



BOOKLET

INTEGRATED COMMUNICATION STRATEGY

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01. Introduction

This booklet was developed to complement the Guide for the Reception and Integration of Refugees created as part of the **PAAIR - Action Plan for the Reception and Integration of Refugees** project, funded by Erasmus+.

Its aim is to provide integrated communication strategies that are essential for an effective and humane reception of refugees, and promotes interaction that is sensitive to their cultural, emotional and social needs.

Integrated communication in refugee reception is essential to ensure that everyone involved in the process - from reception professionals to the refugees themselves - can share information clearly, effectively and empathetically.

This booklet presents the key elements for structuring and implementing an integrated communication strategy, offering practical examples that can be adapted to different contexts.

From creating accessible communication channels to preparing culturally sensitive materials, the strategies discussed here aim not only to overcome language and cultural barriers, but also to create an environment of trust and mutual respect. The success of an effective communication strategy lies in its ability to be inclusive, consistent and

collaborative, and provides reception teams with the tools to fully support refugees in their integration into the new country.

We hope that the principles and methods presented here will serve as a practical and inspiring guide for those involved in refugee reception, emphasising the importance of communication as a fundamental aspect of this process.



2. Structure of the Integrated Communication Strategy for Refugee Reception

An integrated communication strategy for refugee reception must be carefully planned to ensure that information is transmitted in a way that is clear, accessible and sensitive to their needs and conditions.

In addition, this communication should involve all the various stakeholders, including government organisations, NGOs, local communities and the refugees themselves.

2.1. Communication Objectives



Clearly defining these objectives is the first step. They must include:

- **Information:** Ensure that the refugees receive accurate information about their rights, the services available to them and the stages of the reception process.
- **Guidance:** It should help them to understand how to access essential services such as health, education and how to navigate the administrative process.
- **Raise awareness:** Promote awareness and empathy among the local community to facilitate the integration of the refugees.
- **Encouragement:** The active participation of organisations and volunteers in welcoming and supporting the refugees should be encouraged.

2.2. Identify the Stakeholders

Identify the different target groups that we need to communicate with.

- **Refugees:** People from a diverse range of cultural, linguistic and religious backgrounds.
- **Local Community:** Residents of the area where the refugees will be hosted, local educational institutions and businesses.
- **Partner Organisations:** NGOs, religious institutions, government agencies and other entities involved.
- **Media:** journalists, tv and radio reporters, etc..

2.3. Development of Key Messages

Create clear messages adapted to each target audience:

- **For Refugees:** Clear messages should be written in several languages about their rights, legal procedures and available services.
- **For the Local Community:** Information on the reception process, with an emphasis on the importance of integration and the role that each citizen can play.
- **For Partner Organisations:** Communication on coordinating efforts, sharing resources and mutual support.

- **For the Media:** Messages highlighting real stories and examples of success in the integration of refugees, to promote balanced and empathetic coverage.

2.4 Creation of Materials

Develop a range of support materials, including guides, videos, infographics, and other resources, to effectively communicate across multiple channels. Each format serves a distinct purpose:

- **Guides:** Comprehensive handbooks covering essential topics like rights, local services and integration steps. These can be distributed in print and digital formats for easy access.
- **Videos:** Short, engaging videos that introduce key information on topics such as navigating public services, local cultural practices and success stories from refugees. Ideal for social media, websites and community centres.
- **Infographics:** Visually clear infographics that simplify complex information, such as the steps in the application process, available resources or key contacts. Suitable for posters, social media and informational brochures.
- **Multilingual Brochures:** Concise pamphlets in multiple languages, summarizing essential services, support networks, and contact information, to be distributed in reception centres, hospitals and schools.
- **FAQs and Quick Reference Cards:** Portable resources that answer frequently asked questions about local laws, healthcare, housing and other vital areas, designed for easy reference.

These materials should be adaptable for display in physical spaces (like reception centres and libraries) as well as digital channels (such as websites, social media and email newsletters).

