

# The Public Profile of Equality Bodies

## An Equinet Report

Prepared by the Equinet Working Group  
on Communication Strategies and Practices



*The Public Profile of Equality Bodies* is published by Equinet, the European Network of Equality Bodies.

**Equinet** brings together 42 organisations from 32 European countries which are empowered to counteract discrimination as national equality bodies across the range of grounds including age, disability, gender, race or ethnic origin, religion or belief, and sexual orientation. Equinet works to enable national equality bodies to achieve and exercise their full potential by sustaining and developing a network and a platform at European level.

**Equinet members:** Commissioner for the Protection from Discrimination, **Albania** | Ombud for Equal Treatment, **Austria** | Interfederal Centre for Equal Opportunities, **Belgium** | Institute for Equality between Women and Men, **Belgium** | Commission for Protection against Discrimination, **Bulgaria** | Office of the Ombudsman, **Croatia** | Ombudsperson for Gender Equality, **Croatia** | Office of the Commissioner for Administration and Human Rights (Ombudsman), **Cyprus** | Public Defender of Rights – Ombudsman, **Czech Republic** | Board of Equal Treatment, **Denmark** | Danish Institute for Human Rights, **Denmark** | Gender Equality and Equal Treatment Commissioner, **Estonia** | Ombudsman for Equality, **Finland** | Non-Discrimination Ombudsman, **Finland** | Commission for Protection against Discrimination, **Former Yugoslav Republic of Macedonia (FYROM)** | Defender of Rights, **France** | Federal Anti-Discrimination Agency, **Germany** | Greek Ombudsman, **Greece** | Equal Treatment Authority, **Hungary** | Office of the Commissioner for Fundamental Rights, **Hungary** | Irish Human Rights and Equality Commission, **Ireland** | National Office Against Racial Discrimination, **Italy** | National Equality Councillor, **Italy** | Office of the Ombudsman, **Latvia** | Office of the Equal Opportunities Ombudsperson, **Lithuania** | Centre for Equal Treatment, **Luxembourg** | National Commission for the Promotion of Equality, **Malta** | National Commission for Persons with Disability, **Malta** | Netherlands Institute for Human Rights, **Netherlands** | Equality and Anti-Discrimination Ombud, **Norway** | Human Rights Defender, **Poland** | Commission for Citizenship and Gender Equality, **Portugal** | Commission for Equality in Labour and Employment, **Portugal** | High Commission for Migration, **Portugal** | National Council for Combating Discrimination, **Romania** | Commissioner for Protection of Equality, **Serbia** | National Centre for Human Rights, **Slovakia** | Advocate of the Principle of Equality, **Slovenia** | Council for the Elimination of Ethnic or Racial Discrimination, **Spain** | Equality Ombudsman, **Sweden** | Equality and Human Rights Commission, **UK – Great Britain** | Equality Commission for Northern Ireland, **UK – Northern Ireland**

Equinet Secretariat | Rue Royale 138 | 1000 Brussels | Belgium  
info@equineteurope.org | www.equineteurope.org  
ISBN 978-92-95067-89-9  
© Equinet 2015

Reproduction is permitted provided the source is acknowledged.

This is a publication of Equinet’s Working Group on Communication Strategies and Practices, prepared in 2013 based on the information, contributions and comments provided by members of the Working Group. The views expressed in it belong to the authors and neither Equinet nor the European Commission are liable for any use that may be made of the information contained therein. This information does not necessarily reflect the position or opinion of the European Commission.



Co-funded by the Rights, Equality and Citizenship Programme of the European Union (2014-2020)



## CONTENTS

Introduction .....	3
Chapter 1: Why is it important to curate the public profile of equality bodies? .....	4
Chapter 2: How do equality bodies build their public profile? .....	10
Chapter 3: What can equality bodies do to build and shape their public profiles effectively?..	15
Annex 1: Survey of the role of Communication in equality bodies, including answers	23
Annex 2: Initiatives to shape an equality body's public profile	34

## Introduction

*Thekla Demetriadou, Office of the Commissioner for Administration, Cyprus*

The public profile of a national equality body may prove to be an important asset or an equally important pitfall for achieving the organization's goals. Hence, when it comes to communication, the shaping of this profile is one of the main tasks for the communicators of the equality body. Doing it properly and effectively might be one of the greatest challenges that the communicators face.

The way an equality body is perceived by the general public, the stakeholders and decision makers directly affects its credibility. Various tools and methodologies may be used in order to shape or change, to some extent, this profile, depending on the target group, the available resources and the results pursued. Other tools may be used to evaluate the actual public profile of the organisation and the impact of the communication work on that profile.

All equality bodies seek to achieve positive change in society, by investigating complaints, following the implementation of the legal and institutional framework for equality, and actively promoting equal treatment and tolerance. Nevertheless, in order to maximize the effect of the work being done, an equality body should consistently and strategically remind people of its existence, accessibility, effectiveness, independence and reliability.

However, the task is not an easy one, and difficulties arise when building or reshaping the profile of an equality body, both internally and externally. Differences exist among the level and type of difficulties faced by the equality bodies, depending on various factors, among which lies the experience of each body and the culture of each society.

When discussing the issue among the Working Group on Communication Strategies and Practices (WG), it appeared that some profile-building communication practices have been tested and proven to be more effective and lasting than others. At the same time, it was agreed that each initiative is relevant to the time and the public in which it is applied.

One of the main goals of this paper is to share our experience on different ways to deal with public-profile building. All members of the Working Group were surveyed on their own experience, and discussion followed on the overall findings. This paper is the ultimate result of this fruitful procedure.

On the other hand, this paper has another goal: to remind and advocate for the importance of keeping track and being proactive as regards the public profile of the equality body, as a catalytic factor for achieving its goals. When this position is adopted by all different departments of the equality bodies, then more time, effort and resources will be provided by everyone in order to minimize the difficulties faced by the communicators when trying to keep a positive profile for the organisation.

After all, providing assistance to victims of discrimination and making suggestions towards ensuring equality will not be feasible if the profile of the equality body ceases to inspire trust and authority.

## Chapter 1: Why is it important to curate the public profile of equality bodies?

*Päivi Ojanperä, Office of the Ombudsman for Equality, Finland*

Every organisation and institution has an image and a profile even if it is not aware of it. Everything the organisation does or does not do shapes its image and public profile.

To some extent, it is possible to shape the image and opinions people have of the equality body. Some of the messages concerning the equality body – that have an impact on its image – are intentional and targeted, some unintentional or even unconscious. Some of them can be shaped, others cannot. The image of the equality body is created in people’s minds as a synthesis of their knowledge, perceptions and opinions of the equality body and its work. These opinions may not be truthful or accurate, as the image of the organisation can also be based on insufficient or inadequate information.

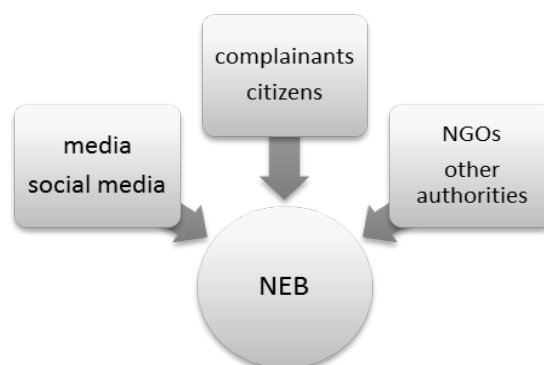
The image and profile of the organisation always arise in relation to the stakeholders. The profile of the equality body is a direct result of its relationship with its audiences and its success in creating and maintaining good relationships with relevant stakeholders.

Individuals and stakeholders build their opinion and evaluation of the equality body on:

- their experiences of working and being in contact with it;
- the behaviour and expertise of the equality body staff and;
- the media-related perceptions of the equality body.

There are also other actors, external shapers, influencing the public profile of the equality body with their public statements, writings and discussions concerning the equality body. The image of the equality body is therefore constantly shaped by:

- media, journalists and social media;
- politicians and NGOs;
- other authorities;
- complainants and the victims of discrimination seeking assistance from the equality body;
- connectors (e.g. high-profile representatives or leaders of the vulnerable communities or groups).



1. *External shapers of the public profile of the national equality body (NEB)*

These perceptions, experiences and externally-shaped images can be influenced by the equality body's own actions and by well-planned strategic work on its public profile. A good reputation is based on doing good things well, having good relationships with relevant stakeholders, and high-quality communication.

The equality body has to work on its public profile in order to be known among the most important stakeholders. A positive profile and reputation has a significant impact on the equality body and its work, on how the equality body is able to fight against discrimination, promote equality and inform about rights and legislation. The actual public profile of the equality body has an impact on how it is viewed and appreciated and how much the stakeholders trust the equality body and its communication.

### **Aiming for a positive public profile**

The overall public profile is shaped by the equality body's mission and functions, and therefore it can be argued that equality bodies are necessary institutions given the existence of discrimination in so many areas of life.

According to a survey of the members of Equinet's Working Group on Communication Strategies and Practices, equality bodies generally aim for the profile of an independent, neutral authority that is seen as a reliable and authoritative voice on equal treatment legislation and the promotion of equality.

The profile of a neutral, respected authority means openness and transparency in decision-making, measures and communication, as well as efficiency in actions. According to this "ideal" profile, equality bodies should be seen as modern and accessible and easily available and understood, by both a wide range of stakeholders and by potential victims of discrimination.

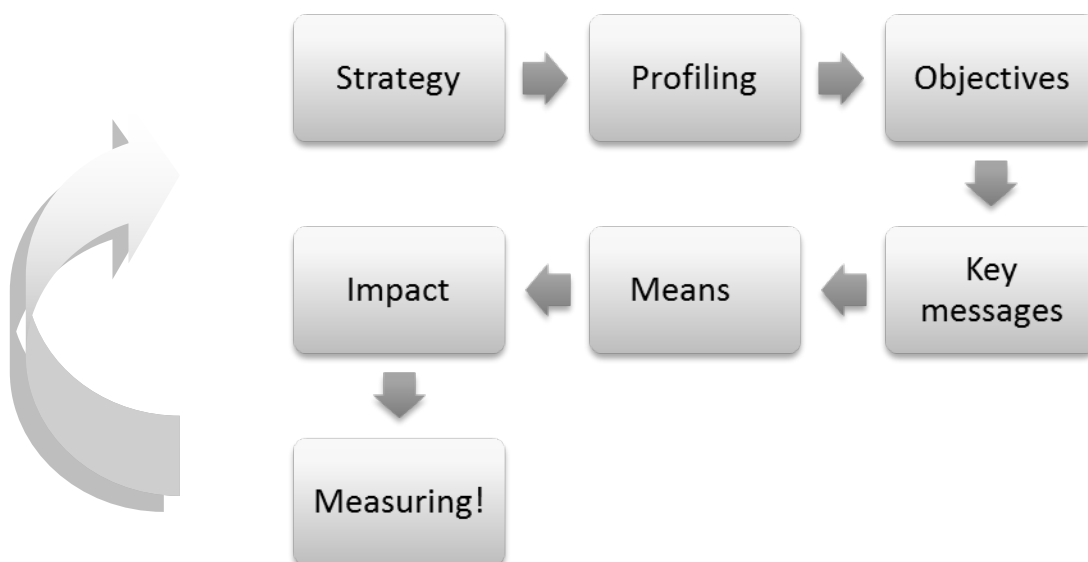
#### **The benefits of working towards a positive public profile, as experienced by equality bodies:**

- Persons suspecting that they have been discriminated against will know that the equality body exists, and already have some information about its mandate and services. The complainants trust the equality body as an authority;
- NGOs and other authorities and stakeholders seem to value the equality body's work and seek its advice - the equality body is wanted and appreciated for its cooperation;
- An equality body with a strong, positive profile is able to make a difference with its public statements and initiatives in legislation and society;
- A good reputation protects the equality body when it faces criticism or slandering.

## The process of strategically developing a public profile

Institutional profiling stems from an adequate communication strategy. As a process, creating a communication strategy consists of the following steps:

1. Defining the mission, vision and the values of the equality body
2. Defining the aimed, ideal public profile
3. Defining the core objectives
4. Defining the key messages
5. Choosing the means and channels for communicating the key messages to the defined target groups
6. Measuring and evaluating the impact with chosen available good measurement tools (both qualitative and quantitative)
7. Evaluating the possible changes that need to be done (e.g. new target groups, new ways of communicating and reaching the stakeholders, tackling under-reporting, finding resources, enhancing the image of the equality body in a specific stakeholder group etc.)



### *2. The ongoing process of strategically developing a public profile*



A positive reputation and profile are based on consistent work directed by clear objectives: being consistent with what is said and done, and also consistent with the visual identity of the equality body (i.e. the way of presenting the equality body visually in order to be recognized and remembered). Profiling can be defined as constantly managing the public profile in accordance with the mission and communication strategy of the equality body, in a way that supports the defined core objectives of the equality body.

