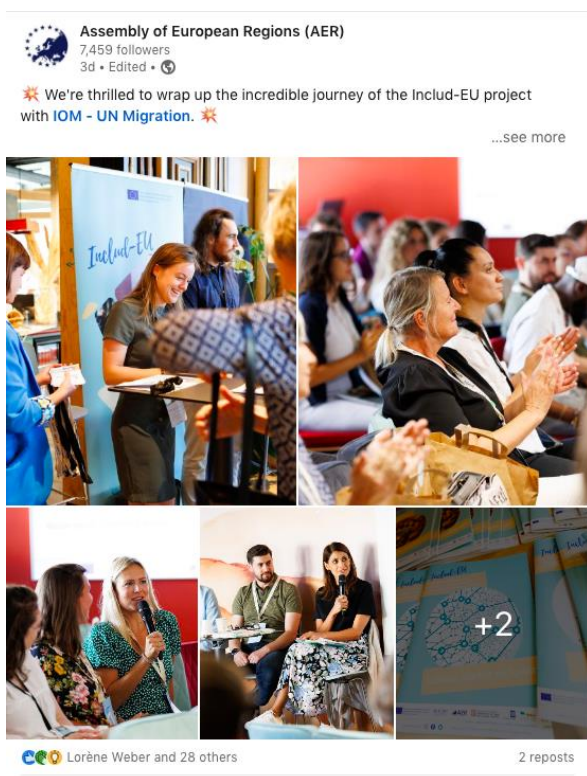


Image 31

## Inclusion, Creativity & Human Potential

05 June 2022 By Johanna Passariou



Share this:

Labour participation is an essential building block for inclusion. It has a direct impact on access to housing, wellbeing and the ability of individuals to contribute.

### A Holistic Approach to Labour Market Inclusion

The Includ-EU workshop 'Inclusion, Creativity and Human Potential' on 14-15 June 2022 in Venice, highlighted regional policies and practices, their support stakeholders to build on their ideas, motivation, competences and experiences.

Speakers included:

- Rossella Celemi, IOM Coordination Office for the Mediterranean, Lead Partner of the Includ-EU project
- Gloria Bondi, The Human Safety Net
- Angelique Pirella, CO-INDIE
- Rabah Ahmad, Orla Regional Office for the EEU, the European Union and NATO
- Alan Barbieri, The Human Safety Net
- Mònica Ollé Jorquera, Vice President of and Minister for Equality and Inclusive Policies of Generalitat Valenciana, Member of Institut de Recerca Regional
- Helena Castellà Duran, Adviser to the Minister of Equality and Reinforcement office, Catalonia
- Stefano Rovelli, The Human Safety Net
- Maye Kibouch, Coordinator Entrepreneurial OS Single
- Federico Mento, Director General Italy

They shared how they are working to improve access to labour market, or assessed the labour market, the collaborations they implement, and how they learn from their peers to improve practices.



For the European Union, improving access to the labour market for all has deep implications both for the economy and for social cohesion. The challenge of migration and inclusion is particularly relevant for migrants, not only newcomers but sometimes also for EU citizens with a migrant background.

Image 32



### Learn to prevent.

The AER invites **all regions** to join us in this online training session on addressing #systemic #discrimination in organisations and administrations.

**REGISTER NOW**



### We want to stay in touch!

We look forward to continuing to nurture the Includ-EU and Intercultural Regions Network community of learning with you.

#### RESOURCES:

- **Training slides**, by Prisca Ratovonasy
- **Video, What is Intersectionality?** By Kimberley Crenshaw: <https://diversity.gwu.edu/resources-intersectionality>
- **Article by Mame-Fatou Niang and Julien Suaudeau on the Hervé di Rosa painting:** <https://www.slate.fr/story/190641/tableau-herve-di-rosa-commemorer-abolition-esclavage-assemblee-nationale>
- **Policy brief from the Council of Europe on systemic discrimination:** <https://www.coe.int/en/web/interculturalcities/systemic-discrimination>
- **IOM thematic page on xenophobia:** <https://www.iom.int/countering-xenophobia>
- **Includ-EU thematic briefings on Housing, Education, Participation, Labour Market Inclusion, Access to Healthcare**
- **Download the bibliography**
- **Find our speakers online:** Prisca Ratovonasy and Mame-Fatou Niang (You will find them on LinkedIn too)

#### COMING NEXT:

- "Cross-sectoral, Multistakeholder Collaboration for Better Integration: How to make it happen?" Includ-EU Workshop, Cluj-Napoca (RO) 27-30 March 2023 - **SIGN UP to Includ-EU newsletter for more information or write us an email:** [j.pacevicius@aer.eu](mailto:j.pacevicius@aer.eu); [a.comacchio@aer.eu](mailto:a.comacchio@aer.eu).
- Includ-EU final conference, Brussels, beginning of September 2023

Stay updated with AER events on Interculturalism and more - **SIGN UP to AER NEWSLETTER**

Image 33

The AER has been promoting the Includ-EU project with the member regions of its network on the occasion of onsite statutory events (such as the AER General Assembly 2022 and 2023), with the support of printed material, as well as and by re-sharing the content produced by Includ-EU main communication channel. AER also promoted the cross-fertilization of the project: for instance, Includ-EU project has been presented at the marketplace during EPIC Final Conference organized by ALDA (June 2023) and some of its pilots were presented at the EU-Belong Transnational Event organized by AER and Pomerania Region (June 2023).



