

# EFFECTIVE COMMUNICATION AND IMPACT THROUGH WEB AND SOCIAL MEDIA

## A Strategy

*Directorate of Communications*

**DECEMBER 2018**



# EFFECTIVE COMMUNICATION AND IMPACT THROUGH WEB AND SOCIAL MEDIA

## A Strategy

### **Directorate of Communications**

This document provides guidance on understanding and addressing the immediate challenges we face as an organisation in pursuit of effective communication, as well as the potential offered by the online environment. The strategy identifies strategic goals, and is intended to be a living document, to be piloted by the Digital Communications Task Force and regularly reviewed and updated.

December 2018

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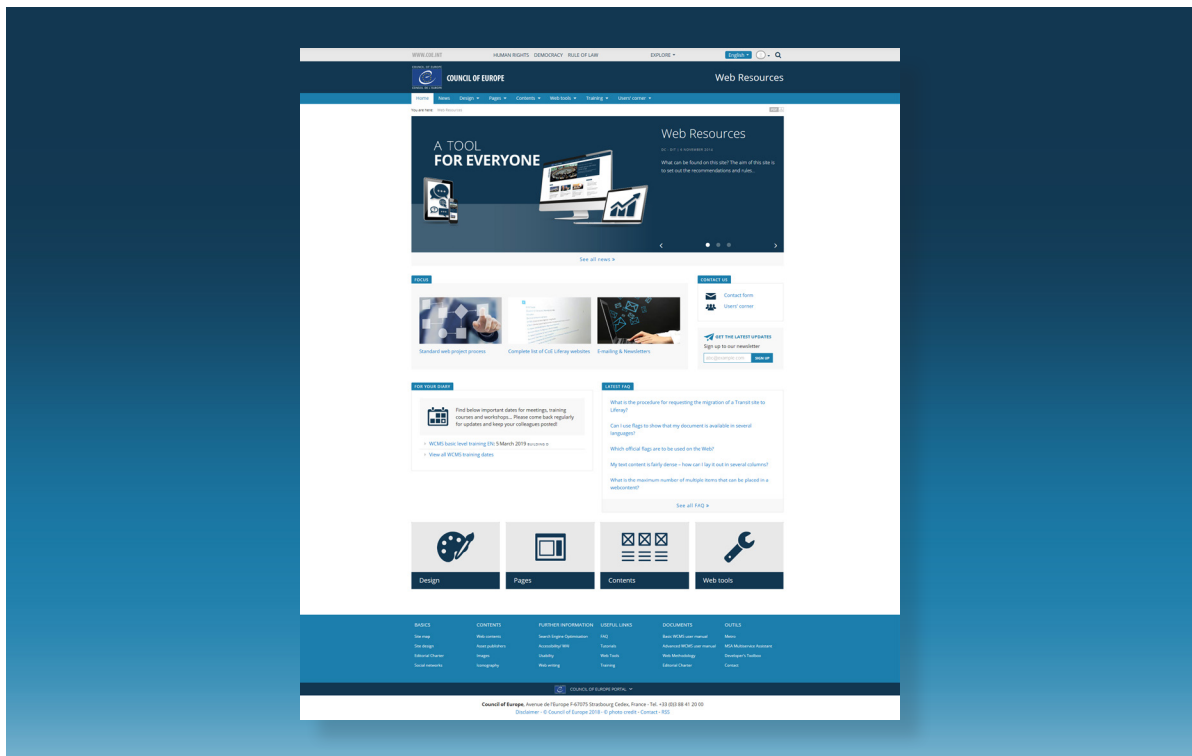
# WHY DO WE NEED A STRATEGY?

The future of communications is online. We need to put our messages and news out there. We want to enhance transparency and improve public access to our documents. For some, publication of documents online is also a statutory requirement. Whether it's an obligation or a choice, our strategic goal is to ensure that as many people as possible see our messages, understand what we are saying, and seek to engage with us and to support us in our work.

Communication channels using digital technology are now the principle means available to the Council of Europe to project our image, communicate our messages, be accountable, and share the wealth of our expertise. Web sites and other digital channels through which we choose to communicate offer a powerful marketing tool. We can tailor our messages to and then reach specific audiences in a way that is not possible or is too expensive using other means. It's about creating connections with our many and varied audiences and giving them what they need, so that they also seek to maintain the connection. We may prefer to call it 'communication' because we are not a commercial entity, but digital channels allow us to discover and address our audiences' needs and interests, to identify networks and influencers, and to promote our products and services to them. It is also **marketing**.

The communications environment online is highly competitive. Web communication, design, e-marketing, making best use of web sites and social media, these are all subjects that require specialist training and knowledge. As an Organisation we need to understand the immediate challenges we face and act in a pragmatic way to address them, to focus on strategic goals, and to harness the potential offered by the online environment within current financial and political limits.

In the same way that no one would dream of asking a Web designer to draft a new convention, web user experience (UX, design) is best left to professionals. The Directorate of Communication (DC) and Directorate of Information Technology (DIT) have provided extensive guidance in the online 'Web Resources', but any new web project must start with a proper analysis of communication goals. Only then can we be sure to find the best UX solutions.