## **How to measure the public profile and the impact of profiling**

The power of profiling depends on systematic planning and measuring its effectiveness as the strategic communication plan is put into practice. Measuring the effectiveness of profiling means following stakeholders' attitudes, for example by evaluating the relationships with the latter regularly and comparing the long-term changes over specific time periods (e.g. every third or fifth year). There are two things that make it easier to target key messages and strengthen an equality body's public profile: having good relations with the most important groups that shape the public profile of the equality body from outside, and having fact-based information about their expectations, attitudes, and knowledge about the equality body's work.

There are many ways of measuring the public profile and the image of the equality body. In terms of profiling, examples of how to evaluate whether or not the equality body is doing a good job include:

### **1) Media analysis measuring the representation of the equality body in the media**

Evaluating the tone of the message and the impression:

- how the equality body is represented in the media: 1) how often/how many times; 2) tone positive/neutral/negative
- how the messages of the equality body are represented in the media: 1) how often/how many times; 2) tone positive/neutral/negative
- how a relevant issue e.g. discrimination based on relevant grounds, equality etc. are represented in the media: 1) how often/how many times; 2) tone positive/neutral/negative

### **2) Measuring the image and the public profile among the most important stakeholders**

The Office of the Ombudsman for Equality in Finland has commissioned an evaluation of the public profile of the body among the key stakeholders (complainants, journalists, relevant authorities and NGOs). The five different dimensions of the profile of the authority were considered:

- *Authoritative* (non-cooperative/cooperative; withdrawn/open; bureaucratic/flexible; dictator/discursive; old-fashioned/modern; not listening/listening)



- *Respected* (not developing its work/developing its work; unknown/known; not respected/respected; reactive/proactive; does important work/does not do important work; motivated staff/unmotivated staff; attractive as a workplace/unattractive as a workplace)
- *Reliable* (objective/partial; for common good/not for common good; irresponsible/responsible; unfair/fair; not a specialist/a specialist; unreliable/reliable; inconsistent/consistent)
- *Serving* (passive/active; does not consider the needs of the stakeholders/does consider the needs of the stakeholders; does not communicate contact person clearly/communicates clearly who to contact; low-quality work/high-quality work; inaccessible/accessible; not useful/useful; does not meet the expectations/meets the expectations; does not inform sufficiently about its work/informs sufficiently about its work)
- *Effective* (ineffective/effective; poorly managed/well managed; slow/quick; does not meet the deadlines/meets the deadlines; communicates the objectives clearly/does not communicate the objectives clearly)

The measurement tool used is called Osgood Semantic Differential, measuring the stakeholder attitudes and connotative meanings of adjectives used by respondents. The results of the profile survey will give a lot of information on how the equality body is actually seen among the different stakeholders, i.e. what is the actual public profile of the equality body; how do the stakeholders evaluate the strengths and weaknesses of the equality body and, on the other hand, what are the expectations of the different stakeholder groups.

Evaluations measuring the different dimensions of the public profile are important and valuable tools, since they give measurable and reliable feedback that the organization can use for comparing their own evaluation with the stakeholder evaluation. It also gives quite concrete conclusions of what should be done in order to reach the objectives.

### **3) Benchmarking**

i.e. comparing the processes and the best practices with other equality bodies and other relevant authorities

### **4) Evaluating campaign communications**

These should be analysed in accordance with the strategic campaign messages and the public profile for which you are aiming. This means that you would evaluate and measure the outcome and success in profiling through campaign work.

### **5) Measuring the public profile on the equality body's official website and social media**

- Measuring the attractiveness of its' profile and the ability to reach the stakeholders online: e.g. using the Google Analytics and social media analytics (Facebook and Twitter analytics about the online traffic, the amount and the demography of the



followers, amount of likes and the content analysis of liked/disliked posts, viral activity, missing target groups etc.) and

- measuring the overall public conversation about the equality body in the different social media services by using specific social media measuring tools provided by online media monitoring companies.

The equality body should be aware of the impact of its work and communication efforts to be able to estimate the efficiency of its work. In most cases the impact of its communication initiatives can be measured through questions such as:

- Are the key messages of the equality body recognized, well known and remembered?
- Is the knowledge of the work and mission of the equality body increasing among stakeholders?
- Have the attitudes or opinions changed according to the expectations (among a certain target group/during a campaign or certain time period)?
- Has the public profile and reputation of the equality body changed and in what way/in which stakeholder groups?
- Did the themes addressed by the equality body go public as wished and expected?
- Is the cooperation better with a specific stakeholder group?
- Has the equality body built some new stakeholder relationships or partnerships/resources after systematic profiling?
- Have the key messages gone through as the equality body planned them to?
- Is there an increasing interest in the equality body and its actions/statements?

By defining the strategic objectives, key messages and audiences, and by measuring the impact of the chosen communication means, equality bodies are able to evaluate the actual impact of their strategic work and, systematically, work on the public profile for which they aim.

## Chapter 2 – How do equality bodies build their public profile?

### 2.1 The current state of affairs

*Cornelia Amon-Konrath, Ombud for Equal Treatment, Austria*

When discussing this topic among the WG members, it was no surprise for us to learn that there is a wide margin on how the aspect of communication is dealt with in the different equality bodies. This is not only because different bodies have a different mandate, but also due to the fact that there are equality bodies that have been working for a longer time than others, had mergers, changed their mandate and so on. But what we all could agree on – and this was confirmed in the answers to a survey we did – was that communication is a priority. This is due to the simple fact that whether it is stated in the mandate of the body or not, promotion of equality (and therefore communication) is a prerequisite to achieve the equality body's objectives.

Equinet supports peer learning amongst its members and on this occasion, produced a survey with 20 questions. The following chapter deals with the questions and answers given to the aspect of funding communication work and the basic principles the equality bodies give themselves.

#### **What objectives do equality bodies establish for their communication work?**

In the answers to the survey it became clear that there are two sides of communication: the internal and the external.

Internally, it seemed to the WG that especially newly founded equality bodies (as well as those that merged with other organisations or had other transition processes) have the need to encourage their employees to understand and support the vision and mission of the institution. This is important to create a common identity and to increase personal involvement, but also motivation and an opportunity for personal and professional development. As equality bodies tend to always be in need of more funds and are therefore asking a great deal of intrinsic motivation of its employees, it is vital to develop a creative, constructive and value-oriented workplace. Therefore communication lines should be short and employees should be able to receive the information they need and be able to share information in an effective way.

External communication mainly takes place with the various audiences equality bodies are trying or should be trying to reach. Again there is a great variety of needs, depending on where the equality body stands. Is it newly founded and still needs to make itself known to a general public? Or was there a merger and the equality body has to reassure target audiences that it is still an institution dealing with their needs? Is it a well-established body trying to tackle underreporting in certain fields of society or is it dealing in a proactive way with stakeholders?

Regardless of the very different “stages of development“ a body finds itself in, there are some aims and principles common to all the equality bodies.

- Communication work is seen as something essential to reach the equality bodies’ aims.
- Equality bodies want to be regarded as independent, trustful and reliable, friendly and easy to reach. They want to establish themselves as authorities and respected experts concerning their field of work, to be seen as a trusted and wanted partner (or respected opponent).
- They want to be flexible, to set standards and to engender change within a society to create an equality based environment. They want to be able to accommodate and be attentive.
- Equality bodies want to inform people about their rights actively and in a modern and easy to understand way.
- They want to lobby for legal changes and to establish the understanding within society that discrimination has to be taken seriously.
- Equality bodies want to reach out to different vulnerable groups and stakeholders, but also to multipliers so that there is a ripple effect .

Discussing those statements the WG came to the conclusion that as “promoters of equality“ and to be able to reach all those objectives, equality bodies have declared the most important things for them are:

- to develop a communication strategy and
- to establish an entity within the equality body dealing with communication work.

### **What are the facts, regarding financing and staff?**

When looking at the situation now, however, there are certain facts that make it very difficult for equality bodies to reach their objectives. First, there is the state of funding. In the survey, equality bodies were asked to give figures on the percentage of budget used for communication compared to the total budget of the equality body:

Some bodies did not know and one body set an example in stating that 48% of its budget was used for communication work. But the vast majority declared that only from 0,002 to 6,4 percent were given to communication affairs.

Accordingly, we asked how many of the their staff works on communication (number given in percentage). There were two bodies where 30% and 31.8% respectively are dealing with communication. With the others, it differed from 1.66% to 17%, but mostly the figures ranged between 5% and 9%.

When looking at those figures, it is clear why some bodies focus on an ad-hoc communication strategy or have a more ad-hoc approach without a stringent strategy behind it, and other bodies are able to develop fine-tuned strategies with a flexible ad-hoc approach.

Another and very important aspect was, that in most of the equality bodies, there is a majority of lawyers dealing with the day to day work. In some bodies there are no communication experts as such, but lawyers or other staff shouldering the work of a communication

department. The interesting thing that came out of discussions among the members of the WG was, that aims and requirements for communication can be very different in a lawyer's or communication expert's view. Lawyers tend to back away from putting things in a simple way as they worry about being incorrect. On the other hand, experts in communication try to keep messages as simple as possible, all the while keeping the audience in mind. Their main objective is to raise awareness and not essentially get a legal detail right. In our opinion, the combination of these two aspects, to be correct and to keep it simple, would be the ideal way to move forward and would be an opportunity to learn from each other. Some equality bodies try to get the best out of this challenge (and the financial one) by building matrixed cross-discipline teams. Others give special trainings to lawyers so that they can also communicate effectively with different target groups. This may also be important when dealing with the media, as there are other laws to be respected in this kind of field and non-communication experts tend to back away from dealing with the media.

All in all, the majority of equality bodies stated that there was a good level of coordination and cooperation between the communication department/person and the other departments.

**It is highly important to value the aspect of communication. This can be achieved in different ways:**

- **By installing the responsible entity for communication in a respected hierarchical position.**
- **By making it clear in the overall strategy that communication is an essential factor in reaching the equality body's aim and that it has to be thought of in every aspect of the equality body's work.**

To sum up, communication is important not only when it comes to an overall strategy, but also in the day to day work, as the employees of an equality body are the key factors to promoting the principle of equality in their everyday communication.

## **2.2 The public profile of equality bodies**

*Marco Buemi, National Office against Racial Discrimination, Italy*

The aim of this section is to explain how an equality body can achieve their aims and objectives using the active promotion of their work as one of their strategies. Actively promoting an equality body in a planned way may be far from everyone's mind as they work intently and passionately on achieving their organisation's objectives.

The overall public profile of the equality body is usually that of an accessible and effective institution that is proficient in safeguarding equal treatment in ways that can be easily available and understood by a wide range of stakeholders. It is very important to underline that the accessibility of the equality body is important, above all, for anyone who may be at risk of being discriminated against. The public profile is often shaped by its institutional mission and functions.



The equality body should be an independent and neutral authority, which acts as a reliable specialist on relevant legislation and promoting equality. Equality bodies are in a process of radical reappraisal of their role by moving away from the isolationist approach and the alleged self-reliance of a “national” Office towards: a more dynamic, non-bureaucratic attitude based on the principle of the effectiveness of the role; the execution of all the duties assigned by the European Directive and the current regulatory framework; and a strategy aimed at a constant sharing, cooperation and mutual enhancement with the system of:

- local autonomies (Regions, Provinces and Municipalities as well as the relevant representative associations)
- the NGOs active both on a local and national level
- the reference communities
- the social forces (trade union and employers' organizations)
- civil society

The equality body in some cases does not commonly decide and register the public profile of the organization. The strategy of the public profile is more traced by the Equality Department that set up a specific plan for equality bodies' equality work and tries to develop key indicators to ensure a horizontal perspective on discrimination issues.

In some organizations this aim has been commonly decided and registered in the equality body's annual reports, in other organizations the public profile has been decided by involving the Management Board, the stakeholders, the internal staff and external expertise. For some equality bodies, it is more difficult to convince internally that communications is not only about “informing” and that it can bring benefits at all levels. Further efforts, in fact, need to be made within equality bodies to streamline the legal and communication work in order to ensure adequate channels and messaging towards external stakeholders.

### **How to actively promote one's work to develop a public profile?**

Most commonly the equality body seeks a public profile through internal discussions and ad-hoc decisions on how and when to react but also when they decide what kind of topics they want to bring up (e.g. meeting with journalists). But the very common way to seek a public profile is through general communication activities.

All the equality body's activities to seek a public profile are directed toward awareness campaigns, events to promote equality and non-discrimination, publications (guidelines, codes of conduct, toolkits, brochures etc.) and lately through the most important social media (Facebook, Twitter, Youtube).

Well organized and consistent social media engagement is important. Either to communicate publicly or to exchange information with specific groups (e.g. twitter for journalists or stakeholders to know a report has been issued, Facebook for promoting the work of the equality body and for sharing articles on related issues). However, dialogue can sometimes be difficult like providing answers, or avoiding disputes through the web.

The main problem identified by most equality bodies to successfully develop their public profile are the limited resources available. In the case of limited funds, the focus of the communication work should be dedicated to shaping and improving the image among target audiences that have a neutral or already positive view of the equality body, rather than trying to impact audiences that already have a clearly negative view.

