

CONVERGENCES

Public communication in Europe | Communication publique en Europe



FOCUS ON

Montenegro plenary, June 2019

re-connect Europe to its citizens
strengthening cooperation in resilience building
revamping communication on enlargement

Brussels seminar, October 2019

building country's reputation and branding

SEECOM annual Conference, Belgrade, October 2019

Communicating to build trust in the Age of Populism

EMM4 joint ICMPD/Venice Club workshop, Athens, November 2019

pursuing dialogue on migration
facilitating objective perceptions

Cap'Com Forum, EESC civsoc media seminar and Europcom Conference

Time to re-launch "Communicating Europe"

The Communicator's role in the way
to the Conference on the Future of Europe

Digital literacy



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Pour une écologie de la communication publique ...

Par Philippe Caroyez et Vincenzo Le Voci

Si nous plaçons le champ de la communication publique à l'intersection entre le pouvoir d'état et le corps social qu'il représente, administre et domine (pour une part), ce qui n'est qu'une vue (d'ailleurs fautive, mais parlante) de l'esprit – sur le modèle canonique de la communication, nous induisons que la formation comme l'évolution de celle-ci sont tributaires de ces deux pôles, de leurs états et de leurs évolutions ... Et ce, plus fondamentalement qu'elles ne seraient tributaires, comme on le lit trop souvent, du seul développement (ou plutôt de la transformation) des technologies et techniques dites de communication.

Ces dernières – comme la fusion du numérique, de l'audiovisuel et d'une certaine mise en réseau mondialisée – jouent certes un rôle important, mais pris par l'idéologie techniciste (présente dès le début de l'étude des phénomènes communicationnels), nous y mettons trop l'accent soit comme seuls phénomènes explicatifs, soit (pire) comme seules solutions à envisager, par exemple, dans le cadre de la réflexion sur l'évolution de nos services.

C'est ce que résume parfaitement Dominique Wolton, lorsqu'il écrit « *Enfin dans la communication, le plus simple reste du côté des messages et des techniques, le plus compliqué du côté des hommes et des sociétés* », dans son livre au titre comme un (r)appel « Informer n'est pas communiquer » (1).

Il est vrai que l'information existe trop souvent sans un véritable projet de communication (qui ne saurait, bien sûr, pas se confondre avec un simple « plan de com' »), une (véritable) politique de lien permanent plutôt qu'un déploiement hasardeux et bien temporaire de techniques de diffusion.

Plus que jamais, l'enjeu (et donc notre mission) n'est pas la distribution (que nous nommons opportunément « mise à disposition ») d'informations par des techniques et canaux de plus en plus sophistiqués, mais de traiter des conditions d'émission (par l'état) et d'acceptation, de satisfaction ou de rejet de celles-ci par ceux à qui elles sont destinées et dont l'objectif d'émancipation doit être la motivation essentielle.

Ainsi, beaucoup (nous aussi) sont plus enclins à aligner les résultats de leurs diffusions/distributions, à souligner la nouveauté (souvent pour la nouveauté en elle-même) des techniques utilisées (chatbot, recours aux influenceurs, ciblage numérique, « dialogues » très éphémères, ...), qu'à s'intéresser à la nécessité sociale et à la mesure de l'impact effectif de leurs actions de communication sur les publics concernés et à la satisfaction réelle de ceux-ci.

Lors de la récente rencontre « EuroPCom », dont c'était déjà la 10e édition, un intervenant a parlé, à cet égard, très justement de la « *matrix of vanity* » des communicateurs publics !

Au fil du temps, les dépenses somptuaires qui étaient consenties pour l'achat d'espaces média (annonces dans la presse, spots TV, ...) se sont converties en personnel du numérique (dont beaucoup d'externes) et en dépenses informatiques (qui le plus souvent ne constituent même pas des investissements durables) tout aussi considérables. Ce sont généralement les postes qui pèsent le plus sur nos budgets.

Une transformation sur base technologique, mais pour quel(s) saut(s) qualitatif(s) ?

Pour l'anecdote, bien que ce soit particulièrement illustratif de la situation, évoquons ce service national d'information qui avait consenti des sommes importantes pour la création et l'alimentation en contenus d'un site portail, mais qui avait tôt fait d'en retirer le « formulaire de contact », faute de pouvoir (?) répondre aux questions des utilisateurs ...

Nous connaissons tous, aussi, ce que nous qualifierons de « syndrome du téléphoniste », poste dont nous savons (« intellectuellement » et « stratégiquement ») qu'il est important dans la communication, comme l'une des portes d'accès à l'autorité publique, d'autant vu la fracture numérique, mais dont nous savons aussi – cette fois d'expérience – qu'il n'est pas toujours acquis qu'il sera averti de la campagne d'information qui est lancée par son administration. Sans forcer le trait, disons qu'il est vu sous son angle technique de « centraliste » et généralement pas dans son rôle (humain) d'accueil et de lien qui s'établit entre le citoyen et l'administration.

Par ailleurs, si nous faisons l'exercice de considérer comment les métiers et fonctions ont évolué dans nos services de communication, disons depuis les années '80, nous noterons



1 Wolton, Dominique. « Informer n'est pas communiquer ». CNRS Editions. Paris, 2009, p. 11.



inexorablement qu'un certain nombre d'entre eux disparaissent, apparaissent ou évoluent au gré des évolutions technologiques, mais sans véritable changement qualitatif et, surtout, sans être dus à une action politique (au sens large) délibérée, qui serait (par exemple) fondée sur des objectifs d'association, de participation et d'échange et sur les valeurs d'émancipation des publics concernés.

Sans tomber ni dans l'angélisme, ni dans le catastrophisme, nous savons que des technologies peuvent par l'utilisation qui en est faite être nocives pour les sphères socio-économique et culturelle, au point qu'elles en deviennent nocives pour nos systèmes politiques et menacent, à certain égard, la démocratie dont la communication publique est l'un des instruments (fake news, manipulations électorales et de l'opinion - comme les exemples des USA et du Brexit le montrent, pistage informatique des habitudes alimentaires jusqu'aux préférences personnelles, en passant par l'état de santé,...).

Outre que l'enjeu, de taille, est de (savoir) légiférer et d'éduquer les citoyens face à ces dérives, peut-être y a-t-il un enjeu plus important et fondamental qui est de passer d'une société de relations (souvent unilatérales) à une société du lien.

Plutôt que de solliciter la technologie et d'y investir si largement, il faudra plus modestement, mais plus fondamentalement, que les communicateurs publics (toujours sous la conduite et au service de leurs autorités) questionnent la relation entre pouvoir et administrés et asservissent la technologie et leurs actions au renforcement de ce lien.

A l'heure où on met en avant (dans nos sociétés) la nécessité d'une démocratie participative et d'un développement durable, les communicateurs publics doivent avoir le courage de faire ces constats, d'en tirer des enseignements et d'aider leurs autorités à concevoir une véritable transformation de la communication publique et des métiers et services qui en ont la charge ; de basculer de l'information à la communication, d'être créateur de liens.

Un instant sortons du carcan de ce que nous faisons (le mieux, mais aussi le plus aisément) - producteur, relayeur et diffuseur d'informations - pour (re)partir d'une feuille blanche.

Mais, même si nos services y ont un rôle moteur à jouer, par principe, les choix en la matière ne peuvent être faits qu'au travers d'un dialogue à vouloir et à mener entre le politique (l'autorité) et les citoyens, entrepreneurs, corps intermédiaires et associations. D'ailleurs, dans un contexte plus large que celui de la seule communication publique, qui englobe la relation autorité(s)-citoyens et son lien (association, médiation, concertation et/ou consultation) et vise la communication au sens le plus large (dont notamment la presse, l'internet,

l'éducation aux médias et la publicité commerciale).

Quelque part entre l'évidence, la nécessité, l'utilité sociale et une certaine utopie ... si nous faisons ce que nous ne faisons pas (ou bien trop peu), comme :

- Associer les citoyens, les entrepreneurs, les corps intermédiaires et les associations à la définition et à l'évaluation des politiques, objectifs et moyens de communication ;
- Introduire des indicateurs de performances fondés sur la compréhension, la rencontre des besoins, la prise en charge et la satisfaction des demandes, l'utilité sociale, la notion de « value for money », ... Passer du résultat à l'impact ;
- Evaluer toutes actions de communication (de très près) comme toutes politiques publiques ;
- Privilégier une communication inclusive, sans stéréotype ni discrimination (y compris d'accès à l'information) ;
- Faire du métier et de la fonction de communicateur public, l'un des « métiers du lien » ... ;
- Aucune information sans communication effective (capacité de dialogue, engagement de répondre aux demandes, assistance, pas de fracture numérique, relais et suivi vers les autorités concernées, ...) ;
- Dépolluer la communication, dont la communication publique ... Tendre vers une communication éco-responsable et contribuer au débat sur la limitation de la publicité commerciale et de la pollution publicitaire ;
- Ne rien produire qui n'ait pas été préalablement avalisé par un panel représentatif des concernés (selon des mécanismes de consultation à mettre en place) ;
- Soutenir la définition d'une politique générale de communication au niveau central et d'un cadre législatif, éthique et déontologique clair ;
- ...

Et si nous commençons demain ?



For an ecology of public communication ...

By Philippe Caroyez and Vincenzo Le Voci

If we place the field of public communication at the intersection between the power of the state and the social body that it represents, administers and (partially) dominates, which is only one point of view (and a false one, but nevertheless revealing) – on the canonical model of communication, we induce that the formation and evolution of public communication is dependent on these two poles, their states and evolutions ... And, more fundamentally than they would be dependent, as we read too often, on the development (or rather transformation) of so-called communication technologies and techniques.

These techniques – like the fusion of digital and audiovisual techniques and a certain worldwide networking – without doubt play an important role, but caught up in technicist ideology (present from the start of the study of communicational phenomena), we put too much emphasis on it either as a purely explanatory phenomenon, or (worse) as only a set of solutions to envisage, for example, as part of our reflection on the development of our services.

This was summarised perfectly by Dominique Wolton, who wrote «*Ultimately, in communication, the simplest things are messages and techniques, and the most complicated are people and societies*», in his book «*Informer n'est pas communiquer*»¹ («*Informing is not communicating*»), whose title serves as a reminder to us all.

It is true that, too often, information exists without a real communication project (which, of course, cannot be confused with a simple «*communication plan*»), a (real) policy of permanent connection rather than a hazardous and temporary deployment of dissemination techniques.

More than ever, the issue (and therefore our mission) is not the dissemination of information (which we opportunely label «*provision*») through increasingly sophisticated techniques and channels, but dealing with the conditions of issuance (by the state) and the acceptance, satisfaction or rejection of the information by those for whom it is intended and for which the primary motivation should be to achieve emancipation.

Many people (including ourselves) are more inclined to align the results of their disseminations/distributions, to underline the innovative nature (often for the innovation in itself) of the technologies used (chatbots, influencers, digital targeting, very short-lived «*dialogues*», etc.), instead of focusing on social necessity and measuring the effective impact of their communication actions on the audiences concerned and their real satisfaction.



In this regard, at the recent «EuroPCom» conference—already celebrating its 10th edition—a keynote speaker quite justifiably spoke of the «*matrix of vanity*» of public communicators!

Over the course of time, the extravagant sums that used to be assigned to buying advertising space (announcements in the press, TV adverts, etc.) have now been reassigned to pay considerable amounts for digital staff (many of whom are external) and IT (which in most cases do not even constitute sustainable investments). Generally speaking, these items comprise the biggest chunk of our budgets.

A transformation based on technology—but with what qualitative gain(s)?

Incidentally—although particularly illustrative of the situation—let's mention this national information service which had granted significant sums for the creation and supply of content for a web portal, but had quickly removed the "contact form", because it was "unable" to answer the questions of its users.

We are all aware of what we qualify as the «*telephone operator syndrome*», a position that we know («*intellectually*» and «*strategically*») to be important in communication, as one of the gateways to public authorities, especially given the digital divide, but that we also know – this time from experience – that it is not always guaranteed that he will be informed of the information campaign launched by his administration. Without exaggerating, we can say that he is seen from his technical angle of «*centralist*», and generally not in its (human) role of welcoming and establishing a link between citizens and the administration.

Besides, if we consider how jobs and functions have evolved in our communication services, let's say since the 1980s, we will undeniably note that a certain number of them have disappeared, emerged or evolved in line with technological developments, but that this has happened without a true change in terms of quality and, especially, without being the result of deliberate political action (in the broad sense), for example founded on the objectives of association, participation and exchange, and on the values of emancipation of the publics concerned.

1 Wolton, Dominique. «*Informer n'est pas communiquer*». CNRS Editions. Paris, 2009, p. 11.

Without lapsing into either naive optimism or catastrophism, we know that technologies can, through their use, be harmful to the socio-economic and cultural domains, to the point of becoming harmful to our political systems and threaten, in some respects, democracy, of which one of the instruments is public communication (consider fake news, the manipulation of elections and opinions - as the examples of the US and Brexit show, the tracking of information on everything from our eating habits to personal preferences and medical conditions, and so on).

Aside from the sizeable issue of (being familiar with) legislating and educating citizens in the face of these changes, perhaps a more important and fundamental issue is to move from a society of (often unilateral) relations to a society of links.

6 Rather than soliciting technology and investing heavily in it, a more modest yet more fundamental necessity is that public communicators (always under the guidance and at the service of their authorities) question the relationship between power and the citizens, and deploy and subjugate technology and their actions to strengthen this link.

At a time when the need for participatory democracy and sustainable development is being stressed (in our societies), public communicators need to have the courage to make these observations, to learn from them and to help their authorities to foster a real transformation in public communication and the professions and services that are responsible for it, to switch from information to communication, to be a creator of links.

For a moment, let's break out of the straitjacket of what we do (best, but also more easily) - producer, relayer and disseminator of information - to start from a blank page.

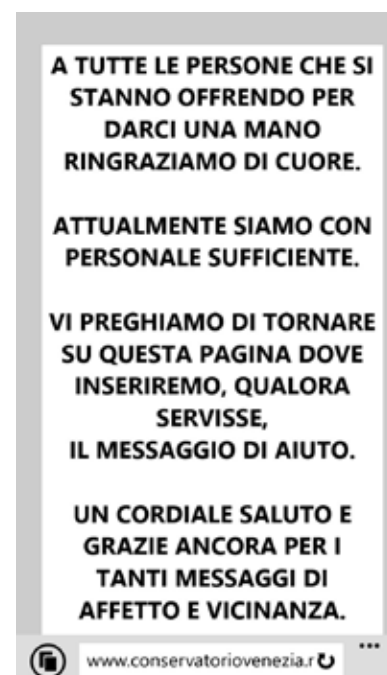
But even if our services have a leading role to play, as a matter of principle, choices in this area can only be made by calling for and leading a dialogue between politics (the authorities) and citizens, entrepreneurs, intermediary bodies and associations. Moreover, in a wider context than public communication alone, which encompasses the relationship between authorities and citizens and its links (association, mediation, dialogue and/or consultation) and aims at communication in its broadest sense (notably including the press, the internet, and education in media and commercial advertising).

Somewhere between the evidence, the necessity, the social utility and a certain utopia ... what would happen if we do what we usually don't (or at least do little of)? For example:

- Involve citizens, entrepreneurs, intermediary bodies and associations in the definition and evaluation of policies, objectives and means of communication;

- Introduce performance indicators based on comprehension, meeting needs, taking responsibility for and satisfying demands, social utility, the notion of «value for money», etc. Go from result to impact;
- Evaluate all communication actions (very closely) as well as all public policies;
- Favour inclusive communication, without stereotypes or discrimination (including access to information);
- Make the job and function of public communicator a «job of links»;
- No information without effective communication (capacity for dialogue, engagement to respond to requests, assistance, no digital divide, relay and follow-up to the authorities concerned, etc.);
- Depollute communication, including public communication. Tend towards ecologically responsible communication and contribute to the debate on the limitation of commercial advertising and advertising pollution;
- Not to produce anything that has not been previously endorsed by a panel that is representative of those concerned (using consultation mechanisms to be set up);
- Support the definition of a general communication policy at a central level and a clear legislative, ethical and deontological framework;
- And so on.

How about starting tomorrow?



Chronology of the Club of Venice meetings



No.	YEAR	DATE	VENUE	MEETING	REMARKS
1	1986	3-4 October	Venice	plenary	Founding of the Club of Venice
2	1987	16-17 October	Venice	plenary	
3	1988	7 June	Brussels	plenary	
4	1988	28-29 October	Venice	plenary	
5	1989	16 February	Strasbourg	plenary	survey "European Parliament and public opinion"
6	1989	25-28 May	Barcelona-Seville	plenary	on the occasion of the Olympic Games in Barcelona and Seville World Expo
7	1989	30 September - 2 October	Paris	plenary	at the occasion of the European Conference on audiovisual
8	1989	20-22 October	Venice	plenary	
9	1990	18 April	London	plenary	Presentation of the new COI statute
10	1990	16-18 November	Venice	plenary	
11	1991	25-27 October	Venice	plenary	
12	1992	30-31 October	Venice	plenary	
13	1993	13-14 May	Bonn	plenary	Discussion of the communication structure in Central and Eastern Europe

No.	YEAR	DATE	VENUE	MEETING	REMARKS
14	1993	5-7 November	Venice	plenary	
15	1994	18 March	Paris	plenary	
16	1994	4-5 November	Venice	plenary	
17	1995	26-27 April	Brussels	plenary	1st meeting with EP communicators
18	1995	3-5 November	Venice	plenary	10th anniversary of the Club of Venice
19	1997	12-14 November	Bruges	plenary	
20	1998	16-18 December	Bruges	plenary	
21	1999	10-12 October	Santorini (Greece)	plenary	
22	2000	4-6 October	La Rochelle	plenary	
23	2001	29 November - 1 December	Venice	plenary	
24	2002	24 April	Brussels	informal meeting on opinion polls	
25	2002	13-14 June	Copenhagen - Malmö	plenary	
26	2002	21-23 November	Venice	plenary	

2007 Vienna

2013 Tallinn

2009 Venice

2011 Brussels





1995 Venice



1997 Bruges



2003 Loutraki



2009 Venice

No.	YEAR	DATE	VENUE	MEETING	REMARKS
27	2003	27 February - 2 March	Loutraki (Greece)	plenary	Loutraki declaration containing drafting suggestions to the European Convention
28	2003	7-10 September	Venice	plenary	
29	2004	13-15 April	Bratislava	plenary	
30	2004	18-19 November	Venice	plenary	
31	2005	14 January	Istanbul	plenary	Preparatory meeting and first meeting in a candidate country
32	2005	13-15 April	The Hague	plenary	14 April: workshops on Government communication, Communicating Europe and crisis management
33	2005	3-4 November	Venice	plenary	20th anniversary of the Club of Venice
34	2006	10 February	Brussels	workshop on call centers	
35	2006	27-28 April	Prague	plenary	
36	2006	16-17 November	Venice	plenary	
37	2007	25-26 April	Vienna - Budapest	plenary	
38	2007	15-16 November	Rome	plenary	50th anniversary of the Rome Treaties
39	2008	25 February	Brussels	workshop on audiovisual and interactive communication	
40	2008	5-6 June	Ljubljana -Postojna	plenary	

No.	YEAR	DATE	VENUE	MEETING	REMARKS
41	2008	21-22 November	Venice	plenary	Break-out groups: a) Capacity building b) Public diplomacy c) Code of conduct, ethics and professional statute
42	2009	13 February	Vienna	workshop on management and strategic partnership agreements	
43	2009	17 April	Brussels	workshop on interactive Web 2.0 comm. and session on communicating on EP elections	
44	2009	27 May	Paris	workshop on public diplomacy	
45	2009	28-29 May	Paris	plenary	
46	2009	15 October	Brussels	workshop on capacity building	
47	2009	19-20 November	Venice	plenary	
48	2009	21 November	Poreč (Croatia)	thematic meeting on communicating pre- and post- enlargement	
49	2010	19 February	Vienna	workshop on management and strategic partnership agreements	
50	2010	19 March	London	workshop on digital strategies for public communication	
51	2010	29-30 April	Istanbul	thematic meeting on crisis communication	
52	2010	2 June	Gozo (Malta)	workshop on public diplomacy	
53	2010	3-4 June	Gozo (Malta)	plenary	
54	2010	20 October	Brussels	workshop on social media & web 3.0 and on capacity building	



2010 Istanbul



2002 Malmö



2007 Budapest



1990 London

No.	YEAR	DATE	VENUE	MEETING	REMARKS
55	2010	18-19 November	Venice	plenary	Break-out groups: a) Capacity building b) Audiovisual and interactive communication c) Journalism and new media
56	2011	10 February	Brussels	workshop on web-communication & social media and communicating enlargement	
57	2011	12-13 April	Budapest	thematic meeting "Communicating Europe in schools"	12/04: "Teaching about the EU - LIVE": observe a lesson with English-speaking students with innovative ICT method of teaching about the EU
58	2011	25 May	Warsaw	workshop on public diplomacy	
59	2011	26-27 May	Warsaw	plenary	
60	2011	7 October	Brussels	joint WPI/CoV seminar on the impact of social media on journalism	
61	2011	10-11 November	Venice	Plenary of the 25 years	
62	2012	27 January	Vienna	workshop on management and strategic partnership agreements	
63	2012	16 February	Brussels	joint WPI/CoV seminar on The Next Web and its Impact on Government Communication	
64	2012	29-30 March	Sofia	workshop on crisis communication	
65	2012	23 May	Protaras (Cyprus)	workshop on public diplomacy	
66	2012	24-25 May	Protaras (Cyprus)	plenary	
67	2012	4 October	Brussels	joint WPI/CoV seminar on "Open Government in the Making"	

No.	YEAR	DATE	VENUE	MEETING	REMARKS
68	2012	15/16 November	Venice	plenary	Spokespersons' seminar on 14.12.2012
69	2013	1 February	Vienna	workshop on management and strategic partnership agreements	
70	2013	22 March	Brussels	joint WPI/CoV seminar on "Public communication in the evolving media landscape: adapt or resist?"	
71	2013	6-7 June	Tallinn	plenary	
72	2013	14-15 November	Venice	plenary	
73	2014	21 February	Brussels	Seminar on Digital Communication Trends	
74	2014	27/28 March	Athens	Joint seminar (with the GR Presidency and GR Gen. Sec. of Information and Communication) "Public communication: re-gaining citizens' confidence in times of crisis"	
75	2014	5-6 June	Riga	plenary	
76	2014	13-14 November	Rome	plenary	
77	2015	26-27 March	Sofia	Joint conference (with Konrad Adenauer Stiftung, Wilfried Martens Centre for European Studies and SEECOM) "Digital Communication: New Challenges for Governments and EU Institutions"	
78	2015	11-12 June	Vienna	plenary	
79	2015	22-23 October	Milan	plenary	on the occasion of the Universal EXPO 2015



2005 The Hague



2003 Loutraki



2014 Rome



2010 Malta

10

No.	YEAR	DATE	VENUE	MEETING	REMARKS
80	2015	9 December	Brussels	Joint workshop (with the Council Working Party on Information) on communication challenges in the field of migration	
81	2016	9 April	Lesbos	Seminar "The refugee and migration crisis: dealing with a European problem"	
82	2016	26-27 May	The Hague	Plenary	
83	2016	30 September	Brussels	Seminar on "Terrorism: Challenges for Crisis Communication"	
84	2016	10-11 November	Venice	Plenary of the 30 years	
85	2017	17 March	London	Seminar on "StratCom - strategic communication challenges for Europe"	Adoption of the London Charter on Strategic Communication
86	2017	18-19 May	Sliema (Malta)	Plenary	
87	2017	19 May	Sliema (Malta)	Seminar on "The refugees and migration Crisis: a crucial test for public communicators"	
88	2017	23-24 September	Athens-Thebes-Livadia-Thessaloniki	Seminar on "Mobilising communicators in the field of the refugee and migration crisis"	
89	2017	23-24 November	Venice	Plenary	
90	2018	8-9 March	Luxembourg	Seminar "Open Government and Open Data: New Horizons for Communication and Public Access to Information"	
91	2018	7-8 June	Vilnius	Plenary	Adoption of the - Vilnius Charter on Societal Resilience to Disinformation and Propaganda in a Challenging Digital Landscape - Vilnius Charter shaping professionalism in communication (Capacity Building)

No.	YEAR	DATE	VENUE	MEETING	REMARKS
92	2018	18-19 September	Tunis	1st Euro-Mediterranean workshop for communicators "Providing Clarity in Complexity: Creating an evidence-based public discussion on migration"	Joint meeting co-organized with the International Centre for Migration Policy Development (ICMPD) and the Government of Tunisia
93	2018	22-23 November	Venice	Plenary	
94	2018	13-14 December	London	2nd Stratcom Seminar: "Truth, Tech and Trends - The issues that European communicators need to address in 2019"	Joint meeting organised in cooperation with the UK Government Communication Service
95	2019	5-6 April	Athens	Seminar on "The Role of Communication in Crisis Management: planning, coordination, cooperation"	Joint meeting organised with the Greek Ministry for Digital Policy, Telecommunications and Media
96	2019	6-7 June	Bar (Montenegro)	Plenary	
97	2019	23 October	Brussels	Seminar on "Country Reputation - Perceptions and management"	
98-99	2019	11-12 November	Athens	- 2nd Euro-Mediterranean workshop for communicators "Providing Clarity in Complexity: Creating an evidence-based public discussion on migration" - High Level Event	- Joint meeting co-organized with the International Centre for Migration Policy Development (ICMPD) and the Hellenic Government - Round table / Meeting with the Hellenic Deputy Minister for Citizen Protection, the ICMPD Director-General, Commission DG NEAR Deputy DG, the Director of the MPI at the EUI and the President of the Club of Venice
100	2019	5-6 December	Venice	Plenary	

Echoes

of the recent Club meetings

Outcome of the plenary meetings

Outcome of the seminars



Outcome of the plenary meeting

Bar, Montenegro, 6-7 June 2019

This meeting was the first ever organised by the Club of Venice in Montenegro.

