EN

Strategic Plan 2023 — 2026

Connect
Project
Empower

Catalonia International

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Contents

1 Introduction 05

2 The role of Catalonia International: a national Consortium promoting collaboration between the public and private sectors in order to project Catalonia to the world **07**

3 Methodology 09

4 Criteria for developing the Strategic Plan 10

5 Philosophical elements 11
- Mission
- Vision
- Values

6 Operational elements 12
- Lines of work, strategic objectives and operational objectives
- LINE 1 – Connect. Listen and be heard
- LINE 2 – Project. Promote Catalonia to the world
- LINE 3 – Empower. Foster training and knowledge

7 Evaluation and indicators of achievement of goals 24

8 Corporate communication and information 25
- Media contact
- Digital communication plan
- Publications and dissemination of materials

9 Staff, governing bodies and member entities of the Consortium 27
- Staff
- Governing bodies
- The member entities of the Consortium

10 References 29

This Strategic Plan was approved by the Plenary Session of 13 December 2022.

The reform of the statutes of the entity was approved by the Plenary on 6 June 2024 and published in DOGC no. 9188 of 20 June 2024. Catalonia International became the new name of the Consortium and the present Strategic Plan has been updated to adapt it to the new name and corporate identity.

1. Introduction

In the life of any organisation, there are periods marked by continuity and periods of change. It is a totally natural and positive experience to observe how different stages follow on from one another as harmoniously as possible. The fact is that we all need to reflect on things and to do a little spring cleaning now and again, and then to take the time to implement the changes introduced and to see how they have worked out.

Our new Strategic Plan, which covers the period from 2023 to 2026, is the Consortium's second such stage since it was reactivated, and represents a period during which it will consolidate one of the biggest changes in the life of any organism: a modification of its statutes that also involves a change of name, of identity and of corporate image. This change of name has been proposed for sound logical reasons. The official name Patronat Catalunya Món –Public Diplomacy Council of Catalonia (PCM-DIPLOCAT) was established after a modification in 2012 of the original statutes approved in 2005, but had since become outdated, given that the title Patronat Catalunya Món has not been used since 2012 and has persisted only as part of the organisation's legal name. It was therefore decided to take advantage of the ideal opportunity offered by the redrafting of the statutes to change the organisation's name to Catalonia International, with the support of the Government of Catalonia and of the other agencies forming part of the Consortium's governing body.

The ability to adapt to new times and new circumstances is one of the defining characteristics of our organisation. Despite this change of name, the nature and mission of our institution continue. DIPLOCAT was set up in 2012. It is a public-private consortium that aims to build bridges between Catalonia and the rest of the world and to facilitate the transfer of people, ideas and projects in both directions. DIPLOCAT is the successor to the Patronat Catalunya Món and the earlier Patronat Català Pro Europa, an entity created in 1982 that was a pioneer in Catalan relations with the EU.

Over and beyond this change of name and of image, the essence of the organisation's function remains intact. We will continue to project Catalonia's international image, and to do so by reinforcing even further the Consortium's character as a platform combining the participation of both the public and the private sector, in which a spirit of joint initiative is vital for achieving shared common objectives. This is thus the essential role of the new Strategic Plan, which will guide our actions over the next four years. It reflects a strategy for projecting an external image of Catalonia as a pluralistic instrument serving all sectors of the country.

Laura Foraster i Lloret
Secretary General
13 December 2022

Catalonia International

Connect. Project. Empower.