Many equality bodies seek to have a particular public profile, in particular with these groups or on these grounds:

- ethnicity
- gender
- disability
- Roma community
- intersex people
- trans people
- employers
- trade unions
- each specific ground of discrimination that is covered by the equality body
- civil society
- media
- duty bearers
- social partners

### **Evaluation of the public profile**

The equality bodies don't always evaluate the public profile due to lack of time and above all, a lack of financial resources. Those that do evaluate their public profile often use on-line surveys or media monitoring. The media monitoring can be done daily and is more immediate and direct. Through the media monitoring, it is possible to understand what the media are interested in. This data could be strategic for the equality bodies' communication department to present news, projects, awareness campaigns, events, and strategies in a more attractive way for the media.

## Chapter 3: What can equality bodies do to build and shape their public profiles effectively?

*Aidan Toomey, British Equality and Human Rights Commission*

The 2013 Equinet Communication Survey <sup>1</sup> raised the important question: Do equality bodies in any way seek to influence the “external shapers” <sup>2</sup> of its public profile? Of the 14 equality bodies asked, 11 answered that they do seek to influence whilst three responded that they do not seek to influence.

What this can suggest is that not all equality bodies have the capacity and resources to communicate externally or that communications planning is not so prominent on the organisational agenda.

The EU equal treatment legislation requires Member States to set up an equality body and most Member States have implemented the Racial Equality Directive (2000/43/EC)<sup>3</sup> and the Gender Equal Treatment Directives (the 2010/41 on self-employed persons<sup>4</sup>, the 2006/54 Recast Directive<sup>5</sup>, and the 2004/113 Goods and services Directive<sup>6</sup>) either by designating some existing institution or by setting up a new institution to carry out the competences assigned by the new legislation.

Importantly, each Directive contains the text:

“Member States shall designate a body or bodies for the promotion of equal treatment of all persons without discrimination on the grounds of either racial or ethnic origin / sex. These bodies may form part of agencies charged at national level with the defence of human rights or the safeguard of individuals' rights.

Member States shall ensure that the competences of these bodies include:

- Without prejudice to the right of victims and of associations, organisations or other legal entities, providing independent assistance to victims of discrimination in pursuing their complaints about discrimination;
- Conducting independent surveys concerning discrimination;
- Publishing independent reports and making recommendations on any issue relating to such discrimination.”

The above three points suggest that communication planning needs to be an integral part of the equality body. Consider also, that no two equality bodies are the same. They all work in different ways through different departmental structures, policies, processes and procedures.

---

<sup>1</sup> Equinet Communication Survey 2013: What are the main difficulties faced by equality bodies in building and shaping their public profiles?

<sup>2</sup> “External Shapers” of National Equality Body’s (NEB’s) profiles as outlined by Equinet include Media and Journalists; Politicians; National Governmental Organisations (NGOs); Complainants and victims of discrimination who seek the NEB’s assistance; Connectors (e.g. high-profile representatives or leaders of vulnerable communities or groups); Social media.

<sup>3</sup> <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0043:EN:NOT>

<sup>4</sup> <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:180:0001:0006:en:PDF>

<sup>5</sup> <http://www.ofmdfmi.gov.uk/transposition-table>

<sup>6</sup> <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32004L0113:EN:HTML>





But what the requirements of these Directives and these three key points, can legitimise is that this type of work is important for Equality Bodies.

**It is recommended that the requirements of the directives of the Racial Equality Directive (2000/43/EC) and the Gender Equal Treatment Directives (the 2010/41 on self-employed persons, the 2006/54 Recast directive, and the 2004/113 Goods and services directive) are taken into account as they can legitimise that this type of work is important for equality bodies.**

In writing this final chapter, I have looked at those survey findings that demonstrate examples of good practice in communication and have used this information to tackle the essential question: What can equality bodies do to build and shape their public profiles effectively? The points identified are by no means exhaustive or finalised but can act as a useful indicator to improving effectiveness in this area of work.

## **Ensure effective internal communication**

### **1. Communication jobs**

If jobs are created or in place that are specific to communication then this indicates that the equality body is taking their communication planning seriously.

When difficulties occur which are relevant to the equality body and its communication work, then having a dedicated member of staff in place dealing with this line of enquiry can be effective.

### **2. A clear Communication Strategy (CS)**

A CS can help the equality body to communicate effectively and meet core organisational objectives. The support of organisation leaders is important as they can set the stage for the importance of communication with a clear mission, a statement of purpose, and objectives. This can mean that communication is highly valued and considered in every action of the equality body. Ultimately it can mean better communication which can save time and money. An example of an equality body laying a CS for the future is the Cyprus Ombudsmen. The participation of an Officer of the Cyprus Ombudsman on the Equinet WG on Communication Strategies and Practices, as well as the experience of two other Officers working on communication issues during the Cyprus EU (European Union) presidency, led to the preparation of the first CS Action Plan for the Cyprus Ombudsman, which was submitted as a proposal in July 2013, and was adopted in September 2013.

The Communication Team (formed unofficially by the three Officers) is expected to proceed further with the implementation. It must be noted that apart from the knowledge they have gained from experience, none of them have had specific training.

The CS and Action Plans last for three years, at the end of which the actions will be evaluated. The CS includes four Chapters with relevant actions, notably:

- Enhancement of public visibility
- Maximization of use of electronic media



- Development of structured internal communication
- Improvement of the collaboration with other authorities and stakeholders.

Specifically on building a positive public profile, the CS includes, among others, actions in relation to the following:

- Building a proper and efficient two-way relation with media;
- Preparing and circulating a Newsletter with actions, activities and important reports of the Ombudsman;
- Doing a survey online to get public opinion as regards the effectiveness, usefulness and accessibility of the institution;
- Organising a series of events aiming to reach, as widely as possible, the public and inform on the mandates and the potential of the Ombudsman.

### 3. Objectives

Objectives can be the key to the success of an equality body's communication strategy. The equality body can ensure that their CS is organisationally driven rather than communication driven.

Alignment of communication and organisational objectives help to reinforce the importance and relevance of communication and help make a case for the proper resourcing of communication activity within the equality body.

### 4. Internal channels of communication

Good internal channels of communication in an equality body can ensure that employees know what is happening in an organisation internally and it enables them to contribute to organisational agendas. It is useful to have these channels in place so as they can help in ensuring that there is joined up working and no duplication or misunderstandings.

The British Equality and Human Rights Commission uses a variety of channels when conveying messages to employees. Just some examples of these channels are:

- **The intranet:** This is an internal private network that displays web based information to staff members. It features a wealth of information including forms library, regular updates, training activities, internal and external news stories and updates.
- **Regular meetings in which information is shared:** Open forum meetings are held regularly in which staff provide updates about their work. Lunchtime seminars take place in which speakers present on interesting and insightful topics in relation to equality and human rights. All staff meetings are held to inform staff of the latest organisational developments.
- **Newsletters:** There is a regular Research information team internal fortnightly electronic bulletin that contains information about new equality and human rights developments, policy and publications, legal cases, useful websites, forthcoming events and other items of interest.

The channels of communication are also accessible. For example, the intranet is designed to meet accessible web standards; access requirements are organised in advance for meetings; newsletters are designed to meet accessible information standards.



## Ensure effective external communication

Survey findings revealed that most equality bodies believe in effective external communication in helping to establish the creation of networks of cooperation and exchange of information for every ground of discrimination. To ensure effective external communication, techniques can be applied by equality bodies, such as:

### 1. Stakeholder analysis

Stakeholder analysis is a technique used to identify and assess the influence and importance of key people, groups of people, or organisations that may significantly impact the success of your activity or project<sup>7</sup>.

This kind of analysis is specific. For example, an equality body might choose to hold a seminar specifically around Health, Social Care and Disability. Their stakeholder analysis primarily may entail referring to their existing in-house databases to look at stakeholders groups in these three areas of work. Secondly they may choose to do further analysis externally to ensure that they have a balanced number of stakeholders, from each group, to choose from before extending invitations to the seminar.

### 2. Stakeholder engagement

Stakeholder engagement is the process of effectively eliciting stakeholders' views on their relationship with the organisation/programme/project.

**Participation Questionnaires** are a good example of stakeholder engagement: In November 2013, the British Equality and Human Rights Commission (EHRC) launched the UN (United Nations) Disability Convention Participation Questionnaire. This questionnaire was about the UN Convention on the Rights of Persons with Disabilities (the UNCRPD, or the Disability Convention). This was sent to all disability stakeholders and Disabled People's User-Led Organisations in the United Kingdom (UK). The questionnaire findings helped in providing further information for EHRC's work on the Disability Convention and the list of issues that they want the UN Disability Committee to consider. The questionnaire is just one information gathering method that helps to set the agenda for the examination of the UK Government's report on implementation of the Disability Convention<sup>8</sup> that is expected to happen in 2015. The EHRC are currently engaging disabled people on the issues to include in their submission to the UN Committee.

### 3. Sharing the learning

Equinet aims to ensure that sharing the learning initiatives takes place between equality bodies regularly. Their work can often mean that equality bodies do not work in isolation.

Equinet consistently produces important documents that can be of value to equality bodies in their working practices. For example, they produced a Report on *Tackling under-reporting of*

---

<sup>7</sup> Stakeholders: Theory and Practice, Friedman & Miles, 2006

<sup>8</sup> <http://odi.dwp.gov.uk/disabled-people-and-legislation/un-convention-on-the-rights-of-disabled-people/have-your-say.php>



*discrimination through better communication*<sup>9</sup> stating that good communication strategies and practices needed to be at the heart of any adequate response to under-reporting. In Equinet's view such a communication response aims to:

- Inform members of groups experiencing discrimination about their rights and how to exercise them. This includes finding the right channels of communication for different groups experiencing discrimination and conducting outreach activities toward these groups.
- Build confidence among members of groups experiencing discrimination in exercising their rights. Trust needs to be built with the equality body. Equality body processes need to be accessible. Complainants need to know what will happen once they make a complaint and the process needs to be predictable. Groups experiencing discrimination need to hear about successful cases.
- Build a culture of rights in society. Equality bodies need to contribute to a wider culture in society that is positively disposed to diversity and to people challenging discrimination.

Equinet also works to share the learning through training programmes for equality bodies. For example, in November 2012, Equinet ran a Common Cause<sup>10</sup> workshop around the question of how as a national equality body should we communicate to bring about societal change? To summarise, this training outlined the values and frames model that Common Cause promotes which advocates that society changes when certain values are engaged. According to the research presented, using economic value arguments for equality and human rights increases the likelihood of engagement with the audience's "extrinsic" values that are less altruistic and less concerned with the benefits of society as a whole. It endorses these self-interested views and, according to the Common Cause theory, is counter-productive.

A key value of sharing this learning is that this kind of invaluable work with external stakeholders such as Equinet can offer fresh approaches for national equality bodies in terms of their strategy and thinking<sup>11</sup>.

#### **4. Meetings**

Equality body staff consistently have face-to-face meetings with external stakeholders. In addition to this, if the technology is there, they have the option to meet using Video Conferencing and Audio Conferencing technology. Meetings can ensure that a large number of stakeholders are reached with focused and targeted messages. They can ensure that good working relationships and partnerships are built with key stakeholders.

---

<sup>9</sup> Tackling the "Known Unknown": How Equality Bodies Can Address Under-Reporting of Discrimination through Communication. <http://www.equineteurope.org/Tackling-the-Known-Unknown-How>

<sup>10</sup> Common Cause is a network of people working to help rebalance cultural values to create a more equitable, sustainable and democratic society. Website: <http://valuesandframes.org/>

<sup>11</sup> [Following on from the Common Cause workshop and paper on Under-reporting, in 2013, the Working Group on Communication Strategies and Practices prepared a survey on the values that their organisations express in their work. Based on this and additional research, the Public Interest Research Centre published a commissioned report in 2014 that mapped out how European equality bodies express values in their communications, and the impacts such communications may be having.

The report enables a deeper understanding of the way values work and how equality issues might be affected by appealing to different values. It provides advice on how to put an understanding of values and message framing into practice and offers indicators for good and bad practice in this area. The aim of this research is therefore to inform equality bodies and other organisations how to align their communications with the societal values that will ensure that people across Europe are motivated to live in acceptance of one another, free from discrimination. Website: <http://www.equineteurope.org/Using-values-to-create-a-more/>



## 5. Attending essential public events

Equality body staff will attend public events for information gathering purposes, promotion of work and to network and engage with external stakeholders.

## 6. Transparent and independent decision making procedures

Some equality bodies have policies and procedures in place that ensure transparency and independent decision-making. For example, the EHRC has an independent Regulatory Decision Making Panel (RDMP) that takes the majority of the EHRC's regulatory decisions. The kind of activities RDMP considers includes:

- British Equality Act 2006 Section 28<sup>12</sup> and Section 30<sup>13</sup> cases
- Encouraging compliance with the public sector equality duty
- Responses to government or others' consultations
- Policy responses to new developments

The RDMP enables the EHRC to:

- Focus their resources on the fulfilment of their duties, and use of their unique powers;
- Ensure their actions align with their strategic and corporate plans, and have maximum impact; and
- Manage their resources effectively and efficiently, enabling them to respond to emerging risks or opportunities.