The governmental authorities of the hosting country started to cooperate with the Club in 2012, when they organised the first annual conference of the South East Europe Public Sector Communication Association. This was the beginning of an increasingly intense and fruitful cooperation with public communicators from the Western Balkan countries, which facilitates sharing of best practice and lessons learning and amplifies approach in communicating Europe and new ideas for joint initiatives, as well as the mutual exchange of inspiring views on capacity/capability building.

The plenary in Bar, hosted in the historical premises of the King Nikola's Palace, was attended by 45 participants from EU Member States, Montenegro, Serbia, Bosnia-Herzegovina, the EU institutions, OSCE, OECD, the EIU, the Democratic Society and other external communication specialists.

At the introductory session, the participants were welcomed by **Vuk Vujnović, Advisor to the Deputy Prime Minister of Montenegro and Secretary-General of SEECOM**, who introduced the addresses of **HH.EE. Zoran Pažin, Deputy Prime Minister of Montenegro** and **Ambassador Aivo Orav, Head of the EU Delegation to Montenegro**.



Referring to today's complex international geo-political scenario where fundamental values are questioned and populism is increasingly rising, Deputy PM Pažin and Ambassador Orav invited to multiply joint efforts in promoting and safeguarding the common democratic heritage.

The 6th June morning session was a round table focused on the **communication strategies to re-connect Europe to its citizens**. The participants exchanged their views on today's challenges and opportunities for governments and institutions, on the basis of lessons learned from the 2019 European Elections communication campaign and the impact of the recent campaigns on public opinion. They also analysed work in progress with regard to the joint strategies to counter disinformation, with emphasis on the implementation of the EU Action Plan and the Club of Venice Charters adopted in Vilnius and London respectively in 2018 and 2017.

This session was co-moderated by Rytis Paulauskas, Director of Communications and Cultural Diplomacy Department in the Lithuanian Ministry of Foreign Affairs and member of the Steering Group of the Club of Venice, and Elpida Chlimintza, Seconded National Expert, specialist for the Integrated Political Crisis Response (IPCR) mechanism and coordinator of the Crisis Communication Network in the Civil Protection Unit of the General Secretariat of the Council.



The debate was introduced by valuable contributions from MS' and Institutions' communication specialists and researchers:

- Florent Le Montagner, European Parliament, Lead Adviser to the Director-General of the DG Communication, who debriefed on the key elements of the information campaign for the European elections 2019, focusing in particular to the decentralised approach, to the different platforms and multipliers particularly proactive in this context such as NGOs and other influencers (over 400 different organisations involved Europe-wide) and finally on how to read the encouraging increase of the electoral turn-out
- Anja Trebes, Government Press and Information Office, Germany, Head of Unit, "Press and Public Relations Europe", who focused on videoclips production as well as on the intense use of social media do spread the debate on the "I'm voting" campaign and on the strong involvement of civil society in workshops simulations of the EP sessions and other similar initiatives carried out in the country
- Charlotte Montel, Deputy Head of Communication, France Ministry of Foreign Affairs and International Cooperation, who underlined that, behing the encouraging results in terms of turn out, there was a strong mobilisation of all communicators from governments and institutions, who learned lessons from the last disappointing results in 2014 and were well organised in preventing, detecting and reacting to disinformation and were also better prepared to handle difficult issues such as migration that could influence public opinion
- Jens Mester, European Commission Head of Unit "Interinstitutional relations, corporate contracts, Europe Direct Contact Centre", who focused, among others, on the role of the Europe Direct Centers, on the positive impact of the rich production of communication tools (films, documentaries, factsheets, projects such as #Eu in my Region...) as well as on the recent European elections encouraging outcome in terms of shaping a common European future, and underlined that communication is a joint responsibility
- James Dennison, Research Fellow at the European University Institute (EUI), who drew the attention to recent statistics showing the impact of migration and unemployment on the public opinion orientation, highlighting the recently noticed behavioural change towards the migration issue.



The afternoon session, moderated by Erik den Hoedt, Director of Communication and Public Information at the Netherlands Ministry of General Affairs and member of the Steering Group of the Club of Venice focused on Capacity/Capability Building, a key subject encompassing all crucial aspects of the public communicators' organisational framework. The meeting enabled all participants to analyse the impact of geopolitical changes and consequent evolution and adaptation of priorities to the internal organisation of national and European communication framework, hence to the need to adapt skills, invest resources, adapt communication strategies and manage contingencies and global challenges in a more structured way.

The debate was inspired by contributions centred on ongoing analyses of strategic approaches and initiatives (i.e. World Leader's Report, OECD future global survey on communication and other feedback), on the management of Member States' transformation processes in communication and on the implementation of the Vilnius Charter. The panel included:



- Francis Dorlas, Head of Unit "Communication Capacity", Public Information and Communication Office, Netherlands, Ministry of General Affairs
- Kelly McBride, Head of European Networks & Strategy, The Democratic Society
- Sean Larkins and Laure Van Hauwaert, WPP Government and Public Sector Practice, respectively Director of Consulting & Capability and Director, EU Institutions
- Alessandro Bellantoni and Craig Matasick, Organization for Economic Co-Operation and Development (OECD), respectively Head of the Open Government Unit and Public Communication Team Specialist
- Pier Virgilio Dastoli, President of the Italian Association of Public and Institutional Communication (COMPPA) and President of the European Movement in Italy, former Head of the European Commission Representation in Italy.

An open and frank exchange of views on the way forward in the governmental and institutional cooperation in the field of communication (on the two abovementioned topics as well as in a broader perspective of partnership) took place animated by the panellists (Jens Mester, European Commission Head of Unit "Interinstitutional relations, corporate contracts, Europe Direct Contact Centre" and Wolfgang Petzold, Deputy Director for Communication at the European Committee of the Regions), who answered questions reflecting the expectations from citizens as well as amplified from increasingly demanding media, which are a true challenge in the communication landscape, in particular in the aftermath of the very recent European elections and awaiting the new mandate of the European Commission and the future appointments of the President of the European Council, the High Representative at the EEAS and the President of the ECB.

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The participants were divided in two break-out groups that met separately to deepen reflection on two different strands: challenges and instruments. Finally, one rapporteur from each group reported then to the plenary on the results of their respective discussions.

The evening dinner was preceded by a key-note speech on the topic "Close to the citizens - communicating EU solidarity", delivered by Christian SPAHR, Spokesperson for Regional Policy at the European Commission and member of the Steering Board of the South East Europe Public Sector Communicators Association (SEECOM).

The plenary session on Friday 7th June, still held in a "round table" format, focused on "Communicating Europe" which sparked a debate on how adjust/update narratives and storytelling, how to take due account of the outcome of public opinion surveys and how to manage expectations, perspectives and momentum.

The two priority topics tackled by the participants, deemed of particular interest by the hosting Montenegrin authorities, were the **enlargement** (communicating in the candidate countries and in the Member States) and how to inform citizens on the opportunities and potential benefits from the European structural and investment funds and the **EFSI**.

The session, co-moderated by Christian Spahr and by Vincenzo Le Voci, Secretary-General of the Club of Venice, started with an address by **Aleksandar Drljević, Montenegro's Chief Negotiator for EU Accession Negotiations**, which regretted the disappointing outcome of the recent evaluation of the Commission of work in progress in the negotiations with his country.



Conclusions and possible Club follow-up action:

- activate the existing Volunteers' Expert Group on capacity/capability building to work in cooperation with governments, institutions and external partner organisations, with a view to collaborating with the OECD in carrying out a global survey to identify existing shareable professional instruments/platforms/instruments in the Member States and Institutions
- strengthening Open Data/Open Government approaches, continuing to better shaping professionalism by sharing experiences and collaborative methods/platforms in view of future organizational transformation
- increase the exchange of information and best practice to rebuild a true partnership spirit to better communicate Europe, drawing inspiration from positive experiences

The programme of the event was concluded by a visit to the Old Town of Bar (the largest and the most important medieval archaeological site in the Balkans).

Next meetings

- the Club will organise a seminar on "country reputation - perceptions and management" in Brussels, in October 2019, in collaboration with the PM Belgian Federal Chancellery;
- the autumn plenary of the Club is foreseen in Venezia on 5th and 6th December 2019, in cooperation with the Italian PM Office Department of European Policies;
- in the 2nd semester of 2019, the Club will also cooperate with the SEECOM and ICMPD in the respective annual conference (Belgrade, October) and Euromed workshop on migration (Athens, November)
- the Club will also follow the annual Conference of the 31st Cap'Com Forum foreseen in Bordeaux in early December



Outcome of the seminar on “Country’s reputation – perceptions and management”

Brussels, 23 October 2019

The Club of Venice has organised debates on this topic for ten years in different workshops : Paris (2009), Malta (2010), Warsaw (2011) and Cyprus (2012) and monitored evolution in the framework of its plenary sessions focused on the governments’ and institutions’ mobilisation to recover citizens’ confidence in their public authorities.

This new seminar focusing on reputation management was co-organised by the Club of Venice in cooperation with the Directorate-General for External Communication of the Belgium Chancellery of the Prime Minister.

This new meeting was attended by 50 participants from 20 Member States, Serbia and Bosnia-Herzegovina, EU institutions and bodies, the OECD, DemSoc and other external communication specialists convened in Brussels at the International Press Centre (IPC) in the Residence Palace.

The participants exchanged several contributions about a broadly contested matter (soft power / public diplomacy / nation branding / country’s image and reputation and measurement and evaluation strategies in this field), in particular taking into account the impact of recent geo-political crises and hybrid threats. They shared a wide range of different perspectives, based on diverse assumptions and using various tools and approaches.

The seminar was introduced by **Arlin Bagdat, Director-General of External Communication at the Belgium Prime Minister Chancellery, member of the Steering Committee of the Club of Venice**, who welcomed the participants outlining the objectives of the meeting.

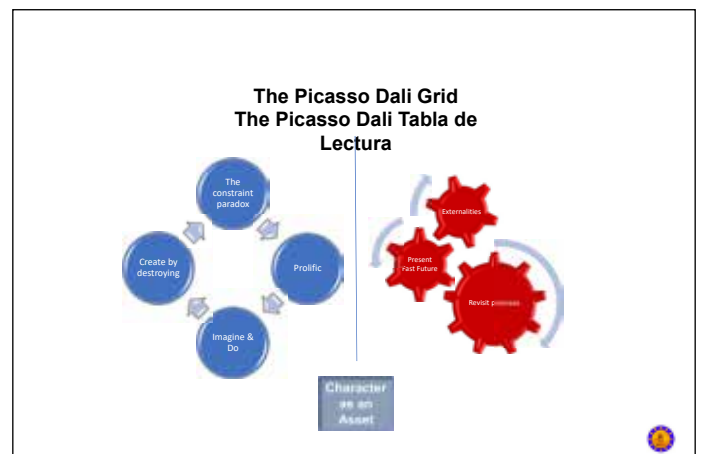
Refraining from elaborating on theoretical concepts and definitions, the objective of the seminar was to highlight the importance of reputation for the economy, the employment, tourism and the well-being of a country and its citizens, to exchange concrete experiences carried out by national and European institutions, and to analyse the role of public communicators in the ongoing management of situations that may have an impact on reputation (crises, disinformation).

This seminar helped elaborate and exchange free views on the complexity of this topic and to learn and analyse the level of commitment of national and European authorities in safeguarding and strengthening their reputation in the public opinion.

Three key-notes were delivered by professionals with distinct background and position on one core topic: **Public communicators and the reputation of a country and an institution: perceptions and realities - what is at stake:**

- **Philippe Lentschener (FR)** author of the book “**Marque France**”
- **Robert Govers (BE)** author of the book “**Imaginative Communities: Admired cities, regions and countries**”
- **Iva Hraste-Sočo (HR)**, Special Advisor to the Minister of Culture for International Cooperation and Performing Arts, author of the book “**Croatia – a nation of culture**”

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In their opening notes they provided their view on the main theme of the seminar, highlighting either the national identity implications or the objective algorithm that distinguishes diplomacy from branding and from public reputation:

- professional roles involved in this context
- infrastructures and resources, planning, monitoring / control / analysis / evaluation challenges and risks for public authorities and citizens (the impact of crises, disinformation and propaganda on collective identity)

The meeting was moderated by **Erik den Hoedt, Director of Communication and Public Information, Ministry of General Affairs, Netherlands - member of the Steering Committee of the Club of Venice.**

This event was divided into two sessions:

- a "round table" facilitating the exchange of best practices
- an exchange of views on the initiatives outlined during the morning session and on ways to strengthen cross-border cooperation as well as cooperation between national and institutional authorities

SESSION 1 - Expertise and Best Practice

- feedback (projects carried out or envisaged by national authorities and European institutions and testimonies by external specialists)
- measurement and evaluation techniques on a country and institution reputation and image; surveys, indexes and comparative results
- *e-reputation* : media influence

The objective of this session was to inform the participants about the mobilization of public authorities (national and European) at different levels, on the investments made, on the techniques put in place to measure the reputation and on the different risks and opportunities.

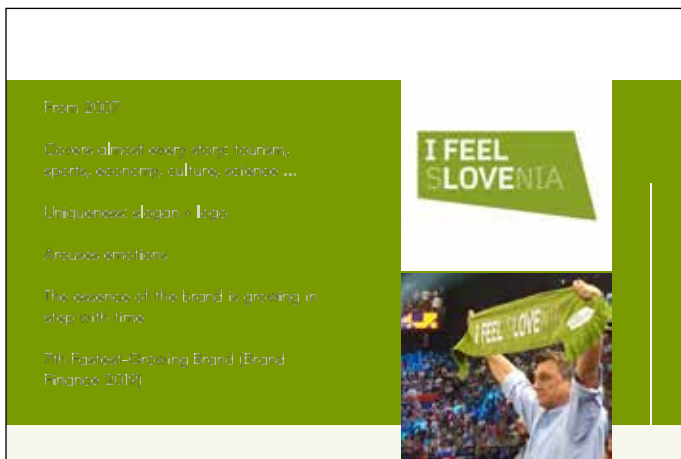
This round table focused on best practices shared by the Member States and countries candidate for EU membership (reputation inside and outside their country) and by the European institutions.

It included:

- feedback on public perception and suggestions from external specialists
- a look at analytical tools (indexes, parameters used and comparative results)
- trends in public diplomacy and soft diplomacy (art, culture, tourism)
- some practical examples of the impact of the traditional media outlets and the social media (including testimonials'-based videoclips and concrete references to narratives hostile to countries' image)

Valuable contributions from:

- **Arlin Bagdat, Director-General, External Communication, PM Chancellery, Belgium, member of the Steering Group of the Club of Venice, together with Frédéric Bilquin and Catherine Sackville-Scott (Ogilvy representatives cooperating with the Belgian authorities in an ad hoc project)**
- **Akvilė Katilienė, Head of Analysis, www.debunk.eu, Lithuania**
- **Weijer Vermeer, Senior Advisor, Ministry of Foreign Affairs, Netherlands**



- **Kristina Plavšak Krajnc, Director, Government Communication Office, Slovenia**
- **Sanne De Ryck, Press Officer, Spokesperson's Unit, European Parliament**

Some countries presented ad hoc “open strategies” set up without being linked to specific timeframe or key-performance indicators (KPI), focusing on a policy framework considered crucial for their own public opinion. Therefore the information campaigns they presented were not part of a multi-annual specific design. For instance, Belgium presented its promotional campaign aiming to recover internal and foreign audiences' confidence in visiting, residing and investing in the country after the 2016 tragic events). This well-structured approach is built on the need to react intensely to contingency, rather than being linked to any PD- or branding-related systemic mechanism.

Other countries focused on positioning and values only, resisting the urge to concentrate to their culture, gastronomy, inventions, tech clusters, natural beauty or health science or sports heroes.

Other feedback on national initiatives in this field was centred on international public polls *and* media monitoring activities, elaborating on the differences between media image, projected image and perceived image.

Some countries presented their renewed strategies, adopting a more “neutral/universal” approach since in their opinion - in essence - visual identity may not necessarily have a particularly strong utility.

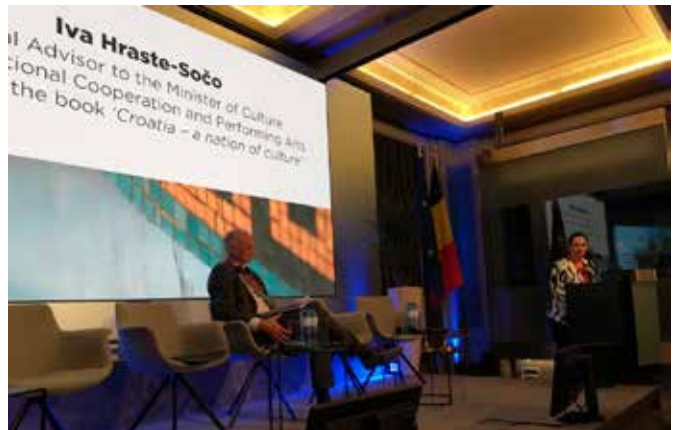
SESSION 2

Lessons learned from the round table and Perspectives for improvement (How to optimise effectiveness: action and cooperation)

- Reinforcement/Improvement of structures and roles to manage reputation and image of a country and an institution
- Possible new cooperation projects: investments and resources
 - OECD : new poll/analysis project focusing on the impact of public communication, in cooperation with the Club of Venice
 - Other initiatives
- Cooperation among the different professional profiles (national and local communicators, public diplomacy, institutions, civil society, academic world, media)

The debate focused on the valuable exchange of feedback in the previous session, involving national, institutional and external specialists.





<p>WHAT EU funding helps generate more jobs, growth and local investments.</p>	<p>WHAT How EU values and achievements make a change in your daily life.</p>	<p>WHAT How the EU brings together ordinary heroes to help tackle global challenges and protect citizens.</p>	<p>WHAT Real life examples showing how EU initiatives and actions contribute to the development of rural areas.</p>
<p>WHY To demonstrate the local benefits and impact of EU funding and investment.</p>	<p>WHY To reconnect young citizens with the EU's core values.</p>	<p>WHY To reassure Europeans that the EU is taking action to address their concerns.</p>	<p>WHY To improve awareness of the EU's impact and its support for rural communities.</p>
<p>HOW Showcasing real stories, real beneficiaries and real local impact.</p>	<p>HOW Teasing with creative AV materials that fit the online experience and inviting young people to share their EUandME stories.</p>	<p>HOW Focusing on chains of ordinary heroes working together on the ground to protect the citizens.</p>	<p>HOW Travelling through rural areas to debate about the EU, present local success stories, and engage with people.</p>



Panellists:

- **Sofia Karlberg, Acting Head of Communication, Ministry of Foreign Affairs, Sweden**
- **Tina Zournatzi, Head of Unit, "Corporate Strategy", DG COMM, European Commission**
- **Karin Badr, OECD Policy Analyst, Public Governance Directorate (GOV)**
- **Yves Charmont, Director of Cap'Com, France**

The European Commission drew the audience's attention to learning lessons from EU Corporate Communication strategy, by informing the participants about the four major information campaigns InvestEU, #EUandME, EU-TogetherWePROTECT and MY REGION-MY FUTURE.

This session elaborated on possible ways and means to build and/or reinforce the capacity for reputation enhancement and perspectives for cooperation, for instance:

- Further investments in e-reputation and soft diplomacy.
- Possible collaboration with existing projects and resources put on the shelf by national and local authorities;
- Exploring cross-border cooperation, strengthening the regular exchange of information on reputation-building
- Possible collaboration of specialists from the academic world, the media and civil society
- Given the challenges, risks and opportunities outlined in the morning session, the participants exchanged views on new opportunities to improve reputation and on how to make progress in this field by enhancing interaction capabilities in crisis management, deepening data analysis and counteracting disinformation
- Mobilization of the Club of Venice foreseen in the coming months (including a draft survey / analysis of the impact of public communication envisaged in autumn 2019 by the OECD in collaboration with the Club)

Challenges

- Is it worth it? Can you 'brand' a nation?
- Middle countries particular case: where do you focus?
- Place vis a vie European (nation? place? Culture? Idea?) branding or v like-minded countries;

- Coopt (and expand)?
- Compete?
- Subsume?

OUR PROCESS

Setting new standards: **debunking process in Lithuania**



CONCLUSIONS

- In synthesis, the wide variety of perceptions and approaches by the public administrations (at both national and institutional level) are welcome signals of hope that country reputation management remains a primary challenge and an indisputable concern for all, having due regard to the impact of public authorities' initiatives on citizens' trust and support.
- The following routes should be explored when implementing initiatives either at national or at institutional or joint MS/institutional level:
 - Increasingly implementing proactive communication to provide reliable information and debunking misinformation and disinformation
 - Reinforcing and strengthening networks & cooperation structures in EU institutions and Member States to boost the Union's reputation and image
 - Cooperating with all levels of government (national, regional & local communicators), as well as with civil society, social partners, academics & media, in ex-ante analysis, planning and implementation
 - Applying common and coherent indicators to monitor and interpret work in progress
 - Sharing best practice in the use of measurement and evaluation tools methodology
- Other key issues to take into account in future developments:
 - Analysing current capacities and lesson learning from diversified strategic approaches
 - Sharing opinions about the efficiency and cost-effectiveness of the different information campaigns and other communication activities
 - Analysing public opinion trends and impact on country's image when handling new national/European contingencies
 - Capacity building: awareness of "who is doing what" in the communication structures
 - Maintain a citizen-oriented attitude and invite citizens to join interactive debates and initiatives live and events on line

The Club of Venice will continue to play its role as facilitator in this field and envisages to organise new exchanges of information and best practice in this framework.



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Meeting report

High-Level Event on Public Communication on Migration and 2nd Euro-Mediterranean Communicators' Workshop

By Alexis McLean

Congress Center - Royal Olympic Hotel - Athens

Stavros Niarchos Foundation Cultural Centre - Athens, Greece - 11 November 2019

The High-Level Event on Public Communication and Migration and second Euro-Mediterranean Communicator's Workshop were held in Athens, Greece, on 11-12 November 2019 in the framework of the EUROMED Migration IV (EMM4) programme, an EU-financed initiative implemented by the International Centre for Migration Policy Development (ICMPD). The joint event was hosted by the Greek Ministry for Citizen Protection, General Secretariat for Migration Policy, Reception and Asylum of the Hellenic Republic and co-organised with the Club of Venice (CoV).

The High-Level Event and the Workshop aimed to respond to growing concerns amidst rising and widespread public misperception on migration in the Euro-Mediterranean region. The EMM4 programme has long been at the forefront of efforts to re-balance the narrative on migration. Along with its partner the Club of Venice, it has provided a strategic platform for migration policy-makers and communication specialists to share views and work out overarching strategies to steer the debate away from emotional/extreme narratives and re-place it firmly in the realm of evidence-based policy-making.

In September 2018, the ICMPD and the Club of Venice co-organised the first workshop for Euro-Mediterranean Communicators in Tunis, Tunisia. The event was hosted by the Secretariat of State in charge of Immigration and Tunisians abroad under the Ministry for Social Affairs of Tunisia and represented the first-of-its-kind, dedicated meeting for migration communicators in the region. Entitled "Providing clarity in complexity: Creating an evidence-based public discussion on migration", the event aimed at setting a course for promoting a re-balanced narrative on migration. Based on the presentation of a range of communication initiatives from governments and IOs, including EMM4's previous work on the topic¹, the workshop contributed to shed light and illustrate the triangular interrelationship at play linking governmental communication, the media and public opinion.

On this occasion, convened stakeholders reaffirmed the importance of partnerships in enhancing the potential impact of communication responses. In particular, the workshop contributed to distinguish the responsibility of governmental communicators to calibrate and substantiate their messaging to both the media and the general opinion in order to foster the emergence a more nuanced and less contentious debate on migration.

Building on these results, the second Euro-Mediterranean Communicators' workshop was organised to consolidate a community of practice for communicators, through further deepening of knowledge and sharing of experience. The

workshop served as platform of discussion to inform the development of concrete recommendations for governmental and institutional communicators based on the findings of the work conducted by ICMPD and the Observatory of Public Attitudes to Migration (OPAM) in the framework of EMM4.

Furthermore, upon the recommendations of the first workshop, a high-level event was held along with the second Communicators' Workshop. This event provided an opportunity to recognise and highlight the role of public communicators in contributing to frame a balanced, objective narrative on migration in the Euro-Mediterranean region.

The present report aims to summarise and highlight some of the joint event's key discussion points to the attention of both participants and the wider public.

Taking stock of Public Opinion on Migration in the Euro-Mediterranean region: the impact of populist and distorted narratives

The current public debate on migration is fraught with misperceptions and contextual inaccuracies. Participants have been prompt to recall that Europeans significantly and consistently overestimate immigration levels and its social and economic costs in host societies². In addition to stressing the high anxiety surrounding this debate, such misrepresentation calls for an in-depth reflexion on how to convincingly bring facts back to the table.

The spread of disinformation, in particular in the wake of the 2015 migration "crisis", has participated to fuel the debate's polarization, driving a wedge between staunchly anti-immigration and advocates of a humanitarian stance. This has in turn constrained the formulation of pragmatic policies based on evidence or aligned on communities' broader interests. The inflammatory potential of the migration discussion is increasingly deterring policy-makers from taking the initiative, creating a vacuum for populist narratives to gain ground and prosper.

In this context, the workshop's opening speeches have underlined the necessity to appease tensions and address social fears while guaranteeing migrant's rights and the respect of international conventions. In this sense, weighing into the debate and addressing the "silent" middle ground is imperative.

1 See "How does the media on both sides of the Mediterranean report on migration?" (2017) EMM4.

2 See results from the "Integration of immigrants in the European Union" Euro-barometer/Eurostat survey (April 2018). file:///C:/Users/mcleana/Downloads/ebs_469_en.pdf



Measuring attitudes and exploring determinants: Stability and polarisation

Investigating public attitudes to migration in the Euro-Mediterranean region has been at the core of EMM4's innovative partnership with the OPAM. This partnership has resulted in a body of work that sheds light on the relative stability of migration attitudes, both in EU MS and ENI SPCs. In defiance of most recent electoral results in Europe, the collected data indicates that Europeans and their southern neighbours' attitudes towards immigrants tend to navigate between the neutral to the slightly positive.

