

## Programmatic Cooperation Framework for Armenia, Azerbaijan, Georgia, Republic of Moldova, Ukraine and Belarus

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### **NATIONAL COMMUNICATION STRATEGY FOR PREVENTION OF DISCRIMINATION AND ENSURING EQUALITY**

*The views expressed in this report are those of the author and do not necessarily reflect those of the  
Council of Europe.*

## Contents

<b>(0) Executive Summary .....</b>	<b>3</b>
<b>(1) Context .....</b>	<b>4</b>
<b>(2) Scope of Work and Vision .....</b>	<b>5</b>
<b>(3) The current state and identified problems .....</b>	<b>6</b>
<b>(4) Priorities and Objectives .....</b>	<b>8</b>
<b>(5) Principles.....</b>	<b>12</b>
<b>(6) Tactics .....</b>	<b>14</b>
<b>(7) Target Audience, Channels and Messages.....</b>	<b>15</b>
<b>(8) Action Plan for 2017-2018 .....</b>	<b>16</b>

## **(0) Executive Summary**

The present document is a communication strategy for the community of organisations, state institutions, activists and other stakeholders involved in Prevention of Discrimination and Ensuring Equality in the Republic of Moldova.

It proposes a vision for better and more efficient action and response to situations of discrimination and hate-speech through *targeting risk areas and audiences with coordinated, goal-driven actions, immediate relevant response to miss actions and law infringements, also media, political and social agenda monitoring*<sup>1</sup>. In this ideal state, stakeholders involved in protecting Human Rights coordinate their actions to ensure efficient, relevant and accountable actions implemented in a transparent and strategic way.

Since the community that may adopt this strategy and push for improvements in campaigns and response to risks is not organised in a hierarchical fashion, being formed by state institutions, international development organisations, other donor organisations, local NGOs, informal groups and communities, activists, influencers and volunteers, each with their specific tactics and resources; this strategy focuses on actions that can be generated and promoted by the Council on the Prevention and Elimination of Discrimination and Ensuring Equality (Equality Council), as a potential champion organisation in the field able to catalyse coordination and synergy.

This strategy identifies four main priorities for the said community for the next two years:

- to develop scientific, sociologic and evidence-based information about the values, behaviors and attitudes of Moldovan society toward discrimination issues, i.e. discrimination based on age, race, religion and belief, language, nationality or national origin, gender and sexual orientation, social origin and status, property as well as other similar criteria;
- to improve coordination and knowledge-exchange between stakeholders;
- to raise the level of professionalization in process of communication for implementing organisations;
- to develop tools for quick response with high public impact in crisis situations.

The strategy covers the period of 2017-2018 and comprises in its Action Plan 29 actions that aim at getting the community closer to the vision stated above.

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<sup>1</sup>*Media agenda* – main topics and issues debated and promoted by mass-media;

*Political agenda* – main topics and issues, including regulation drafts and enforcement, debated / promoted by political parties, unions, political organisations;

*Social agenda*– topics and issues debated by NGO's, groups of experts, researchers and informal groups (including opinion influencers on social media). By monitoring here is meant following the information flow in order to react to relevant events and actions from third parties.

## **(1) Context**

**1.1** The Equality Council is an autonomous, independent public authority, established in 2013 by the law<sup>2</sup>, with the mission to provide protection against discrimination, ensure equality and reinstate the rights of discriminated people. The Equality Council is in a good position both legally and practically to become a champion organisation that pushes positive strategic change in the field and fosters quality improvements in stakeholders' communication.

**1.2** Upon the request of the Equality Council, the Council of Europe has decided to support the development of the National Communication Strategy for Prevention of Discrimination and Ensuring Equality. The paper was prepared with contributions made by Ms Anastasia Primov, local consultant, under the aegis of the "Supporting national efforts for prevention and combating discrimination in Moldova" as part of the programme Partnership for Good Governance, funded by the European Union and the Council of Europe. Since one of the expected results of the project is to support the Equality Council to become fully operational and implement effectively its preventive, monitoring and remediation functions in regard to discrimination on all grounds, this document is expected to provide tools and tactics to prevent and combat discrimination country-wide.