38 member organisations

→ 13 public institutions and municipal entities
→ 6 entities of the business sector
→ 4 entities representing civil society, the trade unions and the sports sector
→ 15 universities, business schools and other academic institutions

25 members of the Advisory Council

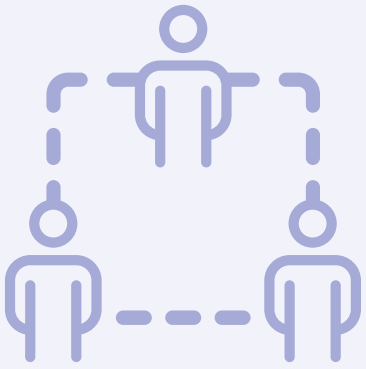
13 members of staff

3 lines of work

28 indicators of achievement of goals

22 operational objectives

8 strategic objectives



3 sectoral working groups

→ Representatives of municipal entities
→ The business world, civil society and the trade unions
→ The academic and scientific community

2. The role of Catalonia International: a national Consortium promoting collaboration between the public and private sectors in order to project Catalonia to the world

> "No stakeholder is wealthy or influential enough to 'do anything alone' (...). Today's stakeholders need to organise coalitions and associations to deal with a diverse range of issues. I consider that collaborations to deal with specific problems constitute the dominant way to do things in the 21st century. The partners involved will include representatives of national governments, regional bodies, business groups and NGOs."
>
> Nicholas J. Cull, University of Southern California (2015)

Catalonia must continue to play an important role in the global arena, and today this involves carrying out external action that is complementary to what is traditionally undertaken on the part of nation states, since governments have ceased to be the sole protagonists of international dialogue.

In today's digital era, as we have seen during the COVID-19 pandemic, non-state governments, city councils and local authorities, companies, universities, social movements and the general public are increasingly playing a role in the global governance of an interconnected world. Everyone has the possibility to connect easily with other citizens around the world. However, this increase in the flow of information and digital communications requires channels and meeting points for establishing relationships of trust with a variety of actors.

Being aware of this reality, the Consortium brings together a wide selection of representatives of Catalonia, and combines a wide range of public and private entities so that they can collaborate between themselves in projecting their international image. At the same time it makes use of different methods, both traditional and more contemporary, to create links between civil society and the country's institutions and the outside world. The aim is to listen and be heard with a view to building long-term bridges of dialogue and relationships of trust between Catalan and international actors. This will result in Catalonia being perceived as a reliable and useful protagonist when it comes to dealing with global challenges.

As is stipulated in the organisation's new statutes, the purpose of the Catalonia International Consortium is to promote and administer combined public and private sector initiatives to promote Catalonia and provide it with links to the rest of the world, reinforcing Catalan civil society's international dimension while helping to position the image, reputation and status of Catalonia in the outside world.

The Consortium must be able to accompany all actors of Catalan society who want to be present in the international arena and help them achieve their goals, whenever possible creating their goals, whenever possible creating opportunities for collaboration and association between them.

In this sense, the consortial nature of the entity, with a diverse and cross-cutting structure, makes it a suitable instrument for supporting all civil society stakeholders in Catalonia who wish to become involved and participate in major international debates and promoting collaboration between them. In fact, many of these stakeholders are already present on the international scene, and bring their expertise and know- how to help build a Catalonia that is more

internationalist and more open to the outside world. The image of Catalonia is the sum of the many images that these actors transmit.

The Consortium's new statutes establish its vocation to work for and with its member entities in order to bring it closer to its members and reinforce it as a place where institutions and civil society come together. The Consortium must be seen as a gateway to the world, the best tool for discovering and exchanging good international practices in all areas in which Catalonia is or wants to be a leader, such as business, science, education, associations, tourism, the social and voluntary sector, sport, culture and the environment. The Consortium must be able to accompany all actors of Catalan society who want to be present in the international arena and help them achieve their goals, whenever possible creating their goals, whenever possible creating opportunities for collaboration and association between them.

In order to carry this out, Catalonia International favours a participatory and transparent model and greater involvement of the members of the Consortium and the Advisory Council, with whom the organisation's first Strategic Plan since its re-establishment was prepared, covering the period 2019 to 2022. This link was also forged through the creation of two specific working groups, one for the internationalisation of local communities, and the other for the business world, trade unions and civil society, which group together the entities linked to these fields or sectors and are members of the entity. Thanks to the efficient work performed by these groups and the experience acquired in recent years, in order to roll out this new Strategic Plan the creation of new working groups is planned together with the expansion of those already existing, in order to include each of the member entities in a specific working group.