View at > <https://www.coe.int/group/web-resources>



■ Much work has already gone into improving the user experience on the Organisation’s web sites, and as a result we have seen the number of pages viewed per session increase exponentially. We can honestly say that users enjoy a richer, better quality of experience on the main Council of Europe Hub and Human Rights Channel than is the case on the web sites of many of our peers – some of whom have more significant financial and human resources at their disposal. Can we do better? Certainly.

■ Complementary to the Organisation’s IT Strategic Action Plan on Enterprise Content Management, this strategy defines a vision for the best way to communicate and market our content using existing and future digital technologies<sup>1</sup>. A strategic vision for our communications is needed to ensure that the right technology is adopted upstream to meet our needs. We see that a powerful Council of Europe public search function is an indispensable and immediate need now, but perhaps, over time technological developments will make search engines, a search function and much else obsolete. Perhaps, in the not-too-distant future we will be able to explore alternatives using Artificial Intelligence such as deep learning or chatbots. Technologies, including web sites and social media platforms, smart phones and computers will continue to evolve, new possibilities will appear. The DIT will soon put in place a Cloud-ready Document Management System, and has also announced the creation with the Court and EDQM of a Digital Innovation Working Group, which will likely identify new solutions and technologies for the Organisation, which in turn will offer new opportunities to further enhance the impact of our communications.

■ **Statistical analysis**, user path analysis, web traffic analysis, all have a role to play in assessing progress and improving our methods, but they must yield results that can drive improvement, and be worth the time and effort invested in the analysis.

■ As our capacity to gather statistics improves, and as the strategy is applied, we will begin to see the progress that we are making and establish targets. Some basic criteria for analysis should be applied systematically to all initiatives, and these issues are best handled in discussion within the web coordinators’ group, where the particular needs and interests of MAEs can also be addressed.

■ Our strategy for distribution and engagement must therefore evolve over time, allowing us to adopt ever more ambitious goals. It is intended to be a **living document**, to be piloted by the Digital Communications Task Force and regularly reviewed and updated, and with leadership on implementation provided by the DC.



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1. We cannot speculate with regard to the evolution of the Organisation’s digital capacity, or seek to substitute a global strategy for management of digital information and technologies.



## THE CHALLENGES

■ Our digital presence is currently organised to 'sell' the political messages of the Organisation, to be a 'shop window' for the rich vein of content generated by the various parts of the Organisation and a place for expert exchanges. We are a complex Organisation, active in many fields and with many accomplishments to our credit, and that complexity is not easily grasped by others. The diversity of our messages, voices and approaches online makes us less coherent.

■ For non-specialists it is not easy to find and understand Council of Europe content and what the Organisation is doing for them. Our public search module is weak. Those publishing content often do not understand how algorithms work and Council of Europe sites therefore suffer from low ranking in search engine results. An immediate priority has to be to provide simple and direct access to the wealth of activities, documents and other content that the Organisation already produces, with **thematic navigation, content optimised for search engines and an improved public search function**.

■ We do not always consider how our communications are received. Technologies, web sites and social media are sometimes seen as an end in themselves, rather than a means to an end. Many thousands of pages offer little to interest an external audience. They follow an internal logic or contain old information and are therefore not consulted.

■ There are still wide variations in both the graphic line and colours used on Council of Europe web sites, which serve to undermine the Organisation's branding. Sometimes the value of our online content is undermined, simply because it is not attractive, and we lose our potential audience.

■ Our web presence is not reaching its potential because effective online communication is not sufficiently understood, or has slipped down the list of priorities. We lack relevant skills, and disregard for best practice is common in some sectors.

■ Our name presents a considerable challenge to our brand management. The Council of Europe is often confused with European Union institutions. Even our official flag is shared. However, this is unlikely to change.

■ The challenge of this strategy is to find consensus and **consolidate our common efforts** to communicate more effectively.





## OUR VISION

- ▶ To be a top-ranking reference for human rights on the Web



## OUR MISSION

- ▶ We will use our web and social media presence to gain visibility and boost support for the Council of Europe in its work to unite Europe through human rights, democracy and the rule of law.



## STRATEGIC AIMS

- ▶ Achieve maximum impact from all our communications
- ▶ Attract more specialists to our web sites, gain greater visibility among general public
- ▶ Make the many parts of our digital presence more interconnected
- ▶ Strengthen our brand recognition online
- ▶ Be seen as trustworthy, useful, and credible
- ▶ Nurture innovation and evolution in our communications culture.