As this structure is in place, it can ensure effective engagement with stakeholders. It also benefits staff internally as they adhere to set policies and procedures which help determine outcomes.

## 7. Campaigns

Some equality bodies will run campaigns as a form of communicating and influencing external stakeholders. The Office of the Commissioner for Administration (Ombudsman) in Cyprus ran a comprehensive Integrated Anti-Discrimination Campaign<sup>14</sup> between December 2009 and November 2010 that included several actions and targeted a wide range of audiences, notably policy makers, mass media – journalists, National Government Organisations (NGOs) and Trade Unions/Employer Associations.

The general goals and objectives were, firstly and most significantly, to raise awareness and sensitise the general public on issues of discrimination; secondly, to inform selected stakeholders on issues of discrimination; thirdly, to identify – for policy making purposes –

---

<sup>12</sup> Section 28 of the Equality Act 2006 allows EHRC to provide assistance to an individual who is or may become party to legal proceedings if the proceedings relate or may relate to a provision of the equality enactments. The EHRC can only offer assistance if the individual alleges that he or she has been the victim of behaviour that breaches equality law.

<sup>13</sup> As the MoJ is aware, the Commission has been granted a power by Parliament under Section 30 Equality Act 2006 to bring judicial review claims in its own right. We have made reference to this power in pre-action correspondence where litigation was ultimately avoided. In a small number of cases, and only after extensive engagement with the public body concerned, we have used Section 30 to issue proceedings where we considered that it was in the public interest for us to act to avoid the risk of a breach of equality or human rights law which could not be addressed by other means. In such cases, the question of standing does not arise because express statutory standing is conferred by Section 30 Equality Act 2006. However, this illustrates how it may be necessary for a body to act in the public interest, where no individual can do so.

<sup>14</sup> <http://www.equineteurope.org/Integrated-anti-discrimination>



the needs of certain vulnerable groups; and, lastly, to promote some good practices in combating discrimination.

## 8. Digital and Social Media

Digital and social media is a channel that can be used to promote positive, accurate messages, and to counter inaccurate messages, about the application of the law on equalities and human rights.

Equality bodies will seek to communicate with their audiences using digital and social media, notably:

- **Websites:** The majority of equality bodies have a website<sup>15</sup> and this can help in demonstrating their credibility and showing stakeholders that they are serious about their work. A website can be easily updated and ensures promotion of work. For example, the current homepage of Poland's Human Rights Defender<sup>16</sup> shows their latest statistics notably that in November 2013, their offices received 469 visitors and 3069 telephone calls, providing explanations and advice. They sent 6253 letters in 4809 cases, registered 187 open letters and protests. Another benefit of having a website can be seen in improved stakeholder relations services. A feedback form on the website can be invaluable, giving stakeholders a way to provide honest feedback. Websites can also be used to promote cases and policy developments. For example, the EHRC website has a page on Legal and Policy which demonstrates how they aim to secure an effective legal and regulatory framework for equality and human rights by influencing legislative and policy developments and by using their statutory powers<sup>17</sup>.
- **Electronic Newsletters:** Electronic newsletters are a popular way of communicating with stakeholders. The EHRC, for example, sends out a monthly electronic newsletter to around 38,000 EHRC contacts. The newsletter contains news relating to equality, race, gender, disability, sexual orientation, religion, age, transgender, human rights and more. This can be an extremely quick and cost-effective way to communicate with stakeholders and can be used as a key vehicle for promotional content and news feeds. Also, it is an excellent way in linking back to specific pages on an equality body's website or blog, and in turn this encourages quality, targeted website traffic.
- **Social Media:** The majority of equality bodies do not use Social Media such as Facebook, Twitter and Youtube in the promotion of their work<sup>18</sup>. This can be disadvantageous as social media is a key tool area that can be used to generate more followers to a website and it can help an equality body to reach a larger audience. At a technical level, social media can help to boost a website's search engine ranking. Active and new content on social media accounts can mean a better Search Engine ranking on Google. Social media is free so it can prove a very cost effective solution in terms of marketing and promotion of work.

---

<sup>15</sup> <http://www.equineteurope.org/-Member-organisations-> (this link contains the Equality Bodies of Equinet and their websites.)

<sup>16</sup> <http://www.rpo.gov.pl/en> (Poland's Human Rights Defender website)

<sup>17</sup> <http://www.equalityhumanrights.com/legal-and-policy/> (EHRC Legal and Policy pages).

<sup>18</sup> [In the meantime (2015), over half of Equinet members use one form of social media or another, namely Facebook, Twitter or Youtube]



## Measuring success

This Chapter has looked at what equality bodies can do to build and shape their public profiles effectively in terms of communication planning. The long-term success of this planning can then depend on measuring the relative success of each strategy and ensuring evaluation.

Free user-friendly tools exist online that can be used to measure success which means that mediums such as websites, social media and e-newsletters can be evaluated with ease.

There are no set criteria or finalised recommended approaches to effective evaluation. Data, statistics and information can be collated relatively quickly using the tools. But, what is of significant importance is as to how the data, statistics and information are used by the equality body.

Evaluation can only be as strong as how committed the equality body is in terms of their overall approach to communication planning. Commitment to this planning means that evaluation techniques are applied and this can help motivate equality bodies to have a clearer picture of the external landscape and what works and doesn't work. It can motivate them to tailor their objectives accordingly and shape their organisation for the challenges ahead.

# Annex 1: Survey of the role of communication in equality bodies, including Answers

## 1. Please tick one or more options as appropriate:

11	My equality body has a communication or public relations department
4	My equality body has an expert <sup>19</sup> (e.g. Communication or PR Officer) working on communication/public relations
3	In my equality body a person is in charge of communication/public relations without being an expert in this field
8	My equality body follows a specific communication strategy
5	My equality body has a specific strategy for shaping its public profile
10	My equality body has an ad-hoc approach to communication
<b>COMMENTS</b>	
<ul style="list-style-type: none"> <li>• Communications is highly valued and considered in every action of the equality body.</li> <li>• We have some strategic planning and a strategic plan but we don't follow it.</li> <li>• Communication is essential given the reorganization and mergers the NEB has gone through.</li> <li>• NEB's mandate specifically states that communications and public relations are an important part in its work; ad-hoc approaches to press stories co-exist along broader strategic approach</li> <li>• Communications department deals with general issues, ad-hoc non-communications specialists deal with equality issues with project-based funding (no NEB budget)</li> <li>• The NEB's public profile is communicated both through its core work, as well as through EU co-funded projects which it carries out whereby specific communication strategies are developed on particular subject matters related to equal treatment aimed at targeted audiences</li> <li>• The NEB has a working group on communications</li> </ul>	

## 2. Please fill in the numbers below for 2013 (for parts of the organisation dealing with equality and discrimination issues):

<i>Budget for communications AS PERCENTAGE OF THE total budget of the NEB</i>																	
4.9	48	n/a	2.1	5	n/a	3.3	n/a	6.4	4.1	n/a	n/a	2.4	0.2	2.4	4.2	0.002	
<i>People working on communications AS PERCENTAGE OF THE total number of NEB staff</i>																	
5.55	9.09	9.09	1.66	30	n/a	31.8	8	8.3	6	4.5	n/a	2.5	30	17	7.5		

<sup>19</sup> This may be a person with education/training in communications or public relations and/or with adequate work experience in the field that qualifies her/him as an expert or specialist.



**3. Is there a good level of cooperation and coordination between the communications department/person and other departments in your equality body (e.g. legal, policy, management)? Please explain.**

YES	WEAK	NO
13	3	
COMMENTS		
RATHER ON THE NEGATIVE SIDE		
<ul style="list-style-type: none"> <li>• Time constraints to deal with the multiple communication needs and inputs from various departments</li> <li>• Still learning on how to coordinate the big projects better when a lot of people (communications officer and many legal officers of the office) and different partners (advertising agencies, consultants, NGOS, other authorities etc.) are involved in the same project.</li> <li>• Sometimes communications-related questions, tasks and requests for information are seen as an extra-burden</li> <li>• Little commitment to dealing with the media</li> <li>• The level of will to support and/or understanding of communications work varies among departments and staff members</li> <li>• Communications on equality issues done by ad-hoc team of non-communications experts</li> <li>• Legal department and communication department sometimes have difficulty in agreeing on the same language for airing a message</li> </ul>		
RATHER ON THE POSITIVE SIDE		
<ul style="list-style-type: none"> <li>• Communications is seen as an essential and highly important means for achieving the NEB's objectives. The cooperation between the communications person and the staff is great and quite well organized these days in a daily work.</li> <li>• Head of Communications is also Head of Legal; There is a sub-committee of the Governing body on Communications</li> <li>• Employees have adequate information to accomplish their tasks, receive messages on time and be certain of their accuracy. Employees know the activities of all departments, their role and the impact on their personal activity.</li> <li>• Small size of NEB can actually help inter-departmental cooperation.</li> <li>• Matrixed cross-discipline project teams <b>x2</b></li> </ul>		

**4. What objectives have you established for your overall communication work? (If none please state "none")**

<ul style="list-style-type: none"> <li>• to be flexible, well-run, set standards, engender change, to accommodate and be attentive.</li> <li>• to enhance the image of the NEB as an independent, neutral, friendly, easy to reach and reliable authority, respected expert monitoring the Equality Act and promoting gender equality; to inform about the legislation and its implementation in different sectors of society and to inform people about their rights actively, openly and in a modern way (e.g. interesting and fresh visual profile), the NEB communicating actively and openly in social media; updated information on the website for the visitors in multiple languages; servicing the media to ensure that the facts are correctly understood and the tone of the message is right; enhancing the stakeholder cooperation so that the NEB is seen as a trusted and wanted partner.</li> </ul>
---

- **not stated anywhere** (but based on internal discussion: to reach potential customers better / to increase knowledge about the NEB; to discuss equality and discrimination publicly and to feed expertise in the debate; to increase the understanding of why equality is important; be a strong part of the equality promotion work; to give information about trafficking in human beings (NEB having that mandate); to lobby for legal changes and to support the structural changes that the NEB wants.
- To reach the widest public possible in order to familiarize them with the Institution and its different competences **x2**
- To make the NEB's work better known, to establish a better understanding that discrimination has to be taken seriously, to inform about the types of discrimination and where to get help.
- To combat under-reporting through the development of a relationship of trust and open communication directly with the various affected/vulnerable groups and stakeholders
- To communicate equality rights and the remit of the body
- **none**
- To raise awareness about equality issues; to make sure that different audiences understand and are aware of the NEB, what it does and what its remit is; to provide a clear message of what is discrimination, how it looks like; to sensitise the general public to become more aware of discriminatory instances both on themselves and also on other individuals; to raise awareness on the fact that persons who feel discriminated against can make a complaint with the NEB and what procedures are involved in the complaint's process; to empower more persons to contact the NEB, not only to assist them if they are discriminated against, but also to request information; for assistance in the drafting of policies; to participate in NEB events and so on; reaching out to various audiences, particularly stakeholders who may have responsibilities in relation to equal treatment such as employers/employees or service providers, as well as groups of persons who may be victims or witnesses of discrimination such as school children and youths or the general public; to target stakeholders who may have a ripple effect and pass on the NEB's message to other persons, such as members of NGOs, academics, etc.
- To strengthen internal communication, transparency and collaboration and to make external communication more efficient and effective
- Reducing time consumed to communicate key messages to all employees; Providing support to NEB employees to understand and support the vision and mission of the institution; Improving commitment to the NEB at all levels; Improving efficiency in daily work by speeding up the communication process, which would allow employees to offer and receive faster documents and reactions; Motivating employees, consolidating trust, creating a common identity that can increase personal involvement; Respect for human dignity; Adopting a creative and constructive attitude; Stimulating activity; An opportunity for professional development.
- Improving the NEB's reach, engagement and reputation, although each specific project has specific communications objectives in place.
- To increase visibility and improve public profile; to maximize the use of technology and social media; to enhance the internal communication of the organization; to improve cooperation with public authorities and stakeholders through communication.
- Reach out to those who don't know about the NEB and the relevant legislation as well as multipliers, who should pass information from/about the NEB to potential victims of discrimination
- to raise the awareness and inform: to promote gender equality and to fight against any form of discrimination and inequality based on gender; to become an essential actor; to develop a customer

service; to develop a crisis communication in order to anticipate the outbreak of crises and emergencies; to develop an internal communication in line with the corporate communication and values of the NEB