This apparent contradiction may be explained through the difficulty to aggregate attitudes to migration. According to Dr. James Dennison (lead researcher, OPAM), measuring attitudes following a simple positive-negative nexus falls short of reflecting the topic's inherent complexity. Beyond the surveys' wording selection, responses vary significantly according to the nature of the migration flow considered (asylum, labour migration, family reunification), migrant's origins (EU vs non-EU), the surveyed country, period chosen, etc. In other words, people's sentiments about migration are fluid and reluctantly fit into a generic "pro/contra" dichotomy.

The issue of salience has also been reported as a potential explainer to the success of nationalistic, anti-immigrant parties in Europe. Although no evidence indicates a radical shift in opinion against immigrants, the issue has gained in relative importance in the media and public discussions, contributing to "activate" those population segments that are the most sensitive to it³.

The analysis of polls' results reveals that people's worldviews and perceptions are firmly rooted in factors such as socialization and education. These "early-life" values tend to coalesce around age 20, signaling that campaigns aiming at broad-based behavioural change may have limited impact. Participants have echoed these remarks, underlining that, in practice, successful campaigning builds on pre-existing values. These findings advocate for public messaging that is mindful of the large range of existing opinion nuances and concentrated on integrating and activating rather than reversing held values.

Assessing the role of Public Communicators in shaping a new narrative: An uncharted path but clear potential ahead

The workshop's interventions and subsequent discussions have provided a welcome opportunity to take stock of the effectiveness of public communication campaigns on migration. Acknowledging the current challenging climate and the critical juncture reached, communicators have laid out a few key conditions for a more effective, nuance-driven messaging.

As discussed in Tunis in 2018, employing sound terminology is a critical pre-requisite. The improper use of migration terms and, in particular, perpetual assimilation between irregular migration and migration, from institutions and in the media, has inflated the debate's security perspective, nurturing a distorted view of migration in many host societies. Applying a simplified, transparent and accurate terminology will certainly create a more positive environment for the reception of migration initiatives and policies.

Discussions have also shed light on the importance of correctly framing the public discussion on migration. Professor Andrew Geddes's (Director, Migration Policy Centre) intervention during the High-Level Event illustrated well how current migration frames heavily suggest crisis alert. This kind of framing is likely to trigger emotional responses from large segments of the public. In this sense, communicators agree on the necessity to adapt narrative frames to better reflect and communicate on the realities of migration, an everyday life phenomenon which arguably has positive and negative effects.

In practical terms, this means "humanizing" migration stories and stressing the various benefits induced by people's mobility without overlooking any of the challenges. In his presentation, Mr Denis Abbott (communication expert), has opened some lines of discussion notably on how to convey human stories and better include hosting communities in the emergence of a new narrative.

On a similar note, making sure to address people's values is a common concern. Communicators facing a radically polarized opinion often struggle to reach out to the elusive middle. In practice, public campaigns clearly directed at changing people's attitudes, i.e aiming to build broader acceptance for immigration, have failed to bring about the expected change. On this account, a good practice consist in including and appealing to a larger set of conservative values (patriotism, family, religion, etc) as means to bridge the gap and demonstrate normative compatibility with regulated immigration.

³ Impact of Attitudes to Migration on the Political Environment, Chapter 1 "Europe"



Importantly, this last aspect stresses how listening to constituents' fears and concerns is fundamental to good communication. Dismissing citizen's concerns as insufficiently fact-based is counterproductive as it reinforces the image of an out-of-touch, disconnected policy-making elite. Instead, and as underlined in Ms Aliyyah Ahad's (Researcher, Migration Policy Institute) presentation, it is essential for communicators and migration specialists to seriously take on economic, social or cultural concerns and tailor-make communication strategies accordingly⁴. This requires an effort to contextualise campaigns and target specific demographic segments for optimal visibility and impact.

Drawing a way forward for public Communication on Migration: next steps and practical recommendations for communicators

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This following section builds upon delegates' exchanges and interventions to formulate a set of practical recommendations directed to communication specialists and migration experts. These recommendations aim to inform the development of future public communication campaigns on migration in line with the workshop's objective to foster a solid community of practice among euro-Mediterranean communicators.

- **Humanising campaigns:** The public is in general more sensitive to the "human face" of migration. In this respect, campaigns featuring personal and family stories are easier to relate to and have the potential to harness support from the moderate middle. Similarly, clearly communicating on the societal benefits of migration (as well as debunking myths) must remain a priority for practitioners.
- **Contextualising campaigns:** Targeted and contextualized messaging is more effective in mobilising opinion than broad and generic statements. To this end, it is essential for campaigns to honestly reflect and address people's concerns on migration. This includes placing local communities, their issues and their individuals at the fore of such campaigns.
- **Listening before prescribing:** In relation to the above, practitioners have underlined the utmost necessity to acknowledge and understand people's concerns prior to engaging them. Anti-immigration attitudes are quite frequently the translation of deeper and broader frustrations. It is therefore important for the policy-maker to first entangle these frustrations before examining adequate solutions.

- **Promoting inclusion and localisation:** Practice has shown that the most effective messages are the ones promoting diversity and addressing the community as a whole. This has the most effect in urban settings where "city identity" can be a unifying force and an effective channel for inclusive messages. Narrowing down campaigns to the local level also ensures a certain level of proximity with citizen's concerns as highlighted above.

EMM4 is committed to keep developing these recommendations hand-in-hand with communication practitioners in the Euro-Mediterranean region. Building on sustained interest from participating countries and key partners, the ICMPD is looking forward to further engaging stakeholders on public communication on migration. More information on the programme's communication activities and future events will be circulated shortly.



ALEXIS MCLEAN is Associate Project Officer at the International Centre for Migration Policy Development (ICMPD). He currently works for the EUROMED Migration IV (EMM4) programme, an EU-funded initiative aiming to strengthen cooperation on migration in the Euro-Mediterranean region. His work focuses on supporting the development of effective and coherent migration policies in the region through dialogue, knowledge development and capacity-building activities.

⁴ <https://www.migrationpolicy.org/research/communicating-strategically-immigrant-integration>

A New Balanced Narrative

Framing the future migration debate in the Euro-Mediterranean Region

A “New Balanced Narrative” on migration was the focus of the High Level Event organised by the General Secretariat for Migration Policy, Reception and Asylum of the Greek Ministry of Citizen Protection, the International Centre for Migration Policy Development (ICMPD), and the Club of Venice, taking place in Athens on 11 November 2019 in the framework of EUROMED Migration IV (EMM4), an EU-funded programme and flagship initiative of the Directorate General for Neighbourhood and Enlargement Negotiations of the European Commission.

In light of widespread misperceptions and polarizing attitudes to migration, the event aimed to consolidate a **new balanced narrative on migration** that:

- Considers all aspects of the debate on migration while dismissing none.
- Pays specific attention to large sections of the population referred to as the ‘moveable middle’.
- Concentrates on the common elements, rather than the divisive ones, of different approaches to migration governance.
- Conciliates the analysis of evidence with the acknowledgement of emotions.
- Openly communicates about reasons for political decisions taken, their complexities and how these will meet the needs of their societies.

The event began with an introductory speech by the panel moderator, **Mr Julien Simon**, Regional Coordinator for the Mediterranean at the ICMPD. Mr Simon outlined the event’s rationale and its significance in a context of deep polarisation. He concluded by inviting guest speakers to seize this opportunity to help build a new narrative around migration in the Euro-Mediterranean region.

Professor Andrew Geddes, Director at the Migration Policy Centre (MPC) at the European University Institute (EUI), provided the event’s keynote remarks. As an eminent lecturer on migration, Mr Geddes stressed the complexity of questions related to migration and their sensitivity among the public opinion. Having recalled that anti-immigration attitudes are not increasing per se (based on the OPAM’s findings), he pointed towards the role of migration framing in prompting emotional responses from the public. Suggesting that disagreement on the issue is not likely to end, he emphasized the importance for policy-makers to compromise and make concessions.

Mr. Giorgos Koumoutsakos, Alternate Minister of Citizen Protection, responsible for Migration Policy of the Hellenic Republic, initiated the panel discussion. Mr Koumoutsakos drew on the example of the Greek island of Lesbos to illustrate how, since 2015, public opinion in Greece has shifted from broad acceptance and solidarity to exhaustion and frustration amidst sustained arrivals and strained hosting capacities. In this context, he stressed the importance of conciliating people’s concerns about security, culture and social cohesion

with a strict scrutiny of Human Rights. Warning against the risk of instrumentalisation, Mr Koumoutsakos encouraged communicators and practitioners to make use of a clear and transparent migration terminology.

According to Mr. Maciej Popowski, Deputy Director General, Directorate General for European Neighbourhood Policy and Enlargement Negotiations at the European Commission, improving the narrative on migration is essential to the establishment of a “new migration pact” as announced by Ms Von der Leyen-President of the European Commission. Mr Popowski indicated that incoming flows to the EU have actually decreased since 2015 on most migration routes (Greece being an exception). He noted that this must be better communicated using a range of techniques such as social media. Evidence-driven communication is, in this respect, key to mitigating fears and reassuring concerned citizens.

Mr. Michael Spindelegger, Director General of the ICMPD, has called for greater transparency in migration policy. The EU has and keeps on investing significantly in the areas of asylum, border management and support to third countries and this deserves consistent and clear communication. Emphasising the role of communication in the reception of migration policies, Mr Spindelegger appealed to non-traditional messengers as a way to foster acceptance among local communities. Finally, Mr Spindelegger advocated building a narrative which reflects people’s concerns and aspirations.

Professor Stefano Rolando, President of the Club of Venice, summed up the panel discussion by reminding the audience that opposition is democracy’s essence. In this sense, divisions of a social, political and economic nature are inherent to democratic societies. As a communication specialist, Mr Rolando, has drawn attention to the role of the Media during the 2015 events, regretting the crisis coverage given in most European outlets. This has critically set the tone for subsequent treatment of migration questions in Europe. To counter this trend, Mr Rolando recommends providing systematic training for practitioners in order to promote communication that is fact-based and nuanced.



Dynamisation du débat public sur la migration, à l'épreuve des territoires, en France

Par Yves Charmont

Témoignage et acteur de la communication publique en France, la coopérative Cap'Com¹ a une position privilégiée pour observer l'accompagnement des politiques migratoires dans les territoires. À travers les trois éclairages différents qui suivent, il est possible de repérer la ligne qui traverse et bouscule la communication des territoires lorsqu'ils évoquent les questions migratoires !

La migration : un épouvantail politique local

Les communicateurs au niveau national sont par nature éloignés et protégés des réalités de terrain. Ils peuvent avoir une certaine distance vis à vis des sujets brûlants, clivants et même tabous. Cette distance permet d'avoir du recul et de promouvoir des contenus mesurés. Mais elle n'aide pas à établir le lien avec les citoyens, elle peut même avoir un effet négatif par déconnexion entre les sphères. Le communicateur local, en revanche, a une relation directe et crue avec les réalités vécues. Il en retire une réelle efficacité dans l'accomplissement de son travail, en phase avec le quotidien et à l'échelle humaine. Par contre il est exposé aux remous et aux pressions, il peut même être en prise avec la brutalité de certains discours. Ces professionnels doivent faire preuve de pédagogie et de solidité aussi bien envers leurs élus qu'en direction des habitants, mais il arrive qu'ils soient eux même emportés par le contexte local, loin des principes qui éclairent nos métiers.

La « une » de la honte.

Il faut prendre la mesure de ce que la presse des collectivités locales peut peser en France :

- Un « groupe de presse » qui représente 150 millions d'exemplaires par an ;
- Le tirage de la presse territoriale représente 50% de la presse news magazine ;
- Le chiffre d'affaire global annuel de la presse territoriale avoisine les 200 millions d'euros ;
- De l'ordre de 8 000 personnes travaillent pour la presse territoriale.

Et quand un maire et son équipe se font élire en 2014 dans la ville de Béziers sur un programme ouvertement d'extrême droite, la communication de la ville change d'orientation. Le journal N°19 du 15 septembre 2015 restera tristement célèbre, mettant en scène en couverture une foule de migrants prête à « se déverser » sur Béziers. Ce montage, sur la base d'une

photo de presse détournée, ajoutait des mentions sur les vitres du train où montait cette foule en détresse : *Béziers 3865 km, scolarité gratuite, hébergement et allocations pour tous !* Le titre, en travers de la couverture : *Ils arrivent ! On ne reviendra pas sur le caractère scandaleux de cette manipulation.* Elle occasionna une forte réprobation. Plus de 120 communicateurs publics locaux signèrent une tribune pour dire à quel point leur métier était aux antipodes de ces pratiques. Cela occasionna une prise de conscience qui redonna force à une réflexion de fond entamée dès 2002 au Forum Cap'Com de Marseille sur ces questions éthiques.

Aujourd'hui, alors que la lutte contre la désinformation, les risques de dérives du type « Béziers » et la défiance des citoyens s'intensifient, les communicateurs qui pilotent le réseau vont s'atteler à produire un référentiel déontologique visant à :

- lister les bonnes pratiques,
- lutter contre les désinformations,
- favoriser la transparence (budgets, chiffres),
- réaffirmer le caractère de service public de cette communication locale.

En ce qui concerne la question de l'identité et, par ricochet, des politiques migratoires dans leurs enjeux locaux, une approche éthique se présenterait ainsi :

Tendre vers une représentation sincère et juste en s'éloignant de l'image idéalisée et fantasmée du territoire.

Grande-Synthe : la communication d'urgence

À Grande-Synthe dans le Nord de la France, un afflux de réfugiés va créer, comme à Calais, une situation de crise humanitaire et provoquer des réactions chez les habitants. "Le camp de la honte", lu dans la presse, fut une formule choquante pour décrire des conditions de vies inhumaines, le cri d'un maire indigné et une communication d'urgence humanitaire.

À l'origine, ce n'était évidemment pas un choix : "l'accueil des réfugiés, c'est un sujet qu'on a subi, ce n'est pas une image qu'on a cherché à s'attribuer" déclarait Valérie Levin, directrice de la communication de la Ville. Des réfugiés, candidats au passage vers l'Angleterre, avaient investi progressivement depuis six ans cette ville limitrophe de Dunkerque.

1 Cap'Com, réseau national de la communication publique et territoriale fédère, anime et représente les 25 000 professionnels concernés. Sous forme de coopérative d'intérêt général depuis peu, Cap'Com accompagne les communicateurs (formations, congrès, newsletter etc.). En retour, les professionnels de la communication publique s'investissent dans le réseau Cap'Com (échange d'expérience, Comité de pilotage etc.).



Camp de Linière à Grande-Synthe, construit début 2016 - Droits réservés

Le « camp de la honte ».

En 2015, le nombre de réfugié s'était brusquement mis à augmenter jusqu'à atteindre 2 500, dans des conditions de vie épouvantables sur un terrain marécageux, avec de gros problèmes de salubrité, de santé et d'hygiène. La Ville y avait mis des sanitaires, des bennes (avec l'aide la Communauté Urbaine de Dunkerque) et de l'eau courante. Mais la situation, loin de se calmer, continuait à s'aggraver et interrogeait les habitants, malgré la tradition de solidarité du territoire. À proximité, un quartier pavillonnaire avec vue sur le camp et les aller-venues des passeurs voit monter l'exaspération... et baisser les prix de vente !

Les services de l'État ont joué la montre. Les médias se focalisaient plus sur Calais et un autre camp appelé « la jungle ». Pourtant le problème devait être géré, localement au moins. C'est ainsi que la Ville a opté pour l'édition d'une lettre du maire à chaque habitant, tous les mois à partir de l'automne. Sans détours, avec une mise en forme minimaliste, ce support avait pour fonction de dire les faits, sans rien cacher, et de démythifier l'image du migrant, de dédramatiser et d'expliquer les évolutions et l'action publique.

Une initiative médiatique

Le fait de médiatiser l'affaire, avec les ONG, a permis à des journalistes qui connaissaient Calais de voir la différence. Il se sont rendu compte par eux-mêmes et l'on fait savoir. Le moment était venu : le 23 décembre, conférence de presse et coup de gueule du maire (http://www.lemonde.fr/societe/article/2015/12/31/grande-synthe-ce-camp-de-la-honte_4839988_3224.html). Ce dernier va, avec MSF qui mettait 3 millions d'Euros sur la table, acheter un terrain et l'aménager pour l'accueil d'urgence. *"Je ne vivrai pas avec des morts sur la conscience parce que je n'aurai pas fait le nécessaire"* déclara-t-il. Pour Valérie Levin, *"il a eu un discours très vrai, très simple, avec des limites, il ne demandait pas l'impossible. Nous, nous avons agi avec le même pragmatisme en réalisant une information directe auprès des migrants : des affiches des tracts, avec de nombreux dessins et pictos. Nous avons diffusé des messages sur les bons gestes pour la propreté ou sur la gratuité des douches (les passeurs voulaient les faire payer...) en Pachtoune, en kurde, en Farsi. Et on a réussi avec la médiation de MSF, des associations et des autres services de la Ville"*.

Valérie Levin constatait en 2016 que cette stratégie de communication avait eu un impact fondamental : *“Les habitants ont adhéré, fiers de l’attitude politique de leur maire. Concrètement on a obtenu des résultats avec cette stratégie. Du coup la population du camp baisse. Les réfugiés demandent plus souvent l’asile en France. Ils ont eu quelques mois pour penser à un projet de vie. Il y a eu également les accords du Touquet (frontières entre le Royaume-Uni et l’Europe continentale)…”*.

Mais un an plus tard...

La suite des événements, malheureusement, fut une déconstruction en miroir qui commença en 2017 avec l’incendie du terrain d’accueil à la suite d’affrontements inter-ethniques entre Pachtoune et Kurdes. Puis il y eut de nouveaux camps sauvages, des évacuations (<https://www.lavoixdunord.fr/642023/article/2019-09-24/une-semaine-apres-l-evacuation-grande-synthe-environ-300-exiles-ont-investi-les>), 1 000 ou 1 500 personnes régulièrement regroupées, la lassitude des élus, l’impossibilité de retrouver l’énergie de 2015, les trafics. Le maire, élu député européen en 2019, passa la main et son successeur ne fut plus sur la même ligne, les habitants non plus.

Dans ce domaine, comme dans bien d’autres, rien n’est acquis et tout peut-être à reconstruire !

La migration, une composante identitaire locale

Le marketing territorial est une des composantes de la communication publique locale. À ce titre, les collectivités construisent des stratégies autour de marques en s’interrogeant évidemment sur leur identité. Et actuellement, les territoires se découvrent de plus en plus des identités multiples. On est loin de l’affirmation d’une uniformité proche du cliché qui voudrait qu’un peuple ou que le groupe d’habitants d’un territoire se reconnaissent à des qualités intrinsèques, séculaires, uniformément réparties : « les fiers habitants de la vallée de (nom interchangeable) ou de la ville de (même chose) sont courageux et travailleurs (ou créatifs, accueillants...), ils façonnent de leurs mains expertes un territoire au caractère unique, avec une gastronomie formidable et un patrimoine attachant... » Évidemment, dans ce cadre, il était difficile de construire une démarche de promotion du territoire qui soit basée sur autre chose que le trio habituel du branding territorial :

- le patrimoine historique
- les racines culturelles
- les paysages naturels

Après des années de communications publiques fondées sur le même modèle et quelquefois interchangeables, la tendance a été d’intégrer des facteurs plus inhabituels dans l’équation du marketing territorial, comme :

- l’économie du territoire
- la géographie
- les ambitions, les aspirations
- le patrimoine humain
- les récits individuels

On chercha alors à concevoir des identités pertinentes, en multipliant les sources et surtout en prenant en compte le récit sensible et éclairant de destins personnels.

La diversité comme richesse

En œuvrant avec un groupe de travail Cap’Com pour le programme de ses Rencontres nationales du Marketing Territorial, il est apparu que la tendance actuelle va bien vers une intégration, dans le discours de marque de territoire, de la pluralité des identités fondatrices, comme avec Hello Lille (<https://www.youtube.com/watch?v=syYiSitykA>). Cette nouvelle marque, promue à la veille de 2020, année où Lille sera capitale mondiale du Design, a été construite en concertation avec les acteurs des secteurs économique, du tourisme et de la culture, mais aussi avec des habitants. Elle intègre une réflexion identitaire positive qui positionne le territoire comme un ensemble de références et de richesses humaines, ancré dans une culture commune, certes, mais également composée d’éléments venant de loin !

La puissance de l’intégration de ces identités dans les récits locaux pourrait justifier la nécessité d’augmenter les efforts en direction des collectivités par un accompagnement intelligent.

On peut conclure à la suite de ces trois points de vue, que la question migratoire est trop perturbante à l'échelon local pour être évoquée de façon directe, sauf si elle sert une volonté de déstabilisation.

Elle s'impose malgré tout quelquefois mais il s'agit souvent de répercussions locales de choix globaux pour lesquels l'État ne joue pas, ou joue mal son rôle. On perçoit alors un sentiment d'abandon des petits territoires.

À moins que ces territoires n'en fassent une part de leur propre récit, à froid.



YVES CHARMONT

Tombé très tôt dans la marmite de l'animation des territoires pour en intégrer progressivement les enjeux stratégiques et communicationnels, auprès des élus et des citoyens. Un parcours qui débute dans les radios libres, passe par Radio France dans les régions, puis par les collectivités locales (26 ans), pour ensuite faire un passage de 4 ans en agence pour animer le débat public sous toutes ses formes (réunion classique, ateliers, interviews) et accompagner les politiques locales et les projets urbains. En 2018 : intégration de l'équipe de Cap'Com en tant que Directeur.



Le 31e Forum Cap'Com de la communication publique et territoriale¹

Bordeaux, 3-5 décembre 2019

Du 3 au 5 décembre prochain, Bordeaux ouvre ses portes à Cap'Com à l'occasion de son 31ème Forum de la communication. Comme évoqué dans Convergences n. 13, le Club a participé activement aux travaux du Forum du 30ème anniversaire de Cap'Com à Lyon en décembre 2018. Nous sommes ravis de la collaboration entre le Club de Venise et Cap'Com, qui remonte déjà à plusieurs années et témoigne de la nécessité de promouvoir des efforts conjoints parmi les communicants territoriaux, nationaux et européens agissant en parfaite complémentarité au bénéfice des citoyens, afin de mieux répondre à leurs besoins et leurs attentes.

Cette contribution est un set d'extraits du programme du Forum Cap'Com de décembre 2019 avec une brève sélection de certains sujets d'intérêt commun avec le Club. Cette année ce Forum aura lieu presque dans les mêmes jours que la plénière du Club. Un reportage de cet événement apparaîtra dans le Convergences n. 15, prévu au printemps 2020.

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¹ <http://www.cap-com.org/evenement/le-31e-forum-de-la-communication-publique-et-territoriale>
<http://www.cap-com.org/>

4 DEC 2019 - sélection

La communication de crise à l'heure des réseaux sociaux

Équipement en panne, incident dans l'espace public, accident industriel comme à Rouen en septembre dernier, difficultés dans la mise en place d'un nouveau plan de circulation, mise en cause d'un élu... Qu'elles soient d'ordre technique, industriel, environnemental ou politique, les crises concernent tout le monde et nécessitent une bonne gestion en termes de communication. Pour autant, très peu de collectivités anticipent clairement leurs incidences quand bien même l'omniprésence des réseaux sociaux vient renforcer ce besoin de préparation pour les communicants. Conciliant proximité et réactivité, ces nouveaux canaux d'interaction représentent une opportunité pour une communication de crise maîtrisée. Mais ils peuvent dans certains cas amplifier la crise et rendre sa gestion complexe. Comment se préparer et formaliser clairement sa communication de crise en intégrant la nouvelle donne des réseaux sociaux ?

Animé par

- **Pierre Bergmiller**, responsable de la communication numérique de la ville et de l'Eurométropole de Strasbourg
- **Michaël Boblique**, responsable du service communication et relations publiques de la ville de Port-Jérôme-sur-Seine
- **Charlotte Pasco**, responsable des réseaux sociaux de la direction générale de la Police nationale
- **Florian Silnicki**, expert en stratégie de communication de crise et fondateur de l'agence LaFrenchCom

Mesurer l'impact de ses actions de communication

Le souci permanent d'évaluer ses actions trouve un espace propice autour des campagnes de communication qui sont limitées dans le temps. Avec des messages calibrés et un objectif souvent resserré, elles permettent des mesures facilement interprétables.

Comment élaborer une évaluation globale au-delà d'un diagnostic limité et jetable ?

Animé par

- **Nicolas Audeguy**, DGA de l'agence Giboulées
- **Assaël Adary**, président du cabinet de conseil Occurrence

Concevoir la ligne rédactionnelle de ses publications print et web

En matière de contenus éditoriaux, l'heure est à la définition d'une stratégie qui découple la ligne rédactionnelle de la question des supports. Sans effacer l'approche éditoriale spécifique au numérique et au print, comment construire une ligne rédactionnelle unique portée par une rédaction multisupport ?

Animé par

- **Didier Rigaud**, consultant, enseignant en sciences de l'information et de la communication
- **Emmanuelle Laurent**, cheffe du service information/rédaction de la ville de Nîmes et réactrice en chef du magazine Vivre Nîmes, lauréat du Prix de la presse territoriale 2019
- **Estelle Dumout**, directrice de Rue89 Mooc

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5 DEC 2019 - sélection

Le rapport de la communication publique au politique

À trois mois des élections municipales, l'étude Cap'Com / Occurrence « La mandature sous l'oeil des communicants publics » (octobre 2019) porte un regard inédit sur le rapport au politique des directeurs et responsables de la communication territoriale. Elle permet de mesurer la place du politique dans la communication publique en période de recomposition politique, de remise en cause de la démocratie représentative et de puissantes attentes d'action publique et de revitalisation démocratique. Quel bilan dresser de la mandature qui s'achève en matière de communication et de relation aux citoyens ? La communication peut-elle contribuer à la gouvernance politique en s'appuyant sur sa position d'interface entre élus et citoyens ? Sa légitimité lui permet-elle de construire une nouvelle relation à la politique et aux politiques ? La conception du métier et ses pratiques en seront-elles transformées ?

