EN

Work Plan 2025

International Dialogue
Connect
Project
Empower

Catalonia International

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Work Plan of Catalonia International 2025

Introduction

Catalonia International Consortium is the new name of the entity in accordance with the changes to the Statutes approved by the plenary session held on 6 June 2024 and as published in the DOGC no. 9188 of the 20th of June 2024. The Consortium remains committed to raising awareness of Catalonia's values and assets among international audiences, giving our country a voice in major global debates and establishing bonds of trust with the citizens and institutions of other countries. Additionally, we aim to promote training for young people interested in international relations and for professionals already working in the field.

Based on the Strategic Plan of Catalonia International 2023-2026, we draw up an annual work plan that details the actions envisaged for the year, along with their corresponding budget, the indicators of goal's achievements and a communication plan. This work plan structures the measures to be implemented around the three core lines of action described by the organisation's motto: "International Dialogue - Connect**.** Project. Empower". The annual activity report will specify and analyse the indicators of goal's achievements, both in terms of the specifics of the action implemented and, where possible, by providing a more qualitative assessment of the impact as well.

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)

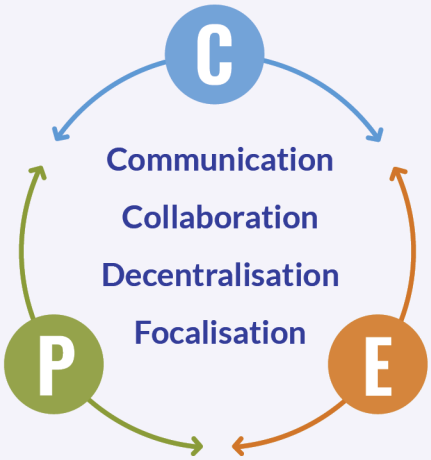
2.1.	Promote the assets and values of Catalonia in conjunction with the member entities of the Consortium and civil society.
2.2.	Promote knowledge of Catalonia among institutions, experts and opinion makers.
2.3.	Position Catalonia in the international media.

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.

International dialogue
Connect
Project
Empower



Criteria for developing the Work Plan

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

— **Promote 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, 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 must 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 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** due 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 Catalonia International, in the framework of the various working groups, priority themes have been identified on which Catalonia International'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 the member entities of the Consortium and by civil society.

Activities and Budget

	BUDGET (VAT included)
Line 1 – Connect. Listen and be heard	**€ 310,947.00**

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.**	**€ 73,447.00**
	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 any news items about Catalonia or the members of the Consortium that appear in the international media.	€ 21,175.00
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.	
	• Ongoing monitoring of mentions of Catalonia and the members of the Consortium on social networks.	€ 52,272.00
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 place brand.	OR

SO 1.2.	**Analyse and exchange good practices and models of excellence.**	**€ 191,500.00**
	The Consortium encourages the study and analysis of international 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 United Nations model and international organisations, aimed at Catalan entities with an international focus, as part of a course on engagement with international and European organisations.	€ 20,000.00
	• Two visits to Brussels to learn how to engage with EU institutions and bodies, aimed at local authorities, within the framework of the Seminar on European funds.	€ 35,000.00
	• Visit to learn about good practices and policies for Digital Equity.	€ 25,500.00

	• Visit to learn about the integrated social and health care system. Engagement of local communities.	€ 25,000.00
1.2.2.	Promote seminars and meetings in Catalonia to exchange good practices with international experts.	
	• Series of debates in collaboration with the Barcelona Athenaeum (Ateneu Barcelonès) with architecture as the leitmotiv.	€ 6,000.00
	• Series debates in collaboration with Casa America Catalonia (Casa Amèrica Catalunya).	€ 10,000.00
	• MEDIMED 2025. Euro-Mediterranean Documentary Market.	€ 50,000.00
	• Exchange of European good practices aimed at reducing early school drop-out and understanding how they are implemented by municipalities.	€ 10,000.00
	• Meeting with international experts in juvenile restorative justice.	€ 10,000.00
1.2.3.	Monitor the development of international soft power activity of other sub-state bodies on current international issues, people and entities to learn about other models and promote partnerships between Catalonia International and member entities with international counterparts.	
	• Field work to learn about the most pioneering models.	OR
	• Field work to learn about good practice models for dealing with the socio-economic effects of climate change.	OR