Image 34



Image 35



Local partners in Includ-EU countries strongly supported the project communication with their means. Social media have been particularly meaningful in sharing info and updates.

Among other activities, ANCI Toscana (Italy) developed the Guidelines for the design and management of housing transition pathways with a collaborative and inclusive approach (in [English](#) and [Italian](#)); the Department of Equality and Feminisms of the Catalan Government (Spain) promoted the project and its mentorship programme on its [website](#); the City of Tilburg (the Netherlands) developed a flyer to promote the Refugee Advisory Board (soon to be published); the Adult Education Center Jesenice supported the social media posting; etc.

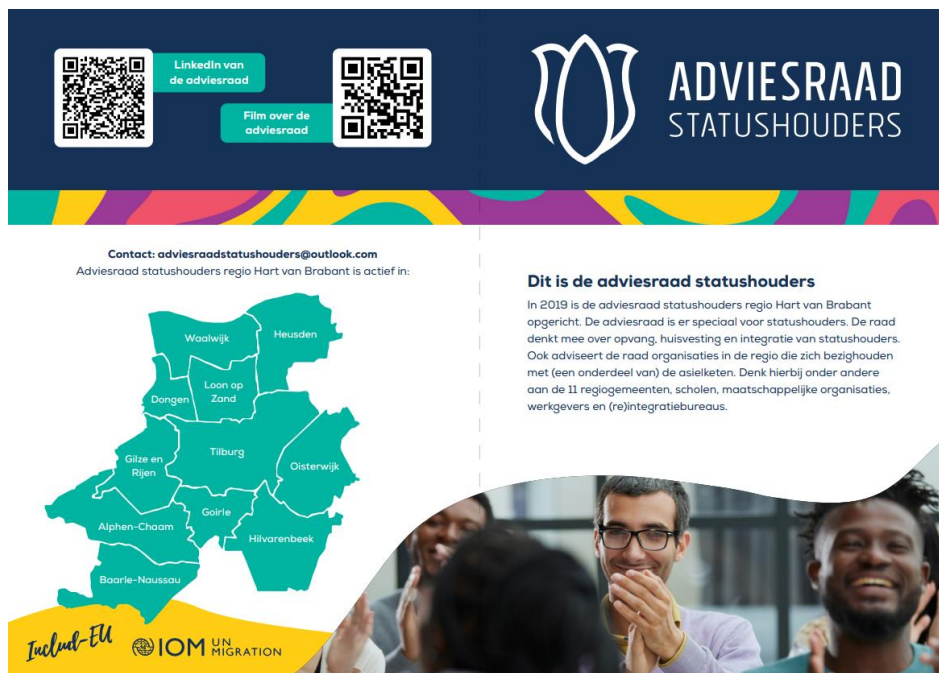


Image 36

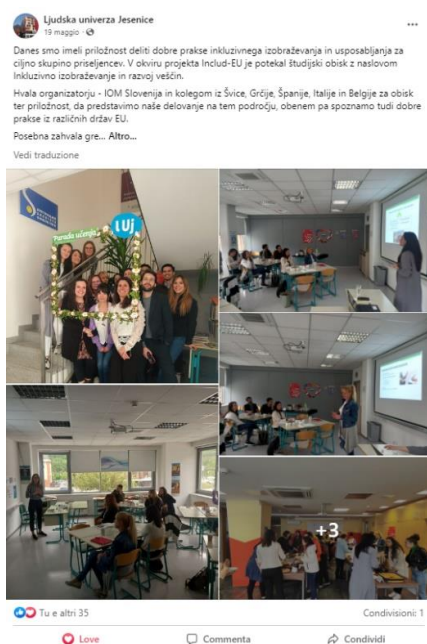


Image 37

### Igualtat i Feminismes reforça, a través del projecte Includ-EU, la perspectiva de gènere en la mentoria social de persones migrades

Del. Girona Igualtat i Feminismes



- El Departament entrega a Girona certificats per a una desena de parelles de mentoria que tenen l'objectiu de potenciar les oportunitats de noies joves que van migrar sent menors d'edat sense cap referent adult.
- La prevenció de la violència masclista és un element que travessa tot l'enfocament d'aquest programa.



