

**DIPLOCAT  
WORK PLAN  
2024**

International dialogue  
**Connect. Project. Empower.**

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This Work Plan was approved by the Plenary Session of 14 December 2023.

DIPLOCAT is currently in the process of reforming its statutes. As soon as the Plenary Session officially approves both the proposed new statutes and the renaming of the consortium with the new name of Catalonia International, the current Strategic Plan will be automatically updated.

# DIPLOCAT WORK PLAN 2024

International Dialogue  
**Connect. Project. Empower.**

## Introduction

Based on the Strategic Plan of DIPLOCAT 2023-2026, the present annual Work Plan 2024 has been drawn up, including scheduled activities and their corresponding budgets, indicators of achievement of goals and a communication plan. This plan includes the activities that will be carried out based on the three central themes that define the organisation's motto: "International Dialogue - Connect. Project. Empower".

### Line 1 – Connect. Listen and be heard

#### STRATEGIC OBJECTIVES (SO)

- |      |  |
|------|--|
| 1.1. | Listen to the international audience.  |
| 1.2. | Analyse and exchange good practices and models of excellence.  |
| 1.3. | Promote the participation and contribution of Catalan institutions and civil society in the international arena. |

### Line 2 – Project. Promote Catalonia to the world

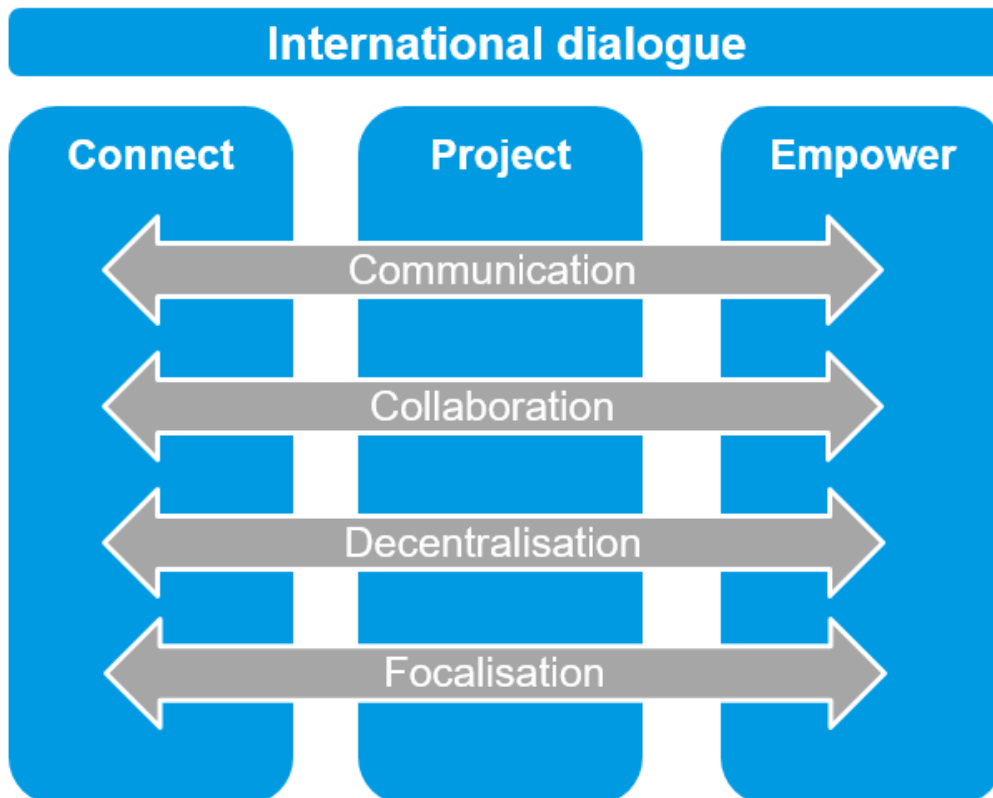
#### STRATEGIC OBJECTIVES (SO)

- |      |   |
|------|---|
| 2.1. | Promote the assets and values of Catalonia through the member entities of the consortium and civil society. |
| 2.2. | Promote knowledge of Catalonia among institutions, experts and opinion makers.                              |
| 2.3. | Position Catalonia in the international media.  |

## Line 3 – Empower. Foster training and knowledge

### STRATEGIC OBJECTIVES (SO)

- |      |  |
|------|--|
| 3.1. | Encourage training and capacity development of civil society in the international sphere.          |
| 3.2. | Encourage training and capacity development of the consortium members in the international sphere. |



## Criteria for developing the Work Plan

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As stated in the Strategic Plan, when developing the different objectives and specifying the actions to be carried out, the organisation must ensure the following:

- ▶ **Promoting collaboration.** To involve the member entities of the consortium in all actions carried out and promote collaboration between them. Participation will be partly organised through various work groups:
  - The work group for the local communities.
  - The work group for business, social and trade union communities.
  - The work group for the academic and scientific community.