**1.3** At the outset it should be noted that, during research phase of preparing the development of the communication strategy, in November 2016, a Communication Audit<sup>3</sup> was carried out. The audit gave analysis of communication campaigns on preventing discrimination implemented by 18 organisations and institutions working in Moldova. The research assessed multiple impact indicators of the campaigns launched and implemented in the last three years. The indicators included: media coverage, communication tools, period of implementation, audience targeting quality. The findings were that, although some of the campaigns offered good practices, in most cases the campaigns resulted in weak or even lack of media coverage and public involvement and showed overlapping in terms of objectives, targets and messages used.

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<sup>2</sup>No. 121 on Ensuring Equality, of May 25, 2012 and No. 298, on The Equality Council activity of December 21, 2012

<sup>3</sup>[http://fabricadeimagine.md/wp-content/uploads/2017/04/Raport-audit-comunicational\\_07.11.16\\_Final.pdf](http://fabricadeimagine.md/wp-content/uploads/2017/04/Raport-audit-comunicational_07.11.16_Final.pdf)

## **(2) Scope of Work and Vision**

**2.1** The organisations involved in Prevention of Discrimination and Ensuring Quality in Moldova can be grouped as following: state institutions, international donor organisations, local NGOs and informal groups of individuals. The present strategy offers an inclusive and holistic approach in the Vision section, which aims at improving efforts and coordination for multiple entities.

**2.2** The proposed strategy and action plan intend to strengthen the communication capacities of the Equality Council as the key public authority in the field of non-discrimination and to improve the efforts for joint action coordination among the actors.

**2.3** All the proposed undertakings are included in the plan as actions for the Equality Council and only as recommendations for other stakeholders. The Equality Council is the main implementer of this National Strategy, but other stakeholders are invited to be supporters, by embracing recommendations, offering feed-back to the Equality Council and by taking part in the implementation process.

**2.4** This strategy is drafted based on current situation, knowledge and best practices as for 2017. In a rapid changing environment nationally and internationally, with many resourceful actors affecting public opinion in political, social, religious and economic agenda, this document offers flexible elements, such as *tactics*, to be used for iterative situations and *principles* that will guide implementers in unpredictable situations.

**2.5** The monitoring of this strategy implementation and effectiveness is to be made by the Equality Council after a period of two years. The implementation report will offer the base for strategy improvements, if needed. The implementation report will be based on the Key Performance and Impact Indicators included in the Action Plan, but may also include qualitative analysis and feed-back from other stakeholders in order to improve further efforts.

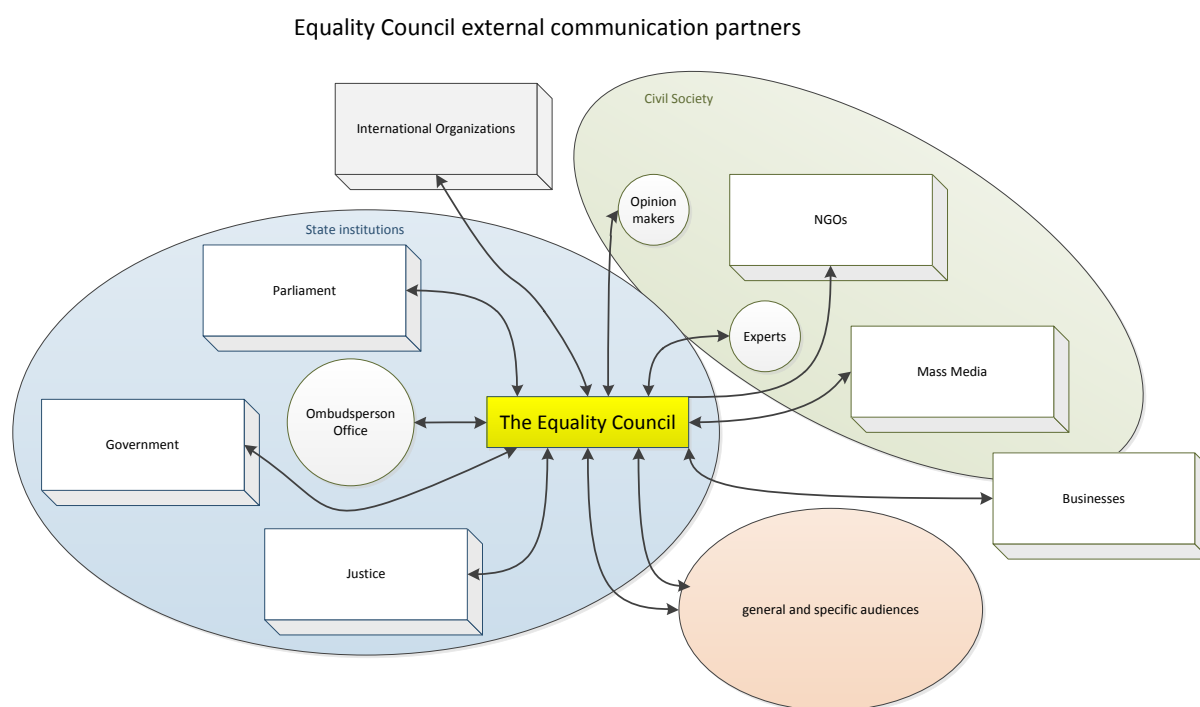
**2.6** History and current political and social events show that respect for Human Rights is not a linear, constant, ubiquitous positive progress. Many countries and regions suffer from recurrence of social inequalities and abuse thought to be overcome. Rights of minorities and even discriminated majorities (i.e. Women's Rights) face challenges and setbacks even in some unexpected places like EU member countries, and more so in war-torn regions. Similarly to the benefit of vaccination, the benefits of tolerance and equality need to be reminded and proved permanently to new generations of humans, again and again.