Image 38

# And beyond

The Includ-EU communication and visibility strategy also sought strategic collaboration with other relevant platforms thanks to a wide engagement action implemented by the project Consortium.

For example, the website [www.integrazionemigranti.gov.it](http://www.integrazionemigranti.gov.it) – *Vivere e lavorare in Italia* (Living and working in Italy) presented several news and events of the project. This website is particularly crucial in Italy for what concern the integration of migrants in Italy and is managed by the Ministry of Labour and Social Affairs.

Also the [European Website on Integration](#) showcased Includ-EU main activities, such as policy briefings and events.

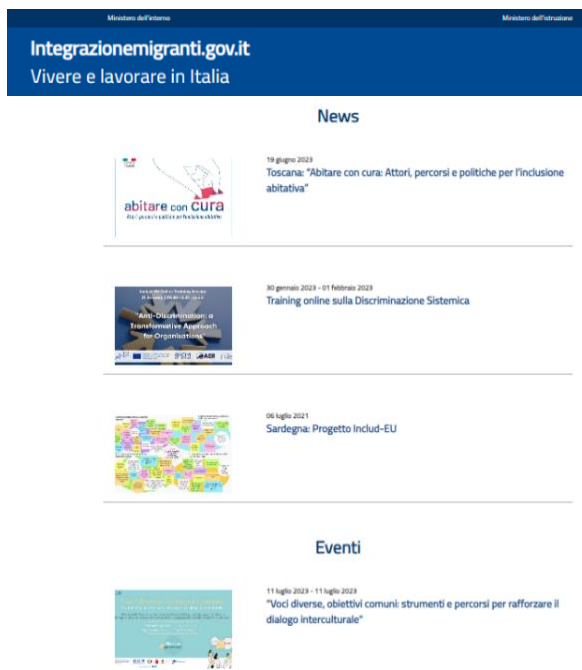


Image 39

## Includ-EU final conference: Including all and embracing diversity

[Register here >](#)



The final conference of the Includ EU project, organised by the Assembly of European Regions (AER) and the International Organization for Migration (IOM) will take place in Brussels on 6- 7 September.

The aim of Includ-EU is to promote more inclusive, cohesive European societies by enhancing transnational knowledge, sharing experiences and ensuring cooperation and partnerships between local and regional authorities. It ran pilot initiatives in Greece, Italy, the Netherlands, Romania, Slovenia and Spain. **The conference will see presentation of project results and lessons learned from these pilot initiatives.**

The event schedule ([find the full agenda here](#)) includes high-level plenary discussion with key pan-european stakeholders, and will provide opportunity for the exchange of good practices. Additionally the results of the project - including findings on creating sustainable learning communities around inclusion policies and practices - will be officially given to the European Commission, the project's donor.

The conference is open to all AER member regions, cities and organisations across Europe. **It will take place in-person but will also be accessible via an online live stream. [Click here to register to attend online.](#)**

**The deadline to register for in-person attendance is 30 August.** The full agenda is attached below; queries can be emailed to [a.comacchio@aer.eu](mailto:a.comacchio@aer.eu) and [project@iom.int](mailto:project@iom.int).

[Find out more about EU funding for migrant integration here.](#)

Image 40

# Analyse the impact of the Includ-EU tools

Thanks to the big efforts in terms of visibility and dissemination made by the whole Includ-EU Consortium, the project managed to reach a wide public, both online and offline.

These are some of the most relevant figures of the Includ-EU online presence:

- **Includ-EU website:** [www.includeu.eu](http://www.includeu.eu)
- **Includ-EU Facebook account:** [Facebook.com/IncludEU.eu](https://Facebook.com/IncludEU.eu)
- **Includ-EU Twitter account:** [Includ-EU \(@Includ\\_EU\) / X \(twitter.com\)](https://twitter.com/Includ_EU)
- **Includ-EU newsletter:** [Includ-EU newsletter - IncludEU](#)

## Includ-EU website

The [Includ-EU website](#) went online on October 2021. The last trimester, compared to the first one, saw a strong increase in terms of users (+402,4%) and new users (+387,9%).



Image 41 – Graph with users and new users of the Includ-EU website

In the last year (14.09.2022 – 14.09.2023), new users accessed the website mainly through Organic search (the non-paid search results from a search engine), with 10.413 views and 29.905 total actions.