Whenever possible, DIPLOCAT will also involve other entities and institutions, whose expertise will help carry out and enrich the programmed actions.

- ▶ **Decentralising** and bearing in mind the whole of Catalonia. Depending on the topic to be addressed, the work groups will meet outside Barcelona. The actions and stakeholders involved also need to seek a geographical balance in order to present the country as a whole, and above all to allow for collaboration with all the member entities of DIPLOCAT, given that nearly a third of them consist of local entities that represent the entire country.
- ▶ **Using the classic tools of international outreach and dissemination**, such as international visitor programmes (IVPs), exchanging good practices, organising public activities, promoting training, and interaction with the media.
- ▶ **Focusing on those themes that are priorities** thanks to their inter-disciplinary interest, which are defined in the annual work plans. On the one hand, these will include the strategic issues identified as major global debates and, on the other hand, those in which Catalonia is, or aspires to be, a benchmark, bearing in mind the potential of the various sectoral contexts (economic, social, academic, artistic, gastronomic, cultural, scientific and sports-related, among others). Annual plans will also mark out the countries and geographical areas for priority action, on the basis that Catalonia's natural environment is Europe and the Mediterranean.

As a result of the meetings between the member entities of DIPLOCAT, in the framework of the various working groups, priority themes have been identified on which DIPLOCAT's activities should focus. Among these it would be important to single out climate change and ecological transformation, rural development and regional balance, the reindustrialisation of the country, the social agenda, apprenticeship and training, together with the implications that all these contexts may have for employment and dignified working conditions, giving all activities a gender perspective. It has also been noticed that the European Union continues to be the benchmark geographical context.

- ▶ **Fostering the use of social media** as a key tool for internationalisation in order to increase their use by member entities of the consortium and by civil society.

## Activities and budget

Budget (VAT included)

Line 1 – Connect. Listen and be heard

€ 281,361.00

A key part of the international dialogue, if not the most important of all, is the ability to listen to the audience to whom you wish to contribute a vision of the world. Often, as a result of listening, you have to adapt the way you relate to the world to reach the greatest number of influential actors. In this context, one-directional messages are no use if you wish to be credible. Catalonia must seek recognition by providing added value to shared problems and generating a common story and strategy with other international actors in order to face supranational challenges. This will allow the country to position itself at the forefront and be more competitive in a global world.

To do this, Catalonia must listen to the world to identify where it can export knowledge and experience in the fields in which it is or wants to be a leader, and to learn from other models of success to become more competitive in those in which it is not yet a leader.

### STRATEGIC OBJECTIVES (SO)

SO 1.1. Listen to the international audience. € 53,361.00

The consortium listens to what international public opinion says about Catalonia and the issues of greatest concern in the world in order to subsequently generate a constructive dialogue.

#### Operational objectives

- |        |  |             |
|--------|--|-------------|
| 1.1.1. | Monitor how the international media perceives Catalonia in its different aspects.  |             |
|        | ▶ Monitoring of the news concerning Catalonia in the international media.  | € 15,367.00 |
| 1.1.2. | Identify the perception of Catalonia among overseas public opinion in order to determine how it is thought of, as a tool for designing specific policies and external communication and as a future strategy for strengthening the country's brand.              |             |
| 1.1.3. | Establish a monitoring of conversations in social media ("social listening") in open mode and in various languages, with the aim of identifying in real time the themes of conversations concerning Catalonia and consortium members in the international arena. |             |
|        | ▶ Continuous monitoring of mentions of Catalonia on social networks.   | € 37,994.00 |
| 1.1.4. | Study the viability of positioning Catalonia in an international index of place branding.  |             |
|        | ▶ Collaborate with the Catalan entities responsible for developing the region's brand.   | OR          |

SO 1.2. Analyse and exchange good practices and models of excellence. € 145,000.00

The consortium encourages the study and analysis of good practice models abroad, while promoting knowledge abroad of the most pioneering sectors in Catalonia by promoting collaboration between the public and private sectors.