The Consortium needs to continue to promote a process by which the institutions and public and private actors of the country communicate with the public abroad to disseminate ideas, culture, assets and values, in a continuous dialogue with the rest of the world aimed at creating opportunities, making connections and strengthening mutual trust. Promoting the image of Catalonia and creating a positive public opinion abroad directly affect the attractiveness of investments, knowledge, institutions and people, while helping to establish and consolidate relations of friendship and trust with the rest of the world.

In order to do so, this Strategic Plan will continue to maintain the philosophy and structure of the previous Strategic Plan, represented by the slogan "International dialogue: Connect, Project, Empower" while adapting it to the new international reality and reinforcing the collaboration between the public and private sectors.

3. Methodology

The proposed Strategic Plan has been shared with the Ministry for European Union and Foreign Action of the Government of Catalonia, and also with all the entities that form part of Catalonia International's working groups: the group for local communities, for the business world, civil society and the trade unions, and the academic and scientific community so that they can make their own contributions. In each case the proposals and themes suggested by the entities have been collected in order to keep them in mind in the roll-out of initiatives.

Furthermore, in the same way as for the Consortium's Strategic Plan for the period 2019-2022, a new participatory process with all the Consortium's member entities and a new SWOT analysis were carried out. The result obtained from the anonymous participations was not very different from the SWOT analysis undertaken in the first Strategic Plan, for which reason it does not appear in a specific section, but was used as a guide in certain aspects of the preparation of the Plan.

In all projects the elements available for achieving their objectives must be measured. The SWOT analysis identified the strengths and weaknesses of the entity and the opportunities and threats of the environment in which it operates. This analysis helps formulate winning strategies for achieving the mission and the long-term vision.

In the same way, this second Plan is the product of the experience in the roll-out of the previous Strategic Plan, bearing in mind the annual performance balances already completed. On the basis of this experience some of the operational objectives were modified to adjust them to the reality of the activity rolled out. The report on the 2019-2022 Strategic Plan is available here (in catalan).

4. Criteria for developing the Strategic Plan

In developing the strategic 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.
- Business, Social and Trade Union Working Group.
- The work group for the academic and scientific community.

Whenever possible, Catalonia International 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 Catalonia International, given that nearly a third of then are 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 a priority thanks to their inter-disciplinary interest, which will be defined annually in 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 Catalonia International, in the framework of the various working groups, priority themes have been identified on which 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.

5. Philosophical elements

> "Power with others can be more effective than power over others."
>
> Joseph S. Nye, Harvard University (2001)

Mission

Catalonia International connects Catalonia to the world and promotes activities that project the image of the country abroad, creating links and relationships of trust with the citizens and institutions of other countries. In addition, the Consortium promotes collaboration between the private and public sectors and encourages civil society and Catalan entities to become involved and contribute to the main global challenges and debates. It fosters their ability to be major players on the international stage in order to establish durable bridges of dialogue over time, with the aim of listening and being heard.

Vision

To collaborate to position Catalonia as a leading international player, whose public and private institutions help make the country a reliable benchmark, committed and deeply involved in various fields, projecting its image abroad and contributing to the growth of its international stature and openness towards the rest of the world.

Values

Pluralism and cross-cuttingness

The Consortium cannot be understood without all the members that make it up. This diversity enriches the contributions that are made from Catalonia to meet the global challenges. On the other hand, its cross-cuttingness helps optimise resources in actions.

Collaboration and commitment

Catalonia International is an instrument clearly committed to Catalan society and its assets and values. This commitment translates into the creation of opportunities for collaboration and association among its members and into the promotion of links between them and their international counterparts. At the same time, it seeks complicity with other actors who carry out, or wish to carry out, actions for the international projection of the image of Catalonia. The ability to create synergies and networking is crucial to achieving results in a globalised world.