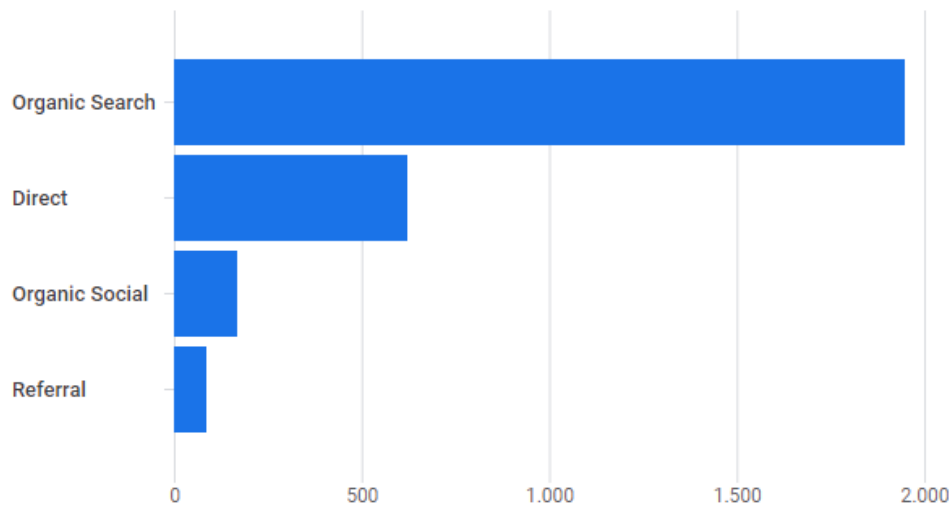


Image 42 – How users reach the Includ-EU website in the last year

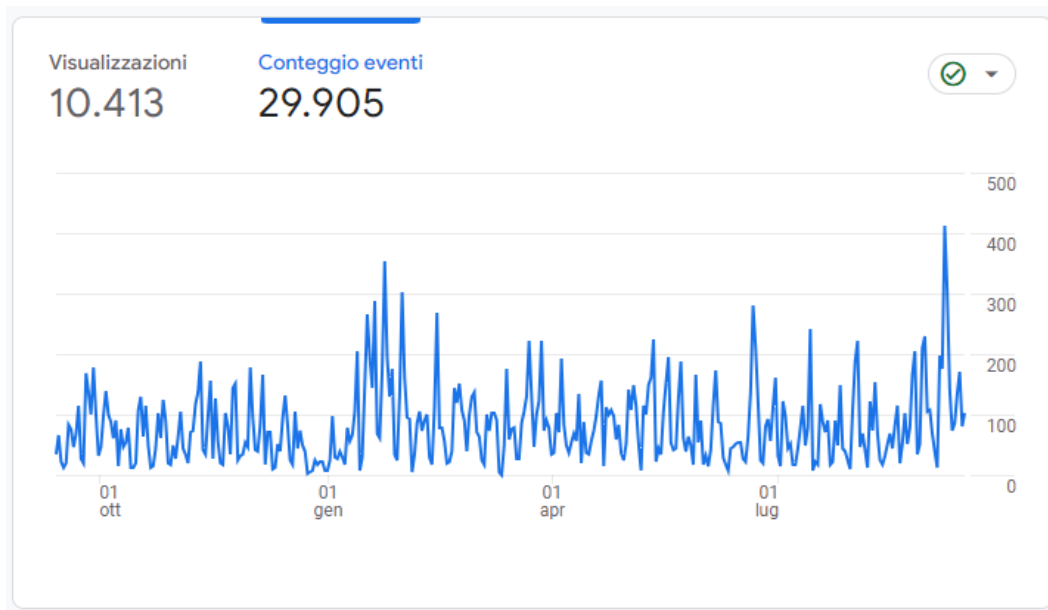


Image 43 – Number of views and total actions on the Includ-EU website in the last year

Titolo pagina e...asse schermata ▾ +		↓ Visualizzazioni	Utenti	Visualizzazioni per utente	Durata media del coinvolgimento	Conteggio eventi Tutti gli eventi ▾
		10.413 100% del totale	2.854 100% del totale	3,65 Uguale alla media	1 m 28 s Uguale alla media	29.905 100% del totale
1	IncludEU	1.723	494	3,49	0 m 46 s	4.999
2	The project - IncludEU	509	287	1,77	0 m 43 s	1.368
3	Pilot projects	437	188	2,32	0 m 55 s	1.018
4	News and events - IncludEU	342	15	22,80	3 m 28 s	719
5	About us - IncludEU	306	197	1,55	0 m 17 s	776
6	Housing in Italy	303	230	1,32	0 m 49 s	1.055
7	Health care in Romania - IncludEU	243	180	1,35	1 m 03 s	847
8	Housing in Spain - IncludEU	238	197	1,21	1 m 08 s	834
9	Info materials - IncludEU	228	58	3,93	0 m 36 s	488
10	Italy - IncludEU	194	105	1,85	0 m 20 s	459