**2.7** The vision for this National Communication Strategy is that *the Equality Council, as an open public institution for each individual and legal entity, has strengthened its communication capacities and visibility to prevent and combat the issue of discrimination at the national level.*

### (3) The current state and identified problems

**3.1** In this chapter a brief description of the current state of visibility of the Equality Council's mission and activity is presented.

For a wider description of the current state of communication in the field, and based on the Communication Audit Report, developed by Fabrica de imagine in November 2016 and other policy Reports developed by the international partners towards non-discrimination issues in Moldova, please see the outlook of the external communication actors.

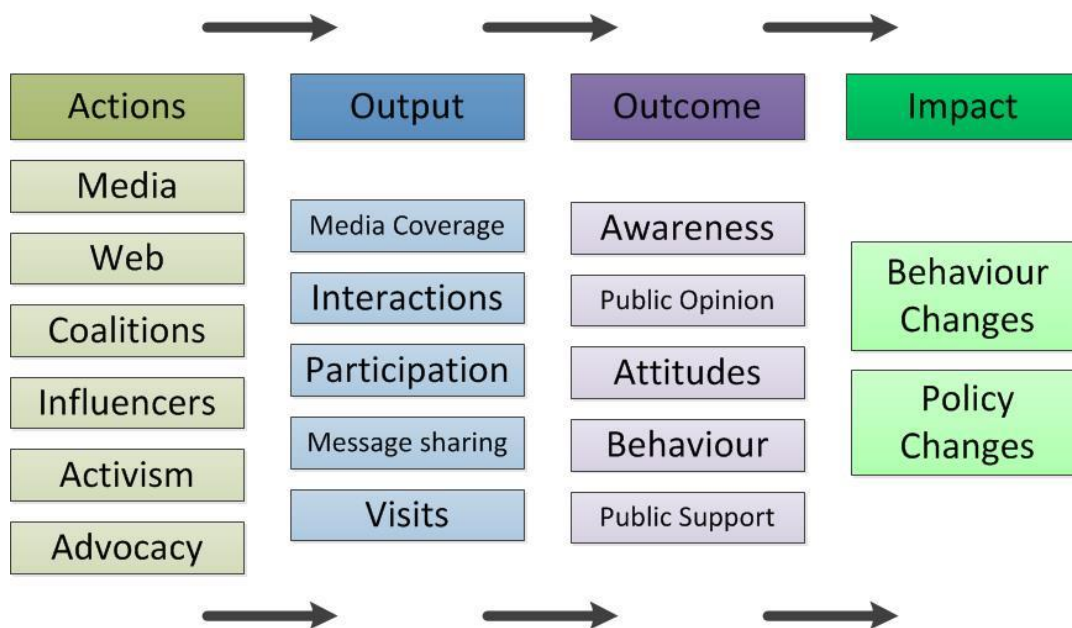


**Figure 1:** *Equality Council is in permanent contact with State Institutions, Mass-media, Civil Society, Businesses, International Organisations and individuals. These main stakeholders are permanent target audiences of Equality Council messages, campaigns and information.*

**3.2** The current system of prevention of discrimination and ensuring equality in Moldova, which has its normative basis in several laws (including international treaties ratified by Moldova) is composed of state institutions, local NGO's, activists; all supported by international organisations working in Moldova.