Animé par

- **Alain Doudiès**, consultant, ancien directeur de la communication
- **Pierre Chavonnet**, maire de Gerberoy et directeur du pôle marques et transformation du cabinet d'études Occurrence
- **Sandrine Javelaud**, directrice de la communication de la ville de Limoges
- **Béatrice Managau**, directrice de la communication de la ville de Toulouse et de Toulouse Métropole
- **Laurent Riéra**, directeur de la communication et de l'information de la ville de Rennes et de Rennes Métropole

J'ai un problème avec mes dispositifs de participation

Comment réussir une consultation en ligne ? Comment assurer une diversité des participants dans les dispositifs de concertation ? Barcamp ou hackathon : comment stimuler l'innovation participative ? Comment associer les citoyens aux réflexions sur les politiques publiques ? Comment faire vivre une conférence de consensus ? Comment accompagner des dispositifs obligatoires de consultation préalable ?

En thérapie collective, inventons ensemble les solutions. Après une intervention de cadrage, chaque question est abordée autour de tables de co-construction animées par :

- **Sylvie Barnezet**, responsable participation citoyenne de Grenoble-Alpes Métropole
- **Erwan Dagorne**, consultant au cabinet conseil Missions publiques
- **Dominique Djian**, directrice de la communication de la ville de Poitiers et de la communauté urbaine du Grand Poitiers
- **Julie Hétry**, directrice du pôle communication et animation de la ville de Maurepas
- **Laurent Riéra**, directeur de la communication et de l'information de la ville de Rennes et de Rennes Métropole
- **Cathérine Falcoz**, responsable du pôle communication-concertation de la Mission La Duchère de la ville de Lyon

Rénover son site internet en appréhendant toutes les dimensions du projet

L'étude « La création et la gestion des sites internet des collectivités et organisations publics » atteste d'un renouveau des stratégies et des outils numériques dans le secteur public. Elle dresse un véritable état des lieux des sites des collectivités territoriales et permet d'aborder les conditions d'une évolution globale des sites : fonctionnalité, technologie, fréquentation, budget, prestataires, gestion éditoriale et technique...

Animé par

- **Pierre Bergmiller**, responsable de la communication numérique de la ville et de l'Eurométropole de Strasbourg
- **Marc Cervennansky**, responsable du centre web et réseaux sociaux de Bordeaux Métropole
- **Élodie Courrègelongue**, directrice d'études de l'institut Cohda

Comprendre les spécificités de la communication des intercommunalités

Le Baromètre 2019 de la communication intercommunale révèle que les nouvelles communautés construisent leur communication sur des stratégies inventives et des outils diversifiés. La présentation inédite de cette étude permet de cerner pour le prochain mandat les enjeux de communication, les cibles à privilégier, les organisations à adopter et les moyens à développer.

Animé par

- **Sandrine Guirado**, responsable communication, relations presse et publiques de l'Assemblée des Communautés de France (AdCF)
- **Véronique Bonnard**, directrice de la communication du Grand Annecy
- **Christian de la Guéronnière**, directeur de l'agence Epiceum
- **Gaëlle Gouchet**, directrice de la communication de Saint-Malo Agglomération

Assurer la pertinence de l'outil vidéo dans toutes les communications

Répondant aux attentes de leurs utilisateurs, les réseaux sociaux favorisent la vidéo et leurs éphémères stories. Mais il ne suffit pas de réussir quelques posts. Il faut réinventer son écriture et intégrer ce nouveau langage dans sa stratégie éditoriale. En sachant discerner les domaines où ces formats sont pertinents, et ceux où ils ne le sont pas.

Animé par

- **Marc Cervennansky**, responsable du centre web et réseaux sociaux de Bordeaux Métropole
- **Philippe Couve**, fondateur du cabinet Samsa spécialisé dans l'accompagnement de la transition numérique
- **Thomas Schwartz**, chargé de communication audiovisuelle de la ville et de l'Eurométropole de Strasbourg

PLÉNIÈRE

De la responsabilité des communicants

Qu'est-ce que le théâtre de cette société qui sait aller vers la catastrophe écologique mais qui s'occupe de satisfaire ses électeurs et de ne surtout pas évoquer les thèmes qui dérangent ? Est-ce que la gestion marketisée des foules permettra de répondre au besoin de responsabilisation du citoyen ? Comment développer un nouveau contrat civique qui reliera l'ici à la planète ? Et quelle conséquence sur le design et la communication institutionnelle ? Comment rendre plus intelligibles nos démocraties ?

Ruedi Baur, enseignant à la Haute école d'art et de design de Genève, à l'Ensad à Paris ainsi qu'à l'université de Strasbourg. Directeur de création et fondateur de l'atelier de design Intégral.

Introduction par **Jean-Luc Gleyze**, président du département de la Gironde



The role of civil society in communication

13th EESC Civil Society Media Seminar, The EU is (FOR) YOU

University of Malaga, Spain - 10-11 October 2019

By Ewa Haczyk-Plumley

"The EU is (for) you", was the title of the 13th Civil Society Media Seminar, which was held in Malaga on 10 and 11 October 2019, brought together almost 130 participants. Organised by the European Economic and Social Committee in partnership with the University of Malaga, it generated lively discussions on the need for reliable, relevant, constructive and creative communication on the European Union.

The debates brought together researchers and scientists as well as press and communication officers from civil society organisations, students from the University of Malaga, journalists and representatives of many national European Social Council and members of the EESC's three groups.

Isabel Caño Aguilar, EESC vice-president in charge of communication, defined the aim of this meeting as coming together to listen to each other, engage in dialogue and exchange experiences on the EU, which is a shared project. The idea behind the European project was to reunite a divided continent, ensure political stability and peaceful coexistence, and create an economically prosperous union. Malaga, this Spanish city had been chosen as a venue not only to give more visibility to regions, but "because we want to see young Europeans more involved in political work. We need to motivate and encourage young people. They should create their own vision of Europe", said Isabel Caño Aguilar.

In three panels, whose titles were taken from slogans of former European Parliament elections (Europe is hope, 1989; Together for Europe, 1979; Democracy brings us together, 1984), panelists discussed what needed to be done at European level to bring the EU closer to people, to go back to its roots and to raise

identification, but also awareness of each person's responsibility and how organized civil society can support this process. The main question was: How can we better communicate the European Union?

Luca Jahier, EESC president, referred to this in his welcome words by saying: "We need to find new models of collaboration, new forms of dialogue with people on the ground, because Brussels alone will not be able to manage the problems ahead on its own."

All participants and guests highlighted the role of media as watchdog, as well as the vital role of communication in educating, training and informing the public.

The first round table discussion, entitled "Europe equals hope", was moderated by journalist Maroun Labaki and featured the following participants: Maria Freitas, senior policy advisor for the Foundation for European Progressive Studies in Brussels, Nicolas Gros-Verheyde, Brussels correspondent for the French newspaper Sud-Ouest and editor-in-chief of the blog B2-Bruxelles, Cristina Marconi, freelance journalist and writer, and Kiran Klaus Patel, who holds the chair of European History at Ludwig Maximilian University in Munich.

Euractiv journalist Jorge Valero moderated the second round table on the theme "Together for Europe", which included Álvaro Gallego Peris, member of the cabinet of the Spanish High Commissioner for the 2030 Agenda, Marie-Isabelle Heiss, lawyer linked to pro-EU movement VOLT Europa, Silviu Mihai, freelance journalist, researcher and producer, and Helena Seibicke, senior researcher for ARENA - Centre for European Studies, Oslo.

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about the European Union



The conclusions focus on the absolute need for more transparency in the exercise of democracy, on vigilance in using means of communication and on the pivotal role of journalists and the media in investigation and as defenders of freedom of the press and the values of democracy. Nothing proves this better than the way people are taking peace and welfare for granted. However, we can only guarantee social peace through a joint effort. We must work together in the fight against inequalities, against climate change and for solutions to migration, to mention some of the toughest issues. The EU is based on the promise “to make war unthinkable and materially impossible” in Europe. By keeping this promise, the EU has become the place which best protects human rights and human dignity and ensures the highest working, living and health standards to its people. The EU today is a political and economic union of 28 member states, but first and foremost it is a human project. And like every project which takes time to carry out it needs adjusting and tweaking – adapting the recipe to the new challenges.

The third round table entitled “Democracy brings us together” was moderated by José Manuel Sanz Mingote, journalist for Agencia EFE, and featured: Pauline Adès-Mével (Reporters Without Borders), Maciej Zakrocki, Polish radio and television journalist, Tina Bettels-Schwabbauer (European Journalism Observatory), Mar Cabra (International Consortium of Investigative Journalists) and Elina Makri (Oikomedia.com).

According to Jacek Krawczyk, President of the Employers' Group, “the EU is all about people, it acts for them and with them! Let's give the EU back to those it belongs to: its citizens.”

Oliver Röpke, President of the Workers' Group, called for action to make the European Pillar of Social Rights accessible to the public. He feels that we have proclaimed the Social Pillar, now we need to implement it by working together, because the EU is a joint effort.

For Jane Morrice, speaking on behalf of the Diversity Europe Group, democracy can bring people together, but without adequate training, communication and information it can also separate us and tear us apart. For democracy to succeed, it must take care of people, and treat them with empathy and a sense of humour.

It seems from the statements by panellists as well as participants that the objectives have largely been achieved.



EWA HACZYK-PLUMLEY is the head of the European Economic and Social Committee's Press Unit as of 3 April 2018. She is a journalist, art historian, philologist, and Polish literature graduate. She has worked as a senior expert in press and communications in various EU institutions and also in the Permanent Representation of Poland to the EU.

EuroPCom 2019 : looking forward

The 10th European Public Communication Conference EUROPCOM, organised by the European Committee of Regions, took place in Brussels on 7th and 8th Nov 2019.

The event summoned around 1.400 communication professionals from all the EU Member States and beyond and was also web streamed in six languages: (EN, FR, DE, IT, ES and PL).

Here below, an extract of relevant parts of the programme (this information is drawn from the CoR website <https://cor.europa.eu/en/events/Pages/EuroPCom-2019.aspx>)

CONVERGENCES will have a detailed coverage in its edition of Spring 2020.

Formats

Workshop

Bringing communicators together on a specific topic and presenting practical case studies.

Mini Trainings

"Hands-on" sessions on selected practical skills lead by an experienced trainer.

Ideas Labs

Open, fully participatory sessions, providing space for active interaction, co-creation and cooperation. The Ideas Labs are set up by participants based on a call for interest.

Market Place

Interactive opportunity for participants to bring in their projects and ideas, to exchange experience and best practices with other participants and to learn from

EuroPCom Talks

Short inspiring keynote speeches.

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Right after the arrival of the newly elected European Parliament and before the appointment of the new College of the European Commission, the timing could not be better for communication experts to gather and capitalise on the opportunity provided by the start of this new term of office. Those who communicate Europe at national, regional and local level as well as in the EU institutions volunteered to exchange new ideas and discuss methods and tools.

KEY SESSIONS:

Opening plenary, in the ep hemicycle

Looking back and forward on European public communication. Where do we stand after the European elections? And where do we want to go from here? What are the challenges for public communicators? (How) can better communication help shape Europe's future?

Speakers

- **Karl-Heinz Lambertz**, President of the European Committee of the Regions
- **Othmar Karas**, Vice-President for Information Policy, Press and Citizens Relations, European Parliament Speakers
- **Paloma Escudero**, Director of Communications at UNICEF, New York, United States
- **Catherine E. De Vries**, Westdijk Chair and Professor of Political Behaviour in Europe at Vrije Universiteit (VU) Amsterdam, Netherlands
- **Peter Müller**, Brussels bureau chief for DER SPIEGEL, Germany/Belgium

Moderation: Florence Ranson, Founder of RedComms, Belgium



Workshop - The European elections campaigns: What worked, what did not?

Last year, the EuroPCom conference was about campaigning for Europe and we came up with a practical take-away for each session. But how did we perform in practice? After the European elections, the participants had the opportunity to assess the effects of joint communication efforts and analyse the dynamics around the various campaigns. This session enabled to carry out a qualitative and quantitative evaluation of what worked and what didn't.

Speakers

- **Stephen Clark**, Director for Liaison Offices, DG Communication, European Parliament
- **Jens Mester**, Head of Unit, Interinstitutional Relations, Corporate Contracts & EDCC, DG COMM, European Commission
- **Dr Franziska Marquart**, postdoctoral researcher at the Amsterdam School of Communication Research, University of Amsterdam, The Netherlands

Moderator: Michele Cercone, Head of Events Unit, European Committee of the Regions

Workshop - Out of the dark: cohesion policy to connect the EU and its citizens

Cohesion policy is the only EU policy reaching every corner of the EU, providing a unique platform to address and involve its citizens. Almost 80% of citizens believe that EU-funded projects on the development of cities or regions have been positive. However, only one third of European citizens actually know of EU co-financed projects in the area in which they live. Why is that the case? The panellists shared their views on better communication on cohesion policy and how to promote citizens' engagement or public discussion

Speakers

- **Adrian Teban**, Member of the European Committee of the Regions and Mayor of Cugir, Romania
- **Agnès Monfret**, Head of Communication Unit, DG REGIO, European Commission
- **Dr Luca Pareschi**, Post-doctoral Research Fellow PERCEIVE Project, Italy

Moderator: Pierluigi Boda, #CohesionAlliance campaign manager, European Committee of the Regions

Workshop - Checking the numbers: evaluation of communication campaigns

Communication campaigns in public communication differ from those in the private sector, as their success is often not measurable in sales or monetary value. So how do you know if your communication was effective? What are your success indicators? What do you benchmark against? In this session, experienced practitioners shared their approaches to evaluating the outcomes and impact of communication campaigns and showcase benchmarks, definitions and measures of performance.

Speakers

- **Tina Zournatzi**, Head of Unit Strategy and Corporate Communication, DG for Communication, European Commission
- **Richard Addy**, co-founder and director of AKAS (Addy Kasso-va Audience Strategy Ltd), United Kingdom
- **Philipp Schulmeister**, Head of Public Monitoring Unit, European Parliament

Moderator: Fabian Breuer, Head of Communication Planning, Evaluation and Campaigns Unit, European Investment Bank

Ideas lab - Innovating citizen engagement to counter populism

Establishing an "ever closer Union" with European citizens as well as countering and responding to populist movements remain at the heart of the EU's communication goals. Therefore, we need new ways of engaging citizens about decisions that affect their lives. Participants in this Ideas Lab took part in a real time citizen participation simulation, discovering and explored ways to strengthen democracy and fight populism together with the other participants.

Speakers

- **Laurent Altenburger and Peter Funk**, Eurovision & Project Directors of Pulse of Europe #HomeParliaments, Germany
- **Nadja Nickel**, Project Manager Country Lead Germany, The Democratic Society, Germany



Workshop - (Re)connecting with young Europeans

40 % of voters in the European elections were under 35, which was 13 % more than in 2014. This follows a general trend towards more political and societal engagement of young people, apparent for example during the "Fridays for Future" movement. Gearing campaign efforts increasingly towards first-time and young voters also might have had an effect. Building on this promising development, what are current topics to get their attention and further spark their interest? What can be done to engage (with) young Europeans on public policy issues?

Speakers

- **Magdalena Starostin**, Head of Youth Outreach Unit, DG Communication, European Parliament
- **Stefan Haenen**, Account Manager, Hill+Knowlton Strategies, Belgium
- **Wietse Van Ransbeeck**, co-founder and CEO of Citizen Lab, Belgium
- **Frieder Seidel**, Teacher involved in series of citizens' debates in schools, Saxony, Germany

Moderator: Beatriz Porres, Head of Unit Visits and Publication, European Economic and Social Committee.

Workshop - Social media in the 2019 elections: what was expected, what happened, what next

Nowadays, public debate is taking place more and more on social media, and so is campaigning. The ground game strategy was thus a major part of the European Parliament election campaign. But (how) did the institutional input affect the national debate on social media? What were the challenges faced by those managing the election campaigns? And now, how do we carry on and what are the lessons for next time? Experts gave answers to those and other questions during this session on social media in the 2019 European elections.

Speakers

- **Thibault Lesenecal**, Head of Web Communication Unit, European Parliament
- **Anamaria Dutceac Segesten**, Senior lecturer at European Studies, Lund University, Sweden
- **Sean Evins**, Head of Politics & Government Outreach, EMEA for Facebook, United Kingdom
- **Stephen Turner**, Head of Public Policy, Government and Philanthropy, Twitter Belgium

Moderator: Tom Moylan, Speechwriter to Commissioner for Trade, European Commission

Workshop - Power and perils of narratives

When replying to populists, we are in danger of following their patterns of debate. Adopting populist narratives and accepting how they frame issues, however, is harmful to an open and inclusive public debate. Is it possible to develop narratives to counter extremist populism without falling into this trap? What would those narratives look like? What data do we have to base those narratives on? Start talking with our panellists

Speakers

- **Sarah Chander**, Senior Advocacy Officer, European Network against racism (ENAR), Belgium
- **Maeve Patterson**, Communications and advocacy officer at UNHCR, Belgium
- **Laura Shields**, founder and Managing Director of Red Thread, Belgium
- **Daniel Fazekas**, Social Media Analyst, Bakamo Social, Belgium

Moderator: Prof Benjamin De Cleen, Assistant Professor at the Department of Communication Studies, Vrije Universiteit Brussel, Belgium

Workshop - What is next for citizens' consultations?

In recent years, institutions and governments at all levels have involved citizens more frequently in participatory processes, with the aim of engaging them in their decision making. Citizens' consultations in particular, where ordinary people are entrusted with delivering policy recommendations on specific issues, are trending all over the world. Where is this development in participatory democracy going? Will there be a more permanent or coordinated approach to citizens' consultations?

Speakers

- **Doreen Grove**, Head of Open Government in Scottish Government, Scotland
- **Karine Badr**, Analyst at Organisation for Economic Co-operation and Development (OECD), France
- **Christophe Rouillon**, Mayor of Coullaines and President of the PES Group in the European Committee of the Regions

Moderator: Dr Anja Trebes, Head of Unit for Communicating Europe, Press and Information Office of the Federal Government, Germany

Mini training - Cutting through the noise: how to react to a disinformation attack

It starts on fringe websites, spreads to social media, to the newsfeeds on your network and further – and it targets your organisation. How do you react to disinformation as a public communicator? In this interactive training session, experts guided the participants through the main principles of becoming more aware of and resilient to disinformation.

Experts

- **Anneli Ahonen**, Head of East Stratcom Task Force, European External Action Service (EEAS)
- **Jānis Rungulis**, Strategic Communications Expert, East Stratcom Task Force, EEAS

Ideas lab - EU open data: how to fill the gap between data and citizens?

The role and importance of data have been growing in every sphere from governance to education, as we are becoming a data-driven society through ever-increasing digitalisation. While data is already exploited for and by decision makers, citizens do not always seem to understand or see their utility. Participants in this Ideas Lab explored how to better engage citizens and empower them through open data.

Speakers

- **Corina Buruiana**, Publications Office of the European Union
- **Ján Glovičko**, Joint Research Centre of the European Commission
Gülşen Güler, Holding a Master's degree of Vrije Universiteit Brussel, Belgium

Mini training - How to organise a citizens' consultation?

Setting up a citizens' consultation requires sound planning, good organisation and a link to political decision making. How do you select and invite participants? How do you produce results? Which elements have to be kept in mind, what is crucial, but easily forgotten? An expert guided the audience through a check-list of how to organise a citizens' consultation.

Experts

- **Stephen Boucher**, Founder Dreamocracy, Belgium
- **Dimitri Lemaire**, Director, Inventio Group, Belgium
- **Anna Stuers**, Permanent Secretary for Citizens' Dialogue in East Belgium
- **Ismael Peña-Lopez**, Director General of Citizen Participation and Electoral Processes in the Government of Catalonia, Spain, and expert for the CoR opinion on Local and regional authorities in the permanent dialogue with citizens.

CLOSING SESSION

The closing session concluded EuroPCom 2019 with some inspiring thoughts and conclusions and gave food for thought for public communication in and on Europe after the elections.

Speakers

- **Jaume Duch Guillot**, Spokesperson and Director-General of Communication, European Parliament
- **Paul Reiderman**, Director for Media and Communication
- **Pia Ahrenkilde-Hansen**, Director-General for Communication, European Commission
Closing remarks
- **Markku Markkula**, Chair of the City Board of Espoo and First Vice-President of the European Committee of the Regions

Moderation: Jennifer Baker, Independent journalist, Belgium/Ireland



KAS/SEECOM - Better Communication for More Trust in the Age of Populism

Belgrade, SEECOM annual Conference, October 2019

By Rieke Smit, Konrad-Adenauer-Stiftung e. V.



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At the KAS/SEECOM conference in Belgrade the challenges of political communication and improved cooperation between journalists and spokespersons were discussed

What can be opposed to the seductively simple communication of populists? What to do about anti-European narratives? And how can the cooperation of journalists and spokespersons be improved? These questions were the focus of this year's South East Europe Government Communication Conference in Belgrade on 18th October 2019. The sixth edition of the conference was attended by government spokespersons and communications experts as well as journalists. The organisers were the KAS Media Programme South East Europe and SEECOM (South East Europe Public Sector Communication Association).

This year, around 70 PR experts and representatives of ministries, EU institutions and other organisations as well as journalists from all over South East Europe and experts from Italy, France and Great Britain gathered for the conference. SEECOM Secretary General **Vuk Vujnović**, who opened the event with **Hendrik Sittig**, Head of KAS Media Programme South East Europe, and SEECOM Chairman **Ognian Zlatev**, led through the day. "Populists are surfing on a wave that is becoming larger, the weaker the democratic institutions become and the more trust in governments, parties, authorities and media is decreasing," says Hendrik Sittig. "Unfortunately, right wing parties are again on the rise in Europe." These parties play excellently on the keyboard of political communication, using social media on all channels 24 hours a day. They are much more professional in this than established parties and governments.

Ognian Zlatev underlined the importance of working with communicators in South East Europe and how important it is to work long term: „The commitment of communications officers has led to a high voter turnout in the recent European election. With even more precise and focused messages we can achieve more positive results. This is important in Europe today especially with its crises and challenges."

Afterwards, **Mladen Bašić**, Media Adviser to Prime Minister of Serbia, summed up the impact of populists: "The world is changing very fast and there are a lot of things, that we can learn from populists. They communicate to the weak side of community; our job is to communicate to everyone."

Better communication with facts and emotions

The following panel dealt with the topic: "Government communications in the age of clickbait - How to capture citizens' attention, imagination and interest". Moderated by **Dinka Živalj**, Head of Communication/Spokesperson to EU Office of Kosovo, **Karine Badr**, Political Analyst at the OECD, and **Krešimir Macan**, CEO of Manjgura Consultancy, debated with **Kristina Plavšak Krajnc**, Director of Government Communication Office of Slovenia as well as **Vincenzo le Voci**, Secretary General of the Club of Venice, on current challenges in government communications.

The panellists agreed that an open government that communicates well and engages with the citizens is needed. Social media channels could give direct insight into citizen's interest. The experts clearly demanded to go back to basics. On the one hand there is the need for trustful, verifiable facts and more interaction with people face to face - a direct democracy. On the other hand, perception and emotions are also an important part of communication. Overall, governments need to learn how to communicate more strategically and to plan long term, according to the panellists.



Experts discuss about the work as a journalist and the difficulties in working with the government

The second panel "Breaking through the noise of anti-European narratives" was moderated by **Christian Spahr**, Member of the SEECOM board. Part of the panel were **Yordan Bozhilov**, President of the Sofia Security Forum, **Jasna Jelisić**, Head of the Western Balkan StratCom Task Force of the European External Action Service, **Maja Rimac Bjelobrck**, Deputy Director of the Bosnian Directorate for European Integration, and **Borislav Višnjić**, Editor at the Information Programme at the Montenegrin public broadcaster RTCG. The speakers noted positively that Europe is more present in the media today than ever before. Therefore, also better communication by politicians is required. Unfortunately, there is still a need to deal with fake news, however no one is able to follow every single false information. Instead, you need to raise the citizen's awareness for such problems. For a more active communication and how to respond to disinformation, the following suggestions have been made: Complex strategies need to be simplified and any communication in order to be good needs to be factbased and contextualised. Basically, journalists and those responsible for communication in government and institutions have the same mission - to work for the public interest.

Friends or enemies? - Journalists and spokespersons start discussion

In the afternoon, the participants discussed in two workshops on the topic "Government-media relations of spokespersons and journalists - friends, foes or frenemies?"



How anti-European narratives can be broken was discussed in the second panel

The debates were moderated from two perspectives. The workshop from the spokespersons' point of view was moderated by **Ivana Đurić** from the Ministry of European Integration in Serbia. The workshop with the journalistic focus was led by **Ljubica Gojgić**, journalist at the Serbian public broadcaster RTV.

The discussion showed that both groups have many things in common and are generally dependent on each other. Journalists and PR experts are not really friends, but they are not enemies either, and cooperation should be based on respect. The participants agreed that if both sides adhere to the media rights situation, common values and professionalism, then the communication deficits could be overcome.

With the two workshops, the KAS Media Programme had created a platform in which journalist and spokespersons could exchange views about their respective tasks, challenges and prejudices for the first time. All participants rated the discussion as extremely important for their future work.

In the closing remarks of the conference, **Bernd Hüttemann**, Secretary General of the European Movement Germany, emphasised that communication shall be directed to the centre of society. "If we strengthen the middle, we strengthen the whole democracy."

The KAS Media Programme South East Europe is planning further activities to strengthen the relationship between journalists and spokespersons in the area of political communication in the upcoming year.



Communication challenges and outreach activities



Se la UE decidesse di rilanciare sul serio la sua comunicazione...

Di Stefano Rolando

Su questo tema sono stato invitato dal team della Rappresentanza della Commissione UE in Italia ad un incontro "visione/azione" a ruota libera con alcuni altri esperti. Anche in vista dei piani annuali che - se l'iter diventato più accidentato dell'insediamento della nuova Commissione avesse ora la velocità riprogrammata - dovrebbero iniziare la loro elaborazione dopo l'1 novembre. Solo parte di ciò che qui è raccolto in sintesi si è potuto dire a voce. Integro volentieri questo "pensiero con gli occhi in avanti", anche in prossimità degli incontri dei comunicatori istituzionali europei (il *Club of Venice*, che presiedo) previsti a Bruxelles il 23 ottobre, ad Atene il 9 novembre e a Venezia il 5 dicembre, che tratteranno questa materia.