Ethics and transparency

All the activities of Catalonia International are published on the website and are disseminated and promoted to the public, both locally and abroad, showing full transparency in accordance with current legislation and following the ethical commitment that guides all its actions.

6. Operational elements

Lines of work, strategic objectives and operational objectives

Line 1

Connect

Listen and be heard

Strategic objectives

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

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

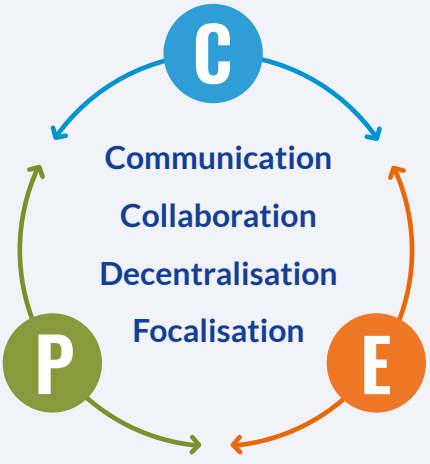
Foster training and knowledge

Strategic objectives

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.

International dialogue
Connect
Project
Empower



Connect

Listen and be heard

Line 1
CONNECT. LISTEN AND BE HEARD

> "How well we listen determines how fast we can construct a relationship. The better we listen, the faster a link is formed. Once you have an established relationship, quality listening between the two sides can really consolidate this connection."
>
> Michael Franzblau PhD (2020)

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 objective

1.1 Listen to the international audience

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.

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 the 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 the members of the Consortium in the international field.

1.1.4 Study the viability of positioning Catalonia in an international index of place branding.

Strategic objective

1.2 Analyse and exchange good practices and models of excellence

The Consortium encourages the study and analysis of good practice models abroad, while promoting knowledge abroad of the most pioneering sectors in Catalonia 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.

1.2.2 Promote seminars and meetings in Catalonia to exchange good practices with international experts.

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 Catalonia International and its member entities with international counterparts.

Strategic objective

1.3 Promote the participation and contribution of the institutions and civil society in the international arena

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.

1.3.2 Make Catalan benchmarks visible throughout the world and disseminate them internationally.

Annual indicators

- ☐ Monitor media
  Number of reports
- ☐ Perception of Catalonia
  Number of surveys
- ☐ Image of Catalonia based on survey data from several sources
  Number of reports
- ☐ *Social listening*
  Number of reports
- ☐ Study visits outside Catalonia
  Number of visits
- ☐ Questionnaire for the assessment of study visits outside Catalonia
  Number of questionnaires and evaluation
- ☐ Meetings on good practices in Catalonia
  Number of meetings
- ☐ Questionnaire for the assessment of best practice meetings
  Number of questionnaires and evaluation
- ☐ Monitoring of soft power activities
  Number of monitoring operations
- ☐ Global debates in Catalonia
  Number of activities
- ☐ Make Catalan benchmarks visible throughout the world
  Number of views

Project

Promote Catalonia to the world

Line 2
PROJECT. PROMOTE CATALONIA TO THE WORLD

> "Soft power rests on the ability to shape the preferences of others."
>
> Joseph S. Nye, Harvard University (1990)

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 objective

2.1 Promote the assets and values of Catalonia through the member entities of the Consortium and civil society

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.

Operational objectives

2.1.1 Promote activities to transmit the image of Catalonia through the member entities of the Consortium.

2.1.2 Promote actions to make Catalonia better known thanks to civil society.

Strategic objective

2.2 Promote knowledge of Catalonia among institutions, experts and opinion makers

The Consortium provides direct and first-hand knowledge of Catalonia's values and assets to anyone who shows interest or is likely to transmit it to their circle of influence.