**3.3** How these actors communicate their actions? There are two main aspects of communication: intra-communication, i.e. communication between stakeholders themselves and external communication - the total amount of messages and discussions generated by active actors with their audiences.

**3.4** A need to improve intra-communication between state institutions, NGO's and international organisations is one of the first steps to be taken in the process of achieving better effects of actions taken in the area of non-discrimination. In view of that, several measures could be implemented: establishment of a database of ongoing, current and planned projects in the field; coordination of projects implemented in parallel by different NGOs with different donors; better link between the Equality Council and donors and NGOs-creating of a reporting mechanism or information exchange in multiple cases; a culture of cooperation instead of competition between NGOs having same objectives; etc.



**Figure 2: The ladder of communication impact – strategic actions generate output that brings the desired outcomes and the long-term impact.**

**3.5** The abovementioned communication audit identified many cases of poor external communication from parties implementing projects in the field of prevention of discrimination and ensuring equality. The main communication-related issues identified in current and past activities are poor media engagement and coverage, poor budget allocation for communication activities, output-oriented actions and performance indicators (*vs. outcome, see the scheme above*), lack of scientific and factual data regarding key audiences, lack of strategic targeting of audiences, low level of professionalization of communication-related activities, lack of sociological knowledge about values and behavior patterns of society, low level of community involvement in implemented actions. These issues are present in *a majority* of analysed projects. There are exceptions that offer an opportunity to be used as model and baseline for further improvement in quality of external communication.

#### (4) Priorities and Objectives

**4.1** Starting from the vision statement and considering the current state of communication in the field and identified problems we consider that the main priorities for all bodies and individuals interested and involved in Prevention of Discrimination and Ensuring Equality in Moldova are:

- (A) Acting based on scientific, sociologic and evidence-based data about the values, behaviors and attitudes of Moldovan society toward discrimination issues;
- (B) Achieving better coordination and knowledge-exchange between stakeholders;
- (C) Professionalization of communication for implementing organisations;
- (D) Quick response with high public impact in crisis situations.

**4.2** The following main objectives are proposed for the entire community of organisations and individuals sharing a desire to improve the state of respect for human rights in Moldova. These are SMRT objectives, i.e. - *Specific, Measurable, Realistic and Time-related*. It could be noted that the A from SMART is missing. A goes for Assignable. Since most of these objectives are not under direct influence of the Equality Council, they depend on multiple organisations that are not hierarchically organised and decide their own strategies and actions. They cannot be assigned to other organisations at this moment of strategic planning. However, in the Action Plan spread in Chapter 9, the proposed actions are organised in a way that separates actions that the Equality Council can adopt entirely and those actions that need input and actions from other stakeholders.

**4.3** Priority A Objective: Acting based on scientific, sociologic and evidence-based data about the values, behaviors and attitudes of Moldovan society toward discrimination issues

Activities	Description	Indicators
A1. Development and implementation of National Values Survey	Regular National Surveys, at least yearly, on values, discrimination issues and promoting equality are needed for better understanding of trends in society, better targeting and fact-based evaluation of real impact on Moldovan Society. Since the cost of such effort would be high, the cost could be shared by main donor	Survey Made Yes / No



	organisations, as all of them will benefit from the collected data.	
A2. Media and Influencers' monitoring	Patterns of information access and attitude acquirement are mostly related to TV news and shows exposure and social network activity. A project of monitoring media and influencers on HR issues with access for all stakeholders will allow better understanding of on-going processes and areas for quick-response and long-term action.	Ongoing monitoring Yes / No
A3. Development of Scientific Partnerships	The Equality Council will develop partnerships with the Academy of Sciences, Universities and other research institutes to foster to uphold research on topics related to prevention of discrimination and ensuring equality. This would lead to support from the Equality Council to students, MA and Doctorate researchers from various fields (sociology, communication sciences, psychology, political science) by offering data and exposure.	No. of research papers on topic