Dopo due fasi di stallo comunicativo

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Si è detto più volte che, nel ciclone della crisi finanziaria innescata nel 2008, l'Europa ha conosciuto divisioni interne pesanti che hanno, come è evidente quando si contrappongono parti del *commitment*, ridotto, rimpicciolito e a volte anche azzerato un serio processo comunicativo, tanto valoriale quanto funzionale.

Dapprima contrapponendo governi e popoli che pensano che l'identità europea sia confinata nel concetto di *mercato* contro quelli che pensano che si debba parlare di *identità politica*. Poi contrapponendo Stati con maggioranze parlamentari europeiste a Stati con maggioranze (a volte solo con forti minoranze) parlamentari dette "sovraniste". Si sono indeboliti i toni e i caratteri dei messaggi (più del tipo *andate a votare che perché votare*) e si sono cominciati a derubricare alcuni contenuti (per esempio sulle *questioni migratorie* e altro).

Ora, sulla carta, la svolta è determinata da una risposta elettorale che ha fatto prevalere un patto politico e una preliminare opzione verso il "progetto". Anche se il Parlamento sarà terreno di non pochi conflitti abbiamo alcuni elementi di ripresa di una politica "comunicativa" (ancorché per il momento scomparsa dalle competenze di primo piano assegnate in Commissione, ma sottintendendo un'avocazione generale da parte della presidente Ursula von der Leyen).

Viene da dire al riguardo che lo **scontro tra europeisti e sovranisti** non dovrebbe essere letto solo come un rischio. In realtà esso ha rivitalizzato almeno il bisogno di una strategia europeista, basata sul fatto che le competenze comunitarie vanno piuttosto bene, mentre quelle intergovernative vanno piuttosto male, ovvero presentano le maggiori ulcere. Esso ha altresì mostrato che il sovranismo non unisce ma produce più conflittualità interna. E ha persino riportato una certa inclinazione - che pareva perduta - alla valorizzazione della memoria storica che riguarda anche la comunicazione.

Cercare di qualificare meglio i dati sulla fiducia e la credibilità

Il tema dello scontro "europeisti/sovrani" resta però importante per il posizionamento dei gruppi politici e ha quindi il suo rilievo per il Parlamento, restando evidente che la Commissione non potrà infischiarne ma anche che l'asse centrale della dialettica che la riguarderà sarà sull'agenda.

E l'agenda sarà determinata da processi reali e quindi l'analisi *rischi/opportunità* va proposta ora non tanto sul tema politico della campagna elettorale quanto sui nodi delle principali *policies*. Questa è - al momento - l'anticamera di qualunque scelta comunicativa. Con una premessa ancora che riguarda un dato centralissimo per qualunque piano di comunicazione: la condizione fiduciaria dei target. I dati sono pochi, aggregati e non studiati in termini qualitativi. Si sa che *Eurobarometro* (organismo finanziato dalle istituzioni UE) classifica il dato di fiducia verso l'Europa dell'insieme dei cittadini europei al 37% (dato che - pur lontano dal costituire una *maggioranza fiduciosa* - fu salutato come un'inversione di tendenza). Ma diventa essenziale non solo spaccettarlo per nazioni e territori ma anche per fonti sociali, economiche e culturali, corredandolo anche di distinzioni tra "fiducia", "credibilità" e "attendibilità".

Dopo di che l'azione comunicativa potrà essere più mirata e più selezionata rispetto all'annuncio che la nuova Commissione ha fatto tenendo dentro - nelle priorità - tutto il grosso dell'agenda: ambiente, digitale, economia sociale, qualità della democrazia, "stile di vita" (tema che impropriamente ha voluto anche riguardare, ma senza mettere "il tema in copertina", le migrazioni e senza prendere di petto un dato statisticamente spinoso come la demografia). E infine il ruolo dell'Europa nei processi globali. Si sa che un tema sugli altri ha avuto l'onore di fare da cornice, cioè l'annuncio - traguadabile nel 2021 - del lancio di un *Green Deal for Europe* che dovrebbe avvenire "nei primi 100 giorni in carica". "Proporrò - ha detto la presidente von der Leyen ancora non insediata - un piano di investimenti per l'Europa sostenibile e trasformerò alcune parti della Banca europea per gli investimenti in una banca per il clima. Questo sbloccherà 1.000 miliardi di euro di investimenti nel prossimo decennio". Precisando che sul clima "ogni settore dovrà contribuire, dall'aviazione al trasporto marittimo al modo in cui ognuno di noi viaggia e vive".

E' vero che si muove qualcosa rispetto alla selettività e alla visionarietà che un possibile successo comunicativo dovrebbe comportare. Ma si tratta di indicazioni ancora da vedere strutturate e progettate anche sotto il profilo comunicativo. Si sa bene, tuttavia, da che cosa siamo riduci. Dal perdurare di comunicazioni assediato dai **conflitti inter-europei** che hanno

fatto emergere un'Europa al di sotto delle potenzialità circa la sua forza negoziale planetaria attorno a vari temi: la fragilità nella coerenza interna sulla **politica internazionale**; l'approccio solidale ai **processi migratori**; la non adeguata promozione di un punto alto di **equilibrio possibile tra crescita e uguaglianza** (con dentro anche i nodi ambientali e sui modelli di sviluppo); la necessità di assicurare in tutti gli stati e a tutti i cittadini sempre misure di **welfare** competitive contro la crisi sociale; e infine – pur a fronte di molte parole spese e anche di misure in parte adottate – la coerente scelta strategica a favore dell'**innovazione**. Lo *stand by* comunicativo della stagione Juncker è segnato anche dalla mancata **ridefinizione identitaria dell'Europa** a cui si è fatto prima cenno. Non per colpa specifica di Juncker ma perché quella stagione ha segnalato un diffuso ceto politico al potere che si è per lo più collocato nella dimensione della **"visione corta"**, certamente nel contesto degli stati nazionali. Insomma accettando i limiti del "presentismo" della politica contemporanea e così riducendo a vaghe aspirazioni quelle che dovrebbero essere vere e proprie strategie.

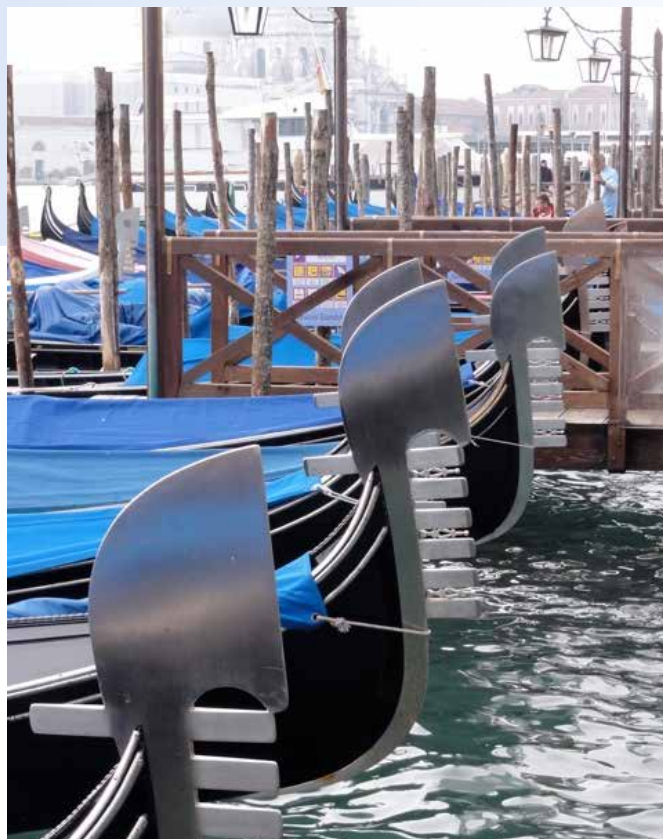
L'opportunità si chiama visione a medio e lungo termine

Fare piani a cinque anni, per molti di quei temi, significa ricopiare per lo più scelte già effettuate in relazione al rapporto conosciuto tra tecnologia e risorse. E questo genere di "piani" parlano soprattutto agli operatori (istituzionali e di impresa) che sono ora in sella, che ora hanno maggior potere, che ora gestiscono politiche di orientamento e consenso.

E' evidente che resta un vuoto immenso: di iniziativa e di copertura di un target delicatissimo.

Il target è quello dei giovani e dei giovanissimi e l'iniziativa non può che riguardare un piano a medio-lungo cioè la proposta di un disegno tendenziale (di sviluppo nel quadro delle resilienze immaginabili) che faccia prefigurare la "casa comune" per il tempo in cui, per dire, i nostri *millennials* (1980-1995) e i nostri *gen z* (1996-2010) saranno a loro volta in sella in materia di responsabilità e decisioni.

Al tempo stesso la decisione di progettare (e quindi di comunicare) attorno alle tendenze di medio-lungo ha enorme importanza sui riflessi operativi riguardanti la **formazione dei nuovi gruppi dirigenti**. Cioè sulla partita della profilazione strategica dell'Amministrazione europea non tanto come rappresentanza di interessi nazionali (oggi criterio prevalente degli equilibri selettivi) ma come quadri formati nell'ibridazione linguistico-culturale e nelle culture progettuali (tecniche, creative, amministrative) che richiedono visione.



Insomma il **piano delle opportunità** – elementi ricavati dalla realtà ma da potenziare – potrebbe così essere alla base di uno sforzo di elaborazione, magari affidato a contributi di soggetti e ambiti di forte esperienza progettuale nel sistema soprattutto dei paesi fondatori per arrivare a offrire all'Europa dei giovani un documento di visione che faccia **individuare il tempo della loro vita matura**. Così da impegnarli (estensione della pura mobilitazione generica della attuale *vague* sulle questioni del *climate change*) culturalmente, professionalmente e civilmente sulle garanzie che l'Europa può dare rispetto alla *proibizione di sognare* che appartiene oggi agli Stati membri, alcuni dei quali addirittura in fuga dall'Europa (Brexit) perché ha vinto la condizione di paura proposta dagli anziani.

Lanciare il tema del *Green Deal for Europe* solo in risposta allo scontro Greta/Trump è mediaticamente e forse anche politicamente comprensibile, ma culturalmente insufficiente. Quello scontro (tra una sedicenne sdegnata e un'ultrasettantenne smalzato) assomiglia ai tanti scontri ambientalisti del nostro '900, tra – come li descrisse Umberto Eco – *Apocalittici e Integrati*. Noi oggi dobbiamo leggere un programma tendenziale basato su ogni sfaccettatura della sostenibilità. Questo formerebbe nuovi cittadini europeisti e nuova amministrazione socialmente sensibile.

Sarebbe bello se – in questo quadro – la parte italiana di una progettazione di visione programmata, ovviamente insieme a reti universitarie di alcuni altri paesi magari fondatori, potesse utilizzare il suo potenziale universitario per una **Scuola di comunicazione politico-istituzionale europea**, che offerta in estensione del modello dell'Istituto Europeo di Firenze, fosse capace di agire sia sui quadri UE sia sulla formazione delle dirigenze nazionali che si occupa di relazioni europee, lavorando sulla relazione tra processi informativi e comunicativi e le grandi variabili delle politiche pubbliche, quali ad esempio: economia e innovazione; sviluppo della democrazia; profilo storico-valoriale dell'Europa; tema dell'identità e dell'appartenenza (tra territori, nazioni e visione unitaria dell'Europa).



Gli ambiti e gli strumenti della comunicazione

Abbiamo anche appreso che la nuova Commissione ha indicato cinque ambiti preferenziali di esercizio bilaterale della **comunicazione istituzionale**. Si comincia doverosamente con la responsabilità condivisa con gli Stati membri (dispiacendoci di non trovare finalmente citati i soggetti della prossimità e in particolare quelli dei sistemi urbani) e si toccano poi quattro direttrici: il coinvolgimento e l'interazione rispetto ai cittadini; la concezione di campagne corporate; la cooperazione mirata a combattere la disinformazione (con paesi membri che oggi consacrano una parte rilevante della loro comunicazione istituzionale contro le *fake news* nelle relazioni internazionali e altri ancora disattenti alla materia); il sostegno all'informazione educativa in materia di Europa.

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Lodevoli, quanto forse non sufficienti superfici, rispetto a cui si potrebbero qui fare alcune conclusive chiose.

Promuovere oggi la *cultura comunicativa europea* significa agire su più piani. L'approfondimento di questi temi costituirebbe un'altra precondizione delle nuove fondamenta della politica comunicativa.

Vi è certamente un problema di miglioramento della relazione con lo **spazio mediatico**, che ancora soffre in molti paesi membri per essere riguardato nel ghetto della "politica estera". Ma soprattutto si tratta di discutere come il nodo narrativo centrale possa migliorare l'orientamento a saper offrire argomenti supportati da notizia su **l'Europa come soluzione e non come problema**. Con tutta la revisione di argomenti di formazione specialistica per gli operatori dell'informazione e con la questione di adeguamento del supporto di immagini in queste narrazioni.

Vi è oggi con pari importanza un bilancio da svolgere circa la multistrada rappresentata dai **social** e in generale degli **spazi formali e informali della rete**. Vanno costruite vere e proprie *guide-lines* capaci di intercettare sentimento e pratica della *democrazia partecipativa*, quindi affiancamento e per alcuni versi anche stimolazione con ampia sintonia a ciò che nella dinamica europea riguarda non solo gli *stati-membri* (che sono poveri di contenuto al riguardo) ma soprattutto le *società* intese come *soggetto-membro*, cioè l'uropeismo sociale, che è altra cosa rispetto a quello di cui più si parla. L'intelligenza della Commissione - e in generale delle istituzioni UE - deve qui essere messa alla prova per ricucire proprio sul terreno del web il rapporto con le *dinamiche politiche civiche e sociali* quello che oggi la UE confina nel quadro delle dinamiche degli Stati (spesso nemmeno arrivando a interagire con le istituzioni di prossimità).

Siccome comunicazione pubblica non deve essere propaganda, è necessario immaginare un piano di sollecitazione e di accesso allo storytelling dei **soggetti culturali e creativi (arte, cinema, teatro, letteratura, ecc.)**, che si rende possibile solo offrendo loro un percorso nell'immaginazione del cambiamento a medio e lungo termine. E passa attraverso un fondo di sostegno alla creatività attorno a quei contenuti con il presupposto che ci sia una politica e che ci siano ambiti percepibili di elaborazione.

Di pari rilievo è il rapporto con il **sistema della formazione** - anche ma non solo quello specifico delle formazione delle professioni del sistema informativo, comunicativo e relazionale - in cui misure di incentivazione possono essere studiate, sostenendo piani e progetti di cooperazione (almeno a tre soggetti di diverse nazionalità) e con ipotesi di formazione continua assicurata a professionisti che si occupano nei media di materia europea.

Infine - ma per l'ottica di chi scrive questa è una preoccupazione preliminare - vi è la rete degli operatori di comunicazione istituzionale, oggi anche individuabile nell'esperienza informale ma ultratrentennale del *Club of Venice*, ma anche da reti nazionali come quella francese di Cap Com, che deve essere materia di ampio ripensamento con un progetto di interazione e sostegno ben distante dalla semplice politica di testimonianza che oggi viene praticata nella convegnoistica di settore, ma poi con scarsa interazione reale tra Bruxelles, governi e istituzioni nazionali e territoriali, persistendo ancora un tasso di gelosia alto che ha reso l'informalità del *Club of Venice* un rimedio importante ma non risolutivo perché nell'informalità vi è naturalmente anche la non decisionalità.



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If the EU decided to seriously relaunch its communication ...¹

By Stefano Rolando

The European Commission Representation in Italy invited me to participate in an expert meeting focussing on the "vision and action" on relaunching the communication of the European Union. This event was organised in order to inspire the Commission's plans ahead of its new legislature starting on 01 December.. This article summarises my contribution and my ideas and views on the meetings of the Club of Venice in Brussels (Seminar on countries' reputation on 23 October 2019) and Venice (the plenary that I will chair on 5-6 December 2019) and the EuroMed migration workshop and high level round-table on public communication in Athens on 11-12 November 2019.

Recovering after two phases of communication stall

Already several times, it has been said that, in the turmoil of the financial crisis triggered in 2008, Europe experienced heavy internal divisions. As it always happens when key players display very diverging views about their commitment in priority topics, the communication process pays the consequences of such disagreement by being limited, shrunken and sometimes even neutralised, in its principles as well as from an operational point of view.

Governments and peoples thinking that the European identity is confined to the concept of the "market" oppose those who think we should talk about "political identity". Countries with solid pro-European parliamentary majorities oppose states with so called "sovereignist" parliamentary majorities (or "strong minorities"). Tones and characters of the messages have weakened (-shifting towards "go and vote" rather than debating "why to vote") and some contents (such as migration and others) have been declassified and downgraded.

In substance, we have witnessed a turning point: the higher electoral turn at the recent European elections has marked the prevalence of a political pact and a forward-looking view in favour of the "project". Although the European Parliament is likely to witness many conflictual situations, we may identify some elements of recovery for a "communication policy". Communication seems to have disappeared from the leading portfolios of the Commission board, but this means that this competence will fall under President von der Leyen's direct responsibility.

Meanwhile, the clash between Europeanists and sovereignists should not be read only as a risk. It has actually revitalized the need for a pro-European strategy, based on the fact

that communitarian competences work, while the inter-governmental approach does not. It has also shown that sovereigns does not unite but instead produces more internal conflict. Moreover, it has even brought back a certain inclination - which seemed to be lost - to the enhancement of historical memory, which also concerns communication.

Trust and credibility as better data qualifiers

The theme of the "Europeanists/sovereignists" clash remains important for the positioning of political groups and therefore it is relevant for the Parliament, as it is clear that the Commission cannot disregard it but also that the central axis of this dialectic will be on the agenda. The agenda will be determined by real processes and therefore the risk vs. opportunity analysis must be carried out not so much on the political theme of the electoral campaign, but on the main aspects of the policies.

This is - at the moment - the antechamber of any communication choice.

There is, though, a key pre-condition for any communication plan: the reliability of data on targets.

Data are limited, aggregated and not studied in qualitative terms.

The Eurobarometer (an instrument funded by the EU institutions) quantifies citizens' confidence in Europe at 47%. This percentage, although far from constituting a confident majority, was hailed as a turnaround step. It becomes, though, essential not only to analyse trends and differences between nations and territories but also to perform a segmentation by reading through social, economic and cultural sources, taking also into account the level of data "trust," credibility "and" reliability ".

This way, communication could be better focused and tailored to the priority policies announced by the new Commission: environment, digital single market, social economy, democracy, "way of life" (a theme that improperly wanted to deal with migration, without putting the theme on the front cover and avoid facing head-on a statistically thorny issue like demography).

Finally, as regards the role of Europe in global processes, an important target announced by the new President of the Commission - to be achieved in 2021 - is the launch of a Green Deal for Europe that should take place in her first 100 days in office. "I will propose - said President von der Leyen, who is not yet in office - an investment plan for a sustainable Europe and I will transform some parts of the European Investment

¹ Credit to « Rivista italiana di Comunicazione Pubblica». Published on 17.10.2019.



Bank into a climate bank. This will unlock 1,000 billion euros of investments over the next decade.” She specified that, on climate, “every sector will have to contribute, from aviation to maritime transport, to the way we travel, and we live.”

Selectivity and a visionary approach are in progress, but much needs to be done in terms of communication structuring and design.

We know well where we come from. Communication has been persistently besieged by **inter-European conflicts** that have brought about a Europe below the potentials of its planetary negotiating force around various themes:

- fragility in internal coherence over international politics;
- the uneven solidarity approach to **migratory processes**;
- the inadequate promotion of a high point of possible balance between growth and equality (including environmental issues and development models);
- the need to always ensure competitive **welfare** measures in all states and for all citizens against social crises;
- the lack of a concrete and coherent strategic choice in favour of **innovation**.

The communicative *empasse* of the Juncker season was also marked by the **failure to redefine the above-mentioned identity of Europe**. I am not referring to a Juncker’s specific fault, but to a season of a “**short vision**” dimension of the widespread political class in power, certainly in the context of national states, where “protagonism and presentism” prevailed over the aspirations of building real strategies.

The opportunity of a medium and long term vision

For many of those themes, setting five-year plans means copying mostly with choices already made in relation to the known relationship between technology and resources. This kind of “plans” speak above all to the institutional and business operators who are now in the saddle, have more power, manage orientation and policies of consent.

It is clear that **an immense gap remains**: initiative and coverage of a very delicate target: a youth initiative focusing on a medium-long plan encompassing societal resilience to build a true “common home” for our millenials (born in 1980-1995) and our youngest generation (born in 1996-2010), as the future decision-making is in their hands.

At the same time, medium and long-term design is crucial to make new leaders grow and there is indeed a need to

strategically build the future top profiles in the European administration, not so much to represent national interests (which is today the prevailing criterion in selective balances) but to ensure adequate linguistic-cultural hybridization and design cultures (of technical, creative and administrative nature) that require vision.

In short, we need recognized and trusted organisations and individual experts in design, in particular in the founding countries, who should elaborate a “document of vision” to help young people identify **their ideal horizon** and build up an **opportunity plan** for their lives. This educational approach should enable them to increasingly engage (strengthening the sense of mobilization of current waves generated by noble perceptions and sentiments such as in denouncing the devastating consequences of climate change) culturally, professionally and civilly. This way we could counter today’s “prohibition of dreaming” belonging to the Member States, some of which even flee Europe (Brexit) because of widespread fear in the elderly.

Launching the theme of the Green Deal for Europe only in response to the Greta/Trump clash is mediatic and perhaps even politically understandable, but culturally insufficient. That clash (between a disgusted sixteen-year old girl and a cunning seventy-year old man) resembles the many environmental clashes of our ‘900, between - as described by Umberto Eco - Apocalyptic and Integrated. Today, if we wish to give birth to new European citizens and new socially sensitive administrations, we must build a new programme and a new vision based on each and every facet of sustainability.

It would be great if - in this context - the Italian contribution to this vision planning, in cooperation with university networks of other founding member countries, could use its university potential to build a **European politico-institutional communication School** which could act as an extension of the model of the European University Institute of Florence to form EU and national leaders specialising in European relations. This could facilitate strong interrelation between information and communication processes and ideal dynamics in handling public policies, such as the economy and innovation; development of democracy; historical-value profile of Europe; identity and belonging (between territories, nations and a unitary vision of Europe).

Communication framework and instruments

We also learned that the new Commission has indicated five preferential areas of bilateral **institutional communication**.

It is well promising to read about “shared responsibility with the Member States” (though regretfully there is no specific mention of the proximity players and in particular those in urban areas). The additional four “directions” include a) involvement and interaction with respect to citizens; b) the conception of corporate campaigns; c) cooperation aimed at fighting disinformation (with member countries today devoting a significant part of their institutional communication to countering fake news in their international relations and others still lacking due attention to this matter); and d) support for educational information on Europe.

These are praiseworthy but perhaps insufficient “directions”, for the following reasons:

- **Promoting the European communication culture today means acting on multiple levels.** The deepening of these themes would constitute another pre-condition of the new foundations of communicative politics.
- There is certainly a problem of **improving the relationship with the media space**, which still suffers in many member states of being considered in the “foreign policy” ghetto. But above all it is a question of discussing how the central narratives can focus on how to deliver news on “Europe as a solution and not as a problem”. This should entail the revision of specialized training topics for information providers and the adaptation of jargon and images in these reshaped narratives.
- Equal importance should be attached to developing the ideal approach on **social networks**, with regard to the balance between their **formal and informal spaces**. Real guidelines must be capable of intercepting the feeling and genuine practice of participatory democracy, and therefore support and stimulate both the European dynamics in the member states and above all entities. Hence, support to social Europeanism. To this end, the intelligence of the Commission - and in general of all the EU institutions - must be tested to re-connect through the web the relationship with civic and social political dynamics. This inclusiveness and complementarity would provide the necessary added value to the dynamics that today are only sought in the central national states (not even sufficiently interacting with local institutions).

Since public communication must not be propaganda, it is necessary to promote a new planning approach to encourage building storytelling in **cultural and creative subjects (art, cinema, theatre, literature, etc.)**, in an imaginative medium and long-term path towards change. This new creativity impetus should be adequately supported by a clear and strong policy and appropriate funding.

Of equal importance is the relationship with the **training system**, not only in relation to the specific standard training in informative, communicative and relational system professions. The new “vision” must be instilled by incentive measures and concrete support through cooperation plans and projects (**lifelong training**) targeting young communicators from different nationalities and involving media professionals and experts in European affairs.

Finally - a priority from my point of view - the network of institutional communication specialists, the over thirty-year experienced Club of Venice, but also national networks such as the French Cap’Com, should increasingly intensify interaction and mutual support. We should move from the simple “testimonial policy” to a concrete interaction between Brussels, governments, national and territorial institutions, breaching the high rate of jealousy that has prevented the informality of the Club from having a stronger influence on decision making.



Towards the European Conference on the Future of Europe

By Pier Virgilio Dastoli

In the last ten years, the mood of European public opinion has gradually mutated.

The consensus and the credit granted to the European ideal have given ground to open criticism.

The belief that emerged from the citizens consultations, launched by Emmanuel Macron in 2018 and followed by the other national governments and the Commission, is however that there are better alternatives to the disruptive scenarios.

No European State should be under the illusion that it can manage on its own in dealing with the great global challenges. No European company that relies on the limited resources and policies of a single nation can compete successfully against the giants of the global economy.

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A broad-ranging debate involving citizens, popular movements and political parties is needed to update the finality of the continental integration within the treaties but open the way to a deep reform of the European system.

The idea of a “European Conference on the future of the Union”, launched by Emmanuel Macron in its letter addressed to the EU citizens the 4th of March 2019¹ and appropriated by Ursula von der Leyen in July 2019², could be the public space to organise this broad-ranging debate on the condition that its follow-up will be a constituent work of the European Parliament to be submitted to the approval of the national parliaments.