2.5. Choice of Communication Channels

Select the most effective communication channels for each audience:

- **Refugees:**
 - Printed materials: Welcome guides in several languages.
 - Digital: Mobile applications, informative websites, social media.
 - Reception Centres: create focal points for direct contact, with the support of translators and cultural mediators.
- **Local Community:**
 - Social Campaigns: To promote inclusion and support
 - Community events: meetings, workshops, talks
 - Engage with Local Businesses and Employers:
 - Business Networks and Industry Conferences: Engaging through professional associations (e.g. Chamber of Commerce) fosters interest.
 - LinkedIn and Professional Forums: Sharing success stories and incentives (e.g. tax benefits) makes integration appealing.
 - Targeted Webinars: Short, focused webinars about hiring refugees and fostering diversity in the workplace.
 - Educators and Schools:
 - School Newsletters and Parent-Teacher

Meetings: Direct channels for updating parents, teachers and students about integration efforts.

- Workshops and Training for Staff: Equipping educators with tools to create an inclusive environment.

- Use platforms such as Facebook, Instagram, and Twitter/X to share updates, success stories, event announcements and educational posts.
- Local media: Publish articles, success stories and opinion pieces in local newspapers, radio stations and local digital media to highlight refugee experiences and encourage support for integration.
- Community Newsletters: Send regular newsletters via email or print to keep refugees, volunteers and local residents informed about upcoming events, integration milestones and opportunities to get involved.
- **Partner Organisations:**
 - Regular Meetings: Face-to-face or online meetings to align actions.
 - Collaborative platforms: Tools such as Google Drive for sharing documents and information.
- **Media:**
 - Press Releases: with relevant data and stories
 - Interviews and direct reports: Encourage the participation of experts and community leaders in interviews and opinion pieces

2.6. Planning and implementation

Create a detailed timetable for the implementation of communication activities, aligning actions with key stages in the reception

process, such as the arrival of refugees, initial school integration periods and other critical moments. Clearly assign responsibilities for each activity and set deadlines.



2.7. Community Awareness and Education

Organise educational actions for the local community, addressing topics such as:

- **Cultural Diversity:** Programmes that promote understanding and respect for different cultures.
- **Positive Impacts of Integration:** Provide information on the social and economic benefits of receiving refugees.
- **How to support:** Provide guidance on how individuals can contribute in order to help facilitate the integration process.

2.8. Measurement and Evaluation

Establish key performance indicators to evaluate the impact of communication. For example:

- **Reach:** The number of refugees and members of the local community reached by the messages.
- **Translation Accuracy and Comprehension Rate:** How effectively information is understood across language barriers, based on surveys or feedback.

- **Community Engagement and Event Participation:**

- **Event Take-Up Rate:** Measure attendance rates at community events, workshops and orientation sessions, reflecting engagement and interest among refugees and the local community.
- **Adherence to Support Programmes:** Track the involvement of community members in structured support programmes, such as volunteer mentorship, language exchanges, or employment training initiatives for refugees.
- **Volunteer Involvement:** Track the number of local volunteers participating in support activities, indicating community involvement in the integration process.
- **Interaction on Social Networks:** Analyse the level of interest in social media posts or pages dedicated to refugee support and integration, as indicated by likes, shares, comments and followers.

- **Feedback and Satisfaction**

- **Refugee Satisfaction Surveys:** Conduct regular surveys to gauge refugee satisfaction with the support and communication they receive.
- **Community Feedback:** Collect input from local community members on their perception of the integration efforts and areas for improvement.

- **Social Integration:** Levels of integration of refugees into the local community can be measured through surveys and case studies and also through:

- **Employment and Housing Placement Rates:** Measure the percentage of refugees successfully securing jobs or housing within specific time frames.

- **Language Programme Completion Rate:** Track the number of refugees completing language or cultural orientation programmes.

2.9. Adjustments and Continuous Improvement

Communication must be adaptable. Conduct periodic reviews of the strategy based on the feedback received and the measured outcomes.

Adjust messages, channels and methods as necessary to ensure that the communication remains effective and relevant.



3. How to implement an Integrated Communication Strategy

3.1. Train the Communications Team

- **Identify a dedicated team:** Include communications representatives, specialists in public relations, translators, intercultural mediators and representatives of partner organisations.
- **Define responsibilities:** Clarify who will be responsible for each aspect of the strategy, such as creating content, managing communication channels, monitoring results, etc.

3.2. Initial Research and Investigation

- **Map the context:** Carry out an initial investigation to understand the profile of the refugees and the needs, challenges and expectations of the local community.
- **Identify the stakeholders:** Identify all the parties involved, including local governments, NGOs, IPSSs, community leaders, the media and the refugees themselves.
- **Data Collection:** Gather information on perceptions and communication needs through surveys, interviews and focus groups.