**4.4 Priority B Objective:** Achieving better coordination and knowledge-exchange between stakeholders

Objective	Description	Indicators
B1. Establishment of CoE/European case-law and national practices Compendium	Compendium for judges and prosecutors, public and private institutions on CoE/European case-law and national practices	Database in place Yes / No
B2. Achieving Consensus on General Principles of	A principle agreement on project evaluation and criteria is developed by the Equality Council and present to the main donor organisations to	Principles of Accountability

Accountability	ensure implementation of best practices, to avoid overlapping of efforts and secure a learning and permanent improvement culture for the community.	developed Yes / No
B3. Bringing Synergy	The Equality Council will announce every year in the month of March the topic and priorities for the next year in prevention of discrimination and ensuring equality. That would help donors, NGOs and activists priorities and synergies efforts (as example: 2018 - The Equality Year of Gagauz Language, 2019 - The Equality Year of Friendly City Infrastructure, 2020 - The Equality Year of Women in Politics). <sup>4</sup>	National Year Campaign implemented Yes / No

**4.5 Priority C Objective: Professionalization of communication for implementing organisations**

Activity	Description	Indicators
C1. Training staff on PR best practices	Train people from public relations departments from Equality Council and Ombudsperson Office to have their own approach on visibility, cooperation and PR guideline in their institution.	Trainings organised(Yes/No)
C2. Training NGOs	Design and implement training for NGOs' members, volunteers and activists in strategic and behavior change communication, based on identified needs.	Number of Trainings organised
C3. Promoting best Practices	Based on ongoing and implemented projects and campaigns, identify best practices and promote them among community	Number of best practices awarded

<sup>4</sup>The year campaign can be launched via Antidiscrimination National Day which goes in parallel with the Antidiscrimination International Day, Open Days Door. The activist can be involved in joining organisation of the event.

**4.6** Priority D Objective: Quick response with high public impact in crisis situations

<b>Activities</b>	<b>Description</b>	<b>Indicators</b>
D1. Development of Quick Response Tool(QRT)	Create a network with NGOs, international organisations, state institutions, informal groups, businesses and individual activists for Quick Response.	Procedures on common Quick Response created;  Number of signing organisations
D2. Implementation of Quick Response Tools	Crisis communications tools need to be tested in order to improve their efficiency. At least twice a year the above described Quick Response Tool should be tested in a simulation to see how organisations and groups comply and where they can be improved. Also, this mechanism should be used regularly in cases of abuse, hate-speech, discrimination and other relevant cases.	At least one simulation in 2017, use of QRT in every relevant situation

## (5) Principles<sup>5</sup>

**5.1** Principles are general rules that help organisations to act strategically even in unpredictable situations. The consistency of strategic communication is always tested by a changing environment and action of other actors. The following principles are proposed for the prevention of discrimination and equality community in order to increase impact of their say.

**5.2** ***The principle of target-based communication.*** Any form of public communication coming from Prevention of Discrimination and Ensuring Equality community should be fit for a clear target public, described as age range, income range, habitat, dominant beliefs and behaviors. In order to better formulate ideas and initiate actions regarding the selected target audience it is a good practice for the communicator to use a photograph of a „model“ that represents the typical representative of the group. One can give the model a name and put the picture in front while preparing plans, campaigns and messages. Narrower the target is, more efficient the campaigns are. Having as target „the general public“ is a model that should be avoided as it doesn't serve to the efficiency of the campaign.

**5.3** ***The principle of active communication.*** It means that the organisation has to create newsworthy events, campaigns and opinion. More the organisation plays the role of story initiator and campaigner, more credibility it builds.

**5.4** ***The principle of the broader context.*** Even in unexpected situations, organisations should communicate in a way that takes into account its mission and communication objectives. Even if the message cannot be reformulated in a way that suits the ongoing campaign, every opportunity should be used to promote the organisation, its objectives and main messages.

**5.5** ***The principle of community involvement and building alliances.*** Attitude change and behavior change campaigns often encounter degree of resistance from communities. This natural reaction comes from the denial that the problem exists or from refusal to discuss it in public. These are the type of situations that offer plenty of conflict situation and the communicators involved should always bear in mind that the person arguing today can become an ally and supporter tomorrow.