Operational objectives		
1.2.1.	Organise programmes of visits outside Catalonia to obtain first-hand knowledge of good practices and experiences of interest.	
	▶ Visit to Switzerland to learn about the model of the United Nations and international organizations, aimed at Catalan organizations with an international vocation.	€ 20,000.00
	▶ Visit to Denmark to learn about the agricultural system promoting the application of new technologies to improve productivity. [Action recovered from 2023].	€ 25,000.00
1.2.2.	Promote seminars and meetings in Catalonia to exchange good practices with international experts.	
	▶ Series on "The social and political commitment of the artist and his work".	€ 10,000.00
	▶ Exchange of best practices and innovation processes on integrated social and health care and their application in rural and sparsely populated areas.	€ 15,000.00
	▶ Exchange of good practices between the European chambers of commerce. [Action recovered from 2023].	€ 15,000.00
	▶ Series of debates with Latin American experts on topics of global interest.	€ 10,000.00
	▶ MEDIMED 2024. Euro-Mediterranean Documentary Market.	€ 50,000.00
1.2.3.	Monitor the development of international soft power activity by other sub-state actors on current international issues, people and entities to learn about other models and promote partnerships between DIPLOCAT and its member entities with international counterparts.	
	▶ Field work, contact and visits to learn about the most pioneering models.	OR

SO 1.3.	<b>Promote the participation and contribution of the institutions and civil society at the international level.</b>	<b>€ 68,000.00</b>
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The consortium positions Catalonia in global debates and helps the entities and civil society of the country to take part and make contributions.

Operational objectives		
1.3.1.	Promote and organise debates of global relevance in Catalonia by contributing to them through Catalan expertise in the subject in question.	
	▶ Conference on democratic education (Addressing Hate Speech - UNESCO). [Action recovered from 2023].	€ 15,000.00
	▶ Global debate on the challenges of today's crisis of democracy.	€ 15,000.00
	▶ Global debate on best practices in addressing fake news.	€ 10,000.00
	▶ Conference on environmental issues.	€ 15,000.00
	▶ Europa en Blau conference.	€ 3,000.00

<b>1.3.2.</b>	Make Catalan benchmarks visible throughout the world and disseminate them internationally.	
	▶ Production of videos featuring well-known figures to explain the assets and values of Catalonia.	€ 10,000.00
	▶ Meeting with members of the consortium's Advisory Council.	OR

<b>Line 2 – Project. Promote Catalonia to the world</b>	<b>€ 225,100.00</b>
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The great difference between Joseph S. Nye’s famous hard and soft power is that while one seeks to convince by force and repression, the other does so by seduction and persuasion. Over and above these two elements, the vocation for dialogue, the fostering of innovation and cooperation between all stakeholders are a differentiating feature of the soft power of Catalonia which needs to be showcased.

It should be taken into account that a positive public image and opinion abroad has a direct impact on many levels, including attracting companies and investments, university student exchanges, tourism, and major cultural and sports events.

One of the objectives of the consortium is to present to the world the assets of Catalonia and to help establish and consolidate relationships of friendship and trust. In order to do so, the consortium also takes advantage of the great sporting events that are held in Catalonia in order to promote the country.

## STRATEGIC OBJECTIVES (SO)

<b>SO 2.1.</b>	<b>Promote the assets and values of Catalonia through the member entities of the consortium and civil society.</b>	<b>€ 87,100.00</b>
	The consortium accompanies the entities that want to be present on the international stage and helps them find opportunities for collaboration with each other by organising joint activities in different fields and encouraging public-private partnerships.	
	<b>Operational objectives</b>	
<b>2.1.1.</b>	Promote activities to transmit the image of Catalonia through the member entities of the consortium.	
	▶ Business projection award.	€ 15,100.00
	▶ Dialogues for a Social Europe. Conference aimed at the third social sector in Catalonia.	€ 15,000.00
	▶ International Congress of Cooperativism.	€ 15,000.00
	▶ Iberian Congress on African Studies.	€ 7,000.00
<b>2.1.2.</b>	Promote actions to make Catalonia better known thanks to civil society.	
	▶ Books & Roses web communication campaign.	OR
	▶ Barcelona Innovation Day – Paris. [Action recovered from 2023].	€ 20,000.00
	▶ Catalyst for Talent conference on the internationalisation of Catalan talent through actors and actresses.	€ 15,000.00