The proposal for a “European Conference on the Future of Europe” put forward by Emmanuel Macron is in line with the Sorbonne’s speech of 26 September 2017 for “a sovereign, united and democratic Europe”.

It confirms the objective of reshaping the European system by adding the need to respond to citizens’ requests to participate in change by laying the foundations for a renewed consensus on the European project.

According to Emmanuel Macron, the Conference should be convened by the end of 2019, associate groups of citizens, give hearings to academics, social partners, religious and spiritual representatives and define the roadmap of the refounding of the Union.

The idea of the Conference, based on the results of the European citizens’ consultations held in 2018, anticipated the results of the subsequent European elections, which expressed a clear pro- European majority.

However, it is clear that the consensus expressed by the majority of European citizens would risk evaporation if decisions on the future of Europe were not taken during the current legislature:

- to guarantee security in all its dimensions,
- to respond to the challenge of new migrations,
- to develop a renewed partnership with the Mediterranean and Africa,
- to make Europe a model of sustainable development,
- to equip the single currency with the means to ensure growth and stability,
- to promote effective social solidarity,
- to define the foundations of a genuine European democracy.

Thus, the Conference will be an opportunity to address the key issues of:

- the system of government of the Union,
- the division of competences between the national and European levels,
- the creation of an autonomous fiscal capacity for EMU as part of its completion,
- the achievement of sustainable development objectives,
- combating inequalities and creating a European labour market in the digital society,
- respect for the rule of law,
- the role of the European Union in the globalised world,
- the relationship between federal citizenship and national identities,
- the method and agenda for reforming the Union, including the transition to a sovereign Europe in the event that some Member States are not ready to accept it.

The Conference will be the European public space in which to build the necessary consensus between the dimension of representative democracy - which for the Union is identified in the central role of parliamentary systems - and the dimension of participatory democracy. The participatory democracy makes it essential to have an open, transparent and structured dialogue with civil society and citizens, with a view to strengthening the process of forming a common European identity, in the name of the principle that “sovereignty belongs to the people”, which delegates it in the forms and according to the procedures defined by our constitutional systems. The Conference will have to be accompanied, together with moments of debate and discussion with representatives of civil society, by an intense work of communication that allows citizens to be informed about the progress of its work and by forms of involvement in the territories, built on the experience of the European citizens’ consultations.

1 <https://Elysee.fr/emmanuel-macron/2019/03/04/for-european-renewal.en>

2 https://europa.eu/rapid/press-release_SPEECH-19-4230_en.htm

As President of the Associazione Italiana della Comunicazione Pubblica e Istituzionale³, I propose:

- that the Conference should be convened on the basis of an interinstitutional declaration, signed by the Commission, the Parliament and the Council (acting by a majority) after consulting the ECB, the EESC and the Committee of the Regions; and assisted by a secretariat provided by the Commission and the European Parliament, and be concluded at the latest in spring 2022, at the beginning of the French Presidency of the Council;
- that the Conference shall not replace the role of the institutions in the development of common policies. This development will serve as a stimulus for the debate on the future of Europe, while the debate on the future of Europe will provide a fertile ground for facilitating consensus-building in the development of common policies;
- that the obstacles and rigidities of the rules which have characterised the procedure of the former European Convention ex art.48 must be avoided, drawing inspiration from the method which led the European Parliament, during the first European parliamentary term, to adopt the "Draft Treaty Establishing the European Union" (Spinelli Draft Treaty). This draft had been conceived as a global and coherent, new and independent Treaty intended to create a new entity; in the same way, the Conference on the future of Europe must have the objective of drafting a new Treaty which should not be conceived as a series of amendments to the existing Treaties and should therefore take into account also different adoption procedures than those provided for in the Lisbon Treaty;
- that the European Parliament should seize the unique opportunity of the public space for debate created by the European Conference to take on the task of promoting and bring the Conference to adopt a new draft Treaty. This new draft shall be shared with the national parliaments, whose comments will have to be taken into account for any changes. The new Treaty must also stipulate that the reform of the Union must not follow the unanimity rule and that, as long as a country is not prepared to accede to the new Treaty, it will remain bound by the previous rules. Any risk of weakening the framework or cohesion of the European Union must be avoided, but at the same time the most ambitious countries must be guaranteed the opportunity to move forward together along the path of global reform of the Union;
- that, in order to prepare for cooperation with the national parliaments, it would be essential to provide for the convening of "interparliamentary assemblies on the future of Europe" as proposed by François Mitterrand to the EP on

28 October 1989 and as then carried out in Rome in November 1990 on the eve of the Intergovernmental Conferences on the Maastricht Treaty. These assemblies could be conceived as a phase of the European Conference on the Future of Europe.



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Pier Virgilio was assistant of Altiero Spinelli in the Italian Chamber of Deputies and the European Parliament from 1977-1986, founder and spokesman of the Spinelli Committee for the United States of Europe, Secretary General of the International European Movement from 1995-2001, and Director of the European Commission Representation in Italy from 2003-2009.

He is author of numerous articles and essays on Europe.

³ <http://www.compublica.it/index.html?pg=1>

30 years after 1989: Vienna's 2019 Tipping

Curating a year-long European communications exercise with bankers,

By Verena Ringler

"The repercussions of our past division of Europe can be felt to this day, while at the same time, the countries in Central, Eastern and South Eastern Europe have achieved great things since then. Many of these countries, among them post-Soviet states, are member states of the EU today. They are an integral part of our shared house of Europe," says Austrian Federal President Alexander van der Bellen in an exchange with Stanford professor Francis Fukuyama. The occasion are the 2019 ERSTE Foundation Tipping Point Talks in Vienna, a unique and multi-faceted exercise on communication, reflection and ideation on Europe at the former East-West faultline.

The initiator and sponsor of this top-flight event series is ERSTE Foundation, the largest shareholder of Erste Group, which in turn is Central Europe's biggest financial services provider, serving 16 million clients in several countries.

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Asked to curate this high-level series of events, I decided that I wanted to open up a space throughout 2019 for communal and collective pausing and clarity. "In a world deluged by irrelevant information, clarity is power", Yuval Noah Harari suggests in his book "21 Lessons for the 21st Century". Clarity, to me, encompasses an acute understanding of the past, an alert awareness of the presence, and a clear vision of our future. Banal as this sounds, it's this clarity that we have shunned and turned into a rare, precious good. "In what kind of world and lives do we find ourselves in, which trends and hopes prevail – particularly in Central, Eastern and South Eastern Europe and in the larger European context?," is what I want key stakeholders and audience groups from across the EU to ask in the 2019 Tipping Point Talks.

I thus programmed and staged the Tipping Point Talks with the following priorities in mind:

Shaking our associations with Europe. I wanted us to take



stock of our current situation by approaching it from four different perspectives: strengths, weaknesses, opportunities and threats. Isn't it strange that we have a lot to say about weaknesses and threats but little when it comes to strengths and opportunities? However, I believe our European future deserves that we consider the picture in its entirety – including all stakeholders and interests that exist today. If we fail to do so, we give up the stage and negotiating tables to those who render a united Europe impossible with their reflex to say "no", and to those who gear up to destroy Europe with their destructive zeal. Hence, what is keeping us from associating Europe with beginnings and ambition also 30 years after the fall of the Iron Curtain? What are rule of law, human rights and diversity to us if not a moral obligation to train, cultivate and maintain a fair and clear perspective? Being a European citizen to me is to notice – from the commuting bus to the C-level suite – that quiet voice, these players at second sight, and all those alliances that seem impossible today but are necessary for tomorrow. We are called to bring Europe's arena of quiet, constructive future-building into focus. We must also encourage clarity of vision. If we do not seize the chance to forge a democratic, political and civic as well as a multicultural mark on our European future in this election and anniversary year, then we probably did not deserve that chance in the first place. This is the underlying libretto, of sorts, to these Tipping Point Talks.

Secondly, I wanted to dissolve the gap between those who send and those who receive information, and concentrate on all aspects of a theme instead. In all four Tipping Point Talks, I realize a stage evening- complete with a keynote speaker, a panel, and an audience. However, the stage evening is always just one of several formats of exchange and interaction. Before and after that public evening, I scout for groups of people to meet for the first time, and to work interactively and inductively on questions like technology governance and the big shake-up

Point Talks

presidents, and global thought leaders

between public and private sector goods, services, institutions, and fields of responsibility. I like it when every voice is equally important, and when every guest – even the star guest or star line-up – is asked to not only broadcast but also to listen.

A great inspiration on this approach to stage themes (rather than one or some speakers), and to bring different voices on that theme in one room, remains a dialogue by conductor Daniel Barenboim and architect Frank Gehry. The New York Times had spoken to them in 2017 upon completion of their new Berlin concert hall, the Pierre Boulez hall:

Barenboim: “There is no stage. Normally you have two communities: the musicians and the public. You spend all your life trying to make the contact. And here suddenly we have a hall where there’s only one community.”

Gehry: The orchestra has to feel the audience, the audience has to feel the orchestra. When they do that, the orchestra plays better, and the audience hears better.

Barenboim: What Mr. Gehry has given us is somewhere where we don’t have to think about the hall. You get this with the oval. Then you rehearse the dynamics and balance the group for the music, not for the hall.

In the Tipping Point Talks, I attempted to stage one theme per talk – rather than one or several speakers. What’s the difference? When we stage themes, we dissolve the structural or seeming hierarchies between the thoughts of seeming superstar speakers, and e.g. those of next generation thinkers. Also, staging a theme pluralizes and sometimes balances, enlarges and sometimes completes the multiple perspectives on a question. The theme is center stage, not one or even several individuals. When scouting for participants, I usually look at the whole spectrum of a topic or theme, and then I convene a mix of thought leaders, pioneers, practitioners, users, observers,



skeptics, and decision-makers who all populate that field.

Overall, this approach seems to enhance the quality and depth of the results even if a workshop or Think Camp only lasts for a day or half a day. In four culmination points in 2019, we manage to get a whole field of stakeholders on a theme in one room. These themes are our political and social identity thirty years after the fall of the Iron Curtain, normativity as a leading idea of European leadership especially nowadays, the need for comprehensive technology governance, and existing ideas, evidence, and practice to realize an inclusive, forward-pointing notion of prosperity for the many, not the few.

Thirdly, encouraging state/ non-state actor initiatives, measures and alliances. Our European future now requires new, big and bold alliances for action. Without exception, united Europe’s advance has been built on reconciling different interests, combined with the political will to move forward. Time and again, for instance, negotiator and visionary Jean Monnet brought French and German coal and steel manufacturers together between 1945 and 1950. To the public, the results of this remarkable process did only become visible in the Schuman Declaration of 9 May 1950.

Today, if we are serious about building a peaceful and democratic future, such coalitions for action must be imagined, identified, and realised – from an early stage onwards. Strategically, patiently. This means, for instance, a new strategic alliance between entrepreneurs and the non-profit sector. This also means alliances between current and future EU member states. Ultimately, this means alliances between prosperous members of the older generation and young people eager for change, who are taking to the streets in their fight for climate transition.



To summarize, I curate the four Tipping Point Talks as an attempt to involve a large number of individuals in active roles from across the EU, and to go beyond “events” and towards “processes.” My aim is for all who participate or watch one of these talks via livestream to gain a picture of our situation, and of our goals, possibilities and our creative resolve in this region of Europe.

Throughout 2019, we celebrate 200 years of the savings bank model in Austria. Providing saving accounts to citizens in times of fast transformation in the 19th century was as audacious as it proved sustainable. ERSTE Foundation started as a social business. The savings bank model was inclusive in scope and conservative in risk, and it turned into a pillar of the European model of empowerment and wellbeing of the many.

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In the ERSTE Foundation Tipping Point Talks, we thus ask with the likes of Francis Fukuyama and Marietje Schaake: how can we realize a holistic concept of prosperity for all? What will be private and what will be public goods, services, institutions but also responsibilities? How can we lead the profound transformations ahead of us – on climate, technology, and on living together – and get those transformations right? Which new alliances of responsibility can we forge, starting next Monday? How can initiate, improve, transfer, foster, or scale promising ideas or good first practice between public, private and civic agents for change? The audacity of initiative is what we now need, especially in Central, Eastern, and South-eastern Europe.



VERENA RINGLER is the founder and director of European Commons (www.europeancommons.eu), a network that initiates and realizes informal dialogue formats, backchannel conversations, and public communication concepts in diplomacy and European politics. Verena developed her user-centered and multi-disciplinary approach to Europe and communications in longer stints in magazine journalism, diplomacy, as well as philanthropy. From 2002 to 2006, Verena worked as staff editor with Foreign Policy magazine in Washington D.C.. From 2006 to 2009, she built the communications side of an EU-led transatlantic diplomatic team in Pristina (EUSR/ ICO), Kosovo. From 2013 to 2018, she built and led the Europe programme of a large German foundation (Stiftung Mercator).

Verena got her MA from the Johns Hopkins University's School for Advanced International Studies in 2002. She also studied in Uppsala, Vienna, and her hometown, Innsbruck. A piece by her on global leadership appeared in “Realistic Hope” (Amsterdam University Press, 2018) and she is a co-author of the European Reformists' Report “Refocus the EU: Planet, Lifetime, Technology” (Carnegie Europe, 2019). She curates the 2019 Tipping Point Talks series in Vienna, Austria, with Francis Fukuyama, Felwine Sarr et. al. In June/July 2019, Verena was publicly nominated as independent candidate by a liberal party to become that country's European Commissioner – ultimately, Austria's parliament and caretaker government sent the incumbent, Hahn, with unanimity to Brussels for a third stint.

Addressing Europe's Issues: A Potential Model for Cross-Sector Collaboration

By George Perlov, in *Observatorium* June 2019

Europe, like other regions, individual countries, and the world as a whole, is dealing with a plethora of “wicked problems.” The term wicked problems was first defined in the 1970s¹ and more recently utilized by social (behaviour change) marketers to describe difficult, long-standing, complex, multi-causal and seemingly intractable societal problems. This term can easily be ascribed to many issues we in Europe are dealing with every day – climate change, the environment, immigration, jobs, employment, etc. These may be some of the toughest problems, and the ones that commonly appear on top ten “issue” lists from European-wide polls, but we also see many other societal problems right in front of our eyes everyday – poverty, poor education, bias, discrimination, health inequalities, etc.

At the same time, we are also seeing growing population diversity in many European countries. This diversity is not solely the result of large number of migrants fleeing political and economic hardship in the global south, but also stems from the millions of EU nationals who for a variety of reasons, often economic, are moving to other countries in search of new lives and opportunities. Slowly, the seemingly homogeneous populations that helped define European nations and their cultures are shifting.

While some embrace the diversity for a host of reasons, others challenge it and long for the “good old days.” The bottom line is that Europe is changing and that there is no immediate stop in sight. And while wicked problems were hard to solve when countries had more homogeneous populations, greater diversity typically means differing knowledge, attitudes and behaviours towards issues, less consensus, and greater need for dialogue and discussion. All this change raises the questions, “Is Europe becoming more like US in terms of diversity in population, and if so, what can it learn from the US, a society built upon centuries of immigration waves, in addressing wicked problems?”²

One thing is for sure, wicked problems and diverse societies need systemic solutions, solutions that are supported collaboratively by government, the private sector and civil society (philanthropies and NGOs). In theory, the three sectors have great power to address societal issues when each sector does it through the means they know best: governments create and promote good policy, businesses provide insights, innovations and stimulate economic growth, and civil society connects people with social services, support and civic action more broadly. When each sector is able to contribute collectively to a wicked problem, positive social change is likely to happen.

In practice however, these collaborations are typically hard to coordinate. All too often the goals of planned initiatives are not clearly defined, and partners can fall back into a “what’s in it for me” attitude. Then there’s language – organizations in each sector create their own cultures and with it, their own language and ways of talking about issues and ideas. As a consultant to all three sectors, I find it often takes me two or three meetings with clients to truly understand and convey back to them what I understand their needs to be in their own language. And then there is always the issue of trust. Well-functioning cross-sector partnerships require trust and patience from its participants. Trust takes time, commitment, and a lot of work and can be hard to achieve with tight deadlines, limited facetime and busy participants.

One organization that has had some success in making cross-sector partnerships work for decades is the U.S.-based Ad Council. Itself an NGO, it works with U.S. federal government agencies, other NGOs and the private sector to create and promote campaigns on important social issues facing the American public. Founded by President Franklin D. Roosevelt as the War Advertising Council in 1942, the organization tapped the talents and resources of the advertising and media world to get Americans to support the war effort through such memorable campaigns as “Rosie the Riveter,” “Plant Victory Gardens” and “Loose Lips Sink Ships.” The organization lost the “War” part of its moniker after WWII but has continued to focus on issues of importance to the American public, such as health, safety, the environment and community engagement over the last 70+ years.³

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1 Rittel and Webber (1973)

2 See Agnes Heller, *Paradox Europa*. Wien/Hamburg: Edition Konturen 2019, p. 14-15

3 See <https://www.adcouncil.org/> for details

From a financial perspective, the Ad Council is able to leverage a relatively small investment from its NGO and government campaign sponsors as its media company partners donate their excess inventory and its advertising agency partners donate their staff time (as well as negotiate discounted rates from production companies, research firms, etc.). The government or NGO sponsor pays a management fee for the Ad Council's stewardship and management of the campaign and the balance of the Ad Council's budget is raised through corporate donations, including an annual gala dinner which is underwritten by the commercial sector.

What's most interesting about the cross-sector partnership model that the Ad Council maintains is the incentive and benefit that each sector reaps from the partnership. Let us look at the long-standing drunk-driving prevention campaign as example of this tri-sector work. In this case, the government agency involved is the U.S. Department of Transportation. Charged with keeping American roads and highways safe and functional, among other responsibilities, the federal agency brings issue knowledge, data, policy, and professional standing to the campaign. What it gets from the campaign is a better educated public and a much lower cost, citizen-facing campaign than it would be able to create on its own.

Looking at the commercial partners, the ad agency involved in the campaign brings its expertise in understanding consumer insights and innovative ways to engage audiences with the cause. The benefits they gain from the campaign are a bit more self-serving in that the campaign serves as a corporate social responsibility (CSR) program for the agency; there is

typically great interest in and competition internally to work on these campaigns as they often allow teams to develop more creative and cutting edge campaigns as compared to their typical corporate client work. Moreover, they can use the campaign work they have created for the Ad Council in their own promotional materials to attract new commercial clients.

The media companies, especially those with larger, diversified holdings or those working in social media, can bring very targeted media offerings to reach campaign audiences. They also can promote their donated media space or time as a form of CSR. While there were formerly federally mandated public service requirements which required broadcast media companies to provide a certain amount of donated air time for public issues, these requirements have been lifted. However, the tradition of donating space and time has continued as media companies know that the ads they receive from the Ad Council are of high quality, are relevant to their audiences and associate their companies with these important causes. The companies can also use their public service record as a demonstration of their goodwill when lobbying the government on business-related matters. The Ad Council's long-running drunk-driving prevention campaign has helped to reduce drunk driving car crashes by a third over the last thirty years. It has evolved over time in terms of message and target, with a focus on newer targeted initiatives on "buzzed driving" (driving while slightly intoxicated but not over legal blood alcohol minimum thresholds) and younger drivers who drink. Recognizing the diverse population of the U.S., the Council has also created targeted campaigns for the larger Latino and African American minorities in the country. Ad Council staff often talk of their



efforts as the “final mile” in social change efforts – how these communications campaigns support policies, programs and other interventions that its government and NGO partners develop.

Although similar organizations based on the Ad Council model already exist in Japan and Jamaica, I cannot say whether this kind of organization and these types of campaigns would be successful in Europe. The Ad Council is successful in the U.S. as it operates in a society with a relatively weak social safety net, while government ministries in Europe tend to have more developed programs and support for many of these social issues. European attitudes towards marketing and advertising overall tend to be less welcoming and many in Europe view marketing more critically than those in the U.S.

There is also the question of the model itself and whether a centralized organization for Europe would work. The Ad Council donated media and ad agency pro-bono model works thanks to its historical precedent and tradition. When the U.K.'s Central Office of Information (COI) which had been tasked with producing public education campaigns for the various ministries was winding down its efforts about 10 years ago, ad agencies and media companies balked at the suggestion of providing pro-bono media and advertising services a la the Ad Council model as they had been getting paid for their efforts all along. Similarly, would this kind of initiative work better with a centralized (pan-European) or decentralized (country by country) organization? While there are numerous examples of successful international campaigns for various brands and issues, it is always easier to reach individuals with initiatives created by local experts for local audiences.

Returning to my original thesis about the wicked problems a growingly diverse Europe faces, perhaps the bigger question is how cross sectoral partnerships could be created and developed to help these issues. I for one would be interested in seeing more cross-sectoral initiatives and partnership organizations created based on the talents and contributions of the three sectors, and a better understanding of the drivers that will get the sectors engaged in such work. And with Europe destined to grow closer together, there is no real reason why an initiative for cross-sectoral cooperation should not be able to operate at pan-European or at least at pan-EU level.

George Perlov helps organizations with social missions to improve the impact of their programs, brands and communications through strategic planning, consumer research and evaluation. He served as head of the Ad Council's Research and Innovation Team from 1999 to 2009.

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GEORGE PERLOV is an American marketing and communications consultant based in Berlin. He helps organizations with social missions on both sides of the Atlantic improve their impact in addressing a host of social, environmental and health-related issues through strategic planning, research and evaluation. In addition to his consulting practice, he was recently Adjunct Professor of Marketing for Bard College's new MBA in Sustainability. George spent over 10 years as Executive Vice President for Research and Innovation at the Advertising Council, the largest producer of public service communications campaigns in the US. He is a graduate of Oberlin College (Ohio) and has a Masters of Public Administration degree from Columbia University (NYC). Before moving to Berlin he was based in Brussels, where he was Director at Edelman Europe, where he led European research, strategy, marketing and communications engagements for a host of businesses, EU institutions and NGOs.

Rethinking Communication in Country Reputation Management

By Robert Govers

The way in which “we” are perceived by “the average foreigner” is usually based on clichés and stereotypes or distorted by major recent events or misinformation. Local reality is often unknown, unrecognized, simplified or misinterpreted. The understandable immediate response by policy makers is that this is a communication problem; “we” just have to show people who we really are and tell them things are not the way they seem. In today’s popular vocabulary this is referred to as a nation branding challenge and hence the magic solution – inspired by the private sector – is to “do a campaign”. With globalization, the explosive growth in international travel, migration, social media and global news channels, the challenge of reputation management has clearly revealed itself and continues to demand urgency. However, can this formidable challenge be tackled by copying the private sector and focusing primarily on communication?

58 To build brand awareness and country reputation, out of frustration with persistent stereotyping, misperceptions or ignorance among global audiences, countries have started to use broadcast advertising over the last ten or twenty years or so. I am not referring here to tourism or investment promotion campaigns that aim at selling a specific product to a target market, which is legitimate. What I am questioning are the paid mass media campaigns that try to convince large international audiences what wonderful countries are “out there” and that the clichés and ignorance are inappropriate. The standard content of such commercials usually consists of aerial shots of landscape and transport or logistics infrastructure, some well-known tourist attractions, men and women in white coats with test tubes in a lab, an operational factory, some art and heritage, a business meeting or conference, students, tourists downtown or on the beach, beautiful nature and nightlife. In other words, the intention is to show all the wonderful stuff most countries have to offer, while the narration lists all the brilliant things the country has accomplished. The question is whether this has any effect.



I seriously doubt it and I argue this for three reasons. First, with online and digital television, pop-up blockers and other tools it is becoming easier and easier for audiences to limit their exposure to broadcast advertising anyway. In addition, the global networks on which these commercials are aired are particularly popular among travellers who hardly need to be convinced of the richness of other countries, because they are probably more aware and better informed than most other audiences. So, I would question whether the right people are exposed to such campaigns, if the idea is to fight ignorance.

Second, how likely is it that people will be paying attention? Most viewers or listeners will question the relevance of a random message about the wonders of some other country somewhere else on the planet. Documentaries, travel shows, or targeted tourism or investment promotion commercials are legitimate because they are relevant to a (self-selected) audience that is in the market for what is on offer. But a random commercial bragging about a long list of achievements, attractions and attributes of some other place and people is hardly relevant to a relatively random audience. What is more, many campaigns are very similar in content, as countries feel that they have to push the idea that they are also serious players in the global system. Lots of countries are projecting ideas of openness, diversity, dynamism, innovation and creativity. Of course, the paradox is that globalisation has resulted in a level playing field in many of these areas, which is precisely the reason why countries need to become more imaginative in order to stand out. Instead, what they do is copy and paste the same message as many other countries. Why would anybody still pay attention?

Third, comprehension can also be a barrier as what is communicated is often at odds with the clichés and stereotypical images that ignorant foreign publics have in mind. Even if country image campaigns are not ignored, they are barely understood as they contradict existing beliefs. In other words, they do not resonate with the audience. The Northern Belgian Dutch-speaking region of Flanders, known for its medieval cobbled streets and abbey beer; the Canadian province of Nova Scotia which is famous for its whales, lobster, tides and shipwrecks; or Kazakhstan, known for its steppe, nomads and horses; all have been relatively unsuccessful in the past with their strategies to position themselves globally as modern, dynamic and diverse. The problem is that the new claims almost completely contradict existing beliefs among most audiences that have had no prior interaction with the countries concerned.

So, I usually argue that countries should stop wasting taxpayers’ money to push messages down the throats of an unwilling international audience. Advertising or public relations are really not the way to build country reputation. While in the commercial world advertising might have a significant impact on consumer

perceptions of goods, services and corporations and has a role to play in tourism, export or investment promotion, it plays a very limited role in the way that people build a mental map of "foreign" countries. In that context, personal experience, word of mouth – and more importantly nowadays, of course, social media – as well as mainstream news media play a much bigger role. So, I argue that the role of paid media in country reputation management is limited, which doesn't mean that communication is irrelevant. Quite the contrary, as earned media becomes more important, I argue that we now live in the age of what I would refer to as "action communication", in the sense that reputations are built by what you do and not by what you say about yourself. Actions speak much louder than words, but actions are also communicative and sometimes need amplification. This requires what I call *Imaginative Communities*.