**5.6** ***The principle of immediate response.*** The viral aspect of social network information spread is a risk when false or one-sided news are published. In many observed cases the social media influencers will amplify the emotional side of one-sided stories with huge

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<sup>5</sup>As mentioned previously, this communication strategy includes two additional chapters to a classic structure of this type of documents. The first is a list of principles to be followed in unpredictable situations. The second (chapter #7) includes tactics – that are ways to respond to repetitive situations. Both principles and tactics are not covered by an Action Plan and add flexibility to the strategy.

amplification effect. Immediate response to any important issues is crucial to have your say in the public agenda. Sometimes the second day reaction has almost no coverage - the society's attention has moved away from the topic.

## **(6) Tactics**

**6.1 More „Success Stories“.** Organisations involved in the field of Human Rights should be aware of the fact that beyond the individual cases and campaigns they are involved in; their image will be influenced by the meta-discourse created. This means that when an organisation is always talking about conflict, victims and abuse, these aspects become part of the image of the organisation. This may turn many audiences away from the debate. More success stories should be produced; about the benefit effect of a new law on a community, about the achievements and how people feel empowered by the organisation' sanctions etc.

**6.2 More Press Conferences and media events.** Based on media monitoring identify the days with least events and invite the press to a press-conference. Is that written text in a press-release relevant? Make a press-conference better. Offer journalists the opportunity to ask more questions, to see people behind the story.

**6.3 Create visual events.** TV news needs movement, scenery, colors and show. There are plenty of cases when important events with impact on thousands of people don't get in the news because they are visually not interesting.

**6.4 More outsourcing and open sourcing of stories.** All organisations sit on huge amounts of data and potential stories. Internal resources are not enough to manage all this information - make all your information public, as long as it is not confidential. Invite people to search the data and analyse it. If you have resources, contract companies and media to help you identify and tell the story or to design the campaign.

**6.5 „Long stories“.** Come back to the same story and to same people again and again. After 3 months tell the public how the story evolved. Where are those people after 1 year, 2 years etc.? Turn one-timers in a series of news with updates. People like characters; they like to see same people in the news and to find out what happened to them.

**6.6 Name the case.** Everything worthy to be remembered has to be given a name. Put a name on your big stories, repeat it at every occasion, and convince journalists to use it. Having a name makes a story easy to remember, it increases awareness and importance.

## **(7) Target Audience, Channels and Messages**

**7.1** The main audiences of Equality Council messages in the period covered by the current strategy and action plan are: (a) State Institutions, with Government Agencies, Parliament and Justice Institutions aimed specifically; (b) civil society, including individuals, NGO's, mass-media, experts, specific audiences and influencers; and (c) private sector.

**7.2** Target audiences will be specifically described for each communication campaign. Analysis is needed to understand the roots of the tackled attitude / behavior - where does it come from, how is it validated and reinforced by his role models, what are the information channels the target audience is exposed to? All these questions can be followed by a study on the target group, i.e. by using focus-group method<sup>6</sup>.

**7.3** Based on the identified target audience the main communication channels are selected. These should be several, at least 5, in order to secure maximum coverage of targeted public and because people tend to trust more the information confirmed from a number of varied sources. Television, as a major source of information and attitude development for Moldovans should be a first priority. Direct "door-to-door" campaigns involving trained volunteers also are a way to get your message to specific target. Internet offers good targeting tools, especially for younger and wealthier audiences from cities and towns.

**7.4** The main message will be selected as most suitable for the identified target and it will be reformulated for each type of media to be used. Make a visual story for TV and infographic for social networks. Apply talking style for radio or podcasts. Make it short for billboards. Put it in simple words and short phrases in leaflets. Use images for easier understanding. Test several messages with focus groups. Which are giving the intended effect in a better way?

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<sup>6</sup> Focus-groups are a basic, relatively low costing way to research an audience on attitudes, opinions, and behaviors and to test the reaction to certain messages they include a guided dialogue with 6-12 individuals from a certain audience on a specific topic. The moderators' questions should be more general, in the beginning moving to more specific questions as the discussion follows. It is recommended as a research tool for communication campaigns with small budget.