Image 44 – The 10 Includ-EU most viewed pages

Paese ▾ +	↓ Utenti	Nuovi utenti	Sessioni con coinvolgimento	Tasso di coinvolgimento	Sessioni con coinvolgimento per utente	Durata media del coinvolgimento	Conteggio eventi Tutti gli eventi ▾	
	2.854 100% del totale	2.828 100% del totale	2.992 100% del totale	58,85% Uguale alla media	1,05 Uguale alla media	1 m 28 s Uguale alla media	29.905 100% del totale	
1	Italy	376	362	581	58,98%	1,55	2 m 28 s	7.152
2	Spain	326	313	378	60,1%	1,16	1 m 36 s	3.960
3	United States	219	212	174	67,18%	0,79	0 m 45 s	1.255
4	Romania	203	201	131	50,78%	0,65	1 m 10 s	1.310
5	Greece	190	188	172	60,14%	0,91	1 m 28 s	1.631
6	United Kingdom	170	169	125	55,8%	0,74	1 m 17 s	1.094
7	Belgium	140	131	193	60,31%	1,38	1 m 16 s	1.840
8	Netherlands	121	116	108	57,45%	0,89	1 m 05 s	1.070
9	Slovenia	105	99	89	56,69%	0,85	1 m 30 s	1.106
10	Germany	100	93	80	54,79%	0,80	1 m 07 s	823

Image 45 – The 10 countries with the most visits to the website

# Includ-EU Facebook account

The [Includ-EU Facebook account](#) was set up in October 2021.

In the last 28 days (22 August 2023 – 18 September 2023), it registered:

- +145,6 per cent coverage of organic or paid distribution of projects content on Facebook, including posts, stories and ads. It also includes coverage from other sources, such as tags, registrations and page or profile visits

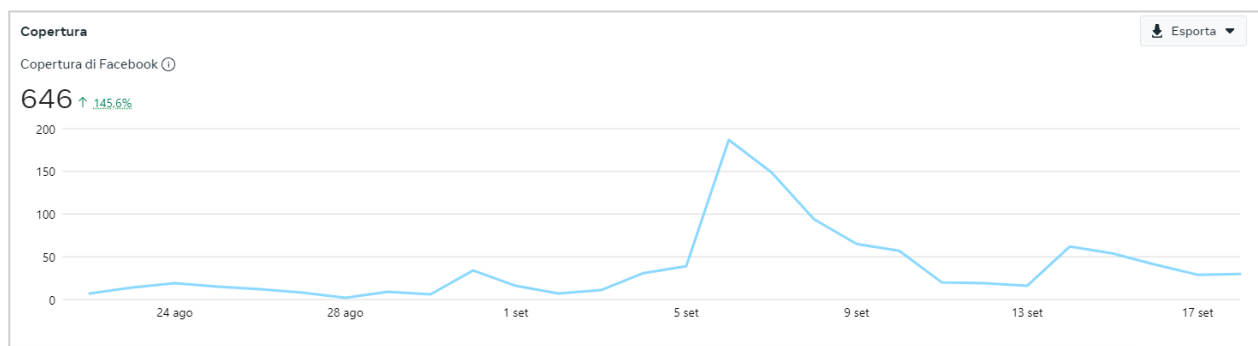


Image 46 - Coverage of organic or paid distribution of content on Facebook

- +577,2 per cent visits to page and posts

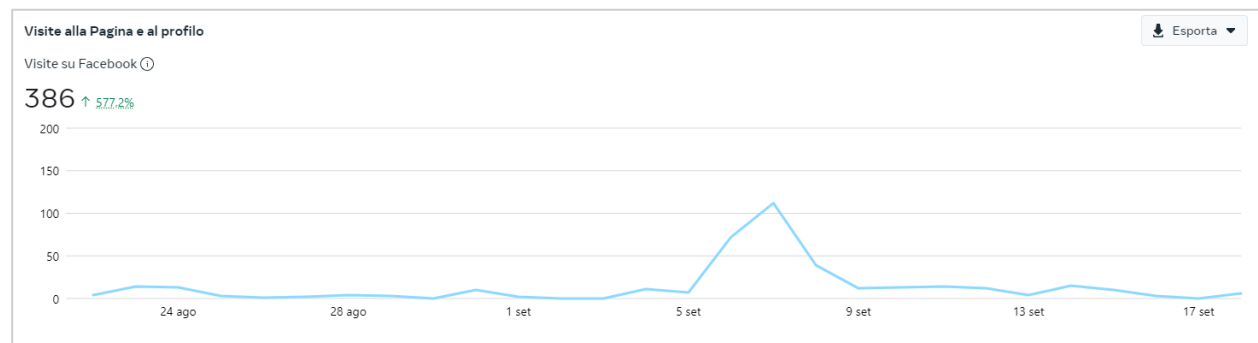


Image 47 - Visits to page and posts

- Its main public is made up of: 65,4 per cent women, 34,6 per cent men:

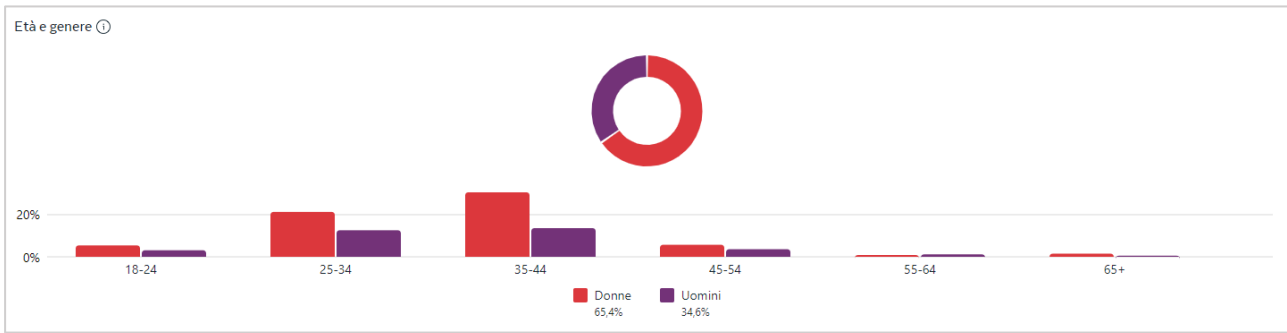


Image 48 – Main public

- Main countries:

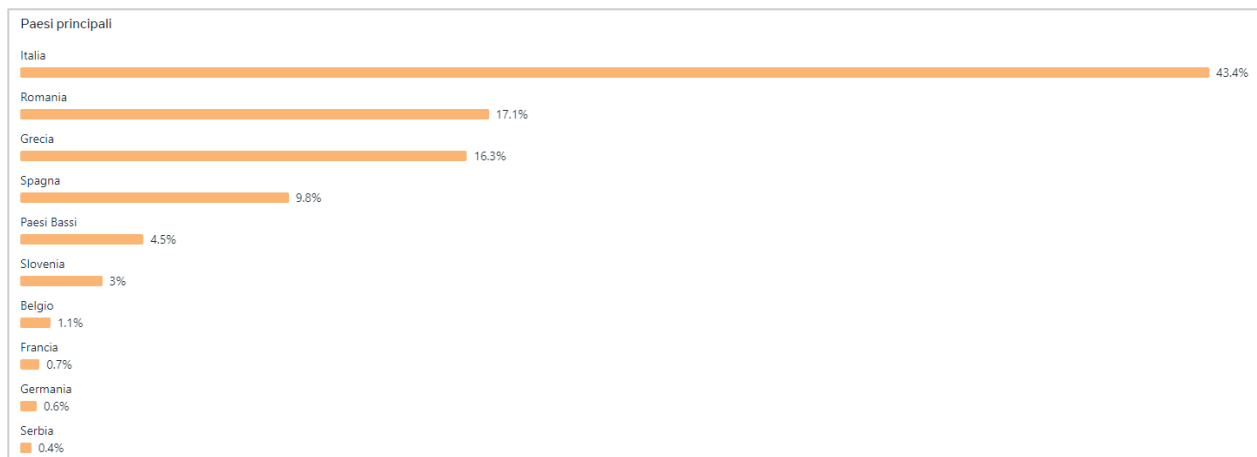


Image 49 – Main countries

Coverage of posts in the last 90 days compared to the previous 90 days:

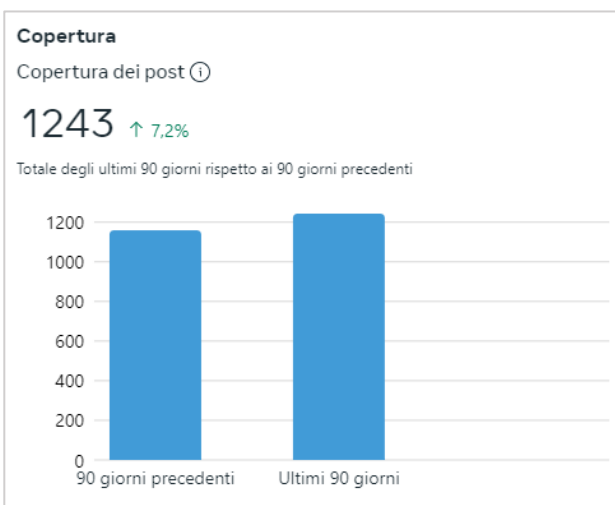


Image 50 - Coverage of posts

Interactions in the last 90 days compared to the previous 90 days:

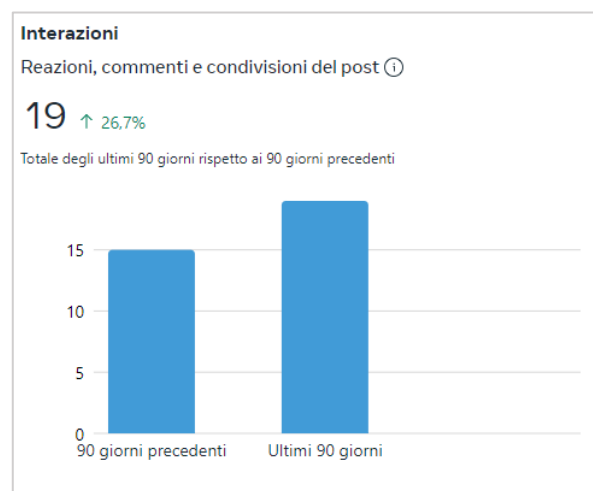


Image 51 - Interactions

# Includ-EU Twitter account

The [Includ-EU Twitter account](#) has been established in October 2021.