## LONG-TERM GOALS

- ▶ Enhance web presence user experience (design and information structures)
- ▶ Invest in skills, tools and means, harness creativity and find synergies with internal partners
- ▶ Raise digital communications skills levels across the Organisation
- ▶ Make best use of limited resources

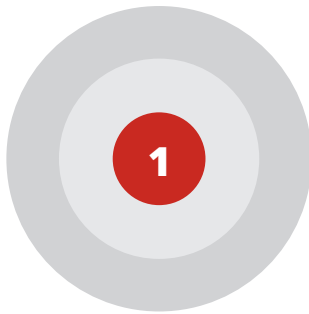


## SHORT-TERM OBJECTIVES

- ▶ Provide simple, direct access to the Organisation's activities, documents and other content
- ▶ Enhance internal coordination and cooperation
  - ▶ Improve joint planning and information exchange
  - ▶ Combine efforts in pursuit of common goals
  - ▶ Nurture a culture of innovation and adapt to a changing environment
  - ▶ Introduce a marketing mind-set across the Organisation
- ▶ Strengthen the reach and impact of communications
  - ▶ Audit and upgrade web sites
  - ▶ Communicate directly and effectively with target audiences
  - ▶ Write for better search engine recognition (SEO)
  - ▶ Better integrate audiovisual content
  - ▶ Tailor content to the distribution channel
  - ▶ Implement a strategy of 'cross-linking' with partners
  - ▶ Enhance collection and evaluation of statistics
- ▶ Raise skills levels in digital communications within the DC
- ▶ Collect, use and protect data in conformity with European regulations (GDPR).

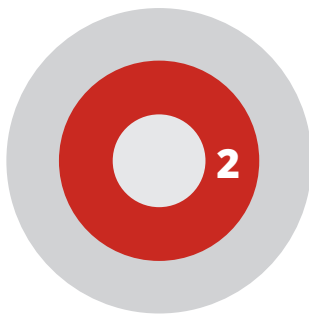
# TARGET AUDIENCES

**W**ho are the target audience for our communications? What do they need from us, in order to give us what we want from them? For each type of communication and action online, we need to be clear. Our target audience is best segmented into three concentric circles, according to their proximity to the Organisation and their familiarity with our work:



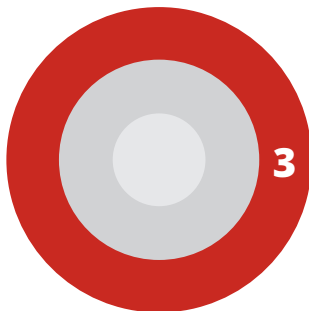
## THE 'FIRST CIRCLE'

— Whether by design, or by default, most Council of Europe digital communications are consumed by the 'First Circle' target audience – the delegates, diplomats, experts, funders and decision-makers, selected journalists who know us, our standards, and our activities. No more than a few thousand people at most, we enjoy regular contact with them, often they participate in our work. We must be accountable to them, and they have the potential to act as multipliers of our messages, but we will not make real gains in visibility until we break out into the 'Second Circle'.



## THE 'SECOND CIRCLE'

— The 'Second Circle' target audience is much larger and more diverse. These groups share our thematic interests, but have little, if any, direct contact with us. They include human rights defenders, law enforcement and other professionals, specialised media, academics, trainers – all users, or potential consumers of Council of Europe standards and content. This target audience offers the greatest potential for raising our visibility online. With ready-to-use, high quality digital content, relevant to their professional life or studies, we can equip them to become our digital advocates. Successful engagement with this audience will reinforce our profile as an online reference for human rights, and create fertile conditions for further improving brand recognition and expanding our market share online among the 'Third Circle' audience, too.



## THE 'THIRD CIRCLE'

— The vast majority of our 830 million Europeans fall within the 'Third Circle' target audience. The general public and general media have little understanding of what the Council of Europe is and does, but greater understanding of our work and public support for it would strengthen the Organisation politically. We will only stimulate the interest and support of this audience when we are able clearly and simply to show the impact of our work and standards in and on everyday life.

## PRIORITIES CHANGE

— Colleagues often know who their primary and secondary audiences and target groups are with regard to day-to-day communication, but audiences and individual target groups often change with a new project or initiative. The DC concentric circles analysis is not an attempt to show that one target audience is more important than another. It provides a simplified but unified analytical framework that allows for a common understanding of the relationships that we as an Organisation share with potential target audiences. By better understanding those relationships, how much they already know us and our work, we are better able to analyse and meet their needs within each new attempt to communicate with them.



# OUR DIGITAL COMMUNICATIONS STRATEGY

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## SUMMARY

- ▶ Improve the online experience and access to documents for those who work with us most closely and know us the best (First Circle target audience), including a more efficient public search function, so that they can **become digital advocates** for the Council of Europe and its work.
- ▶ Help specialists, information multipliers and opinion formers (Second Circle target audience) to find and use our content, inter alia by improving our ranking in search engines; build and consolidate a digital relationship with them so that they **better understand our work** and can also become digital advocates for the Organisation.
- ▶ Engage in digital initiatives to attract the attention of and support from the general public, including non-specialised media (Third Circle target audience), in order to **increase recognition** of the Council of Europe brand and mission.



## 1. Enhanced User Experience – Targeted Communications

■ DC will work with major administrative entities (MAEs) to review Council of Europe web sites to improve access to and use of information, update and ensure the quality of Web content, and optimise it for mobile devices. We will look at visitor numbers, delete obsolete pages and sites<sup>2</sup>, and integrate relevant content into existing sites. We will work to adapt online practices, especially when writing for the Organisation's web sites, to bring better ranking in search engines and greater visibility. This is known as optimising content for search engines (SEO).

■ DC will work with the DIT to make the public search function more efficient<sup>3</sup> and ergonomic, improve the user experience in databases and expert tools, streamline sources, enhance the speed of infrastructure and modernise tools, ensure versatility and flexibility, and encourage long-term thinking and 'future-proofing'.