It is about community, as I think that the reputation of a country is built by the people who feel connected to that place and it starts with understanding the shared sense of identity, belonging and purpose. In addition, it is about countries doing imaginative things, because I think that reputations are built by creating relevant buzz, which is done by reinforcing and showcasing identity in original, creative, innovative, captivating and inspiring initiatives that show the world what the country is about in order to build a distinctive, relevant, authentic, consistent and memorable reputation. Imaginative initiatives that such countries develop can be policies, infrastructures, projects, investments or events. Two known recent examples that explain this mechanism are Estonia and Bhutan.

Estonia is a country that has been invaded and occupied so many times over the course of its history that on independence from the Soviet Union in 1991 Estonians must have thought there was no point in hanging on to territory. In twenty years, they positioned themselves as the most advanced e-state in the world. Estonia was the first country to write into its constitution that internet access should be a human right; they created an e-residency program, allowing non-nationals access to their public online services and banking system, effectively creating the opportunity for non-European citizens to set-up a legit

European business virtually; and they created e-embassies, where they install processing and backup services in their embassies in friendly countries to strengthen their cyber security.

Bhutan is a country that has long prioritized wellbeing over material gain. They have come up with the idea of gross national happiness, a happiness institute and annual conferences, now exported around the globe. These examples can be referred to as imaginative communities where reputation has been earned through focused, progressive and creative policy making and partnerships generating media coverage and social media buzz. Foreign audiences have not been reduced to passive consumers of advertising. They are participants in international conversations in which they are provided with shareable stories about real imaginative initiatives. This type of action communication is engaging and enriching.

Through their purposeful actions imaginative communities set the media agenda, as opposed to having agenda setting push them into the corner. Unless they have a proactive approach to engaging with the media, creating stuff that sets the agenda, countries need public relations services, advertising agencies and strategic communication policies and procedures as reactive systems for damage control. Imaginative communities create stuff that journalists, online influencers, bloggers and locals (as online ambassadors) are eager to talk about and that provides shareable content, the kind of engaging buzz that people want to share on social media. In that way, communication has a real chance of impacting country reputation, but it requires policy alignment, leadership, strategy and collaboration, not short-termism, reactive messaging or opportunism.



ROBERT GOVERS is the author of *IMAGINATIVE COMMUNITIES: Admired cities, regions and countries* (2018). Since 2009 Robert has co-edited and authored four books on the topic of community reputation with Palgrave Macmillan publishers. *IMAGINATIVE COMMUNITIES* is his first book published under his own imprint. He has also co-authored over 50 journal articles, book chapters and conference papers and has delivered numerous public speeches and business publications.

Robert is Founding Chairman of the International Place Branding Association and co-editor of the quarterly journal, *Place Branding and Public Diplomacy*.

Robert Govers is an independent international adviser, scholar, speaker and author on the reputation of cities, regions and countries and is chairman of the International Place Branding Association. He has also been an adjunct or visiting scholar at Tsinghua University, Beijing; the Indian School of Business, Hyderabad; the University of Leuven, Belgium; Rotterdam School of Management, the Netherlands; Loughborough University London Campus; IULM University Milano, Italy; and several institutes in Dubai, United Arab Emirates. He also teaches place branding on the UNESCO World Heritage at Work Master's programme in Torino, Italy.

Robert has held positions in South Africa, the Netherlands, Belgium and Dubai, United Arab Emirates. He has been involved in many consultancy projects and advisory boards for reputable organisations such as the International Air Transport Association, the European Commission and various ministries, tourism promotion boards, and regional and city administrations.

Robert has both a doctoral (2005) and master's degree (1995) from the Rotterdam School of Management, Erasmus University, the Netherlands.

Digital literacy in public administration

By Danijel Koletić

The third in a row FOCUS Conference has been held recently in Croatia. It is a conference on innovations and communications in public administration and public companies. It was held under the patronage of Kolinda Grabar-Kitarović, the president of the Republic of Croatia and Željko Kolar, Krapina-Zagorje county governor.

This was the third conference held in Croatia, but the fifth one in the region. One of the conferences has also been held in Belgrade, and another in Sarajevo. It is interesting that the initiative to organize these conferences has been taken up by a private PR agency Apriori World. This year, the Institute for Integrated-inclusive Communications for South East Europe joined Apriori World in organizing the conference.

Everyone is familiar with the fact that the European directive on web accessibility, per Web Content Accessibility Guidelines (WCAG), is currently being implemented. Bernard Gršić, the state secretary of the Central Office for Development of Digital Society, has introduced the conference participants, around a hundred people employed in PR departments of public administration and public companies, to the activities of his office. He has also sent a clear message on the importance of the directive implementation.

A panel discussion, that was introduced and moderated by Amela Odošević, the PR manager for the Regulatory Communications Agency of Bosnia and Herzegovina and the ITU work group reporter for IKT accessibility for people with disabilities, has also been held. The panel discussion participants were: Ivo Majerski from the Croatian Regulatory Authority for Network Industries (HAKOM); Dušan Caf from Digitas Institute for Digital Society; Goran Denis Tomašković, the CEO of the Blind Association Zagreb; Luka Balvan PhD from the Central Office for Development of Digital Society and Nikola Ivančić, the Institute for Integrated-inclusive Communications for South East Europe vice president. Through their discussion, they have shed some light on inclusivity in communications.

It is hard to say whether politicians are truly aware of the importance of digital literacy in Southeast Europe, which represents a great challenge to the society as a whole. The digital transformation that everyone talks about will be imperative for the survival, of not only Southeast European politics, but of the entire European Union.

The new generations are not interested in politics because they do not have any trust in it. The credibility of information is also questionable due to all the affairs that show the duality of the level of communication. The essence of communications, which is transparency, is lost that way. The media companies and the publishers in the Balkans, and dare I say Europe, depending on the number of citizens in a country, depend on bought and contracted PR articles on certain politics, but also stories from the private sector. Investigative journalism as the pillar of the freedom of media has simply vanished.

It has never been easier to become famous or start a political career than it is today due to media buying. That shows that there is no interest in learning new information about the individuals and the system that is making the decisions. The representatives that do not understand the way public administration functions, let alone have they heard of inclusivity in the digital age, are entering the parliaments of the Balkans. If the politicians wish to serve the people and the politics of their respective states, they have to adapt to the new way of digital communication. Politicians do not necessarily need to know the way systems, tools and techniques in the digital age are operated, but they have to know some details in order to talk about it, get closer to the people and younger generations and introduce them to his personal politics and the politics of the region, city or institution he represents.

Unfortunately, the European Union has not regulated any fixed or ultimate standards, but each and every state adopted laws in accordance with their views. If we wish for new generations to be sensible towards people with disabilities in the digital age,

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- closer to the people

the state legislature should demand that each kindergarten, school and university implements the WCAG standard on their official web sites or applications. The parents would understand better that way; while children, who live through their smartphones and tablets anyway, would be more aware that there are differences that need to be understood, so the ability to understand information can be adjusted. That would help with incorporation of people with disabilities into the community.

The FOCUS Conference represents the first platform in the Republic of Croatia that gathers people employed in public administration and public companies and enables their communication. Those people will also be able to acquire new knowledge and new possibilities via e-learning, whose digital transformation is currently being worked on by Rudolf Vujević, principal of the State School for Public Administration.

In any case, the education of politicians and a more efficient digital communication and literacy of those employed in public administration are imperative to survival in the digital age. Naturally, there are those who are analogue, but there are other channels of communication for them. However, if we want to serve the citizens, especially the newer generations, we must listen to them, ask them things so they can change themselves, as well, and be closer to the people, which is also the motto of the FOCUS Conference.



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DANIJEL KOLETIĆ and his business career began 30 years ago. For the first seven years he was involved in event management.

He was the executive producer of the Eurovision winner, composer Rajko Dujmic, director of the Croatian national championship, director of super model of Croatia, WTA CROATIA LADIES OPEN, director of the Split Festival, television producer and organizer of many events.

He has been professionally engaged in communications since 1996.

He is the founder and chairman of the organizing committee of the leading specialized PRO PR conference and the FOCUS conference aimed at employees in the communications sector of public administration and public companies.

He is a regular columnist for Diplomacy & Commerce Croatia - the economies, the author of numerous articles and, since this year, the chairman of the Southeast European Institute for Integrated Inclusive Communications.

Migrants as Messengers: Peer-to-peer communication is key to raise awareness

By Amy Rhoades, IOM

Nobody knows how many of the 22,000 people who died trying to reach Europe from Africa since 2014 knew about the terrible dangers awaiting them. Were some aware but decided to face the huge risks anyway? Did they block out the brutal realities everyone faces along the way? What we know is that many thinking about undertaking these journeys underestimate the level of risk. Hugely so.

When we asked young people – who told us they planned to migrate from Senegal – to estimate the number of migrant deaths on the road or at sea over the past five years, over 40 per cent guessed it was less than 1,000. Only five per cent came close to the actual figure.

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There is no shortage of news about migrant tragedies at sea or the horrors in Libyan detention centers but what we have learned is that those who need this information most are either unaware of the real danger, aware and chose to undertake the journey anyway, or unable to confront these disturbing facts.

These findings come from a recent impact evaluation¹ carried out by the International Organization for Migration (IOM) with the generous support of the UK and Dutch governments to assess 'Migrants as Messengers'², an innovative awareness-raising campaign that uses mobile technology and social media networks to collect and share authentic, first-hand accounts about irregular migration in communities across West Africa.



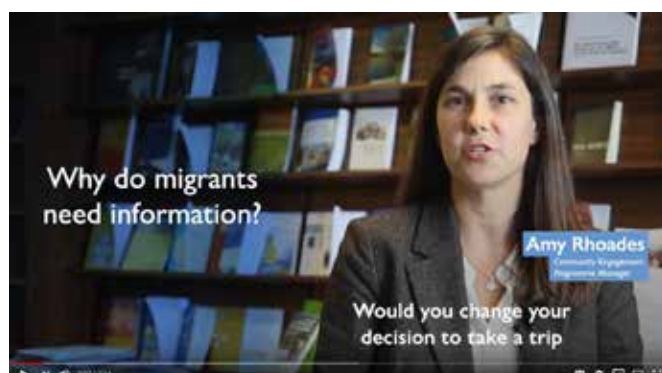
Too often, traditional awareness raising campaigns preach to the people they are trying to influence without fully understanding or including different information needs. Migrants as Messengers followed a participatory approach, relying entirely on peer-to-peer communication.

The idea was to help migrants returning from Libya to inform neighbors, friends and family about the dangers of irregular migration. The concept is simple: people listen to people they trust who share similar experiences in similar situations.

Migrants as Messengers was built around a smartphone app and basic, lightweight videomaking equipment – a tripod, mobile phone, small LED light and a microphone. The campaign's innovative approach put the power of a mobile film studio in the hands of returnees who were trained to interview their peers about their experiences as irregular migrants. By providing both equipment and training, we empowered migrant returnees to take the lead as "digital journalists".

The concrete result was a catalogue of over 5,000 powerful and highly personal stories from trusted voices in half a dozen languages and dialects that were shared widely across social media, radio and at dozens of community events in Senegal, Nigeria and Guinea. These interviews were viewed by some four million people on social media and at dozens of screening events across Senegal.

To evaluate the campaign's effect, IOM conducted a randomised controlled trial (RCT) in Dakar, Senegal with approximately 8,000 potential migrants to assess if the information shared in the film clips made an impact. The results offered valuable insights into how information is created, shared and processed among these specific communities – assumptions we may have made in the past but did not have evidence to support.



1 <https://publications.iom.int/books/migrants-messengers-impact-peer-peer-communication-potential-migrants-senegal-impact>

2 <https://www.facebook.com/MigrantsAsMessengers/>

Overall, the results from the evaluation provide consistent evidence that peer-to-peer communication has the potential to reduce harm for thousands of irregular migrants from West Africa to Europe. Potential migrants exposed to the campaign were 19% better informed about the risks and opportunities associated with migration, 25% more aware of the multiple risks associated with irregular migration, and 20% less likely to report intentions to migrate irregularly within the next two years.

We learnt from participants that people are distrustful of authority but they do trust their peers. Migrants returning from detention in Libya are convincing: around 20 per cent of the people that engaged with the campaign reported being less likely to intend to migrate irregularly compared with the control group who did not watch the filmed interviews.

In an increasingly loud and confusing information landscape, it turns out that trust and credibility are precious, and the people we trust are those closest to us or those who share similar experiences.

Another powerful outcome of the campaign was that returnee migrants – who often feel ashamed that their attempt to reach other countries was thwarted and can struggle to resume their lives – formed strong bonds with those in similar situations. Some of the project participants set up migrant returnee associations, which continue to raise awareness and advocate for migrant and returnee rights.

As Ousmane, a returnee who witnessed and personally experienced far too many atrocities in his young life, explained: “It’s not about me, it’s about educating my peers so that they do not end up in the same situation that I did.”

The Migrants as Messengers Impact Evaluation report was co-funded by the Ministry of Foreign Affairs of the Netherlands and by UK Aid from the UK Government.

To read the full evaluation report - <https://publications.iom.int/books/migrants-messengers-impact-peer-peer-communication-potential-migrants-senegal-impact>

For more information regarding IOM’s awareness raising campaigns, please contact Amy Rhoades at IOM Geneva, Tel: +41 797 011 679, Email: arhoades@iom.int



AMY RHOADES is the Community Engagement Programme Manager for IOM, the UN Migration Agency. She has over 10 years’ experience in communications and community engagement with particular focus on digital storytelling and participatory design, most recently based in the Philippines, Haiti and Dominican Republic. She has worked previously with the International Labor Organization, Inter-American Development Bank, and as a documentary producer for Aljazeera. She holds a MA in International Law and Human Rights from Universidad para la Paz in Costa Rica.

The Democratic Society (DemSoc) in action¹

By Anthony Zacharzewski

PaCe project at the EuroPCom²

Last Thursday, part of the Populism and Civic Engagement 'PaCE' team, including Nadja Nickel and Beth Wiltshire from The Democratic Society and Magnus Josefsson from the City of Reykjavik, Iceland presented the PaCE project as part of an interactive 'Ideas Lab: Discovering innovative forms of citizens engagement against populism.' at European Public Communication Conference EuroPCom³ 2019 in Brussels, Belgium.



7 November 2019, Ideas Lab: Innovative citizen engagement to counter populism



7 November 2019, Ideas Lab: Innovative citizen engagement to counter populism

The entire session was framed around the question 'How can we make our democracy stronger?' and it was introduced as a real time citizen participation simulation, with half of participants discovering the #HomeParliaments experience, with Pulse of Europe and half looking at ways to strengthen democracy and fight populism together with the PaCE team. Both of these projects are looking at the need for developing new methods for engaging citizens about decisions that affect their lives.

Many people across Europe feel they are not heard and they do not have an option to influence decisions that affect their lives, beyond the right to vote in an election. From populist parties that are challenging democracies and claiming to speak for the 'ordinary people' to the decline of traditional people's parties and challenges around the forming of coalition governments - the argument was that democracy in Europe is floundering. Participants were asked to think about the need for establishing a close link with European citizens as well as countering and responding to populist movements, and how this must remain at the heart of the EU's communication goals.

The part of the session run by PaCE was focused on answering the question "What needs to be done to ensure informed voting?". Key part of the PaCE project is to understand how citizen's attitudes towards democracy are shaped across Europe and how they arrive at a specific voting decision. Each person evaluates what information, gathered through e.g. media, social media, interpersonal relations or interactions with political representatives, they can trust before making a voting decision. Some only trust specific sources, some ensure they shape their own opinion through discussions, others combine different types of information.

¹ Selection from the Democratic web platform <https://www.demsoc.org/blog/>

² <https://www.demsoc.org/2019/11/21/pace-project-at-the-europcom/>

³ <https://cor.europa.eu/en/events/Pages/EuroPCom-2019.aspx>



Participants were split into five groups, with each one nominating a moderator, a notetaker, a timekeeper and a presenter. They were asked to come up with five 'takeaways' to present to the wider group at the end of the session, but were also asked to note down any other aspects of their conversation.

The discussion revolved around innovative new forms of citizen engagement to address populism in the EU, the need to include emotions & values in our communication, but also the responsibilities that come with citizenship.

Each team came back with different takeaways, although there were several themes:

- Access to neutral, objective, non-partisan information was consistently ranked as a priority. However, participants acknowledged that voting decisions have emotional aspects that need to be addressed.

- Tougher stance on disinformation and better prioritisation of transparency. This should include accountability measures and e-tool development for 'fake news' especially for politicians, as well as more strict rules on social media.
- More frequent, meaningful interactions between citizens and politicians to create relationships and mutual understanding.
- Focus on education – not only on specific political or citizenship subjects but also in areas such as critical thinking and media literacy.

PaCE is a Horizon 2020 project funded by the European Commission. For this project, nine different partners across Europe are aiming to understand aspects of populist movements, to build upon the lessons from positive examples of connecting with citizens, and through this play a part in constructing a firmer democratic and institutional foundation for the citizens of Europe.

Find out more about the project on Twitter: @popandce, or at www.popandce.eu

Follow #DemocracyLab to join the discussion.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 822337

Demsoc joins Chatham House's Conversation on the Future of Democracy and Tech⁴

As part of our digital and data work, we're excited to announce that we're working with Chatham House⁵ on its Commission on Technology in Europe⁶ to explore how technological change is influencing democratic governance.

Technology and democracy

Launched in early 2019, the Commission is putting forward three research questions⁷:

- What effect is technology having on democracy in Europe?
- Against the background of social and technological change, how can democracy in Europe be made more responsive?
- Are there ways in which technology can revitalise democracy in Europe?

Chatham House are very keen to develop answers to these research questions in a crowd-sourced and collaborative fashion. Given our expertise in and commitment to improving participatory democracy, we were invited to initially share our thoughts⁸ and, subsequently, lead the writing of a response to the question 2:

'Against the background of social and technological change, how can democracy in Europe be made more responsive?'

What is the problem?

In keeping with the idea of collaborative research, we pulled together a problem statement of the current challenges and broad landscape drawing upon prior submissions received in the first phase as well as our own experience, thoughts, and views. You can read it on the Chatham House website⁹.

We believe that profound technological and social changes in recent decades, together with globalisation, have enabled citizens to self-organise like never before. At the same time, however, this enormous progress has been accompanied by a growth in mass disinformation and distrust in government institutions.

Indeed, there is no doubt that representative democratic systems are floundering¹⁰ the world over. Against this backdrop, there is a growing movement for more experiments in direct democracy. But while this is welcome, what confidence can we have that these experiments will always work – or successfully mitigate against democratic deficits – if these experiments rely on existing network technologies that in some cases themselves stand accused of reinforcing or exacerbating existing inequalities or creating new ones?

Others are looking to participatory and deliberative democracy as a way to make existing decision-making more consensual, more meaningful and well-informed. For example, with our partners mySociety¹¹ and funder Luminare¹², Demsoc is involved in Public Square¹³. This programme is exploring how citizens can be more meaningfully involved in decision making in a handful of councils in the UK.

Similarly, in the liDP (Innovation in Democracy Programme)¹⁴, we are working with partners¹⁵ Involve, the RSA and mySociety, to implement three 'Area Democracy Forums' with three UK councils. And we've assisted Involve in delivering the UK's first citizen's assembly on climate change in Camden¹⁶. Despite their current popularity in the UK and in many other places around the world, participatory approaches have their drawbacks. For example, they can sometimes be used by governments as one-off interventions that may not leave a significant impact.

Does this mean democracy is doomed? Absolutely not! But if you're interested in finding out more about our response, please visit the Chatham House website¹⁷. And while you're at it, we'd love to hear your thoughts on the topic.

Only have a spare three minutes? Watch¹⁸ Demsoc's president, Anthony Zacharzewski, discuss our thinking on European democracy and technological change at the Chatham House London conference in June.

4 <https://www.demsoc.org/2019/07/30/demsoc-joins-chatham-houses-conversation-on-the-future-of-democracy-and-tech/>

5 <https://www.chathamhouse.org>

6 <https://demtech.chathamhouse.org>

7 <https://demtech.chathamhouse.org/research-questions/>

8 <https://demtech.chathamhouse.org/submission/reframing-the-interaction-between-citizens-and-technology/>

9 <https://demtech.chathamhouse.org/research-question/against-the-background-of-technological-and-societal-change-how-can-democracy-in-europe-be-made-more-responsive/>

10 <https://www.economist.com/open-future/2019/05/16/democracy-is-floundering-we-need-to-fix-it-or-lose-it>

11 <https://www.mysociety.org>

12 <https://luminaregroup.com>

13 <https://www.thepublicsquare.org.uk>

14 <https://www.demsoc.org/2019/06/17/innovation-in-democracy-programme/>

15 <https://www.involve.org.uk/our-work/our-projects/practice/how-can-councils-engage-residents-tackle-local-issues>

16 <https://www.demsoc.org/2019/07/25/demsoc-helps-to-deliver-first-ever-climate-change-citizens-assembly-for-a-local-authority-in-the-uk/>

17 <https://demtech.chathamhouse.org/research-question/against-the-background-of-technological-and-societal-change-how-can-democracy-in-europe-be-made-more-responsive/>

18 <https://demtech.chathamhouse.org/democracy-and-technology-responding-to-change/>



Reykjavik. Creative commons image from: <https://www.flickr.com/photos/marcobellucci/8154357332>

Online PB in Reykjavik: making democracy easier and more fun¹⁹

As part of our work developing the use of digital participatory budgeting (PB) in Scotland²⁰, Demsoc has been sharing inspiring examples of how digital tools have been used for PB around the world. This time we're looking at Reykjavik's long-standing PB process. This blog was written with the help of Róbert Bjarnason, who gave us a short interview about Reykjavik's PB process. Róbert is Chief Exec of Citizens Foundation, a not-for-profit foundation, whose technology has been used in this process. Citizens Foundation²¹ are also one of the providers we've worked with to support digital PB in Scotland.

Why read this post?

Are you interested in:

- Using Participatory Budgeting as a way to give citizens power to change what happens on their doorstep?
- Using digital to make it easy to get involved in political decision making?
- The promotion of digital PB and dealing with security of voting?

When the city of Reykjavik introduced Participatory Budgeting it was an attempt to do politics differently: giving citizens tangible power to make things happen on their doorstep; and turning participation from something onerous into something easy, or even fun.

This blogpost shows how they did it. It also shows some of the key considerations needed for digitally enabled PB to work, particularly around promotion and security. Lastly, we look at how the PB process fits into other forms of online democracy in the city.

The history of participatory budgeting in Reykjavik

After the Icelandic financial crisis there was huge distrust in Icelandic politics. The Citizens Foundation was set up as a not-for-profit civic tech provider in response. The Foundation developed a platform that allows parties standing in a forthcoming election to crowdsource policy ideas. The Best Party, set up as a satirical response to Iceland's crisis of confidence in its traditional politics, really took this up and thousands of people engaged with the opportunity. In elections to Reykjavik's city government, The Best Party won enough seats to form a coalition government and continued to look to the public for direction on policy making. It was in this context that participatory budgeting was first set up in Reykjavik in 2011. According to Róbert Bjarnason of the Citizens Foundation, a key motivation for introducing participatory budgeting was to build a different way for politics to be done, where engagement was more fun, and where the effects of taking part were really tangible to citizens. But it was also a response to substantial cuts to spending that followed the economic crisis that focused the reduced resources on the best uses.

The digital PB process in Reykjavik

Roughly 6% of Reykjavik's city council investment budget of €3.5 millions is subject to participatory budgeting each year. This is split between the city's 10 districts. The PB process is based online, with offline activities feeding into the online idea generation and deliberation.

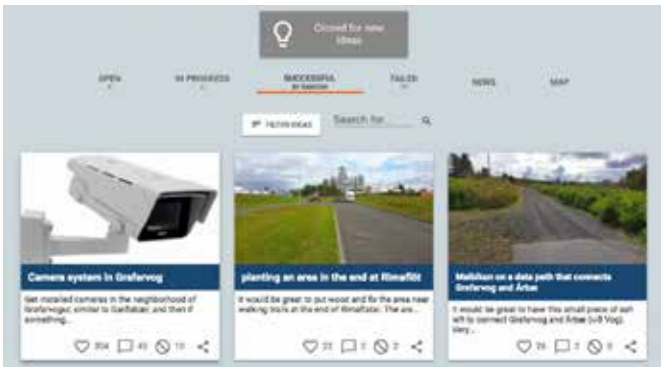
Stage one: generating ideas

Participants submit ideas for how one of the city's ten neighbourhoods can be improved on the open-source online platform, *Your Priorities*, developed by Citizens Foundation. They just need to register with Facebook Connect or an email and password to do so. They are then asked for a short description, an image, and to click on a map to share their proposal's location. You can also comment on other people's ideas, by adding points for, or against the proposal. You can express support by 'liking' an idea, and can up-vote or down-vote other people's comments. This idea generation stage lasts for about a month.

¹⁹ <https://www.demsoc.org/2019/04/11/online-pb-in-reykjavik-making-democracy-easier-and-more-fun/>

²⁰ <https://www.demsoc.org/participatory-budgeting-in-scotland/>

²¹ <https://www.citizens.is>



Screenshot of the online ideation stage for the 2018 PB process within one of the city's districts: <https://betrireykjavik.is/group/1505/successful>

Stage two: assessment

Following the completion of this stage, the city's construction board judges how much they will cost. Ideas that are beyond the scope of the process are rejected. Where ideas are not taken forward, participants are emailed to tell them why.

Stage three: voting online

Voters have the chance to choose which of the ten districts they will vote in, and they then decide which projects they think their district's budget should be spent on. Anyone 15 and over can vote, two years younger than the voting age ceiling applied in other Icelandic elections. To cast their vote, residents divide the available budget up between their favourite projects. This encourages people to think about trade-offs and get the best value for money. It's also designed to be a fun way of casting a vote.

Voters are also able to select one project as their favourite, and therefore give it double the vote. Voters aren't given a lot of information about projects, but instead the focus has been on making it easy for voters to express their preference. Róbert told us that the process of casting a vote takes on average 4.3 minutes. Voters can also go back and change their vote at any time during the voting period. Every time a voter clicks on the site ideas are presented in a random order to protect against bias. The software used for the vote is called Open Active Voting, which is also open source. The votes are announced through a voting ceremony, with participants emailed to share the results.