In the last 28 days (22 August 2023 – 18 September 2023) it registered a significant improvement in terms of impressions and followers:

## 28 day summary with change over previous period

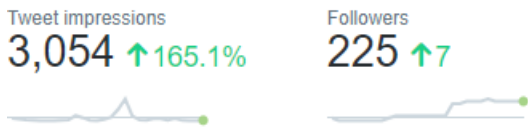


Image 52 – Tweet impressions and followers

Level of engagement in the same period (22 August 2023 – 18 September 2023)

## Engagements

Showing 28 days with daily frequency

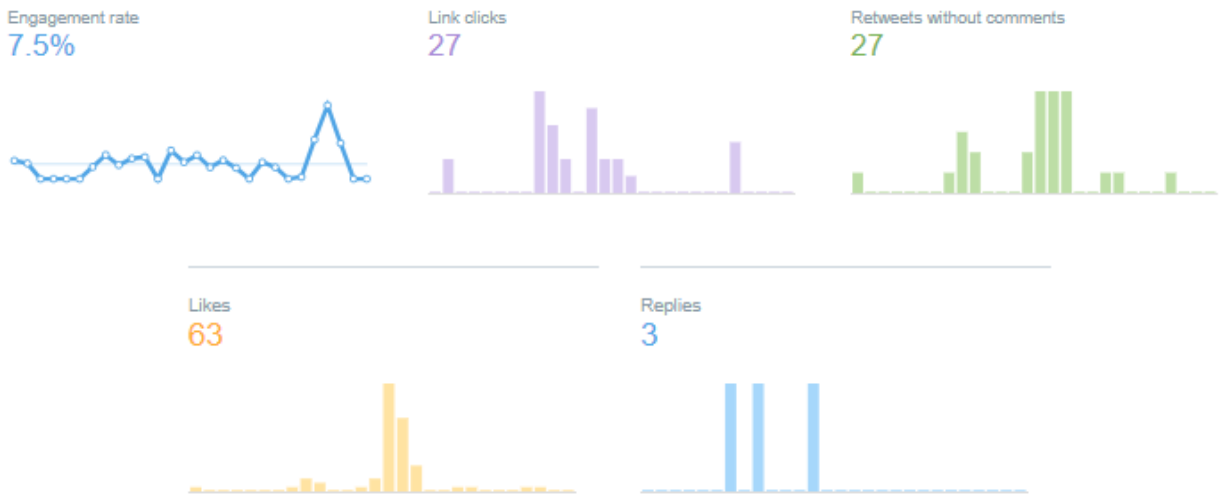


Image 53 – Level of engagement on Twitter



Top 5 tweets in the last 28 days (22 August 2023 – 18 September 2023)







Tweets	Top Tweets	Tweets and replies	Promoted	Impressions	Engagements	Engagement rate
	<b>Includ-EU</b> @Includ_EU · Sep 7	"When projects end, the activities usually end as well. Actually, we all felt in these two days that this won't happen with the Includ-EU family and network".  <a href="#">@OIMItalia</a> Director <a href="#">@LHartIOM</a> closes this 2-day of exchanges, growth and collaboration with a look at the future. <a href="https://pic.twitter.com/2nsuzQzILC">pic.twitter.com/2nsuzQzILC</a>		284	57	20.1%
	<b>Includ-EU</b> @Includ_EU · Sep 7	Today we focus on the <a href="#">#IncludEU</a> results and lessons learned, outlining the contexts and needs in which the pilot initiatives promoting <a href="#">#integration</a> at regional and local levels were implemented in their respective territory.  More on the pilot initiatives <a href="https://includeu.eu/pilot-projects">includeu.eu/pilot-projects</a> <a href="https://pic.twitter.com/TZguqN7IDf">pic.twitter.com/TZguqN7IDf</a>		256	14	5.5%
	<b>Includ-EU</b> @Includ_EU · Sep 7	"European diversity is one of the strengths of our Union. There is still much to be done to realise equal opportunities" Albert Castellanos, President of <a href="#">@europeanregions</a> .   Kicking off the 2 day of the <a href="#">#IncludEU</a> final conference! <a href="https://pic.twitter.com/NeL11MG4So">pic.twitter.com/NeL11MG4So</a>		295	27	9.2%
	<b>Includ-EU</b> @Includ_EU · Sep 6	"We could use storytelling to explain culture and diversity, everyone loves stories. But we need patience, because inclusive societies take time. But just all together we reach change".  Nina Bjorby, vice-president of <a href="#">@europeanregions</a>  <a href="#">#IncludEU</a> <a href="#">#migrants</a> <a href="#">#storytelling</a> <a href="https://pic.twitter.com/EsKEo96jzj">pic.twitter.com/EsKEo96jzj</a>		242	16	6.6%
	<b>Includ-EU</b> @Includ_EU · Sep 6	"It is important to gather data because they represent our realities but they also explain realities. Data have the power to inform and policies should be based on data".  <a href="#">@LHartIOM</a> Director of <a href="#">@OIMItalia</a>  <a href="#">#IncludEU</a> <a href="#">#migration</a> <a href="#">#integration</a> <a href="https://pic.twitter.com/qEwCm6ndjX">pic.twitter.com/qEwCm6ndjX</a>		236	29	12.3%