<b>SO 2.2.</b>	<b>Promote knowledge of Catalonia among institutions, experts and opinion makers.</b>	<b>€ 51,000.00</b>
The consortium facilitates direct and first-hand knowledge of Catalonia's values and assets among those who show interest or are likely to transmit it to their circle of influence.		
<b>Operational objectives</b>		
<b>2.2.1.</b>	Organise International Visitor Programmes (IVPs) aimed at foreign entities or individuals with prestigious reputation in their field to enable them to visit Catalonia, obtain first-hand knowledge of the region and foster close ties with their own countries of origin.	
	▶ IVP Young Leaders.	€ 20,000.00
	▶ IVP in the framework of the Dialogues for a Social Europe.	€ 1,000.00
	▶ IVP for the exchange of best municipal practices on the use of time. Study visit to Catalonia by Latin American entities.	€ 25,000.00
	▶ IVP with Global Chairs, G100 Women's Network.	€ 5,000.00
<b>2.2.2.</b>	Offer talks to groups of students and international visitors who are already in Catalonia.	
	▶ Student visit from the Lohmar Institute for Continuing Education (Germany).	OR
<b>2.2.3.</b>	Collaborate in the configuration of the Xarxa Catalunya Talent Project.	
	▶ Participation as a member of the Council of Catalonia Abroad.	OR
<b>SO 2.3.</b>	<b>Position Catalonia in the international media.</b>	<b>€ 87,000.00</b>
The consortium ensures that the image of Catalonia transmitted by foreign media is as accurate as possible and is in permanent contact with international correspondents and journalists.		
<b>Operational objectives</b>		
<b>2.3.1.</b>	Organise IVPs for journalists.	
	▶ IVP MEDIA Sant Jordi.	€ 20,000.00
	▶ IVP Scientific journalists. <span style="float: right;">[Action recovered from 2023].</span>	€ 15,000.00
	▶ IVP aimed at international journalists during the MODEL. Barcelona Architectures Festival.	€ 5,000.00
	▶ IVP Manifesta 15.	€ 30,000.00
	▶ IVP MEDIA as part of the human towers competition in Tarragona.	€ 15,000.00
<b>2.3.2.</b>	Hold meetings with international correspondents and journalists.	
	▶ Occasional contacts depending on current events or organised activities.	OR
	▶ Meeting with international media correspondents for 23 April - Day of Books and Roses.	OR

2.3.3.	Publish articles in the international press.	
2.3.4.	Collaborate with associations of journalists and media working to publicise Catalonia in the world.	
	▶ Ernest Udina Award for the European Trajectory	€ 2,000.00

<b>Line 3 – Empower. Foster training and knowledge</b>	<b>€ 339,600.00</b>
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The international projection of Catalonia is a task for everyone. If it is to be done properly, training and capacity development must be provided for both the Catalan public administration staff and civil society as a whole.

Many players have a role on the international stage: administrative bodies, sports clubs, universities, trade unions, city councils, cultural entities and companies, among others, are the real protagonists of a country's international outreach, outside the political world. Training must be encouraged in order to raise awareness and improve Catalan society's capacity for internationalisation. Society's collaboration in the external outreach of Catalonia will be facilitated by an awareness of geographical areas of influence throughout the world, the tools of multilateralism, instruments of cooperation and, all in all, the functioning of all the governance levels in the international field.

## STRATEGIC OBJECTIVES (SO)

<b>SO 3.1.</b>	<b>Encourage the training and capacity development of civil society in the international sphere.</b>	<b>€ 289,600.00</b>
	The consortium offers grants and scholarships aimed at civil society with the aim of improving its training and increasing its ability to contribute to the country's internationalisation.	
	<b>Operational objectives</b>	
<b>3.1.1.</b>	Train international relations specialists who can collaborate in Catalonia's international outreach.	
	▶ 41st call for scholarships in international relations 2024–2025 (10 grants of €27,000 each, although 50% is allocated to this financial year's budget and the rest divided across one or two more financial years)	€ 199,800.00
	Processing/publication costs	€ 3,000.00
	▶ 7th call for grants in Euro-Mediterranean affairs 2024–2025 (College of Europe, Natolin, Poland), (two scholarships of €27,000 each, although 50% is allocated to this financial year's budget and the rest divided across one or two more financial years)	€ 54,000.00
	Processing/publication costs	€ 3,000.00
	▶ Scholarships awarded in previous years	€ 7,800.00
	▶ Studying the feasibility of awarding scholarships for postgraduate studies in international relations in Catalonia	OR
	▶ Welcoming students who wish to complete academic internships at the organisation	€ 1,000.00