3.3. Define Clear Objectives

- **Set clear goals:** Define what you want to achieve with the strategy, such as increasing awareness of refugee rights, improving the perception of the local community and/or increasing volunteer participation.
- **Define performance indicators:** Examples include the number of refugees informed about available services, attendance rates at community events and the reach of positive media coverage regarding refugee integration efforts.

3.4. Message and Content Development

- **Create key messages:** Develop messages for each target group that are clear, concise and culturally sensitive.
- **Develop a range of support materials** such as guides, videos, infographics and other resources to effectively communicate across multiple channels. Ensure they are available in several relevant languages.
- **Test messages:** Before disseminating widely, test messages with small groups of refugees and community members to ensure that they are clearly understood and well received.

3.5. Choice and Preparation of Communication Channels

- **Select appropriate channels:** the choice should be based on the nature of the target audience. Choose the most effective channels (social media, printed leaflets, digital platforms, face-to-face meetings, etc.)
- **Establish partnerships with the media:** Work with local journalists and other media to ensure fair and balanced coverage of the reception process.
- **Develop an online presence:** If applicable, create a dedicated website or platform that serves as a centralised resource where refugees can access important information such as services, rights, and integration support. This platform should also provide local community members with opportunities to offer assistance.

3.6. Activity planning and timetable

- **Draw up an action plan:** Define a detailed timetable for each communication activity, aligning it with key events (e.g. arrival of refugees, start of classes, etc.).
- **Coordination with partners:** Ensure that all the organisations involved are aligned with the communication plan, avoiding duplication of effort and maximising the use of resources.
- **Prepare crisis responses:** Develop a crisis communication plan to deal with unexpected or negative situations that may arise.

3.7. Capacity Building and Training

- **Team training:** Offer training for the communications team and volunteers on how to deal with refugees in a culturally sensitive and effective way.
- **Partner training:** Hold workshops for partners and community leaders on the importance of integrated communication and how they can contribute to the strategy.

3.8. Implementation of Communication Actions

- **Launching activities:** Carry out actions according to the established timetable. This can include distributing information materials, organising events and launching social media campaigns.
- **Real-time monitoring:** Monitor the execution of activities in real time, adjusting the strategy as necessary based on the feedback received.

3.9. Community Outreach and Mobilisation

- **Organise community events:** Organise meetings, talks and cultural activities that involve both refugees and the local community.
- **Encourage volunteering:** Create campaigns to recruit volunteers and mobilise local resources to support refugees.
- **Facilitate direct interactions:** Encourage mentoring or sponsorship programmes where members of the local community offer direct support to refugees.

3.10. Monitoring and Evaluation

- **Feedback:** Use questionnaires, interviews and focus groups to evaluate the effectiveness of communication between refugees and the local community.
- **Indicator analysis:** Measure the results against the indicators established at the start of the strategy.
- **Regular Reports:** Produce regular reports to record progress, identify challenges and adjust the strategy as necessary.

3.11. Adjustments and Continuous Improvement

- **Adjust based on feedback:** Use the feedback gathered to make continuous adjustments to the strategy.
- **Review messages and channels:** Check that the messages are reaching the right audience and that the channels chosen are still the most effective.

3.12. Final Report and Dissemination of Results

- **Prepare a final report:** Gather all the data, feedback and challenges into a comprehensive report.
- **Share the results:** Publicise the results amongst all the stakeholders, including partners, funders and the local community. This helps maintain transparency and can generate ongoing support.

4. Resources

4.1. Examples of Materials:

Reception Guide for Refugees	
Format	Leaflet or PDF
Content:	Welcome message. Essential Information: Refugee rights, necessary documents, administrative procedures. Available Services: List of essential services (health, education, administrations) with addresses, opening hours and how to access them. Important contacts: Emergency numbers, local NGOs or IPSSs, cultural mediators Local Map: Map of the region with the location of the main services.
Languages	Available in the languages most commonly spoken by refugees (e.g. Arabic, Hindi, French, English, Ukrainian).