SO 1.3.	**Promote the participation and contribution of institutions and civil society at the international level.**	**€ 46,000.00**
	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.	
	• Europe Day event with various entities.	€ 2,000.00
	• Debate within the framework of Europe Day.	€ 2,000.00
	• Seminar on international relations through sport.	€ 8,000.00
	• Global debate on some of the topics proposed by the local communities working group: housing, climate change and city model, circular economy and waste management.	€ 8,000.00
	• Conference on the Convention to protect the Mediterranean Sea from pollution (Barcelona Convention).	€ 8,000.00
	• Europe in Blue meeting.	€ 3,000.00
1.3.2.	Make Catalan benchmarks visible throughout the world and disseminate them internationally.	
	• Production of videos featuring well-known people, as proposed by the Consortium members, to showcase the assets and values of Catalonia.	€ 15,000.00

Line 2 – Project. Promote Catalonia to the world	**€ 221,100.00**

The great difference between Joseph 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 is crucial to understand that creating 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 Consortium's objectives is to present Catalonia's assets to the world and help establish and consolidate relationships of friendship and trust. To this end, the Consortium also takes advantage of any major events held in Catalonia to promote the country.

Strategic Objectives (SO)

SO 2.1.	**Promote the assets and values of Catalonia through the member entities of the Consortium and civil society.**	**€ 115,100.00**
	The Consortium accompanies the entities that want to be present on the international stage and helps them find opportunities to collaborate 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.	
	• Catalonia International Award for Business Projection.	€ 15,100.00
	• Dialogues for a Social Europe. Conference aimed at the third social sector in Catalonia.	€ 15,000.00
	• Conference in Geneva on Catalonia's commitment to multilateralism through Catalan civil society.	€ 8,000.00
	• Conference in London on the Catalan and British co-operative movements within the framework of the UN international year of co-operatives.	€ 15,000.00
	• Iberian Congress on African Studies.	€ 7,000.00
	• Meeting to study the feasibility of creating a space for reflection to articulate the internationalisation processes of public and private stakeholders in Catalonia.	5000.00
2.1.2.	Promote actions to make Catalonia better known thanks to civil society.	
	• Books & Roses web communication campaign.	€ 20,000.00
	• Talk on the history, values and details of the tradition of human towers within the framework of the international meeting of human tower groups in Berlin.	€ 5,000.00
	• *Catalyst for Talent.* Meeting on the internationalisation of Catalan talent through actors and actresses.	€ 15,000.00
	• International conference "subaltern memories" in Cologne (Germany).	€ 10,000.00

SO 2.2.	**Promote knowledge of Catalonia among institutions, experts and opinion makers.**	**€ 64,000.00**
	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.	
	Operational objectives	
2.2.1.	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 for Swiss actors to learn about policies for senior people and integrated social and health care.	€ 15,000.00
	• IVP within the framework of the Dialogues for a Social Europe.	€ 1,000.00
	• IVP to exchange good municipal practices on the use of time.	€ 25,000.00
	• Study mission for mayors and technicians in Catalonia.	€ 10,000.00
	• IVP Global Chairs, G100 women's network. [Action recovered from 2024].	€ 5,000.00
	• Study visit for German wine sector researchers and teachers to learn about the wine sector in Catalonia.	€ 8,000.00
2.2.2.	Offer talks to groups of students and international visitors who are already in Catalonia.	