	▶ European Youth Parliament. Barcelona Regional Meeting.	€ 5,000.00
<b>3.1.2.</b>	Foster networks of the entity's alumni and former scholarship holders.	
	▶ Meeting of the organisation's Alumni Network.	€ 10,000.00
	▶ Debates within the framework of the consortium's alumni network	€ 1,000.00
<b>SO 3.2.</b>	<b>Encourage training and capacity development in the international sphere for members of the consortium</b>	<b>€ 55,000.00</b>
The consortium organises training courses on topics of special interest with the aim of developing the capacity of the member entities of the consortium as actors of Catalonia's outreach, placing special emphasis on knowledge and use of the social media as a tool for internationalising the country.		
<b>Operational objectives</b>		
<b>3.2.1.</b>	Promote ad hoc training courses: promote training in topics of global interest, collaborating with other entities and institutions.	
	▶ 4th edition of the Seminar on European funds "Funding tools and opportunities for local bodies".	€ 10,000.00
	▶ 5th edition of the Seminar on European funds "Funding tools and opportunities for local bodies".	€ 10,000.00
	▶ Barcelona Science and Technology Diplomacy Summer School.	€ 10,000.00
	▶ Summer School on the Mediterranean and Middle East.	€ 10,000.00
	▶ 3rd edition of the Course of Action in international and European organisations.	€ 15,000.00
<b>3.2.2.</b>	Facilitate knowledge and best practices in the use of social networks.	
	▶ Applicable to all actions	OR
<b>Communication and dissemination actions</b>		<b>€ 185,380.30</b>
<b>ACTIONS</b>		
	▶ Agora: Drafting of DIPLOCAT publications	€ 10,000.00
	▶ Communication campaign for the consortium's new corporate identity	€ 30,000.00
	▶ Website for the consortium's new corporate identity	€ 60,000.00
	▶ Pre-implementation feasibility study of the new BooksAndRoses website	€ 18,150.00
	▶ New BooksAndRoses website	€ 67,230.30
<b>TOTAL</b>		<b>€ 1.016,441.30</b>

OR=Own Resources

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## Indicators for achieving objectives

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### Line 1 – Connect. Listen and be heard

Monitor media	Number of reports 1
<i>Social listening</i>	Number of reports: 1 per year and 11 per month
Study visits outside Catalonia	Number of visits 2
Questionnaire for the assessment of study visits outside Catalonia	Number of questionnaires 2
Meetings on good practices in Catalonia	Number of meetings 5
Questionnaire for the assessment of best practice meetings	Number of questionnaires 2
Monitoring of soft power activities	Number of monitoring operations 1
Global debates in Catalonia	Number of activities 5
Make Catalan benchmarks visible throughout the world	Number of actions 2

### Line 2 – Project. Promote Catalonia to the world

Activities in various fields through the action of member entities of the consortium	Number of actions 4
Activities in various fields conducted jointly with the action of civil society	Number of actions 3
Diplocat IVPs or ones organised in collaboration with other entities	Number of IVPs 4
Talks to groups	Number of talks 1
IVPs for journalists	Number of IVPs 5
Survey of IVP participants	Number of assessment surveys 9
Meetings with international correspondents or journalists	Number of meetings 1
Collaborations with associations of journalists and the media	Number of collaborations 1

### Line 3 – Empower. Foster training and knowledge

Training specialists in issues related to international relations: Programmes of scholarships	Number of actions 3
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Training specialists in issues related to international relations: Internship at DIPLOCAT	Number of activities 6
Questionnaire for the assessment of foreign studies	Number of questionnaires 6
Foster networks of alumni and former scholarship holders.	Number of actions 2
Promoting ad hoc training courses	Number of courses 4
Questionnaire for the assessment of course participants	Number of questionnaires 4

## Communication Plan

Communication is an essential element of the entity, as one of DIPLOCAT's main objectives is specifically to make Catalonia known around the world, with its assets and values. Therefore, the consortium's activities have an intrinsic communicative feature. Moreover, we will keep working to explain the values, mission and vision of the organisation, underlining its status as a consortium and its plural nature and the range of activities that it carries out.