Operational objectives

2.2.1 The International Visitor Programme (IVP) intended for foreign entities or individuals with a prestigious reputation in their field to enable them to visit Catalonia, obtain first-hand knowledge of the country and foster close ties with their own countries of origin.

2.2.2 Offer talks to groups of students and international visitors who are already in Catalonia.

2.2.3 Collaborate in the configuration of the Catalonia Talent Network project.

Strategic objective

2.3 Position Catalonia in the international media

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.

Operational objectives

2.3.1 Organise IVPs for journalists.

2.3.2 Hold meetings with international correspondents and journalists.

2.3.3 Publish articles in the international press.

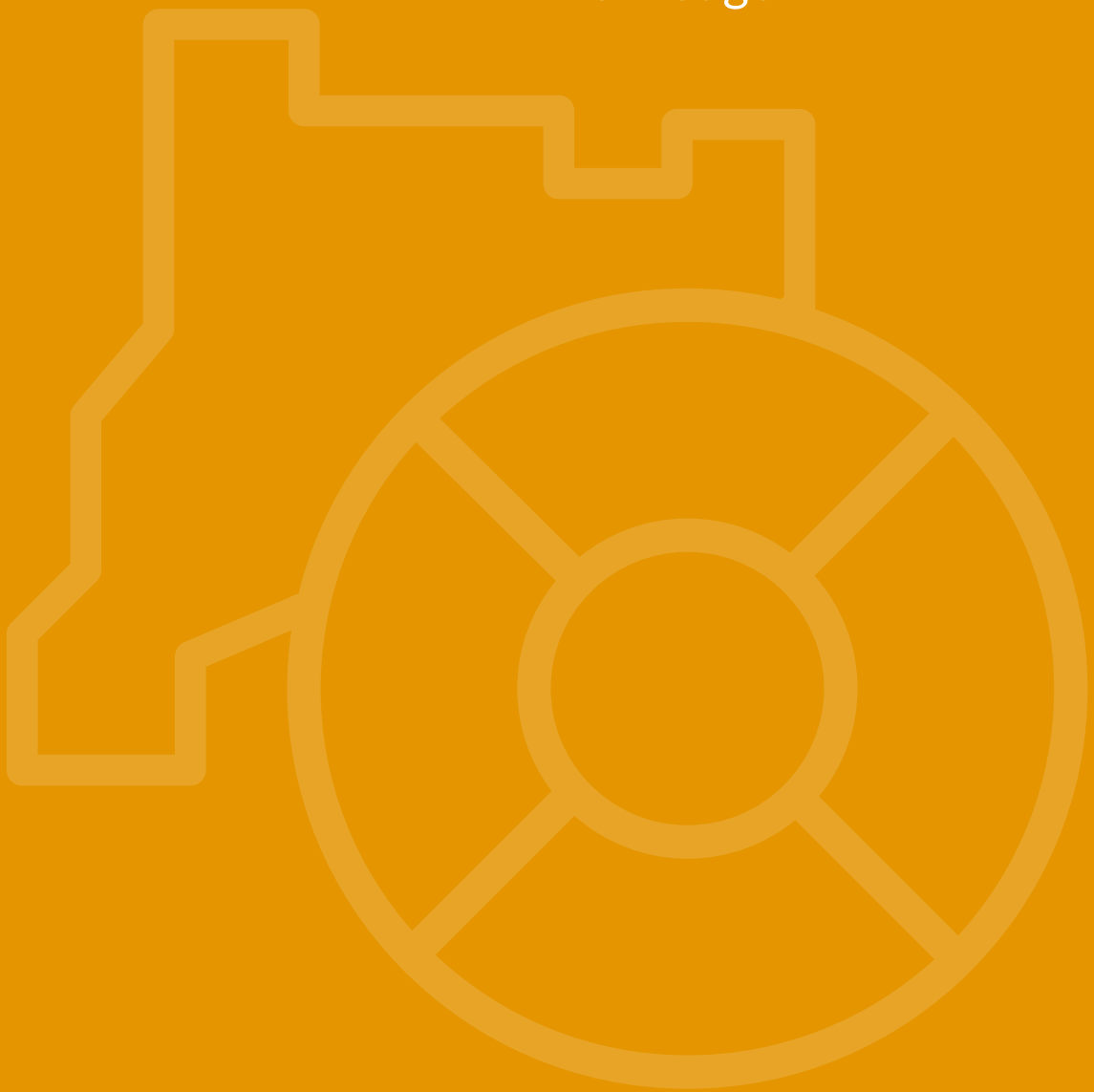
2.3.4 Collaborate with associations of journalists and media working to publicise Catalonia in the world.