■ We will look carefully at how we formulate, distribute and evaluate our communications, and allow our priorities to be guided by our target audiences' needs as well as institutional imperatives. We will take a pro-active approach to distributing content with precise targeting, using contact databases and customer relationship management (CRM), better use of analytics, reporting and tracking tools, more use of surveys, and a "push-pull" logic for E-mailing and newsletters. We will use 'call to action' marketing, harvest user contacts, expectations and profiles, and systematically prepare the way for actions, messages and events using previews and teasers.

### Expected Results

■ As we improve the quality and coherence of our online presence, and it becomes easier to find and make sense of our content, we can expect the Council of Europe's standing as a point of reference on human rights to be reinforced amongst the First Circle target audience.

■ The quality of communication will be improved, leading to reinforced credibility and a strengthened partnership with influencers and with decision-makers. They will come looking for our content because they know it will be understandable and relevant to their interests. Audience size and brand recognition amongst groups from the 'Second Circle' are also likely to increase as a result. First Circle members will be more likely to act as multipliers of our messages, encouraging specialised media and others to make greater use of our information products. Engagement will be created on all channels, not just social media, as our First Circle target audience learns what to expect, when, how and why, and dialogue and debate are encouraged.

2. DIT's Information Life-Cycle Section will check the archiving of pages and documents concerned.

3. ILCS has proposed specific query rules based on regular analysis of Sharepoint search engine logs.



## 2. Partnerships – Improved Access To Content

■ After identifying and contacting key targets in education, the media, NGOs, influencers, and others, we will promote Council of Europe priority topics, tools and sources through ‘push mailings’ and other proactive distribution channels, develop and manage an efficient customer relationship with them, and assist colleagues in MAEs to maintain their networks. We will seek to reach and retain known compatible influencers and activists on Social Media.

■ We will use web sites to create targeted links, harvest raw material, and tailor useful packages of information for distribution, with a ‘call to action’ logic encouraged on web sites and social media platforms, and contact databases created to manage customer relations.

■ We will promote contacts with and engagement among Second Circle groups, establish partnerships, invite organisations to submit contributions for publication on the Human Rights Channel (videos, infographics, campaigns, comments), use them in social media, and organise competitions.

■ We will seek to enhance the user experience for Second Circle groups, improve search engine optimisation<sup>4</sup> so that our content will be more visible to them online, make content easier to understand, and improve our public search engine<sup>5</sup> so that visitors can find content of interest more quickly and easily. We will review the architecture of sites and introduce thematic navigation to help visitors better understand our work, improve mobile compatibility so that they can find us on their mobile devices, make more use of infographics and short videos to explain complex subjects, improve compatibility of our online content with aggregators and bots, and provide ready-to-use information bundles (graphics, documents, and other digital communication tools) optimised to increase Council of Europe branding.

### Expected Results

■ The Council of Europe’s ‘brand recognition’ will be enhanced among Second Circle target groups as they gain contact with the Organisation and become more aware of the Organisation’s work in their field of interest. As its work and name become better known, the Organisation will be more easily distinguished from the EU and more widely acknowledged as a point of reference on human rights issues on the same level as other main players (NGOs, UN, etc.). The partnerships that we initiate will impact on our Third Circle target audience, as our Second Circle contacts begin to act as multipliers of Council of Europe messages. Greater recognition of the Council of Europe brand will further encourage First Circle groups to act as advocates for the Organisation and its standards, as it becomes easier to do so. Enhanced visibility will increase our following on social media and visits to our web sites, leading to better, more informed engagement on social media. We will remain more attuned to new technological challenges and opportunities and develop an increased capacity to respond faster and more effectively.

4. A metadata scheme for web contents has already been elaborated by DIT and DC.

5. The DIT will determine the best technological solution.



### 3. Our Messages Translated Into Digital Initiatives

■ The Organisation's brand will be better known when we reach the public in our 47 member states, build trust and encourage people to sign up to the values espoused by the Organisation. Within the Digital Communications Task Force the DC will seek to align key messages and avoid overlaps, to the extent possible across a decentralised Organisation, and explore options for the introduction of common scheduling and regular monitoring of content published.

■ DC will identify key themes that can be given prominence by building synergies with news stories and current affairs, prepare short and long-term priority messages, and ensure that fresh content is regularly posted, generated by colleagues from across the Organisation.

■ We will focus on the individual, talk about the added value of our work rather than the institution itself, create information that is easily understood, make expert content more accessible to a general audience, simplify messages, launch educational initiatives and keep videos short and emotive or fun to watch. We will commission storytelling to encourage users to answer the question "Why is this relevant to me, why should I care?"

■ Information on our sites must be presented in such a way as to allow for different levels of information. Specialists will go deeper. Generalists will be looking for a more superficial treatment of our messages.

■ We will make our content easier to consume and share via social media, make better use of infographics, use networks to target a younger audience, make use of serious games<sup>6</sup>, organise online events, and seek innovation. Calls to action (CTA) in specific online projects and via social media will encourage engagement between the Council of Europe and users.