	• Visit from students from the Lohmar Institute of Continuing Education (Germany).	OR
2.2.3.	Collaborate in the configuration of the Xarxa Catalunya Talent Project.	
	• Participation as a member of the Council of Catalonia Abroad.	OR

SO 2.3.	**Position Catalonia in the international media.**	**€ 42,000.00**
	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.	
	• IVP MEDIA Sant Jordi.	€ 8,000.00
	• IVP MEDIA within the framework of a Human Towers competition.	€ 8,000.00
	• IVP international meeting of human tower groups in Berlin.	€ 8,000.00
	• IVP aimed at international journalists during the MODEL Barcelona Architecture Festival.	€ 5,000.00
	• IVP Science journalists. [Action recovered from 2024].	€ 8,000.00
2.3.2.	Hold meetings with international correspondents and journalists.	
	• Meeting with media correspondents for Sant Jordi.	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 Prize in the European Trajectory.	€ 2,000.00
	• Miravisions photojournalism festival in Juneda.	€ 3,000.00

Line 3 – Empower. Foster training and knowledge — € 397,100.00

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. Understanding the geographical areas of influence on a global level, multilateral tools, instruments of cooperation and, in short, the functioning of all levels of governance on an international level, will help our society to collaborate in Catalonia's external outreach.

Strategic Objectives (SO)

SO 3.1.	**Encourage training and capacity development for civil society in the international sphere.**	**€ 358,100.00**
	The Consortium offers grants and scholarships for 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.	
	• 42nd call for scholarships in international relations 2025-2026 (10 scholarships of € 29,000 each, although 50% of the budget is allocated to this financial year's budget and the rest divided across one or two more financial years).	€ 278,400.00
	Processing/publication costs.	€ 3,000.00

	• 8th call for scholarships in Euro-Mediterranean affairs 2025-2026 (College of Europe, Natolin, Poland), (2 scholarships of € 29,000 each, although 50% of the budget is allocated to this financial year's budget and the rest divided across one or two more financial years).	€ 56,000.00
	Processing/publication costs.	€ 3,000.00
	• Scholarships awarded in previous years.	€ 2,700.00
	• Welcoming students who want to complete academic internships at the institution.	€ 1,000.00
	• Barcelona 2025. European Youth Parliament national meeting	€ 5,000.00
3.1.2.	Foster networks between the entity's alumni and former scholarship holders.	
	• Alumni Network meeting.	€ 8,000.00
	• Alumni Network mentoring programme.	OR
	• Debates within the framework of the Alumni Network.	€ 1,000.00

SO 3.2.	**Encourage training and capacity development in the international sphere for members of the Consortium.**	**€ 39,000.00**
	The Consortium organises training courses on topics of special interest with the aim of improving its member entities' ability to play an active role in Catalonia's external outreach, with a particular emphasis on understanding how to use social networks to promote the country abroad.	
	Operational objectives	
3.2.1.	Promote ad hoc training courses: promote training in topics of global interest, collaborating with other entities and institutions.	
	• 5th edition of the Seminar on European funds "Funding tools and opportunities for local bodies". (Closing act)	€ 6,000.00
	• 6th edition of the Seminar on European funds "Funding tools and opportunities for local bodies". (Inauguration)	€ 6,000.00
	• Summer School on the Mediterranean and Middle East.	€ 10,000.00
	• 4th edition of the Course of Action in international and European organisations.	€ 15,000.00
	• University workshops on media literacy and against fake news.	€ 2,000.00
3.2.2.	Facilitate knowledge and good practices in the use of social networks.	
	• Applicable to all actions.	OR

Communication and dissemination activities	**€ 65,000.00**
Actions	
• Agora: Drafting of Catalonia International publications	€ 5,000.00
• Communication campaign for the Consortium's new corporate identity.	€ 5,000.00
• Website for the Consortium's new corporate identity.	€ 20,000.00
• Videos with Alumni.	€ 15,000.00
• New Books & Roses website.	€ 20,000.00

TOTAL	**€ 994,147.00**

OR=Own Resources

Indicators for achieving objectives

Line 1 – Connect. Listen and be heard	
Monitor media	Number of reports 1 annual and 4 quarterly
Social listening	Number of reports 1 annual and 4 quarterly
Study visits outside Catalonia	Number of visits 5
Survey to assess the study visits outside Catalonia	Number of surveys 5
Seminars and meetings on good practices in Catalonia	Number of activities 5
Survey to assess the good practice meetings	Number of surveys 2
Monitoring of soft power activities	Number of monitoring operations 2
Global debates in Catalonia	Number of activities 6
Survey to assess the global debates	Number of surveys 3
Make Catalan benchmarks visible throughout the world	Number of activities 1