Annual indicators

- ☐ Activities in various fields through the action of member entities of the Consortium
  Number of actions
- ☐ Activities in various fields conducted jointly with the action of civil society
  Number of actions
- ☐ IVPs organised by Catalonia International or in collaboration with other entities
  Number of IVPs
- ☐ Talks to groups
  Number of talks
- ☐ IVPs for journalists
  Number of IVPs
- ☐ Survey of IVP participants
  Number of questionnaires and evaluation
- ☐ Meetings with international correspondents or journalists
  Number of meetings
- ☐ Articles in the international press
  Number of articles
- ☐ Collaborations with associations of journalists and the media
  Number of collaborations

Empower

Foster training and knowledge



Line 3
EMPOWER. FOSTER TRAINING AND KNOWLEDGE

> "Empower yourselves with a good education, then get out there and use that education to build a country worthy of your boundless promise."
>
> Michelle Obama, former First Lady of the USA (2017)

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 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. This capacity 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 levels of governance in the international field.

Strategic objective

3.1 Encourage the training and capacity development of civil society in the international sphere

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.

Operational objectives

3.1.1 Train international relations specialists who can collaborate in Catalonia's international outreach.

3.1.2 Foster networks of the entity's alumni and former scholarship holders.

Strategic objective

3.2 Encourage training and capacity development in the international sphere for members of the Consortium

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.

Operational objectives

3.2.1 Promote ad hoc training courses: promote training in topics of global interest, collaborating with other entities and institutions.

3.2.2 Facilitate knowledge and best practices in the use of social networks.

Annual indicators

- ☐ Training specialists in issues related to international relations: Programmes of scholarships
  Number of actions
- ☐ Formar especialistes en qüestions relatives a les relacions internacionals: Estades de pràctiques a Catalunya Internacional
  Nombre d'estades
- ☐ Questionnaire for the assessment of foreign studies
  Number of questionnaires and evaluation
- ☐ Dinamitzar les xarxes d'alumni i d'exbecaris
  Number of actions
- ☐ Promoting ad hoc training courses
  Number of courses
- ☐ Assessment questionnaire for course participants
  Number of questionnaires and evaluation

7. Evaluation and indicators of achievement of goals

In addition to the traditional annual reports, organisations and companies have incorporated indicators to evaluate the degree of achievement of goals for many years. For entities such as Catalonia International that receive mainly public funding, reporting and accountability is a duty so that citizens can see how their money has been spent. Furthermore, measuring these indicators over time is a great help in making decisions and developing future strategies.

In this sense, the Strategic Plan of Catalonia International 2023-2026 includes, as did the previous document, a series of quantitative indicators which should allow, on the one hand, the evaluation of the work done in the internationalisation of civil society, training and capacity development, and will also provide an additional element to mark the path to follow in the future. Qualitative indicators are also included in areas in which it is possible, such as surveys of participants in visit programmes, courses, and internships.