■ Within the Digital Communications Task Force, DC will proactively support MAEs in creating their own digital communications strategies, reviewing drafts and existing strategies.

#### Expected Results

■ As the Third Circle becomes better acquainted with the Organisation's brand, the impact of Council of Europe actions will be magnified through greater interaction, especially via social media networks. Mass media will cite the Council of Europe and speak with greater accuracy about its work. They will feel more inclined, indeed obliged to follow our activities. More people will be able to distinguish between the Council of Europe and the European Union. There will be greater interest in, and understanding of the importance of protecting human rights. There will be a positive knock-on effect on the First and Second Circle target audiences as they in turn detect greater recognition of the Council of Europe brand among the general public.

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6. For example, the 2018 IDAHOT quiz attracted close to 7,000 players in 2 days.

# SPECIFIC ISSUES

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## SOCIAL MEDIA

**S**ocial media activities on behalf of the whole Organisation currently concentrate principally upon Facebook and Twitter, and have attracted a significant number of followers. We will seek to further boost our following through a more concerted, corporate approach to activities, weed out 'fake' followers, and analyse both reach and impact. DC will expand social media activities to include Instagram and Linked In.

— Currently, the management of social media accounts reflects the Organisation's decentralised operational model, and we are present in most of the biggest networks. Major Administrative Entities will continue to be responsible for assessing their own needs, the added value of new accounts, where existing activities or accounts may suffice, and the availability of resources, including the time to adequately maintain the account in a professional way.

— Whilst a common tool or tools to monitor impact is feasible, centralised management of all Council of Europe accounts is not.

— A detailed **strategy for the use of social media** in digital communications will be adopted with the involvement of MAEs, and existing [guidelines for use of social media](#) will be revised in cooperation with coordinators of social media accounts. In July and October 2018, DC organised the first meetings of a regular group for coordinators of social media accounts, and a register of all accounts will be introduced.

— DC has created a central Social Media Plan, open to contributions from and use by all colleagues with social media responsibilities, in order to support better planning and coordination of posts and social media activities across the Organisation. Colleagues will be invited to contribute tweets and other texts to be posted on social media in English or French, as well as in their native tongue. Social media accounts operated by the DC will continue to be multi-lingual.

— We must share best practices, invite cooperation in testing and applying tools to monitor the organisation's social media presence, and promote exchange on mutualising communication tools, assessing new technological facilities and emerging social media platforms.

— The importance of commercial platforms such as YouTube, for example, is not in question. We are and should be present there, but, in the interests of strengthening our own brand, we must exclude third-party advertising where we can, for example in videos on Council of Europe websites.



## WEB SITES

— The Council of Europe is ahead of the curve in many respects with regard to innovation in digital communications, such as responsive design for mobile devices, the quality of online content offered, and the user experience. We have created an attractive platform for the Organisation's audio-visual content – The Human Rights Channel, and numerous action pages to attract attention to and explain our work on specific topics to a broader audience, and supported innovative initiatives such as the Safety of Journalists Platform, and the ECHR Impact project to ensure that key messages are visible and attractive to our audiences.

— We will continue to enhance the Organisation's image online by improving website architecture, and removing obsolete sites so as to reduce the total number of web sites behind the address [www.coe.int](http://www.coe.int) / .. DC will work with the DIT to assess new content for possible integration into existing websites as part of proper evaluation procedures, enhancing and building on initiatives already in place, for example, [AMS #9110](#) and measures to ensure correct archiving of pages and documents. We will upgrade sites that are hard to find, awkward to use, not optimised for search engines, not compatible with current standards, or visually out of date. We will continue to offer guidance to MAEs, including on effective design, through website audits.

— DC will explore options for enhancing thematic navigation, provide dedicated zones for contributions from MAEs, and work closely with DIT to ensure the best possible public search function.

— An effective public search function is just one of the things that we need, but it's a central requirement if we want to use web technologies effectively, to give the public better access to our documents and to offer visitors to our web sites a more attractive user experience. DIT has been asked to provide individual search solutions for various parts of the Organisation. In itself, this is not a problem, as long as full complementarity with the common search function is ensured and visitors to our sites are given an attractive and intuitive user interface.

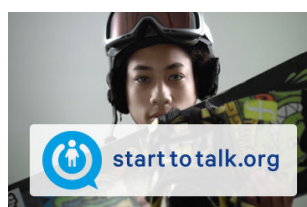
— To gain in visibility and impact, we have to do more than satisfy the principle needs of the Secretariat and our first-circle clients, however. We need to open up the content of Council of Europe sites to a broader audience, and by raising the visibility of our work, consolidate our political role and authority, and justify to European tax-payers the value for money that the Council of Europe as a whole represents.