Line 2 – Project. Promote Catalonia to the world	
Activities in various fields through the action of member entities of the Consortium	Number of activities 6
Activities in various fields conducted jointly with civil society actors	Number of activities 4
IVPs organised by Catalonia International or in collaboration with other entities	Number of IVPs 6
Talks to groups	Number of talks 1
IVPs for journalists	Number of IVPs 5
Survey of IVP participants	Number of surveys 11
Meetings with international correspondents or journalists	Number of meetings 1
Collaborations with associations of journalists and the media	Number of collaborations 2

Line 3 – Empower. Foster training and knowledge	
Training specialists in issues related to international relations: Programmes of scholarships	Number of activities 2
Training specialists in issues related to international relations: Internships at Catalonia International	Number of internships 6
Survey to assess internships	Number of surveys 6
Foster networks of alumni and former scholarship holders.	Number of activities 3
Promoting ad hoc training courses	Number of courses 4
Satisfaction survey for course participants	Number of surveys 3

Communication Plan

Communication is an essential element of the entity, as one of Catalonia International'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.

Nevertheless, following the name change from DIPLOCAT to Catalonia International, the most significant communication challenge for 2025 will, without doubt, be to consolidate the new nomenclature and associated graphic image in accordance with the corporate identity manual. The necessary changes to the Consortium's website and publications will also be completed.

Furthermore, it is assumed, and this is not detailed in this plan, that all the activities organised by Catalonia International 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 2025, 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. Finalise the update of the website and corporate material.

— Communication of the new corporate identity to Consortium's 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.

— Submission of a quarterly e-newsletter with the most outstanding information of the entity.

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 and the Consortium members by international press .

— Dissemination of the monitoring reports on mentions of Catalonia and the Consortium members on social networks.

— Organisation of international visitor programmes aimed at journalists (Sant Jordi, Barcelona Architecture Festival, scientific facilities, human tower days, etc.).

— #BooksAndRoses internationalisation campaign for St. George’s Day.

— Series of videos for the social networks in which Catalonia International scholarship holders abroad explain their experience.

— Series of videos for the social networks in which the Consortium's member entities showcase the values and assets of Catalonia in their field.

The member entities of the Consortium

Public institutions and associative entities in the local sphere

1. Government of Catalonia
2. Barcelona City Council
3. Tarragona City Council
4. Girona City Council
5. Lleida City Council
6. Vielha e Mijaran City Council
7. Barcelona Provincial Council
8. Tarragona Provincial Council
9. Girona Provincial Council
10. Lleida Provincial Council
11. General Council of Aran
12. Catalan Association of Municipalities and Counties (ACM)
13. Federation of Municipalities of Catalonia (FMC)

Universities, business schools and university research institutes

14. University of Barcelona (UB)
15. Autonomous University of Barcelona (UAB)
16. Technical University of Catalonia (UPC)
17. Pompeu Fabra University (UPF)
18. University of Lleida (UdL)
19. University of Girona (UdG)
20. Rovira i Virgili University (URV)
21. Ramon Llull University (URL)
22. Open University of Catalonia (UOC)
23. University of Vic - Central University of Catalonia (UVic-UCC)
24. International University of Catalonia (UIC)
25. Abat Oliba CEU University (UAO CEU)
26. Barcelona Institute of International Studies (IBEI)
27. EADA Business School
28. Barcelona School of Economics (BSE)

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

29. General Council of the Official Chambers of Commerce, Industry and Navigation of Catalonia
30. Entrepreneurs association Foment del Treball Nacional
31. Association of Micro-, Small and Medium-Sized Enterprises of Catalonia (PIMEC)
32. Confederation of Cooperatives of Catalonia
33. Multi-Sector Business Association (AMEC)
34. Private Foundation of Entrepreneurs (FemCAT)
35. Trade union Unió General de Treballadors (UGT)
36. Trade union Comissions Obreres (CCOO)
37. Third Sector Platform of Catalonia
38. Football Club Barcelona