**(8) Action Plan for 2017-2018**

	Resp.	Time frame	KPI(Key Performance Indicators)
<b>A. Acting based on scientific, sociologic and evidence-based data about the values, behaviors and attitudes of Moldovan society toward discrimination issues</b>			
<b><i>A1.Development and implementation of National Values Survey</i></b>			
A1.1. Evaluate costs identify sources and mechanisms of financing at least two waves of National Values and Equality Survey. Evaluate cost-effectiveness for introducing a specific number of questions in already existing regular surveys like Public Opinion Barometer / IPP or other extant surveys. In this second case contracting a research company that would analyse results should be considered.	The Equality Council	III trimester 2017	Resources identified Yes/No
A1.2. Based on solution found on A1.1 gather from stakeholders opinion and recommendations on the contents of questionnaire, produce Terms of Reference, select a company or consortium that will produce the surveys.	The Equality Council or other entity, as per A1.1	IV trimester 2017	Company selected Yes / No
A1.3. The first wave of survey is done and the public part of findings and analysis is presented during a press conference, the results of the research are distributed among stakeholders.	The Equality Council or other entity, as per A1.1	IV trimester 2017	Survey and survey analysis done (Y/N) Press conference done (Y/N) Survey distributed (Y/N)
A1.4. Based on the survey and survey analysis main target audiences are identified and specific research	The Equality	IV trimester	Additional targeted



on those most problematic audiences is made by interviews and focus-groups. The implementer of this action may be a NGO or a subcontracted company if funds are identified. It is recommended that the implementer of this refining study to be different from the entity doing the main survey.	Council or other entity	2017	research done (Y/N)
A1.5. A final report on main target audiences for next communication campaigns is distributed among donor organisations in order to help prioritize their interventions in Moldova.	The Equality Council or other entity	I trimester 2018	Report on target audiences done and distributed (Y/N)
A1.6. A second wave of National Values and Equality Survey is done and the public part of findings and analysis is presented during a press conference, the results of the research are distributed among stakeholders (recommended time for field survey April-first half of May).	The Equality Council or other entity, as per A1.1	II trimester 2018	Survey and survey analysis done (Y/N) Press conference done (Y/N) Survey distributed (Y/N)
<b><i>A2. Media and Influencers' monitoring</i></b>			
A2.1. Evaluate costs, identify sources and mechanisms of financing a permanent mass-media and influencers public activity monitoring.	The Equality Council	III trimester 2017	Resources identified Yes/No
A2.2. Based on solution found on A2.1 produce Terms of Reference, select a company or consortium that will produce the surveys.	The Equality Council or other entity, as per A2.1	IV trimester 2017	Company selected Yes / No
A2.3. Starting from 15.10.2017 the company is offering monitoring periodic reports (daily) and alerts in cases	The Equality	IV trimester	Monitoring effective

of discrimination, hate speech and connected legislative and other events. The reports are distributed to a list of beneficiaries (Donors, NGOs, state institutions).	Council or other entity, as per A2.1	2017	(Yes/No) Results distributed (Y/N)
A2.4. Based on monitoring results organise press-conferences with monitoring reports informing public opinion about main actors of hate-speech or discrimination, about best practices in covering related stories, about recommendations for journalists and influencers in addressing these issues.	The Equality Council	IV trimester 2017	At least 1press conference based on monitoring findings held in 2017; At least 12 press-conferences held in 2018
<b>A3. Development of Scientific Partnerships</b>			
A3.1. Initiate talks with the Academy of Sciences and Universities from Moldova to identify opportunities to encourage research on topics of interest for The Equality Council from teams of students and MA / Doctorate researchers. Make presentations for students from Departments of Law, Sociology, Psychology, Communication Sciences, Political Sciences and other. Sign memorandums with Universities, offer support to interested students and researchers.	The Equality Council	IV trimester 2017	Number of Memorandums signed;  Number of researches;
<b>B. Achieving better coordination and knowledge-exchange between stakeholders</b>			
<b>B1. Establishment of CoE/European case law and national practices Compendium</b>			
B1.1. Identify internal or external resources to contract an expert / group of experts to author a publication for judges and prosecutors, including for public and private institutions on CoE/European case law and national practices;	The Equality Council as leader	IV trimester 2017	Publication printed and distributed (Yes/No)