[End Impunity for Crimes Against Journalists](#)



[Protecting national minorities](#)



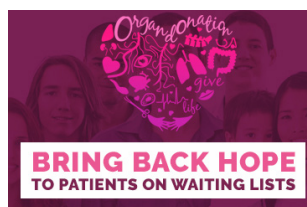
['StartToTalk' against sexual abuse in sports](#)



[Lanzarote Convention against child sexual abuse](#)



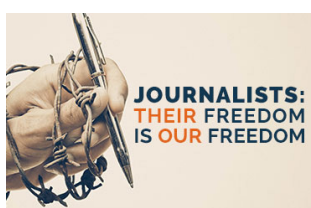
[Democracy Day](#)



[Organ Donation & Transplant Day](#)



[IDAHOT](#)



[Freedom of expression/ World Press Freedom Day](#)

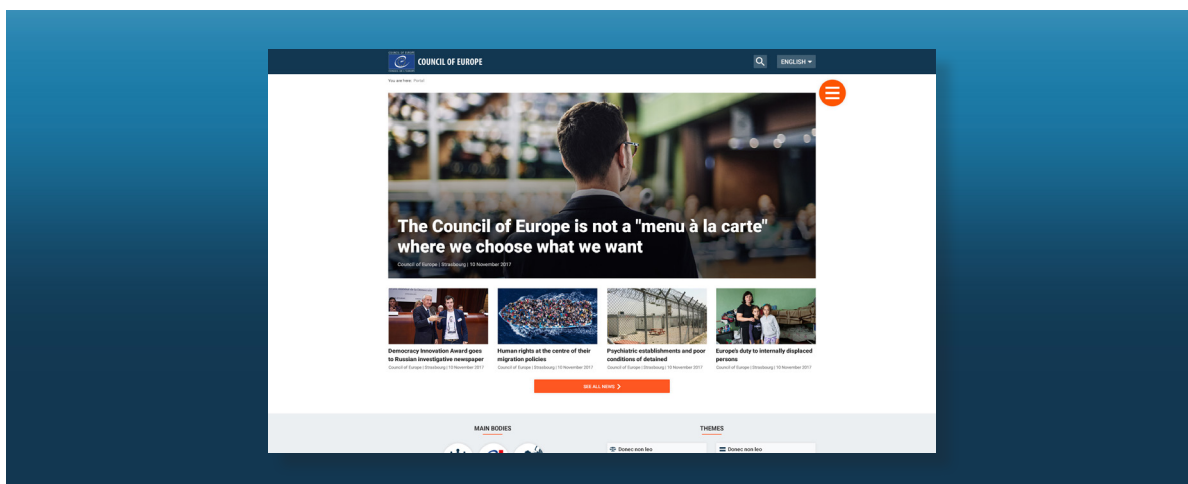


[Istanbul Convention – against Violence against Women](#)



## The Hub - [www.coe.int](http://www.coe.int)

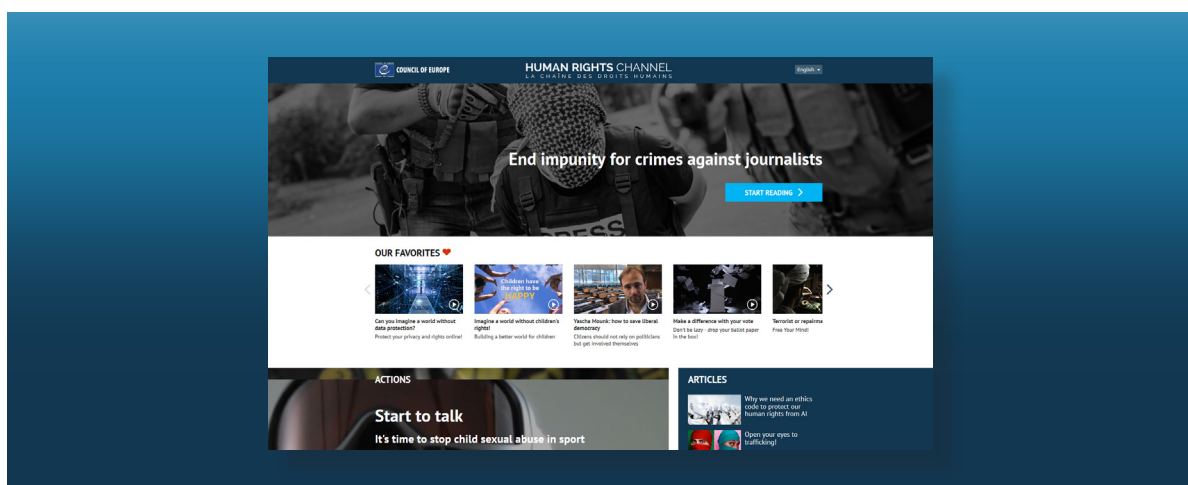
■ The portal is our principle window onto the Organisation online. We will continue to seek to present the Organisation, its messages, work, standards and achievements, as a dynamic, diverse but coherent and valuable whole, incorporating political work, standard setting and intergovernmental cooperation. We will identify key themes that can be given prominence by building synergies with news stories and current affairs, prepare short and long-term priority messages, and ensure that fresh content is posted daily, generated by media officers and other colleagues from across the Organisation. We will continue to update the look and feel of 'www.coe.int' on a regular basis, and at least every two years, in order to keep our web presence ahead of the curve for IGOs. We will continue to translate content from both official languages into German, Italian and Russian.