Evaluating or examining the actions set out in this Strategic Plan using indicators is a complex but feasible task. However, the complexity increases if the objective is expanded and we analyse the degree of awareness of Catalonia abroad and the positive or negative values that are associated with it. Since this objective is also of great interest, this Strategic Plan includes among the actions of the first line the implementation of three very ambitious instruments for progress in this area. The first is monitoring the coverage of Catalonia in the international media. The second is a survey of Catalonia's perception among the foreign public, which allows us to know which of the country's assets are most and least valued abroad. This survey will finally be conducted at the end of the period of validity of the Strategic Plan (in 2026) and will be compared with that conducted at the end of the previous Plan (2022). Finally, monitoring conversations about Catalonia held openly in different languages on the social media, which makes it possible to understand which are the subjects with which Catalonia is associated on international social media.

Of course, the external perception of Catalonia depends on many variables over which the Consortium has no margin of influence. As in the case of the most direct indicators, however, the results provided by the monitoring and the survey of perception should allow Catalonia International, and probably also some of the members of the Consortium, to develop more suitable internationalisation and communication strategies and policies.

Finally, it is also planned to publicise annually "Catalonia International in figures", in which numbers are used to summarise, in a very visual and schematic way, the entity's data during each of the years of roll-out of the Strategic Plan.

8. Corporate communication and information

As stated above, a very important part of international outreach consists in listening, but also being heard by others and doing one's best to be heard. That is why communication is a key element of Catalonia International. Apart from explaining the values, mission and vision of the entity, communication is also used continuously and cross-cuttingly in all the entity's areas and lines of work.

Since the approval of the last Strategic Plan, Catalonia International has incorporated a motto to associate it with its own identity, thus showing the three main lines of its mission: "International Dialogue - Connect. Project. Empower", which continue to be valid. All the activities of the Consortium are disseminated to the press, social networks and other digital media at least in Catalan and in one foreign language. Activities that may be of interest to the member entities are communicated to them so that they can participate and disseminate them. Furthermore, any entity that collaborates in the activities of Catalonia International or is a recipient of a grant or subsidy is obliged to make it public. This is also part of the commitment to transparency. In the same way and whenever possible, communication goes beyond the act itself and extends over time, through a publication or a report on conclusions, for example, such as the memoires in the "Ágora" collection of the Consortium. On a quarterly basis, an electronic news bulletin is sent to all persons who have taken out a subscription, referring to the main actions of the entity.

The main challenge in terms of communication for the new period established by this Strategic Plan will be the explanation of the change in the name of the entity from DIPLOCAT to Catalonia International. This change of name was accompanied by a new brand symbol and a new graphic image, which will identify the major platform of collaboration between the private and public sectors in the international field which up to now was known as DIPLOCAT and will continue to be Catalonia International in the future. The new image will be applied to all the Consortium's elements of communication, from the website to publications, including social media and a new document to present the entity.

The actions in the communication field are set out in an annual communication plan associated with the work plan. The communication plan in particular reinforces communication with the member entities and dissemination of their international activities, through the section "Activites of members of the Consortium" on the corporate website.

Media contact

Catalonia International is proactive in contacting the media and places special emphasis on foreign correspondents and journalists. All public activities are announced and disseminated in the media and social networks through calls and press releases. Specific requests for information, contacts and interviews with the Catalan and foreign media are addressed.

When considered appropriate, articles are published in the specialised press and programmes of international visitors are organised especially intended for journalists and opinion makers. Whenever possible, interaction with foreign journalists takes place in their own language.

Digital communication plan

The digital communication plan is a document that includes the lines of action in this field, particularly in social networks, taking as a reference the master lines of Catalonia International's Strategic Plan. These lines mark the minimum content, the interactions that can be carried out, the type of actions with each instrument and the goals to be achieved. The plan is reviewed and updated in line with the changing environment in the digital field. The most important parts of the digital communication plan are those that refer to the website, X profiles, digital communication with former students and scholarship holders, and the creation of content Catalonia Data.