## THE PUBLIC PROFILE OF YOUR EQUALITY BODY

### 5. What overall public profile is your equality body aiming for?

- To do knowledge-based equality work, tackle structural problems, key contact for public bodies on their equality duties
- Independent, neutral authority, which is a reliable and influential specialist on the relevant legislation and promoting equality **x3**
- Strong public opinion maker having its opinions based on expertise and legislation
- Every citizen looking for a legal response to his/her request in the field of one of our competences can approach the institution
- To make the NEB’s work better known, to establish a better understanding that discrimination has to be taken seriously, to inform about the types of discrimination and where to get help.
- Independent partner and ally
- To communicate equality rights and the remit of the body
- The NEB is an institution set up under the government
- An institution accessible, effective and proficient in safeguarding equal treatment in ways that can be easily available and understood by a wide range of stakeholders, including persons who may be at risk of being discriminated against **x2**;
- Overall public profile is shaped by its institutional mission and functions **x3**
- To avoid being depicted as an institution protecting only minorities
- Efficient, accessible, trustful

### 6. Was it commonly decided and registered somehow?

NO	2
----	---

YES - HOW?
------------

- Equality Department set up a strategy for NEB’s equality work & develops key indicators to ensure horizontal perspective on discrimination issues within NEB
- Only internal discussions were held on strengthening the expertise aspect of the profile
- This aim has been commonly decided and registered in the NEB’s annual reports.
- It involved the Board, stakeholders, staff and outside expertise
- It was registered in the sense that it stems from the law governing the functioning of the NEB
- Commonly decided during a series of trainings the staff members have been attending on how to improve the quality of the service provided by the NEB

### 7. How is this aim sought? (e.g. specific Strategic Action Plan on Communications, occasional actions, individual initiatives)

- A strengthen focus on analysis and research; Focus on structural discrimination; Strengthening of the horizontal perspective; Co-operation with key actors; Greater involvement of civil society; A strengthen focus on main challenges and dilemmas; Finding statistical indicators in key areas; Integration of the equal treatment perspective in all department activities in the NEB; International interaction; Press work
- There is a specific Communications Strategy, founded in the cooperation of the whole staff in 2007-2008 and there is an annual Action Plan on Communications based on the annual Strategic Action Plan of the office.
- Internal discussions and ad hoc decisions on how to react and when to react but also when we decide what kind of topics we ourselves want to bring up e.g. when meeting journalists or what topics and angles to take in the yearbook etc.
- NEB defines themes every year (handicap, age, etc.) that it works on and promotes, and the results are published in an official report or are the object of a conference. **x2**
- Strengthening networks of local anti-discrimination agencies, aiming to establish a climate of anti-discrimination in the whole country; country-wide campaign to encourage local authorities sign a declaration to support anti-discriminatory work.
- Creation of networks of cooperation and exchange of information, for every ground of discrimination; coordination of activities between state agencies, local government and of civil society; legislative and administrative regulatory improvements in order to achieve effective protection and better awareness.
- Through a communications strategy and a sub-committee on communications within the Board
- General communications activities (campaigns, events, publications, social media, etc.) **x17**
- Although there is an organizational Communication Plan, it mixes with an ad-hoc approach to communications
- Building a proper and efficient two-way relation with media; preparing and circulating a Newsletter with actions, activities and important reports; Doing a survey online to get the public opinion as regards to the NEB's effectiveness, usefulness and accessibility; organizing a series of events aiming to reach, as widely as possible, the public and inform on the mandates and the potentials of the NEB.
- Strategic communication with strategic and operational goals, which are declined according to action plan on communication

**8. If you seek to have a particular profile with certain groups please describe this profile and name the group you seek to have this profile with.**

Those who stated “no” are seeking the same profile for all audiences.

NUMBER OF NEBs SEEKING GROUP-SPECIFIC PROFILES	
3	
GROUPS/GROUNDS AIMED AT	
ETHNICITY	1
GENDER	1
DISABILITY	1
ROMA COMMUNITY	2
INTERSEX PEOPLE	1

TRANS PEOPLE	1
EMPLOYERS	1
TRADE UNIONS	1
EACH SPECIFIC GROUND OF DISCRIMINATION THAT IS COVERED BY THE NEB	1
CIVIL SOCIETY	3
MEDIA	2
DUTY BEARERS	1
SOCIAL PARTNERS	1

**9. What are the main difficulties that your equality body faces when seeking to shape its public profile?**

- Target groups, but also the public in general, does not know of the existence of the NEB, its services or its work **x4**
- Legislation is difficult to understand and leads to having many different authorities with different mandates (difficult for the average citizen to know where to go)
- Lack of understanding of the issues and their relevance among media/journalists **x4**
- Difficult to explain structural problems and advanced work done by NEB on these
- Insufficient media training of the spokespersons for the NEB
- Lack of concerted reaction to discrimination, NEB is sole voice
- Multiple mandates lead to confusion **x2**
- Lack of resources and budget **x4**
- General lack of trust in state institutions
- Budget cuts on the promotional work
- Lack of interest
- NGOs argue NEB not “viable” after cuts = negative messages to vulnerable citizens
- It is perceived as not being independent of the government
- Different stakeholders perceive the NEB’s public profile in different ways, and may have different expectations of its public profile
- Restrictive advertising and marketing controls
- NEB management needs to realise the importance of maintaining a consistent public profile and to feed into this process
- Outdated website
- Perception of NEB as being there only for certain groups
- Lack of social media presence
- NGOs on one hand argue the NEB is not doing enough, but the general public perceives the NEB as a waste of resources on a problem that was solved in the past (gender equality)
- Obligation to keep cases of discrimination confidential
- Sensationalist journalism **x3**

**10. Does your equality body evaluate its public profile in any way (e.g. impact assessment, surveys, media monitoring, evaluation of Action Plan, etc.)? If not, please state “no”. If yes, how?**

YES	NO
9	5
HOW?	
<ul style="list-style-type: none"> <li>• surveys <b>x8</b></li> </ul>	

- independent surveys done by external stakeholders (e.g. NGOs)
- media monitoring **x8**
- periodic evaluation of Communications Action Plan **x2**
- surveys measuring services and access to justice (experiences of the complainants, how they see the guidance they got from equality body - value, usefulness, effectiveness)
- social media analytics and monitoring
- evaluation of specific initiatives leading also to general conclusions on NEB profile **x4**
- reports based on consultations
- statistical collection **x2**
- within the NEB's annual reports
- The NEB has developed a reputation management dashboard measured via annual stakeholder surveys and quarterly media monitoring analysis. The dashboard gives the NEB benchmarks across the public sector in terms of reach, reputation metrics and overall positive/neutral, negative coverage. Also, each project has specific objectives and evaluation built in that is consistent with the overarching reputation management dashboard and framework

**11. Is the public profile aimed for by your equality body the profile that it actually has? If not, please describe what the “real-life” profile is and if this varies for different groups.**

YES	
5	
NO	PARTIALLY
9	1
<ul style="list-style-type: none"> <li>• lack of knowledge about NEB and its services means profile does not comply with objectives <b>x3</b></li> <li>• popular perception of NEB as being political despite being respected for its expertise in the non-discrimination field</li> <li>• public perception that discrimination is something to deal with individually, therefore no need for the NEB</li> <li>• expectations exceed NEB capacity (e.g. no mandate to go to court for complainants) NEB not seen as impartial arbiter, but rather as a “policeman”</li> <li>• cutbacks have diminished the profile</li> <li>• NEB is perceived as being there only for certain minorities when in fact casework shows little bias</li> <li>• Efficiency is questioned</li> </ul>	<ul style="list-style-type: none"> <li>• profile correct only in relation to some of the NEB's mandates</li> </ul>

**12. How do you perceive this “real-life” profile (e.g. evaluations mentioned at previous point, contacts with other stakeholders, overall impression, etc.)?**

Evaluations mentioned previously	3
Contacts with stakeholders (journalists, complainants, trade unions, NGOs, other authorities)	5
Overall impression	2
Internet discussions	1

General media portrayal	1
Interaction with complainants	2
Focus groups with stakeholders	1

**13. Who are the key actors that shape the profile of your organisation the most (e.g. journalists, activists, politicians, NGOs, community leaders, etc.)?**

members of civil society/NGOs	11
journalists	11
trade unions	2
employers' unions	1
human rights institutions	1
complainants	2
online activists	1
social workers	1
lawyers	1
other public institutions	1
the government	1
all of the above when the NEB has a problem with them	1
politicians	1

**14. If your organisation has been affected and/or influenced by its representation by the abovementioned external factors, please explain how.**

- very good relations with the media and journalists, leading to correct and positive portrayal of the NEB, and to promotion of non-discrimination issues
- negative media portrayal or lack of information leads to perception of ineffectiveness and lack of utility **x3** (leading in one instance to the possibility to relocate in “less-expensive” offices given general austerity measures)
- negative media portrayal depicting NEB as being there only for certain “protected” “ground-of-discrimination-based” categories **x2**;
- non-discrimination portrayed as a non-essential mission for public authorities in times of austerity;
- As a public body the NEB is vulnerable to criticism which it cannot respond to in an equally ‘political’ way – this has been negatively exploited by commentators at times.
- NEB is perceived to be too close to specific NGOs, and its independence is therefore questioned
- Insufficiently good relations with other public authorities leads to undermining of the NEB’s recommendations and profile among the groups those authorities deal with (e.g. immigration offices)
- Many times sensationalistic journalism affects the NEB’s work, by confusing a general public about the issues it’s dealing with. **x2**

**15. Does your equality body in any way seek to influence the “external shapers” of its public profile?**

YES	NO
11	3
HOW?	
<ul style="list-style-type: none"> <li>• close collaboration and dialogue (also with ministries, public authorities, politicians) <b>x3</b></li> <li>• through recommendations that are part of the NEB’s duties under EU law</li> <li>• face to face meetings</li> <li>• participating in essential public events/events for the experts</li> <li>• sharing the information of our work in the media/for the media (having good relations with the journalists and serving them well) <b>x6</b></li> <li>• using website and social media channels to design specific messages for the external groups and focusing on keeping the profile aimed at as clear and strong as possible <b>x2</b></li> <li>• through informed comment and policy development, casework promotion</li> <li>• repetition of key messages and position, and differentiation of channels of communication</li> <li>• through transparent and independent decision making procedures</li> <li>• through workshops and educational initiatives</li> <li>• cooperation with NGOs (by partnering in various projects, meetings)</li> </ul>	

**16. What are the main difficulties that your equality body faces when seeking to influence the “external shapers” of its public profile?**

<ul style="list-style-type: none"> <li>• mandate and the function of NEB’s equality work are not always understood by external shapers <b>x4</b></li> <li>• lack of resources among – especially civil society and the austerity measures imposed on public authorities</li> <li>• political climate</li> <li>• lack of strategic approach to communications <b>x3</b></li> <li>• multiple mandates leads to a high degree of complexity and in turn to confusion</li> <li>• lack of interest</li> <li>• as a public body the NEB is less flexible on its “campaigning capacity” compared to NGOs</li> <li>• lack of trust in public institutions</li> <li>• work overload and lack of time</li> <li>• lack of significant communications expertise</li> <li>• conservative attitude of some journalists and politicians towards the most controversial topics</li> <li>• journalists lack familiarity with the topics</li> </ul>
---

**17. Please list the most important initiatives that you have taken to shape the public profile of your equality body or to influence the “external shapers” of its public profile.**

**(SEE ANNEX)**

NEBs reported not having done any campaigning or profile shaping activities: 1



**18. Were there any instances when one of your initiatives, projects, campaigns, etc. had a negative impact on the public profile of your equality body?**

YES	NO
5	12
HOW?	
<ul style="list-style-type: none"> <li>• Regarding a campaign against hate crimes – radical right wing groups and anti-Muslim organizations tried to discredit the NEB and block the campaign by swamping the campaign’s Facebook page and by creating a home page similar to the NEB’s campaign – but with the opposite messages.</li> <li>• When campaigning to limit Roma discrimination the NEB was branded as being biased in favor of this ethnic minority</li> <li>• Some projects inevitably receive negative media coverage, as is often the nature of the NEBs’ work.</li> <li>• Some campaigns being portrayed as out of touch with general population and too progressive</li> </ul>	<ul style="list-style-type: none"> <li>• One campaign initial received negative feedback for being too provocative, but a debate ensued where the NEB was portrayed positively and eventually brought about change</li> </ul>

**19. Were there any instances when a *lack of* initiatives, projects, campaigns, etc. had a negative impact on the public profile of your equality body?**

YES	NO
4	9
HOW?	
<ul style="list-style-type: none"> <li>• Some civil society organizations believe that the NEB could do more to protect them against discrimination by being their “spokesperson”.</li> <li>• Lack of sufficient outreach towards immigrant organisations</li> <li>• Failure to promptly address in a public manner instances of hate speech and violence has drawn severe criticism</li> <li>• when the NEB no longer had the funding for many of its campaigns (due to budget-cuts), these issues were more difficult to keep alive in its casework and inquiry base</li> </ul>	<ul style="list-style-type: none"> <li>• in fact the NEB is moving to do fewer projects in order to have more impact in each one</li> </ul>