Image 54 – Top tweets

# Includ-EU newsletter

The first issue (out of four<sup>7</sup>) of the [Includ-EU newsletter](#) was released in February 2022. Thanks to the subscriptions received on the [Includ-EU website](#), its audience grew up significantly:

- February 2022: 4 subscribers
- July 2022: 78 subscribers
- December 2022: 100 subscribers
- June 2023: 133 subscribers

Also the open and click rate registered very good figures:





	<b>Includ-EU newsletter</b> Regular · Includ_EU Tags: Includ-EU newsletter subscribers Sent <b>Fri, February 11th, 2022 4:33 PM</b> to 4 recipients by you	<b>Sent</b> Classic Builder	<b>50.0%</b> Opens	<b>25.0%</b> Clicks
	<b>Includ-EU newsletter_July 2022</b> Regular · Includ_EU Sent <b>Wed, July 20th, 2022 1:08 PM</b> to 78 recipients by you	<b>Sent</b> Classic Builder	<b>46.7%</b> Opens	<b>10.7%</b> Clicks
	<b>Includ-EU newsletter_December 2022</b> Regular · Includ_EU Tags: Includ-EU newsletter subscribers Sent <b>Wed, December 21st, 2022 12:29 PM</b> to 100 recipients by you	<b>Sent</b> Classic Builder	<b>42.3%</b> Opens	<b>6.2%</b> Clicks
	<b>Includ-EU newsletter_June 2023</b> Regular · Includ_EU Tags: Includ-EU newsletter subscribers Sent <b>Fri, June 30th 12:27 PM</b> to 133 recipients by you	<b>Sent</b> Classic Builder	<b>44.1%</b> Opens	<b>6.3%</b> Clicks

Image 55 – Number of subscribers, open rate and click of the Includ-EU newsletter

<sup>7</sup> Last update 27.09.2023

# Draw conclusions and main lessons-learned

The Includ-EU communication and engagement strategy managed to bring together different actors all over Europe around the same goal: supporting the project activities towards a more inclusive and cohesive European societies by promoting the exchange of good practices. The strategy was crucial to display the Includ-EU's contribution to the EU Action Plan on Integration and Inclusion, as well as promote and disseminate new practices that will inform the development of policies.

Many online and offline communication activities were put in place during the 45 months of project implementation. Here are the main related conclusions, lessons learned and take-aways:

- Strategic content for an early engagement: considering the project overall goal, ensuring diversity of participants to the project events and in the relevant network, as to go beyond the “usual suspects”, was paramount. To do so, the Includ-EU communication and engagement strategy focused on advertising its content on social media, thus reaching new audiences.
- Make communication more central: external communication is crucial in the project's path towards its goal. All consortium members, including partners, should be responsible for contributing to the delivery of the overall communication objectives.
- Sharing is caring: sharing a post on social media, forwarding a newsletter, disseminating offline material is always extremely important, and it always pays back. Thanks to this actions, Includ-EU was able to reach a very wide audience and enrich its network in terms of new connections and experience.
- The power of connections: connections help to “spread the word” and get in contact with new potential audiences. By doing so, Includ-EU was able to reach and involve in its action a high number of local, regional, national and European authorities; high level speakers; relevant NGOs; etc. These connections strengthen the project capacity to foster the exchange of good practices for the integration of third country nationals in EU.
- Communication doesn't have boundaries: in terms of time, space, tools, means, creativity, etc. It can go - and it is desirable that it goes - beyond a project end.

Taking into account the findings of this report, it is possible to claim that the communication, as a transversal area common to all work packages and thus to all activities, contributed to the achievement of the project's objectives, also strengthening the coordination around the project activities, as well as facilitating the setting of the informal networks of regional and local authorities and stakeholders committed to integration.