View at > <https://www.coe.int>

## The Human Rights Channel

■ The Council of Europe was quick and creative in developing visual storytelling through attractive videos, photos and infographics. The Human Rights Channel was initially conceived as a replacement for Web TV, a platform for presentation of audio-visual products, but with the growth in importance of our audio-visual content and the greater use of social media to distribute it, the Human Rights Channel has evolved into a platform for campaigning on a multitude of themes and messages related to the work of the Organisation. We will seek to continue this innovative work and indeed to attract additional financial and human resources, particularly to facilitate better statistical and other analysis of results, so that the initiative can go from strength to strength. We will add a blog function to bring news and features to the platform and replace the existing blog <http://www.humanrightseurope.org/>.

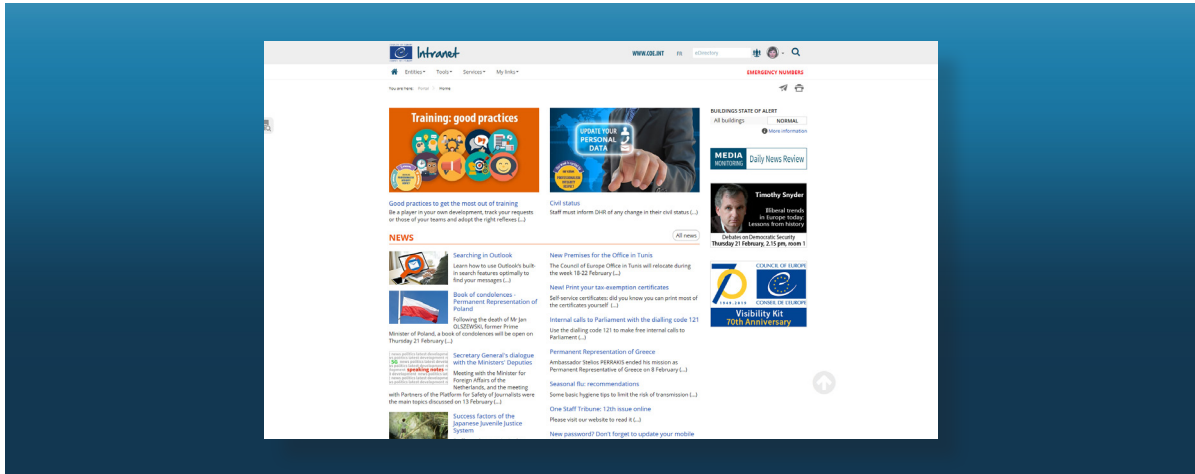


View at > <https://www.coe.int/hrc>

## Internal communications

■ The objectives of internal communications have evolved over time. We will continue our work to promote communication between management and staff and among staff. We will focus on promoting co-operation and collaboration through such products as senior management video interviews, video staff portraits and the organisation of social events. We seek to help staff acquire better transversal knowledge of the achievements and priorities of the Organisation and an enhanced sense of belonging.

■ The possibility to comment on news on the Intranet was recently introduced. The next innovative feature, soon to be released, will be a personal page, where each staff member can share personal information such as their skills, work experience, and their wishes for mobility.



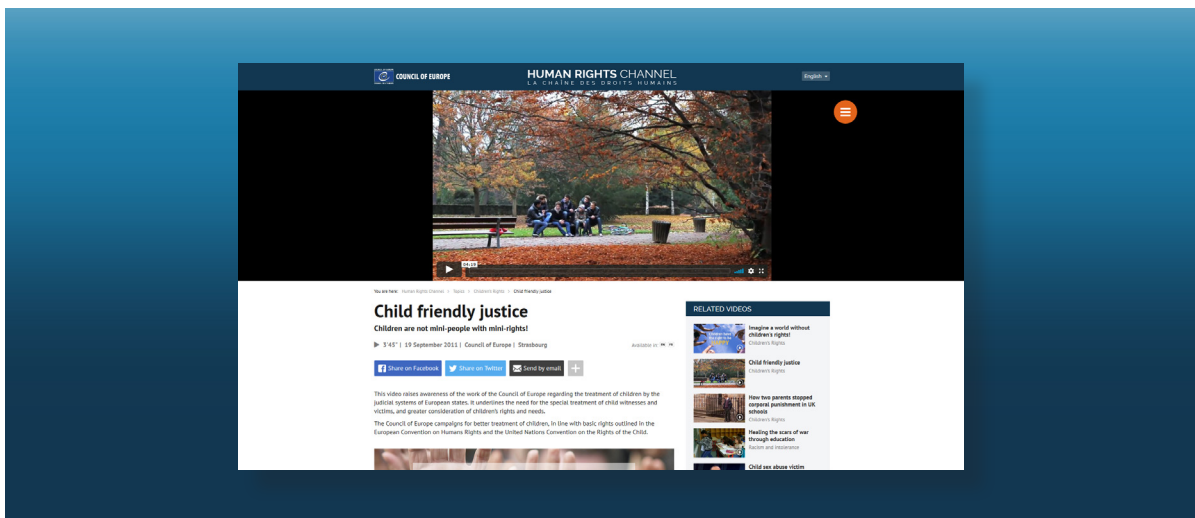
View at > <https://intranet.coe.int/en//group/portal/home/>

## Videos

■ We aim to give MAEs flexibility in making use of their videos while ensuring that videos streamed from the Council of Europe are free of commercial branding by third parties, and to be able to select the best video products, use them to enhance the Organisation's brand and manage its reputation online, and to measure impact.