## USING THE PUBLIC PROFILE TO BRING ABOUT POSITIVE CHANGE IN SOCIETY

**20. Has the public profile of your equality body enabled it to make a difference in combating discrimination and promoting equality in your country? Please explain why and/or how.**

YES	NO
11	3 (no explanations provided)
HOW?	
<ul style="list-style-type: none"> <li>Due to the NEB’s mandate on ethnic equal treatment and gender and the monitoring body of the implementation of the UN disability convention, it has a strong profile among partners and politicians who see its staff members as experts on discrimination and equality. This means that the NEB is able to make a difference with its initiatives and public statements.</li> <li>The good, neutral and respected profile of the NEB has been very useful and enabled the work on the equality and discrimination of gender minorities; the work has made a real difference already in many ways (e.g. the “Trans Act” will be amended in a year).</li> <li>The profile of the NEB as a respected authority has also been important, when the Equality Act was amended and it obliged the workplaces to have an equality plan. The NEB has been monitoring the equality plans since 1995 and there has been a nation-wide training on equality planning for many years.</li> <li>The NEB put on the public agenda discrimination issues related to disability and age, rarely discussed at national level before.</li> <li>Regarding non-discriminatory processes during job application procedures, the NEB has made an impact due to its initiatives in this area.</li> <li>NGOs and other stakeholders seem to value the NEB’s work and seek its advice and cooperation.</li> <li><span style="color: red;">x2</span></li> <li>The NEB built up from a very strong base ten years ago to having real contact with nine grounds and social partners and policy makers. The NEB was severely cut five years ago but this has resulted in a new Government initiative to create a new rights body and legislation is working its way through parliament, with the promise of a restoration of human and financial resources – which is a testimony to the effect of the well resourced earlier work</li> <li>The Parliament accepted the Antidiscrimination strategy upon the body’s initiative; the NEB made a number of recommendations in particular cases of discrimination, and its recommendations helped improve a lot of particular cases</li> <li>The NEB is a highly respectable institution in its country and is known for preparing well-thought and substantial reports. For this reason, its suggestions are well received and adopted -to some good extent- by most authorities.</li> <li><b>NEGATIVE:</b> Since there is no data on the occurrences of discrimination from before the Anti-discrimination act entered into force and the Ombudsperson became the equality body it is impossible to give this kind of estimation.</li> </ul>	

## Annex 2: Initiatives to shape an equality body’s public profile

This list includes the **most important** initiatives that equality bodies have taken to shape the public profile of their equality body or to influence the “external shapers” of its public profile.

They generally fall under the categories mentioned in chapter 3 to ensure effective internal and external communications:

### Internal:

1. **Communication jobs**
2. **Communication strategy**
3. **Objectives**
4. **Internal channels of communication**

### External:

1. **Stakeholder analysis**
2. **Stakeholder engagement**
3. **Sharing the learning**
4. **Meetings**
5. **Attending essential public events**
6. **Transparent and independent decision making procedures**
7. **Campaigns**
8. **Digital and Social Media and Communication**

#### *Austria – Ombud for Equal Treatment*

*Name of initiative:* External newsletter

*Objective:* inform about the work of the Equality Body and latest (legal) developments in the field of equal treatment

*Target audience:* all interested persons

*Channels of communication used:* e-mail, website

*Short description:* three practical cases and their outcome, latest court judgments and latest activities in the field of equal treatment

*Measurable benefits for the public image of the equality body:* to be present, to be seen

*Contact person:* Katharina Raffl, Ulrike Salinger

*Name of initiative:* Relaunch of folder, brochure and website

*Objective:* inform persons feelings discriminated against where to turn to and what the Equality Body can do in a more simple and better structured way, inform about the Equal Treatment Act

*Target audience:* everybody (easy to read version)

*Channels of communication used:* printed folders and brochure, website

*Short description:* information about the Equal Treatment Act, information about what the Equality Body's rights and offers, [www.gleichbehandlungsanwaltschaft.at](http://www.gleichbehandlungsanwaltschaft.at)

*Contact person:* Ulrike Salinger

*Name of initiative:* Free postcard campaign

*Objective:* Reach new groups, show in a picture of what discrimination is to make it easier to understand

*Target audience:* everybody

*Messages:* No to discrimination! The Ombud for Equal Treatment offers free and confidential advice and support.

*Channels of communication used:* Free card stands in pubs, restaurant, fitness centers, cinemas, universities, etc

*Short description:* you can look at the pictures when following this link: [http://www.gleichbehandlungsanwaltschaft.at/site/cob\\_50837/currentpage\\_0/6880/default.aspx](http://www.gleichbehandlungsanwaltschaft.at/site/cob_50837/currentpage_0/6880/default.aspx)

*Contact person:* Ulrike Salinger

*Name of initiative:* Short printed information on special topics

*Objective:* Give legal advice on special topics

*Target audience:* Persons concerned by the special topic

*Messages:* What is allowed/not allowed under the Equal Treatment Act concerning this special topic

*Channels of communication used:* Printed leaflet, website, newsletter

*Short description:* Topics dealt with so far: 1) age discrimination in employment, 2) sexual harassment, 3) equal treatment for transgender and intersexual persons, 4) headscarf at the workplace, 5) job advertisements in accordance with the Equal Treatment Act

*Name of initiative:* Series of workshops on harassment

*Objective:* Inform stakeholders on the basis of case law

*Target audience:* Stakeholders, multipliers

*Messages:* Information about different forms of harassment, work on cases to find out what is allowed, what not and what can you do when feeling harassed, how can the Equality Body support you

*Channels of communication used:* Workshops in 9 Austrian regions in cooperation with regional offices

*Measurable benefits for the public image of the equality body:* Being present, informing about what we can do in cases of harassment

**Cyprus – Office of the Commissioner for Administration (Ombudsman)**

*Name of initiative:* **“It concerns all of us...indiscriminately”**

*Objective:* To publicize the setting of our NEB, to explain our competences, to bring in cases of

discrimination, to encourage people to report

*Target audience:* General public

*Messages:* "It concerns all of us...indiscriminately", "how about you... in which area do you "stand out"?", "because racism and discrimination concerns everybody. Indiscriminately!"

*Channels of communication used:* Dissemination at events/ conferences

*Resources:* Funded by the European Commission, through "Community Action Programme to Combat Discrimination", leaflets published in 2005 (and republished in 2007), in 3 languages (Greek, Turkish, English)

*Name of initiative:* Three-fold flyers published in 2010 "You may seek help and protection by the Authority against Racism and Discrimination" and "Report it to the Equality Authority"

*Objective:* To further explain our competences, to spread the message even further

*Target audience:* General public, groups vulnerable to discrimination

*Channels of communication used:* dissemination at events/ conferences

*Resources:* Funded by the European Commission, through "PROGRESS"

*Measurable benefits for the public image of the equality body:*

*Name of initiative:* Website <http://www.no-discrimination.ombudsman.gov.cy/>

*Objective:* To enhance our accessibility and provide information

*Target audience:* General public and groups vulnerable to discrimination

*Messages:* Are you a victim of discrimination?

*Channels of communication used:* Internet

*Resources:* Funded by the European Commission, through "PROGRESS"

*Name of initiative:* Media awareness raising campaign in 2010

<http://www.no-discrimination.ombudsman.gov.cy/en/content/tv-messages>

*Objective:* To raise awareness and promote equality in various grounds of discrimination, including sexual orientation

*Target audience:* General public

*Messages:* "Love/ Time... doesn't discriminate. Who are YOU to discriminate? Say no to all kinds of discrimination"

*Channels of communication used:* 4 TV, 3 radio and 3 print ads

*Short description (200 words):* A nationwide media campaign with, which covered thematically various grounds of discrimination, including sexual orientation.

*Resources:* Funded by the European Commission, through "PROGRESS"

*Measurable benefits for the public image of the equality body:* Overall the campaign was welcomed and played vital role in giving fuel to discussion over the LGBT issues, however we *did* have some negative impact (see q.17).

**Denmark - Danish Institute for Human Rights**

*Name of initiative:* Stop hate crimes

*Objective:* To highlight hate crimes in Denmark and emphasize the importance of reporting such crimes to the police.

*Target audience:* The offenders and the victims, age 15 to 30. Within this group the campaign mainly focused on the minorities, who according to the Danish Criminal Code are the victims of hate crimes: persons of another race, belief, or sexual orientation.

*Messages:* Hate crimes are committed in the Danish society and it is a serious problem. Say no to hate crimes and report or register it.

*Channels of communication used:* Big banners at the front of buildings, posters, a Facebook Cause page, a Facebook campaign, and a homepage, pamphlets, letters, the medias, street events

*Short description (200 words):* In Denmark it seems that more hate crimes are committed than reported to the police. Most hate crimes are committed in Copenhagen at night by young people. Therefore, the Danish Institute for Human Rights, the Copenhagen Police Department, the City of Copenhagen, and the City of Frederiksberg ran a campaign to stop hate crimes. The campaign was called "Stop Hate Crimes". The long-termed and more specific objectives of the campaign were to make people aware of the fact that hate crimes are committed in the Danish society and that it is a serious problem, as well as to increase the number of hate crime being reported to the police, but to decrease the number of hate crimes being committed.

*Resources:* The total cost of the campaign was 146.500 Euro. This covers the cost of the creative development of the campaign, production, and media. However, It does not include the time spent on the campaign by the employees of the Danish Institute for Human Rights, the Copenhagen Police Department, the City of Copenhagen, and the City of Frederiksberg.

*Measurable benefits for the public image of the equality body:* Having made the campaign in co-operation with the Copenhagen Police Department, the City of Copenhagen, and the City of Frederiksberg made the partners aware of our work. At the same time it also resulted in in the police now investigating whether there is a motive of hate behind crimes of violence. 25 police investigators in the Copenhagen police force have been trained in handling hate crimes.

*Contact person:* Senior Advisor Mandana Zarrehparvar

*Name of initiative:* Equality Lab – equal treatment in public authorities

*Objective:* To promote equal treatment and prevent discrimination due to age, disability, gender, racial and ethnic origin, religion and faith, and sexual orientation in public services as well as in the workplace of public authorities.

*Target audience:* Public authorities and institutions

*Messages:* All members of the community should have equal access and equal opportunities to make use of public service provisions.

*Channels of communication used:* DIHR has developed a number of tools, including equality assessments and action plans to measure equal treatment in public authorities DIHR has engaged

with.

*Short description (200 words):* The aim of the Equality Lab project is to develop tools for municipalities enabling them to measure discrimination and equal treatment and to measure the impact of their work on combating discrimination. The tools cover both the municipalities as employers, i.e. in regard to their ability to create a discrimination free and diverse work place with regard to work place policies and procedures, and the municipalities as service providers, i.e. in regard to their ability to carry out their municipal duties free of discrimination and with attention to a diverse population with different needs.

*Measurable benefits for the public image of the equality body:* The public authorities DIHR has carried out the project with know DIHR as experts of equal treatment and discrimination.

*Contact person:* Project Manager Lumi Zuleta or Senior Advisor Mandana Zarrehparvar

*Name of initiative:* The MIA award (Diversity in the Workplace Award) – from 2003-2012

*Objective:* To promote diversity management, equal opportunities, and non-discrimination on the Danish labor market.

*Target audience:* Small and large enterprises, public as well as private

*Messages:* Stop discrimination and use human differences as a resource for business and society

*Channels of communication used:* The initiative was promoted through an award ceremony, press statements, and on the webpage [www.miapris.dk](http://www.miapris.dk). Moreover, the MIA Award was supported by the Danish Ministry of Employment and the European Commission Directorate-General Employment, Social Affairs and Equal Opportunities.

The MIA awards were also mentioned in most national and local news media.

*Short description (200 words):* On the basis of the two EU-directives on equal treatment and with support from the EU, The Danish Institute for Human Rights (DIHR) in 2003 launched a comprehensive project about diversity and equal opportunities in the workplace. One of the initiatives was a diversity award for leadership - named the MIA-award - presented to three companies at a festive award event each year. To qualify for nomination for the MIA Award, companies had to meet the “Three principles of diversity”:

1. The Principle of Rights (ensuring equal opportunities and prevent discrimination).
2. The principle of resource (making diversity a resource in every aspect of the workplace's actions)
3. The principle of results (ensuring a result oriented diversity process that includes both minority and target groups in strategy)

All nominees were evaluated by a jury consisting of representatives from employer organizations, the trade union movement, and experts in management and the juridical framework for equality.

*Measurable benefits for the public image of the equality body:* The winning companies receive an award. Participating companies brand themselves as promoting diversity through declaring their participation in the award competition and therefore also promoting DIHR.