In any case, the great challenge in terms of communication for the year 2024 will be the change of name and corporate identity of DIPLOCAT, as established by the new statutes that must be approved by the Plenary of the consortium. Once the proposed name (Catalonia International), which has already been submitted to the entities, is approved, a specific communication plan will be activated, establishing the steps to be followed in terms of dissemination, implementation and development of the new corporate identity.

Furthermore, it is assumed, and this is not detailed in this plan, that all the activities organised by DIPLOCAT are disseminated to the press, social networks, website and other digital media at the very least in Catalan and in a foreign language, which is usually English. In addition, those activities that may be of interest to member entities are communicated so that they may participate and further disseminate awareness. In the same way and whenever possible, an attempt will be made to ensure that the communication goes beyond the activity itself and extends over time, through a publication or a report on conclusions, for example.

Digital communication is one of the mainstays of the organization, as it has been shown to be an effective, agile and economical way to reach a very wide audience. In any case, digital communication does not replace direct and permanent contact with foreign correspondents and journalists from traditional media, many of whom already have a point of reference within the organisation who they turn to when reporting on Catalonia.

During the year 2024, the following actions stand out, some of which are part of strategic objective 2.3 (Positioning Catalonia in the international media):

## Institutional communication

- ▶ Ensure application of the corporate identity based on the organisation's new branding. Revamping of the website, signage and corporate material.
- ▶ Communication of the new corporate identity to consortium member entities, to the collaborating entities and to the general public.
- ▶ Coordination with the consortium member entities to contribute to the dissemination of their international activity and to share data on the international monitoring of social networks that affect them.
- ▶ Dissemination of the consortium's own publications.
- ▶ Publication of an article by DIPLOCAT in an international specialist journal.
- ▶ Submission of a quarterly e-newsletter with the most outstanding information of the entity.
- ▶ Production of a series of short videos promoting Catalonia abroad, featuring renowned personalities to explain the assets and values of the region.

## Communication of actions

- ▶ Communication of all the activities that are organised to the press and the general public through the website and social networks.
- ▶ Dissemination of the monitoring report on mentions of Catalonia by international press.
- ▶ Dissemination of the monitoring report on mentions of Catalonia on social networks.
- ▶ Organisation of programmes for international visitors aimed at journalists (Sant Jordi, Model Barcelona Architectures Festival, Manifesta 15, Tarragona Human Tower Competition, etc.).
- ▶ #BooksAndRoses internationalisation campaign for 23 April – Day of Books and Roses.

## The member entities of the consortium

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### Public institutions and municipal entities

- Government of Catalonia
- Barcelona City Council
- Tarragona City Council
- Girona City Council
- Lleida City Council
- Vielha e Mijaran City Council
- Barcelona Provincial Council
- Tarragona Provincial Council
- Girona Provincial Council
- Lleida Provincial Council
- General Council of Aran
- Catalonia Association of Municipalities and Counties (ACM)
- Federation of Municipalities of Catalonia (FMC)

### Entities of the business sector

- General Council of the Official Chambers of Commerce, Industry and Navigation of Catalonia
- Entrepreneurs association Foment del Treball Nacional
- Association of Micro-, Small and Medium-Sized Enterprises of Catalonia (PIMEC)
- Confederation of Cooperatives of Catalonia
- Multi-Sector Business Association (AMEC)
- Private Foundation of Entrepreneurs (FemCAT)

### Entities of the social, trade union and sports sector

- Third Sector Platform of Catalonia
- Trade union Unió General de Treballadors (UGT)
- Trade union Comissions Obreres (CCOO)
- Football Club Barcelona

### Universities, business schools and academic institutions

- University of Barcelona (UB)
- Autonomous University of Barcelona (UAB)
- Technical University of Catalonia (UPC)
- Pompeu Fabra University (UPF)
- University of Lleida (UdL)
- University of Girona (UdG)
- Rovira i Virgili University (URV)
- Ramon Llull University (URL)
- Open University of Catalonia (UOC)
- University of Vic- Central University of Catalonia (UVic-UCC)
- International University of Catalonia (UIC)
- Abat Oliba University CEU (UAO CEU)
- Barcelona Institute of International Studies (IBEI)
- EADA Business School
- Barcelona School of Economics (BSE)