Each year about 100 - 120 ideas are implemented. Róbert suggested that having a large number of proposals involved could help to increase the chance of a range of different interests getting their projects implemented.

Promotion

Róbert said that you can roughly predict how many people will take part in a the PB process by how much is put into the promotion. Reykjavik has made a conscious effort to invest in using professional marketing companies and a multi-channel marketing campaign to make people aware of the PB process. This has included Google and Facebook ads, and adverts on radio and TV. Comedians have been hired as the face of the process.

The city also runs face-to-face meetings. Ideas put forward here are fed directly into the online process. And they conduct outreach in places like shopping malls, older people's homes, and schools. Using tablets makes it easy for such outreach to feed straight into the online process.

Security

Security is an important consideration for online PB, ensuring that only Reykjavik residents get a vote, and that people aren't getting more than one vote. This has become even more important over time as concerns about foreign interference have grown around the world. It's also important that processes are protected from the possibility of corruption - particularly when sizeable budgets are involved.

To make it easier to take part, the ideas generation stage just uses an email and password or Facebook Connect, but stronger security is introduced at the voting stage. The Icelandic National Registry operates a single sign-on system, using citizens' phones, which is used for a variety of services, including banking. This system is used to verify voters within the PB process.

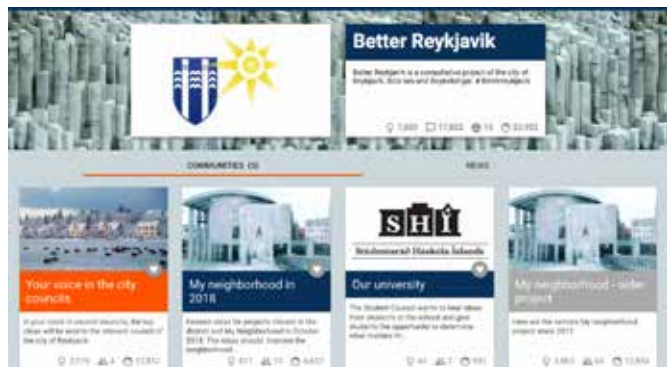
In offline votes different people would perform different roles to protect against fraud. This principle is emulated in Reykjavik's online vote. Citizens Foundation created the code used, but they do not have access to data about how people have voted. The election itself is operated by the City of Reykjavik. The city's Internal Audit monitors the election, and there is also a security audit each year, before, during and after the vote.

Online democracy in Reykjavik

The online PB process, branded as 'My Neighbourhood', is hosted on a site called 'Better Reykjavik'. This site, built using the Your Priorities software, brings together a range of ways that citizens can have their voice heard in the city.

One part of Better Reykjavik is 'My voice at the city council' which allows citizens to make suggestions online about how their city can be improved. These ideas can be commented on and voted up or down by other participants on the site. Every month the top five ideas, and the top idea in each category, are discussed in the appropriate standing committee within the council. Their response is published on the site.

In 2017 the city also experimented with using this site to crowdsource ideas for their education policy over two stages.



Screenshot of the Better Reykjavik site, showing different initiatives that citizens can engage with: <https://betrireykjavik.is>

As such, Better Reykjavik provides an online location where a number of opportunities are brought together. There has also been some movement between these, for instance ideas first submitted to the PB process have been moved into the ongoing ideation section.

What has been achieved?

In Reykjavik the annual PB process has been able to attract participation of around 12.5% of the city's population. PB can act as a gateway for bringing citizens and bureaucracies together. It has now become something demanded by voters, and which politicians also really like. At time of writing (April 2019) the city has had just completed its 8th annual idea generation, with around 39,000 people visiting Better Reykjavik (approximately 37% of the voting population) and 5,800 logging in to take part.

The population of Reykjavik makes up about 35% of Iceland's population. Since being introduced to the capital, PB has subsequently spread to other smaller municipalities.

Find out more

Reykjavik's PB process shows how online PB can give citizens an easy way to have real power, which they can see working. It also shows how this can be built into a wider array of online opportunities for participation. In creating this accessible front-end, there is lots of work that has to be put in behind the scenes – some of these considerations have been shown here. If you want to know about this case study, or the topic in general, you can contact Róbert via the Citizens Foundation website²², or speak to us at: Scotland@demsoc.org.



ANTHONY ZACHARZEWSKI is trying to make European democracy work. He founded the Democratic Society in 2006, and since 2010 he has led practical democracy projects and research from village councils to the European Commission. Recent and current project partners include the European Commission, the Open Society Foundations, the Scottish Government, the Serbian government, the Council of Europe, and the UK's Health Foundation. He is involved in numerous European networks including the Club of Venice, SEECOM, and the World Forum for Democracy's Democracy Incubator. From 1996 to 2010, he worked for the UK's Treasury, Cabinet Office, and Department of Health, and led the strategy function for the city of Brighton & Hove.

²² <https://www.citizens.is/contact-us/>

Décrypter la communication publique européenne¹

Par Michael Malherbe

Juncker vs Tusk : le choc des styles et des méthodes de communication²

Nonobstant la prouesse d'un accord parfait sur la scène européenne – une réussite fort précieuse – le président de la Commission européenne Jean-Claude Juncker et le président du Conseil européen Donald Tusk s'opposent en matière de style et de méthode pour leur communication...

70 Juncker : le serviteur 1.0 d'une Europe en tant que finalité politique

La réputation de Jean-Claude Juncker est marquée par une dissonance, qui lui a porté préjudice :

- D'une part, une apparence de maîtrise, un contrôle de ses messages, une représentation permanente en fonction sans mise en avant de la vie privée, sans « peopolisation ».
- D'autre part, quelques images incontrôlées largement médiatisées au-delà des cercles européens sur son état physique et ses problèmes de santé qui brouillent et ternissent son image.

La communication politique de Juncker traduit une maîtrise du jeu politique classique déroulant ses gammes traditionnelles lors de conférences de presse et de discours officiels accompagnée d'une mise en perspective et une inscription dans le temps long.

La personnalité de Juncker apparaît à la fois comme attachante, chaleureuse et humaine, souvent entouré de son équipe (et cornaqué par son bras droit Selmayr), un constructeur de pont, un chef de coalition, un homme de consensus ; autant de traits qui ont fait de Juncker un véritable dinosaure de la politique européenne à l'ancienne, faite de chaleur humaine et de compromis pragmatique.

Tusk : le marathonien 2.0 d'une Europe comme combat moral

Par contraste, l'apparence de Donald Tusk semble beaucoup plus construite et articulée pour exploiter le potentiel des

réseaux sociaux autour d'une personnalisation forte :

- Personnification de la fonction autour d'un storytelling des rencontres – plutôt bilatérales et des sommets européens ;
- Incarnation des valeurs européennes orchestrée par une visualisation, une scénarisation d'un caractère trempé, d'un corps politique en mouvement, d'une représentation de l'effort, de l'activité physique et de la forme par le sport.

La communication politique de Tusk s'appuie sur ses traits de caractères de sportif et de combattant ainsi que sur une intuition des situations, une intelligence des opportunités pour s'exprimer, une saisie des instants pour viser à remporter le match de l'opinion.

La personnalité de Tusk se dessine à la fois par son humour et ses saillies pleines d'esprit sur les réseaux sociaux, aussi par ses convictions morales, un homme moins expansif, moins émotif ; visant à apparaître comme un roc de convictions, une figure plus clivante, un sportif de l'Europe en lutte contre des adversaires anti-européens et pour l'unité européenne.

La séquence de fin de mandat : un croisement des stratégies de visibilité

La période actuelle de « transition » entre les leaders européens s'illustre par la convergence des postures et des registres de communication de Juncker et Tusk :

Une rupture commune des codes et des règles dans les discours, un « parler vrai » qui vise à dire sa vérité, parfois ses quatre vérités ; une démarche qui interroge sur les contraintes institutionnelles et le poids des fonctions et révèle une frustration évidente d'un certain sevrage médiatique.

Une valorisation évidemment partagée d'un bilan, voire d'un héritage :

- Pour Juncker, son dernier discours au Parlement européen signe des adieux quasi hagiographiques pour écrire la légende d'un engagement européen inébranlable d'une construction européenne pragmatique.
- Pour Tusk, son discours au Collège de l'Europe à Bruges joue la carte de la rétrospective et de l'introspection pour mettre l'accent sur ses convictions morales au service d'un projet politique européen respectant les droits des citoyens et des Etats.

Au total, au-delà des parcours personnels et des fonctions exercés – évidemment très différents – le choc porte sur les personnalités et les modalités de communication entre maîtrise pour Juncker des codes traditionnels de la politique et pour Tusk du potentiel des réseaux sociaux. La nouvelle « team Europe » qui est en train de prendre ses marques, dans une période d'apprentissage et de rodage à la recherche de leur stratégie de communication aurait intérêt à tenter d'en faire la synthèse.

1 Sélection de la plateforme web <https://www.lacomeuropeenne.fr>

2 <https://www.lacomeuropeenne.fr/2019/11/18/juncker-vs-tusk-le-choc-des-styles-et-des-methodes-de-communication/>

Communiquer l'Europe ensemble : les responsabilités de la communication européenne³

Lors de la 10e édition de la conférence EuropCom⁴ les 7 et 8 novembre dernier, le panel de conclusion représentant les responsables de la communication des principales institutions de l'UE « Looking Forward Together » semble inspiré par le fameux proverbe africain : « Si tu veux aller vite, marche seul mais si tu veux aller loin, marchons ensemble »...

Une responsabilité partagée après le succès de la participation aux élections européennes

Les enseignements de la campagne de communication réalisée par le Parlement européen lors des dernières élections européennes au printemps dernier sont particulièrement éclairants, selon Jaume Duch-Guillot, le directeur de la communication du Parlement européen :

D'une part, le besoin d'un narratif clair, d'une vision forte, pas uniquement autour du vote, pour défendre la démocratie et raconter ce que le Parlement européen représente en tant qu'institution au service du peuple, légitimée par le débat paneuropéen et la mobilisation électorale. La preuve : le taux de participation a été de 8 points de plus que la moyenne dans les territoires ciblées par la campagne de communication.

D'autre part, la communication ne peut pas se faire seule ; les partenariats et les contributions des organisations de la société civile, afin de les aider à relayer/adapter les sujets européens auprès de leurs diverses audiences, sont indispensables d'autant plus que les institutions sont moins crédibles que la source la plus pertinente qui n'est autre qu'une personne comme moi.

La majorité du corps électoral s'étant exprimée est un signe d'espoir et une charge supplémentaire pour les institutions de

l'UE. Les citoyens, qui attendent des résultats concrets, mettent l'UE devant ses responsabilités, partagées par ses institutions.

Une responsabilité à exercer en commun et dans le respect des différences

Le consensus d'une responsabilité partagée des institutions européennes – pour communiquer auprès des citoyens, s'exerçant au travers d'un message global positif, ni technocratique, ni défensif, qui soit plus attractif et encore plus pertinent et local pour les citoyens – est approuvé par le directeur de la communication du Conseil de l'UE, Paul Reiderman.

Il ne faut pas en conclure pour autant que les institutions de l'UE devraient communiquer d'une seule voix. Chaque institution européenne dispose de sa légitimité et donc de ses différences et ne devrait ni craindre ni s'excuser de communiquer son propre message subtilement différent.

Les messages ne sont que la partie émergée de l'iceberg, et il reste encore énormément à faire sous la ligne de flottaison, tout un territoire inexploré et inexploité de collaboration possible entre les institutions européennes permettant de partager les ressources et les connaissances au service de leurs propres stratégies de communication.

Le champ des réseaux sociaux est clairement une opportunité pour expérimenter cette responsabilité commune, cette capacité renforcée par la mutualisation au service des intérêts de chacun :

- Un nouveau compte Spotify commun pour toute l'UE – une sorte de symbole pour montrer et illustrer la logique de la démarche ;
- Une approche commune face aux nouvelles règles de la publicité sur Facebook lors de la campagne électorale – une pression beaucoup plus pragmatique ;
- Un développement commun de nouvelles solutions pour démultiplier les capacités de community management avec l'Intelligence artificielle, les chatbots, etc. ;
- Une capacité demain de détecter et stopper les « deep fakes », ces fausses vidéos qui décupleront la viralité déjà importante des fake news...

L'une des conditions de succès de l'exercice de cette responsabilité partagée réside dans l'encouragement à prendre des risques, à favoriser la créativité et l'innovation, à ne pas craindre de dire et de déplaître.

³ <https://www.lacomeuropeenne.fr/2019/11/12/communiquer-l-europe-ensemble-les-responsabilites-de-la-communication-europeenne/>

⁴ <https://cor.europa.eu/en/events/Pages/europcom-2019.aspx>

Une responsabilité à engager pour façonner ensemble le futur de l'Europe

La nouvelle directrice générale de la DG Communication de la Commission européenne, Pia Ahrenkilde-Hansen s'appuie sur les derniers résultats de l'enquête Eurobaromètre qui mesure le plus fort niveau jamais atteint de citoyens européens qui estiment que leur voix compte dans l'UE comme une bonne indication que les citoyens veulent prendre le part à la construction du futur de l'Union européenne.

L'UE est l'affaire de tout le monde, de toutes les institutions européennes évidemment mais aussi et surtout des acteurs de la société civile, des autorités locales et des citoyens dans leur ensemble. Ce message a été entendu par les leaders européens.

La nouvelle présidente de la Commission européenne, Ursula van der Leyen est également convaincue qu'il faut encourager une communication plus directe avec les citoyens, ce qu'elle confirme dans ses lettres de mission aux futurs Commissaires qui devront apporter l'Europe au plus près des citoyens, partout où les débats peuvent s'organiser.

Le combat contre la désinformation, clé pour préserver l'espace public et la démocratie européenne, est l'une de ces responsabilités partagées pour mutualiser les efforts, construire une résilience renforcée, donner des capacités aux citoyens à pouvoir prendre des décisions sur la base des faits. Un hub sur la désinformation en ligne sera prochainement lancé à l'échelle européenne.

Pour résumer l'approche de la communication de la Commission, Pia Ahrenkilde-Hansen liste les critères pour « Communiquer l'E.U.R.O.P.E. » :

- **E** : Emblème de l'UE - à mettre visible, en avant
- **U** : Unification du message - concentrer sur un message, à répéter
- **R** : Réalité des histoires - donner un angle « humain »
- **O** : Ordinaire - utiliser le langage ordinaire pour parler aux citoyens
- **P** : Personnalisation des contenus - localiser et communiquer sur des choses qui importent
- **E** : Émotions - à utiliser, en soutien des faits, pour capter l'attention et la conserver

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Communicating Europe

- E** EU emblem - use it up front, and make it visible
- U** Unified messaging - focus on one message, and repeat it over and over
- R** Real stories - of real people, giving the 'human' angle
- O** Ordinary citizens, ordinary language – speak to people in *their* language
- P** Personalised local content - go 'local' and communicate on the things that matter to people
- E** Emotions - use them, to back up the facts, to capture people's attention, and to keep it

Comment maîtriser la communication européenne « post-vérité » ?⁵

En dépit de penser que nous en savons plus (« l'info est à portée de clic »), en réalité, l'accélération de la circulation des données et l'enfermement dans des bulles de filtre nous condamne à une polarisation qui n'est plus limitée aux opinions et aux valeurs, mais atteint également les faits. Comment maîtriser la « communication post-vérité », une réflexion à partir du mémoire de Sarah Al Sabah ⁶ ?

Quand la « self-communication » de masse réduit l'efficacité de la communication européenne

La « self-communication » de masse impliquée par les médias sociaux change considérablement la manière de communiquer. Dorénavant, la communication doit recommencer à chaque fois en s'adaptant à ses publics à écouter, apprendre, laisser les gens s'informer et lorsque tout cela a été fait tenter de faire passer un message audible.

Dans un monde « post-vérité » où l'opinion publique est déterminée d'abord par des émotions et des convictions personnelles davantage que par des faits objectifs sachant que les réseaux sociaux ont dépassé la télévision comme source principale d'information chez les jeunes ; la politique populiste et les mouvements sociaux sont capables d'intervenir de manière beaucoup plus décisive auprès des publics.

Le résultat de cette évolution est un glissement historique de communication dans une sphère multidimensionnelle et ouverte sans repères ou référentiels communs. La communication européenne a besoin plus que jamais d'être cohérent et proactive pour déployer des stratégies de communication destinées à tous les segments pertinents de la société et pouvoir aussi percevoir l'humeur du moment, parce que pour les citoyens, leurs perceptions sont devenues leur réalité.

Quand la « post vérité » entraîne la crise de crédibilité et d'influence de la communication européenne auprès du grand public

La suprématie du virtuel où tout y devenu possible alors que le réel est justement ce qui dit que tout n'est pas possible fait que la promesse de toute-puissance finit par faire craindre l'impuissance.

Une perte de maîtrise largement liée à la perte de contrôle face au nouvel écosystème complexe et volatil où convergent la « self-communication » de masse, des médias traditionnels en transformation, des nouveaux médias plus ou bien intentionnés et des opérations de déstabilisation de l'opinion et de propagande conduisant à l'émergence de « faits alternatifs » et de « fake news ».

Une impuissance qui se renforce, face à un tel bombardement d'informations et de désinformation circulant dans la sphère publique, lorsque l'absence de compétences numériques devient une nouvelle forme d'illettrisme, on parle d'ailleurs dorénavant d'illectronisme auquel de nombreux communicateurs publics font face avec un écart de capacité entre ce qu'ils doivent faire et ce qu'ils sont capables de fournir aujourd'hui.

Il ne suffit plus de communiquer de la même manière traditionnelle pour espérer être entendu par les citoyens. Il s'agit de reconstruire le rôle d'une communication européenne légitime des politiques publiques de l'UE et de ne pas laisser les agendas politiques, les influences étrangères et / ou les diffuseurs de fausses nouvelles détourner les messages.

Quand la communication européenne se réadapte et se réajuste à la « post vérité »

Le compromis au cœur de la culture politique européenne ressort en miette de ces nouveaux rapports de forces de plus en plus violents dans la concurrence des apparences ou des vérités hâtivement instruites.

Des solutions doivent être mise en œuvre pour affronter les défis de l'ère de la « post-vérité » :

- adopter une perspective multidimensionnelle avec les citoyens au cœur de toute stratégie de communication ;
- passer en revue les approches qui aident à développer des stratégies créatives et d'innovation et éliminer les approches non applicables au secteur public ;

⁵ <https://www.lacomeuropeenne.fr/2019/11/04/comment-maitriser-la-communication-europeenne-post-verite/>

⁶ https://www.ena.fr/content/download/99707/1601450/version/1/file/AL-SA-BAH_Masters%20French%20F%EF%80%88x.pdf

- renforcer la communication économe, efficace et transparente ;
- mieux connaître ses publics afin de créer des communications personnalisées ciblées ;
- resensibiliser à l'honnêteté des « faits » et à la crédibilité des sources fiables ;
- former et spécialiser les communicateurs publics.

Au total, maîtriser la « communication post-vérité » est l'un des défis les plus importants pour l'Union européenne afin de réinventer sa relation avec ses publics sur le bien-fondé de sa mission pour faire la différence.



MICHAËL MALHERBE is Manager at Burson Cohn & Wolfe, an international Public Relations agency and a regular lecturer in the following master's courses: "European Studies" at the Sorbonne-Paris III and "European Affairs" of the Sorbonne-Paris IV. Since 2007, he has managed the blog "Décrypter la communication européenne": www.lacomeuropeenne.fr



Next meetings of the Club





Club of Venice (CoV) Plenary Meeting 5-6 December 2019, Venice (Italy)

Agenda - as of 29 November 2019

Meeting languages: Italian, French and English (interpretation provided)

WEDNESDAY, DECEMBER 4TH 2019

18:00 Steering Group and Advisory Group - restricted session on the Club governance
Venue: Council of Europe - Venice Office, St. Marco 180C, Venezia

Optional social programme

19:30 INFORMAL EVENING

Venue: Council of Europe - Venice Office, St. Marco 180C, Venezia

THURSDAY, DECEMBER 5TH 2019

9:00 - 09:20 OPENING SESSION

Welcome statements - representatives of the hosting Italian authorities and the European Institutions

- Diana AGOSTI, Italian Prime Minister's Office, Head of the Department of European Policies,

Member of the Steering Group of the Club of Venice

- Fabrizio SPADA, Interinstitutional Relations, European Parliament Office in Italy

- Claudia DE STEFANIS, Head of Communications, European Commission Representation in Italy

9:20 - 10:15 KEY ADDRESSES

"EU and its Member States communication challenges" - Laura AGEA, Italy, State Secretary for European Affairs (tbc)

"Sharing values" - Konstantinos ALEXANDRIS, Greece, Secretary-General of Public Diplomacy at the Ministry of Foreign Affairs

"The Club of Venice and the objectives of the Plenary meeting" - Stefano ROLANDO, President of the Club of Venice

10:30 - 13:00 PLENARY SESSION

"The impact of digital technologies on public communication"

- government communication and social media

- detecting and countering disinformation: work in progress

MODERATOR: Claus HÖRR,

Director of Department I/11 Media Support & EU Communication, Austria, Government Federal Chancellery,

Member of the Steering Group of the Club of Venice

KEY NOTE SPEAKER: Marco RICORDA,

Communication Specialist, International Center for Migration Policy Development (ICMPD)

PANELLISTS:

Louis RIQUET, Head of Communication, France, Ministry for Europe and Foreign Affairs

Gernot STREITMEYER, National point of contact - Stratcom (RAS), Austria, Federal Chancellery

Katja SARE, Head of Sector for Public and Cultural Diplomacy, Information and Public Relations, Croatia, Ministry of Foreign Affairs

Thibault LESENECAL, Head of the Web Communication Unit, DG COMM European Parliament

Imrich BABIC, Head of the Strategic Communication Unit, Slovakia, Ministry of Foreign and European Affairs

Danijel KOLETIĆ, President, Institute for Integrated-inclusive Communications for South East Europe, Croatia



14:30 – 17:30 PLENARY SESSION

- “Capacities/Capabilities building: governments and institutions in action,
Open Government projects and cooperation with civil society”
- analyses and strategic approaches
 - the role of governments communication academies
 - activation of the permanent expert forum and proposal for a roadmap

MODERATOR: Vincenzo LE VOICI,
Secretary-General of the Club of Venice

KEY NOTE SPEAKER: Alessandro BELLANTONI,
Head of the Open Government Unit, Organization for Economic Co-Operation and Development (OECD)

PANELLISTS:

Erik DEN HOEDT, Director, Public Information and Communication, Netherlands, Ministry of General Affairs -
member of the Steering Group of the Club of Venice

Fiona SPEIRS, Deputy Director, Head of Product - International Projects, United Kingdom,
Prime Minister’s Office and Cabinet Office Communications

Nikola HOŘEJŠ, International Affairs Programme Director, Czech Republic, Society and Democracy Research Institute (STEM)
Marian CRAMERS, Director of Development, Democratic Society (DemSoc)

Laure VAN HAUWAERT, Managing Director, EU Institutions, Government & Public Sector Practice - WPP
Robert WESTER, Managing Director, Berenschot EU

IT, SI (TBC)

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FRIDAY, DECEMBER 6TH 2019

9:00 - 12:30 ROUND TABLE

- The future of the media landscape in Europe: the EU's and its MS' engagement in reinforcing/reshaping the ecosystem
- Exchange of feedback on the current challenges
 - Training strategies
 - (poss.) Adoption of an Action Plan (follow-up to the Vilnius Charter on “Resilience to hybrid threats in communication - reinforcement of work in partnership”)

MODERATOR: Erik DEN HOEDT,
Netherlands, Director, Public Information and Communication, Ministry of General Affairs -
member of the Steering Group of the Club of Venice

KEY NOTE SPEAKER: Christophe LECLERCQ,
Founder and Chairman of the EURACTIV media network, adviser and commentator

PANELLISTS:

Daniel HOLTGEN, Director of Communications, Council of Europe Headquarters

Gerald MULLALLY, International Affairs specialist, United Kingdom, Cabinet Office, Government Communications Service (TBC)

Raffaella DE MARTE, European Parliament, DG COMM, Media Directorate

Oliver VUJOVIC, Secretary-General, South East Europe Media Organisation (SEEMO)

Klaus DAHMANN, Country Coordinator for Serbia & Western Balkans, Deutsche Welle Akademie

Guido MOLTEDO, Director of the on line “plural” magazine “Ytali”

Danila CHIARO, Project Manager, International Centre for Migration Policy Development (ICMPD)
Communication and Media reps (IT, PL, RS) (tbc)

12:30 – 13:00 CLOSING SESSION

- Reflections on the issues emerged during the plenary meeting
- Adoption of the two updated statutory documents “What is the Club of Venice” and “Constitutional Principles”
 - Planning for 2020, with focus on:
 - = London Stratcom seminar (February 2020)
 - = Croatia spring seminar (May 2020)
- = Work in synergy with other international partner organizations (SEECOM, ICMPD, Cap’ Com, ESCN, EIU, DEMSOC, SEEMO, SECEPRO)

Calendar of Club meetings



2019
Athens, 5-6 April 2019 Thematic seminar on Crisis Communication
Bar (Montenegro), 6-7 June 2019 Plenary meeting
Brussels, 23 October 2019 Seminar on "Country Reputation"
Athens, 11-12 November 2019 2nd workshop on communication/narrative in the field of migration (in cooperation with the ICMPD)
Venice, 5-6 December 2019 Plenary meeting
2020
London, 7 February 2020 Thematic seminar on Strategic Communication
Croatia (venue to be defined), early June 2020 Plenary meeting
Brussels or Berlin or Cyprus (tbc), autumn 2020 Thematic seminar on social media
a North Africa country, autumn 2020 3rd workshop on communication/narrative in the field of migration (in cooperation with the ICMPD)
Venice, November 2020 Plenary meeting
2021 (35th year of activity of the Club)
Brussels or Cyprus , early spring 2021 Thematic seminar on social media
Serbia (tbc), May 2021 Plenary meeting
(venue to be defined), autumn 2021 Thematic seminar
Venice, November 2021 Plenary meeting

Acknowledgments

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