*Contact person:* Project manager Signe Hinz Andersen

### ***Finland – Ombudsman for Equality***

***Name of initiative: Project on Strategic Communications (2007-2008)***

***Objective:*** To create a Communications Strategy for the Office of the Ombudsman for Equality

***Target audience:*** First the staff of the office of the Ombudsman for Equality (→ later after internalizing the strategic guidelines), all the stakeholders

***Messages:*** Clear messages what the office of the Ombudsman for Equality is (reason for existence and what we are aiming for), what are the functions and how we work

***Channels of communication used:*** Internal meetings with the communications consultant

***Short description (200 words):*** The strategy project focused on defining the vision, mission, core values, the most important stakeholders (analyzing the current/aimed relations and the missing contacts, need for cooperation and the mutual/contradictory agenda), the main messages (profile) and the communications responsibilities:

- to clarify the profile and the strategy of the equality body internally among the staff, with the mutual internal engagement and, by the clear profile
- to distinct the Ombudsman from the other authorities working on discrimination (all the other grounds than gender) and authorities working on gender equality/equality (other than gender equality). The aim was also
- to define the main messages that are used in all communications, with all the stakeholders in the same tone.

***Resources:*** Communications Consultant, commissioned (fee about 8000 EUR)

***Measurable benefits for the public image of the equality body:*** Measures of the strategic communications (media monitoring, survey on image and reputation, social media and website analytics and monitoring, stakeholders' willingness to cooperate and the relations with the key stakeholders etc.) are constantly evaluated against the strategy and the aimed profile

***Contact person:*** Päivi Ojanperä

***Name of initiative: Commissioned an evaluation (stakeholder survey) of the image and public profile of the Office of the Ombudsman for Equality among the key stakeholders (2008)***

***Objective:*** To evaluate the image and profile of the Office of the Ombudsman for Equality among the key stakeholders

***Target audience:*** Complainants, media representatives (journalists), other authorities, trade unions and the NGOs we work with

***Messages:*** It is very important for the Office of the Ombudsman to know its actual image among the stakeholders to learn from their feedback and experiences and to be able to meet the expectations of the stakeholders.

***Channels of communication used:*** E-form, sent via email

***Short description (200 words):*** The survey was evaluating and measuring the image, profile and



reputation of the equality body. The quantitative measurement tool used was the Osgood Semantic Differential Scale, measuring stakeholder attitudes and connotative meanings of adjectives used by respondents. There were five different dimensions considered:

- Authoritative
- Respected
- Reliable
- Serving
- Effective

The qualitative dimension of the survey was focusing on first impressions (not affected by the Osgood Semantic Differential Scale) and the experiences of the respondents in cooperating with the Office of the Ombudsman for Equality.

The results of the research were only used in the internal work of the office to enhance the communications.

*Resources:* consultant doing the research (included in the 8000 EUR budget mentioned above)

*Measurable benefits for the public image of the equality body:*

The survey gave measurable and repeatable qualitative and quantitative data on the actual image and profile of the equality body among the most important stakeholders. The results showed clearly what are the strengths and weaknesses in the profile, and what kind of changes should be done in order to achieve the aimed overall public image and to correct/enhance the profile in different stakeholder groups. The survey also revealed the hopes and expectations of the stakeholders for the Ombudsman and the level of their knowledge about the equality body (right and wrong knowledge, lack of knowledge) but also the impressions among different stakeholder groups. These results led into action and there were many changes made in communications (stressing the changes in those actions that were evaluated as a weakness, like lack of sufficient communication etc.). The survey will be repeated this year and the results are expected to be better than in 2008.

*Contact person:* Päivi Ojanperä

*Name of initiative:* **Profiling the Ombudsman in the social media**

*Objective:*

- to be where people are and to reach the 2 million Finns on Facebook (to be found and to find the people and organizations we exist for)
- to tell about the work of the Ombudsman of Equality and about the Equality Act;
- to share the news among the stakeholders and receive the latest news as fast as possible in a convenient way;
- to represent the Ombudsman positively and in a relaxed way as a modern, open, very approachable and accessible but reliable authority

*Target audience:* the Finnish people (all age groups; active, interested people and people who might not know about us but find us there), NGOs, media, other authorities in the social media, international

partners

*Messages:* Gender equality involves everybody; Ombudsman is a modern, open, very approachable and accessible but reliable authority and for everybody, who suspects that they are being discriminated against based on gender or who just wants to promote gender equality

*Channels of communication used:* Facebook, Twitter, soon also Vimeo and YouTube

*Short description (200 words):* We chose the channels that suit best our objectives (Facebook and Twitter) and decided the guidelines, profiles and social media rules for these profiles on Facebook and Twitter.

*Resources:* 1 officer (Communications Officer) updating and taking care of the communications in the social media independently; 500-2000 EUR/year for marketing the campaigns on Facebook

*Measurable benefits for the public image of the equality body:*

- Facebook: 1265 followers; different age groups, domestic and international followers; many stakeholders (human right institutes and NGOs actively share our news and statements)
- Twitter: 106 followers (private persons, stakeholder organizations)
- possibility to get the information about the people; which kind of people/organizations are interested in our work - get the feedback about our actual profile among the target groups
- follow up the reactions; what kind of topics and style increases the communication and sharing and become viral; which issues are the most interesting ones; what are the issues the followers themselves bring up; what could be the possible topics that will raise up as negative issues, threatening or challenging issues/groups of likeminded/persons
- possibility to follow and get the information from other essential organizations and key persons, follow the news and the weak signals
- lots of visitors on your official website (40 000 new visitors/year)

*Contact person:* Communications Officer Päivi Ojanperä

*Name of initiative:* **Active, regular cooperation with the trade unions, the key NGOs and authorities**

*Objective:* To engage with the key actors to reach certain strategic goals

*Target audience:* The most important stakeholders (key stakeholders - closely worked with, loosely in cooperation but still important stakeholders - not any earlier cooperation but a need to firm a relationship to get the essential information)

*Messages:* To address that the Ombudsman is willing to openly share the information and to listen; willing to share the mutual interest and cooperate with the stakeholders to reach certain objectives

*Channels of communication used:* Regular/irregular meetings, personal appointments, cooperation in different networks and working groups, sharing each other's news in the social media etc.

*Short description (200 words):* We have annual strategic planning on which stakeholders we should meet with certain agenda (to discuss the Equality Act and its implications in our work and their work, what are the weak signals in their field, what kind of ongoing work they and we are doing and what

strategies both actors are using, what kind of cooperation could/should there be etc.). We also evaluate the cooperation and the meeting frequency in relation to agenda/need for sharing the information.

*Resources:* The whole staff or some specific officers depending on the agenda and the specific topic of the meeting

*Measurable benefits for the public image of the equality body:* Through active cooperation and information sharing it's possible to evaluate

- the image (positive/neutral/negative) and the level of the knowledge of the work we do among the certain stakeholder (e.g. specific trade unions or other NGOs);
- how the equality body is seen in the everyday life and in relation to the strategy and agenda of the cooperation and
- what is the relation of the aimed profile and actual profile among the key stakeholders

*Contact person:* Päivi Ojanperä, Ombudsman Pirkko Mäkinen

*Name of initiative:* **Meeting the regional media in different parts of Finland**

*Objective:* To raise the awareness of the Equality Act and the employers' obligations; to get the publicity in the different regions of Finland and make the Ombudsman's work known; sometimes also some special, current agenda

*Target audience:* Local media, the local employers and employees; sometimes also the national media and the trade unions

*Messages:* To address that the Ombudsman, though located in Helsinki, is following the regional issues too, servicing and monitoring the whole country

*Channels of communication used:* Press conference for the local media with the community leaders, representatives of the City and the local employer/employers the Ombudsman is visiting; press release on the visit and findings on their gender equality situation and planning; telling about the visit on Facebook

*Short description (200 words):* Having press conferences for the local media when visiting the employers of the local area (promoting equality and monitoring equality planning)

*Resources:* Communications Officer: press release, press conference in cooperation with the Communications Officer of the City/Company; Senior Officer, the Ombudsman; traveling costs

*Measurable benefits for the public image of the equality body:*

- publicity in the regional media, positive contacts with the employers of the local area and the communal leaders of the cities
- raised awareness on the work of the equality body and on the Equality Act; usually the Ombudsman is seen, both by the journalists and the companies/communal hosts, as an important guest and respected authority. It is appreciated that the Ombudsman herself travels from Helsinki and is interested in the work of the regional actors

*Contact person:* Communications officer Päivi Ojanperä, the Ombudsman Pirkko Mäkinen

**Name of initiative: Campaign on discrimination based on pregnancy and family leaves**

**Objective:** To act on this issue no one else (e.g. the trade unions) are not raising up and speaking about; to raise public discussion on pregnancy discrimination in the media; raise awareness of the rights of the pregnant women as an employees and their possibilities to act; to fight against the unspoken significant problem

**Target audience:** Pregnant women (employees) and employers, media, trade unions, the citizens

**Messages:** Profile; to be seen as an influential fighter in this matter; to tell that the Ombudsman is for every woman who suspects discrimination; also monitoring the employers that they know their legal obligations and encouraging the good employers

**Channels of communication used:** Campaign website, social media, media, public transportation, cooperation with the trade unions (employees)

**Short description (200 words):** The campaign Justice for Those Expecting had a website [www.oikeuttaodottaville.fi](http://www.oikeuttaodottaville.fi) and posters on public transport in the largest city of Finland. There was also marketing in social media (on Facebook and some targeted online ads on the net)

**Resources:** campaign budget 35 000 EUR (the advertising agency, Communications Officer)

**Measurable benefits for the public image of the equality body:**

- the great feedback from the stakeholders; trade unions encouraged to raise the issue themselves too
- lots of contacts from the women suspecting discrimination - showing trust in this under-reported, difficult matter (calls to the judicial guidance line, visits on the campaign site and the information on the official site, 589 women unofficially reported suspecting being discriminated against; lots of conversation about the experiences among the pregnant women; many good employers reported (we were looking for those);
- media interest
- ➔ an overall a sign that this kind of work should be actively done by the Ombudsman

**Contact person:** Communications Officer Päivi Ojanperä, the Ombudsman Pirkko Mäkinen

**Name of initiative: Campaign on sexual harassment and gender equality in schools**

**Objective:** Tackling the sexual harassment at schools and promoting the operational equality planning at schools; there will be an extension in the coming amendment of the Equality Act that obliges the comprehensive schools to draw the operational equality plan in co-operation with the students (earlier comprehensive schools were not obliged)

**Target audience:** Schools and educational institutions

**Messages:** The Ombudsman is also for the young people and promotes the gender equality also at schools; most young people are victims of sexual harassment (some kind) at schools and there are ways to prevent it and to take an action; the gender equality work should be taken seriously at schools and the Ombudsman is giving the tools how to do it

**Channels of communication used:** Campaign website, Vimeo and YouTube, Facebook, Twitter, press

release for the principals and educational institutions, press release for media, participating the annual national educational expo with the campaign (January 2014).

*Short description (200 words):* The objective of the project is to encourage the schools and educational institutes to take an action if they perceive sexual harassment and actively work on preventing sexual harassment in schools:

- to show how important and rewarding the cooperation is at schools when they are using our concept
- The ultimate goal is to create “the recognized status of the equal school” and to make the schools want to have the status
- to engage the schools in promoting the gender equality and the work against discrimination at schools (make them real actors with real results)

For this we are having a campaign with a website and video on the site and in social media. We have commissioned the project designer to design the concept of operational equality planning (working on gender equality) at comprehensive schools.

*Resources:* Communications Officer, Senior Officer, Project Designer and Communications Consultant, Movie Director and her staff; budget for the fees, video production and marketing 25 000 EUR

*Measurable benefits for the public image of the equality body:* The feedback from the stakeholders; feedback from monitoring the visitors of the campaign site and clicking the video, monitoring social media; the feedback from the schools and educational authorities about the work of the Ombudsman on the issue; media publicity; monitoring the qualitative value of the operational equality plans of the schools in two coming years; feedback from the trainings organized for the teachers and principals

*Contact person:* communications officer Päivi Ojanperä, Senior Officer Miko Lempinen

*Name of initiative:* **Enhancing/updating the visual profile**

*Objective:* To create a recognizable, fresh and modern, professional visual profile that is in line with the aimed and actual profile of the Ombudsman of Equality (equality body)

*Target audience:* All the stakeholders

*Messages:* The Office of the Ombudsman for Equality is interesting, fresh and friendly authority following its time; also interesting for younger people

*Channels of communication used:* The Annual Report, official website, Facebook, Twitter, campaign websites

*Short description (200 words):* We have been creating a visual profile for the office for two years now and this spring we decided to great our own “photo bank” that looks like our profile; ordinary people, all ages and genders, having different emotions. The campaign designs have also been following the same idea; fresh, professional, surprising visual profile.

*Resources:* Communications Officer; budget for visual design for the office this year 8000 EUR; plus the budgeting for the visual design in the specific campaigns

*Measurable benefits for the public image of the equality body:* The positively surprised, great feedback from the stakeholders of the annual report; lots of interested people and followers on Facebook and

website; lots of great feedback from the campaign design

Contact person: Communications officer Päivi Ojanperä

**France - Defender of Rights**

Name of initiative: GISORS

Objective: Respect of patient’s rights and senior citizens

Target audience: general public

Channels of communication used: Press (exclusivity was given to one national newspaper + AFP – French Press Agency). Followed by all French press few minutes after the AFP release

Short description (200 words): In a hospital in Gisors, elderly patients were victims of abuse on the part of some of nurses’ aides. They were all either very old – even senile - or severely disabled. The Défenseur des droits has conducted an investigation to establish the responsibility of the nursing staff involved. Disciplinary measures were requested and the involved staff has been suspended. Le Défenseur des droits also highlighted the lack of supervision / framing from the managerial staff.