■ Together with the Directorate of Information Technology and the GT-Web, DC has defined an organisation-wide policy on streaming, production and storage of videos. We will also provide support on best practices, exchange information on functional and technical evolutions, and develop a community of knowledge.

■ The DC will work to ensure central oversight of all audio-visual production.



View at > <https://vimeo.com/councilofeurope>

## Working with partners

■ Working with partners is key to successful campaigning work online and a central part of this digital communications strategy. As an Organisation we often want, or indeed are required to give visibility to our external partners – other IGOs, NGOs, agencies and bodies that provide funding, for example. The DC will lead on defining a policy on this issue, and will explore online possibilities for fund-raising.





## MARKETING & PROMOTION

- We will reach out to our users and encourage feedback. We will seek to ensure that all our digital communications contribute to strengthening our public image, informing, persuading, and reminding people about the Council of Europe's added value. We will seek to boost the Council of Europe brand by explaining our work and impact in clear and accessible terms, and in a way that will help users more easily distinguish us from the European Union.
- We will adopt a systematic and proactive approach to 'selling' our content to contacts, partners and target groups – one that respects the Organisation's own standards for the processing and protection of personal data, and ensures conformity with the EU General Data Protection Regulation.
- We will continue to pursue a harmonious graphic line and consistent use of colours across Council of Europe web sites, and to offer support and assistance in adherence to best practices.
- Given the large number of non-professional photos used on web sites, together with the Directorate of Human Resources we will consider offering a training course in the basics of digital photography. The course should include guidance on consent for people who appear in the photos, in conformity with the Organisation's own conventions on data protection and privacy<sup>8</sup>.

### Measuring results

- We will devote resources to analysing results, and try to harvest information useful for e-marketing, in order to ensure an adequate return on investment (ROI). We need to enhance our capacity to obtain statistics and other information concerning our web presence, so as to be better able to evaluate our impact and results.
- Media monitoring activities are concentrated within the Directorate of Communications. The small dedicated unit has limited capacity, but as the differences between traditional media and social media become blurred, our capacity to gather information must be extended beyond traditional media to include social media and our entire web presence. The media monitoring products, such as the daily newsletter and regular analysis, are highly valued<sup>9</sup> and in ever greater demand. We will pursue our efforts to supply them to all members of the CoE: services, delegations and deputies.
- We will review existing outcome indicators for web and social media and promote their use as common indicators across the Organisation. Sufficient additional resources will need to be found, if we are to introduce regular use of tools to measure outcome indicators (online surveys, discussion groups, web ranking and usability testing). Similarly, a common tool to monitor the Organisation's presence across social media would be desirable, but would require an investment of significant funds that are not currently available. We will look at what can be done using free tools.

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8. See also recommendations of GDPR taskforce under auspices of Director of IT.

9. See 2013 Cour de comptes audit on communication policy and expenditure (CE-2013-1)



## COORDINATION & TRAINING

■ The DC has to date prioritised innovation and modernisation of online communications over internal coordination, optimising our core web presence, web design and improving usability. The recent Directorate of Internal Oversight evaluation of digital communications (2018)<sup>23</sup> clearly emphasised both the leadership role that the DC should assume in the context of a decentralised organisation, and the need for others to improve their skills set and gain a better understanding of priorities for more effective digital communications.

■ Our aim in DC is to keep the coordination as light as possible. We must apply existing guidelines for best practice, address new challenges and identify common training needs. We must continue to cooperate and to create synergies in order to make best use of limited resources, in particular when it comes to marking events of importance to the whole Organisation.

■ We will need better internal coordination, as we seek to expand our digital audiences. A working group (web coordinators, the DIT and the DC) meets regularly to exchange information, best practices, functional and technical evolutions and develop a community of knowledge. A task force at policy level has been established to involve relevant managers and coordinate input from across the Organisation on digital communications, looking at strategy, planning, best practices and training. Within the Digital Communications Task Force the DC will seek to align key messages and avoid overlaps, to the extent possible across a decentralised Organisation, and explore options for the introduction of common scheduling and regular monitoring of content published. DC will explore the feasibility of reanimating an intranet-based collaborative space, or similar, for planning and coordination of digital communications.

■ We will offer to organise regular group meetings for coordinators of social media accounts from across the Organisation and introduce a register of all accounts.

■ In cooperation with the Directorate of Information Technology, the DC will define and agree responsibilities, so as to ensure better working methods and use of resources.

■ Training is essential. DIT CMS training and DC Best Practices training will be made compulsory for all staff working on the Web. In cooperation with the Directorate of Human Resources we will define needs and design a new compulsory modular training course for relevant administrators, who have a role in digital communications, and the special task force will be encouraged to identify and prioritise needs. DC has already started to provide training for colleagues on how to manage videos, which are an increasingly prominent component of online and social media communications.

■ However, we should abandon the belief that anyone with a limited amount of training can handle all aspects of specialist web and digital media work. It takes years of study, practice and daily self-questioning to claim to be a specialist in this fast-moving area...





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