Website

The corporate website is one of the main digital tools used by the Consortium. It is available in six languages (Catalan, Spanish, Aranese, English, French and German) and is used to disseminate the reality of Catalonia internationally and to inform and be accountable to Catalan citizens about the initiatives and actions undertaken by the Consortium. The website is also the central element of support for the international activities of the member entities, which are highlighted in a specific section "Activities of the members of the Consortium". The website will be renovated once the change of the entity's name and its new graphic image have been approved.

X

Two profiles are available on this social medium. Firstly, in the three official languages of Catalonia (Catalan, Spanish and Aranese), used to communicate the information, news and activities of Catalonia International, as well as any international news of the members of the Consortium. The second account is used for other languages, particularly English.

Instagram

Instagram stands out as a highly visual and dynamic platform which is ideal for capturing the attention of global audiences, especially among the younger generations. For Catalonia International, this social media offers several advantages such as instant global dissemination and being able to create an image of modernity and transparency committed to innovation.

LinkedIn

This tool is used as a digital meeting place with former alumni and scholarship holders of the Consortium. In recent years LinkedIn has positioned itself as the largest professional social network in the world. Unlike other social networks, it is associated with prestige and professionalism. That is why Catalonia International, with many former scholarship holders, students on training courses and interns, will use it to generate, exchange and disseminate knowledge, together with training and job opportunities.

Catalonia Data

In order to better publicise the attributes and potential both of Catalonia and of the member entities of the Consortium, and to connect Catalonia more satisfactorily with international agents, the data and goals achieved by the entities will be gathered, presented and disseminated on a major scale by various Catalan stakeholders, including entities that form part of the Consortium. These data are presented in the form of tables and charts showing the evolution over time and, if appropriate, a comparison with other entities abroad. Where appropriate, the members of the Consortium will be asked to provide data that show their leadership in a specific area.

Publications and dissemination of materials

Catalonia International updates and disseminates documents to present both the entity and the country, together with a brief corporate video. Publications on a specific subject are also published in specific cases for activities that may be of interest to a wider audience. These are published by the Àgora Collection. The aim is to have visually attractive corporate communication materials that can effectively communicate the nature, objectives and results of the Consortium's actions to the various audiences.

The dissemination materials will have a very visual approach, including highlighted texts and infographics. They are aimed at two priority audiences: the members of the Consortium and representatives of institutions and civil society that participate in the international outreach of Catalonia; and international contacts and collaborators of Catalonia International and foreign audiences.

9. Staff, governing bodies and member entities of the Consortium

Staff

For the roll-out of the Strategic Plan 2023-2026, Catalonia International has a staff of 13 people organised in the following manner: 10 form part of the staff for the Projects, Communication and Press department, and 3 work in Economic Management and Public Contracts, under the leadership of the Secretary-General, now Directorate-General according to the name change of the new statutes.

Governing bodies

The pluralistic nature of Catalonia Internationa is reflected in the participation of representatives of the member entities in its governing bodies.

The Governing Council
Highest governing body.

The Presidency
The Presidency of the Consortium is held by the President of the Government of Catalonia.

The Executive Council
The Executive Council is the Consortium's permanent administrative and management body.

The Directorate-General
Person responsible for carrying out the decisions of three forementioned bodies and for initiating and managing the activity of the institution.

In line with its cross-cuttingness, the Governing Council may decide to create an Advisory Council made up of individuals who are renowned experts in the purpose and aims of the Consortium. Its aim is to advise the Governing Council, the Executive Council and the Directorate-General, and to act as a body for thought and reflection.

The member entities of the Consortium

Public institutions and associative entities in the local sphere

- 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
- Catalan Association of Municipalities and Counties (ACM)
- Federation of Municipalities of Catalonia (FMC)

Universities, business schools and university research institutes

- 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 CEU University (UAO CEU)
- Barcelona Institute of International Studies (IBEI)
- EADA Business School
- Barcelona School of Economics (BSE)

Entities from the economic, business, trade union and social sectors

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

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