All these evidences / observations have been made public.

Le Défenseur des droits proposed also five recommendations to avoid reiteration of conduct affecting the dignity of seniors.

Measurable benefits for the public image of the equality body: Remarkable increase of the notoriety of our Institution

Contact person: Sophie BENARD, Head of Communication service

**Germany – Federal Anti-Discrimination Agency**

Name of initiative: Anonymous applications

Objective: To give a better understanding about how German job application procedures (including a photo, name, birth date, marital status, kids) can lead to discrimination and how an easy-to-do measure can change that

Target audience: The wider public, companies and public services

Messages: Anonymous applications increase the chances of women and people with a migrant background to be invited to job interviews. They help companies to focus on qualification.

Channels of communication used: Media, brochures, seminars and a pilot projects where huge companies took part

Resources: ongoing project

Contact person: Sebastian Bickerich, spokesperson, Tel 0049-3018-555-1805

*Name of initiative:* Thematic years

*Objective:* To make the different grounds of discrimination better known to the public, close gaps in research and develop recommendations for action

*Target audience:* The wider public, politicians, academics, NGOs, target groups

*Messages:* Each ground of discrimination has to be taken seriously. Shaping the idea on the multiple issues regarding the ground of discrimination dealt with. Communicate how to get support.

*Channels of communication used:* Media, brochures, seminars, week of action (music, theatre, seminars etc.), awards for companies

*Short description (200 words):* The thematic years started last year with the discrimination ground “age”, 2013 it is disabilities and chronic diseases.

*Resources:* ongoing project

*Measurable benefits for the public image of the equality body:*

*Contact person:* Antje Goll, communications officer, 0049-30-18555-1822

**Greece – Greek Ombudsman**

*1. Name of initiative:* Roma Network

*Objective:* Awareness

*Target audience:* Roma community

*Messages:* “Lifting barriers for Social participation”

*Short description (200 words):*

The GO established an open communication network for the Roma in 2007. It is an unofficial partnership between the various stakeholders in order to share information, knowledge and collectively work for the promotion of equality and, overall support, for this group of the population. The network currently numbers more than 30 partners. The GO launched this network in order to establish a regular, and more direct, contact with this group. The initiative aims at the dissemination of critical information related to institutional tools and know-how and the gathering of information on the crucial problems faced by this group; but, above all, the main objective has been the joint coordination of action of the participating bodies.

*Resources:* 7000 euro

*Measurable benefits for the public image of the equality body:* The Ombudsman was transformed into a hub for information and activities related to the Roma. The number of complaints received has increased substantially

*Contact person:* Dimitris Hormovitis

*2. Name of initiative:* Public Awareness Campaign

*Objective:* Awareness

*Target audience:* Wider public

*Messages:* “Discrimination Stops Here”

*Channels of communication used:* Distribution of leaflet through a free press newspaper

*Short description (200 words):*

The GO issued a leaflet on discrimination that was distributed nationwide in 75,000 copies through a free press newspaper. Simultaneously, the leaflet was translated and printed in Braille for persons who are visually impaired and already 500 copies have been distributed, with the help of the 'Lighthouse of the Blind' organisation.

*Resources:* 13,000 eur.

*Measurable benefits for the public image of the equality body:* The number of relevant complaints remains low.

*Contact person:* Dimitris Hormovitis & Dimitris Veremis

*3.Name of initiative:* Participation in the Athens Pride

*Objective:* Awareness

*Target audience:* LGBT community

*Messages:* “Proud every day”

*Channels of communication used:* Distribution of leaflet at the festival, LGBT bars, NGOs and interviews at LGBT print and online media.

*Short description (200 words):*

Since 2007, the GO has participated in the Athens Pride –and it should be noted that we were the first public authority in Greece to have an active presence in the festival. The GO has also carried out targeted campaigns in LGBT online and press media and has established contacts with LGBT NGO’s in Greece. Still the number of relevant complaints remains very low.

*Resources:* 600 euro

*Measurable benefits for the public image of the equality body:* The number of relevant complaints remains very low.

*Contact person:* Dimitris Veremis

---

***Ireland – Equality Authority(now known as Irish Human Rights and Equality Commission)***

*Name of initiative:* Say No To Ageism

*Objective:* to alert society to the negative outcomes of untackled ageism

*Target audience:* policy makers, public,

*Messages:* ‘I Say No To Ageism’



*Channels of communication used:* Partnerships with key service providers like the Health Service Executive, Transport companies, Insurance sector, hospitality and leisure, journalists etc

*Short description (200 words):* A week long activity on a national level involving promotional work and projects in key sectors, seminars, publications and viral messages.

*Resources:* Progress funding, our own budget and partners contributions

*Measurable benefits for the public image of the equality body:* Very positive response measured in media coverage and callers to our body.

*Contact person:* Brian Merriman Head of Communications

### ***Italy – National Office against Racial Discrimination***

*Name of initiative:* Made in Italy

*Objective:* Awareness campaign against ethnical discrimination

*Target audience:* General public

*Messages:* <http://www.youtube.com/watch?v=jmFqHoy8-R0>

*Channels of communication used:* Rai 123, 140 radios, train stations circuit

*Short description (200 words):* Made in Italy is an awareness campaign on migrants in Italy

*Resources:* FEI funds 400.000 Euro

*Contact person:* Marco Buemi

### ***Malta – National Commission for the Promotion of Equality***

*Name of initiative:* Equality Mark

*Objective:* To identify and award organizations that demonstrate a commitment towards gender equality, certifying them as true equal opportunities employers.

*Target audience:* Organisations, employers, employees and the general public

*Messages:* Promoting gender equality at the workplace; being a truly equal opportunity employer; respecting the abilities and experience of employees irrespective of their gender or family responsibilities; combating gender discrimination at the work place; awareness on rights and responsibilities related to gender equality at the workplace; achievement of a valuable recognition and certification for the Equality Mark.

*Channels of communication used:* Leaflets; billboards; TV and radio programmes; articles and adverts on newspapers and magazines; NCPE’s website; NCPE’s facebook page; training and information sessions.

*Short description (200 words):* The Equality Mark Certification awards organizations which make sure that the opportunities offered to female and male employees are based on the individuals’ skills and capabilities and are not determined by the persons’ sex, marital status, pregnancy or potential pregnancy, or because of caring responsibilities. A feature of this certification is the Equality Mark logo which organizations can use in their publications and documentation. Additionally, certified

organizations shall be promoted locally such that their practices are showcased as a quality standard for other employers to emulate and for job seekers to look out for. An extensive campaign for the Equality Mark had to be carried out targeting organizations and explaining what the Equality Mark is, its process of certification and what it involves.

*Resources:* Since this initiative was first carried out through an EU co-funded project, financial resources and any other resources used were provided by the allocated funds. However, given the success of this initiative, NCPE decided to continue working on the Equality Mark following the termination of this project. In fact, as soon as the project came to an end, NCPE has completely endorsed this initiative and provided the necessary resources itself.

*Measurable benefits for the public image of the equality body:* The general public, including targeted organizations, associate the Equality Mark and its logo directly with NCPE. Therefore, this boosted NCPE's image among the general public.

*Contact person:* Maria Borg Filletti – [equality@gov.mt](mailto:equality@gov.mt)

*Name of initiative:* Equality Matters (quarterly newsletter)

*Objective:* To disseminate NCPE's messages

*Target audience:* stakeholders; NGOs; students; general public

*Messages:* To inform about NCPE's work; promote activities; disseminate information on subject matters related to equal treatment; and any other messages

*Channels of communication used:* email; NCPE's website; facebook; Public Administration's intranet

*Short description (200 words):* NCPE started issuing this newsletter this year, aiming to reach out and spread its messages to the general public and other interested stakeholders. Its length is between 6 to 8 pages and is issued on a quarterly basis. The newsletter compiles information on NCPE's work; issues related to equality not only those which concern NCPE but also issues that other equality entities or institutions address. It is disseminated via email and uploaded on NCPE's website and facebook page. Anyone who is interested to receive it can freely subscribe to it by sending an email to NCPE on [equality@gov.mt](mailto:equality@gov.mt)

*Resources:* This newsletter is compiled as part of NCPE's core work in relation to communications and PR.

*Measurable benefits for the public image of the equality body:* Through this newsletter, NCPE's image and its messages are becoming more known to the general public and interested stakeholders, who are being kept informed of what's going on in the field of equality. Besides, through the dissemination of this newsletter NCPE has the opportunity to reach to wider audiences and persons who were not in contact with NCPE.

*Contact person:* Maria Theresa Portelli, PR & Communications Officer, NCPE – [maria-theresa.portelli@gov.mt](mailto:maria-theresa.portelli@gov.mt)

*Name of initiative:* Annual Conference

*Objective:* To present NCPE's work and NCPE's commitments with various stakeholders

*Target audience:* Interested stakeholders from the public and private sector; NGOs; general public.

*Messages:* To inform about NCPE's work; promote NCPE's services and any activities to be carried out.

*Channels of communication used:* In preparation for the Annual Conference, formal and email invitations are sent to various stakeholders, NGOs and other interested organizations/individuals. Details of the Annual Conference are also uploaded on NCPE's website and facebook page. Following the Annual Conference, a Press Release is sent out to all media whereby the Conference is covered by local newspapers, and in radio and TV news bulletins.

*Short description (200 words):* NCPE's Annual Conference is held every year to give an overview of the work which NCPE carried out throughout the previous year, including activities, EU co-funded projects, complaints received and investigated, any requests for information on equality-related matters; and the media coverages we had. A specific topic is also chosen whereby a presentation is delivered followed by a discussion with the attendees. The Minister responsible for equality attends the Annual Conference and delivers a speech highlighting equality issues in Malta.

*Resources:* Since this is one of the major events which NCPE organizes throughout the year, teamwork between NCPE's staff is highly important.

*Measureable benefits for the public image of the equality body:* The Annual Conference is one of the major events which helps in shaping and communicating NCPE's profile to interested stakeholders, NGOs and the general public.

*Contact person:* Maria Theresa Portelli, PR & Communications Officer, NCPE – [maria-theresa.portelli@gov.mt](mailto:maria-theresa.portelli@gov.mt)

*Name of initiative:* Newspaper and magazine articles

*Objective:* To inform about NCPE's work

*Target audience:* General public

*Messages:* To inform about equality-related issues and about NCPE's work, services and activities.

*Channels of communication used:* Local newspapers and magazines. Once the articles are published, they are also uploaded on NCPE's website and facebook page to continue reaching out to more individuals.

*Short description (200 words):* By means of these articles on newspapers and magazines, NCPE seeks to reach out to the general public in order to inform about its work; what equality is; that complaints can be lodged with it and then investigated; and also other services which NCPE offers. Practical examples and case studies are used for these articles which highlight real-life situations of discriminatory cases and how one can deal with these.

*Resources:* Local newspapers and magazines are themselves the main resources for these articles.

*Measureable benefits for the public image of the equality body:* Through these articles, NCPE becomes more known to the general public.

*Contact person:* Maria Theresa Portelli, PR & Communications Officer, NCPE – [maria-theresa.portelli@gov.mt](mailto:maria-theresa.portelli@gov.mt)

**Portugal – Commission for Citizenship and Gender Equality**

*Name of initiative:* Campaign “Deslike bullying homofóbico” (june 2013)

*Objective:* To clearly show CIG’s commitment to raise public awareness of equality issues, namely in what concerns specific groups experiencing discrimination and violence.

*Target audience:* teenagers, young adults

*Messages:* homophobic bullying has social and individual impacts and therefore it deserves a “dislike”

*Channels of communication used:* TV, social media, website, radio, leaflets

*Short description (200 words):* By showing that homophobic bullying is a violent and discriminatory behavior with social and individual impacts, this campaign intends to raise awareness of the need to show disagreement with it – “dislike”

*Resources:*

*Measurable benefits for the public image of the equality body:*

*Contact person:* andreia.marques@cig.gov.pt

**Serbia – Commissioner for Protection of Equality**

*Name of initiative:* Live library (in partnership with Council of Europe)

*Objective:* Face to face introducing the members of minority discriminated groups to members of a majority population through concept of “reading live books”. Books are the members of minority groups and people can “rent” a book and “read” it by having a friendly conversation with “books”. That’s a very good way to get in a direct touch with minority groups and find out about the problems they’re facing.

*Target audience:* “Ordinary” people, general public

*Name of initiative:* We are all equal in this race

*Objective:* Support for the disabled people and women at the Belgrade Marathon, and that way raising awareness of our institutions and the problems those groups are facing in everyday life.

*Target audience:* “Ordinary” people, general public