<b>B2. Achieving Consensus on General Principles of Accountability</b>			
B2.1. Initiate discussions on creating a common framework of work for donor organisations involved in Prevention of Discrimination and Ensuring Equality. Gather feed-back; propose a plan of meetings or negotiations that would increase degree of communication, common prioritization and sharing of best practices.	The Equality Council, CoE	I trimester 2018	Discussions initiated, feedback received (Yes/No)
<b>B3. Bringing Synergy</b>			
B3.1. The Equality Council will announce every year in the month of March the topic and priorities for the next year in Prevention of Discrimination and Ensuring Equality. That would help donors, NGOs and activists priorities and synergize efforts (as example: 2018 - The Equality Year of Gagauz Language, 2019 - The Equality Year of Friendly City Infrastructure, 2020 - The Equality Year of Women in Politics).	The Equality Council	I trimester 2018	Topic announced
B.3.2 At the end of the year a National Equality and Human Rights Award will be given in a ceremony for individuals and organisations that had remarkable results in the field.	The Equality Council, CoE	IV trimester 2018	Award and award ceremony organised
<b>C. Professionalization of communication for implementing organisations</b>			
<b>C1. Train staff on PR best practices</b>			
C1.1. Train people from public relations departments from Equality Council and Ombudsperson Office to have their own approach on visibility, cooperation and PR guideline in their institution.	Equality Council	III trimester 2017	Guide published and distributed (Yes / No)
<b>C2. Training NGOs</b>			
C2.1. Evaluate needs on communication related training for implementing organisations, based on	The Equality	IV trimester	Training Needs

existing projects.	Council	2017	Assessment (Y/N)
C2.2. Announce and invite most active organisations and activists to a training session covering strategic communication, behavior change communication and media relation, based on real campaigns analysis and on global and local best practices.	The Equality Council	IV trimester 2017	Training made (Y/N);
C2.3. Offer follow-up consultancy support to participants, by analysing their plans, designs and messages over 6 months after the training session. Identify new training needs, based on impact.	The Equality Council	II trimester 2018	Follow-up consultancy offered (Y/N)
<b><i>C3. Promoting best Practices</i></b>			
C3.1. Establish “The Equality Prize for Excellence” with categories: Awareness Campaign, Behavior Change Campaign, Community Involvement, Video Production, Public Event, Advocacy.	The Equality Council	IV trimester 2017	Prizes awarded (Y/N)
C3.2. Select best campaigns for development of Case Studies, to be published and distributed among stakeholders and interested people.	The Equality Council	I trimester 2018	Case Studies published and distributed (Y/N)
<b>D. Quick response with high public impact in crisis situations</b>			
<b><i>D1. Development of Quick Response Tools</i></b>			
D1.1. Initiate discussion among stakeholders on the initiative to create a set of procedures for Quick Public Response in Crisis situations. Identify a leading organisation (ideally the most active and numerous NGO).	The Equality Council	IV trimester 2017	Leading Organisation identified (Yes/No)
D1.2. Create procedures for networking with NGOs, international organisations, state institutions, private	The leading	IV trimester	Procedures developed

<p>sector, informal groups and individual activists for Quick Public Response. Involve in the process stakeholders and professional consultants in public relations and communications.</p> <p>These QPR tools may include, in increasing order, based on the gravity of the crisis:</p> <ul style="list-style-type: none"> <li>- Common written statements;</li> <li>- Common press-conferences;</li> <li>- Chain press-conferences;</li> <li>- Message distribution campaign (using all available media and resources);</li> <li>- Chain support for cause, including public figures;</li> <li>- Crisis meeting of leading organisations and activists;</li> <li>- Public protests;</li> <li>- Establishment of a Crisis Communication Cell for the period of the crisis;</li> <li>- Other activities.</li> </ul>	<p>org. selected at D1.1</p>	<p>2017</p>	<p>and approved by stakeholders; (Yes / No)</p>
<p><b><i>D2. Implementation of Quick Response Tools (QRT)</i></b></p>			
<p>D2.1. Simulate a crisis, test the Quick Public Response and analyse results. Use QPR tool for every relevant situation.</p>	<p>The leading org. selected at D1.1</p>	<p>IV trimester 2017</p>	<p>QPR simulation exercise (Y/N) QPR used (Y/N)</p>