Information Posters and Banners	
Format	Printed or digital
Content:	Key messages: Example: "You're not alone, you can find support here." Contact Information: Where to find help, emergency telephone numbers, support centres. Refugee Rights: A visual summary of the fundamental rights of refugees.
Location	To be prominently displayed in reception centres, hospitals, schools and other high-traffic locations.

Information Videos

Format	Short duration (2-3 minutes)
Content	Welcome video: An introduction to the host country, explaining the main cultural aspects and how to access services. Tutorials: Videos explaining how to register with health services, access education, and the administrative regularisation process. Telling Stories: Stories from other refugees who have successfully navigated the reception process, offering hope and practical guidance to newcomers.
Languages	Narrated or with subtitles in the refugees' languages.
Distribution	Available on digital platforms, displayed in reception centres and shared on social media.

Social Media Campaigns

Channels	Facebook, Instagram, Twitter (X), WhatsApp
Content	Informative Posts: Share regular posts about services, events and refugee rights. Impact Stories: Share success stories of integrated refugees to inspire and capture the local community. Events and Activities: Promote community meetings, cultural fairs and volunteer opportunities. Awareness campaigns: Create hashtags and campaigns to increase visibility and support for the reception of refugees.
Languages	Posts should be made both in the local language and in the languages of the refugees.

Workshops and Community Events

Format	Planning Document
Content	Aims of the Event: To facilitate integration and cultural understanding between refugees and the local community. Agenda: Detailed schedule of activities, such as talks, round table discussions, cultural presentations. Support Materials: Leaflets, PowerPoint presentations and enrollment forms. Facilitators: A team consisting of cultural mediators, integration specialists and community leaders.
Examples of Activities	Cultural Café: Informal meeting where refugees and locals share stories and traditions. Information sessions: On the rights and duties of refugees, with space for questions and answers. Practical Workshops: Local language lessons, guidance on the labour market, how to access public services.

4.2. Campaign Ideas

“Faces of Resilience”

Description: Feature profiles of refugees who have successfully integrated into the community, highlighting their journeys, achievements and contributions.

Channels: Social media, posters in public spaces, local news reports.

“A Day in Their Shoes”

Description: Share stories from refugees’ perspectives, focusing on their daily lives, challenges and hopes. Include videos, photos and testimonials to build empathy and understanding.

Channels: Social media, YouTube, community events.

“Neighbours in Support”

Description: Encourage locals to share messages of welcome, solidarity and support through short videos or photos.

Channels: Social media, digital boards in community centres, libraries and other high-traffic areas.

“Language of Welcome”

Description: Create videos and posts teaching simple welcoming phrases in the languages most spoken by incoming refugees, encouraging locals to greet new arrivals in their own language.

Channels: Social media, schools, local businesses, community workshops.

4.3. Schedule of Events

Date	Activity	Description	Duration	Audience
Day 1	Welcome Talk	Sessão introdutória que descreve os serviços disponíveis, os programas de apoio e os direitos básicos dos refugiados.	1 hour	Refugees, Support Workers
	Meet the Community	Casual gathering for refugees and local residents to meet and share stories over refreshments.	1 hour	Refugees, Local Community
Day 2	Round Table on Integration	Panel discussion with representatives from NGOs, local government and refugee community to discuss integration.	2 hours	Refugees, Community Leaders
Day 3	Cultural Presentation Night	An evening of performances by refugees showcasing music, dance and art from their home countries.	2 hours	General Public
Weekly (Ongoing)	Language Exchange Workshop	Interactive language sessions pairing refugees with local volunteers for language practice and cultural exchange.	1.5 hours	Refugees, Local Volunteers
Month 2	Multicultural Cooking Class	Cooking class where refugees teach locals to prepare traditional dishes, fostering cultural appreciation and bonds.	2 hours	Refugees, Locals
Month 3	Community Feedback Round Table	Open session to gather feedback from refugees and locals on integration efforts and areas for improvement.	1.5 hours	Refugees, Locals, Partners
End of Third Month	Cultural Festival Day	Cultural presentations, food stalls, music and interactive exhibits celebrating refugee cultures.	All day	General Public
Quarterly	Volunteer Training Session	Training for locals interested in supporting refugees, covering cultural sensitivity, language basics, and support roles.	3 hours	Local Volunteers
Bi-Annual	Reflection and Recognition Event	Formal event acknowledging progress, with awards for outstanding contributions to refugee support and integration.	2 hours	Refugees, Community Leaders