

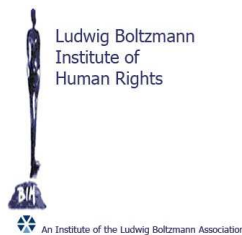


REPORT ON COMMUNICATION STRATEGIES FOR THE HUNGARIAN EQUAL TREATMENT AUTHORITY

Activity 1.3

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Twinning Light project HU2004/IB/SO01-TL
Enforcement of equal opportunity policies and
the effective implementation of the anti-discrimination law



June 2007

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1. INTRODUCTION

The Equal Treatment Authority (“the Authority” and “the ETA”) was established by the Act CXXV of 2003 on Equal Treatment and Promotion of Equal Opportunities (“the Act”) (amended by the Act LXXXIII of 2005 and the Act CIV of 2006). The Act gives the Authority responsibility to oversee compliance with the obligations of equal treatment. Article 1 confirms that the principle of equal treatment involves the treatment of all persons or groups of persons, legal entities and other organisations with **the same respect and deliberation** and their special considerations shall be **equally respected**.

The **duties of the Authority** are set out in Article 14(1) of the Act. From the Act it derives that the role of the ETA is **to identify and prevent violations of equal treatment and to eliminate their consequences**. This occurs on two levels. The first level involves dealing with individual reports of claimed violations and the other level involves work of a systemic, promotional and preventive nature.

The **report on communication strategy** concerns itself mainly with that second level that involves...

- ✓ informing the public and the Government about the situation concerning the enforcement of equal treatment,
- ✓ providing information to those concerned and
- ✓ providing assistance in acting against the violation of equal treatment and
- ✓ co-operating with the NGOs and interest representation organisations and the relevant government agencies.

Concerning its duties the Authority should and could play a major role in **raising the awareness** of individuals, groups and organisations on the issue of discrimination and the right to equal treatment. It can play a big part in educating people about the ways of correcting injustices and the ways and needs of preventing future violations.

For the ETA to sufficiently take this role it needs to build a high level of standing, gain credibility and people’s trust. To acquire that, the ETA needs a long-term strategic approach towards communicating with all its audiences. Therefore ETA can also become an important creator of public opinion, which could enjoy enviable latitude of media space. This would enable the ETA to use mass media for the promotion and education of anti-discrimination. Active cooperation with various circles and forging links between state institutions and the non-governmental sector, private sector and wider professional and lay circles the ETA can create an extensive social network that has a power to suppress injustices, provide necessary information and overcome social differences.

To achieve these goals the ETA needs to **communicate with its audiences in a strategic way**, so that the audiences know what they can expect from the ETA and

vice versa. Therefore it is necessary that relations with different audiences are managed in a proper and strategic way.

To really appreciate and implement the needs of different audiences that are important for ETA's work it is necessary that the ETA apply a two-way symmetrical model. Therefore it should enforce circled and not one-way communication and should act in a responsible, ethical and tolerant way towards all its audiences. Tolerance arises from the conviction that one must consistently respect the rights of people exactly as they are: universally accepted (applying to everyone without exception), inalienable (no-one may take them away from anyone for any reason) and indivisible (we cannot be entitled to some rights and not to others). The relationship is mutual: **advocacy of human rights and equal treatment is a key element of tolerant behaviour**; and without the decision to be tolerant it is impossible to achieve a proper level of respect and the exercising of equal treatment.

The aim of this report is not to give final and determined answers, but it is an overview of what an organization could do to implement communication management into its work. The structure of the report already reveals in a certain way single steps of a communication strategy process. In general communication strategies go along with ETA's already defined strategies. On the whole, a communication strategy communicates ETA's strategically defined aims. Therefore it is of most importance that **communication** is not seen as an isolated line of work, but should be seen as a **part of an overall strategy**. Communication reflects almost every aspect of ETA's work.

The general aims of the ETA are already set up by the ETA's mandate and duties as ensuring non-discrimination and promoting equal treatment. Sub-goals like improving the outreach of the ETA, combating discrimination of Roma in education, of people with disabilities at workplace, of people over 50 at workplace and of women in employment were developed within the Twinning light project process. **Strategic communication can be understood as a tool to achieve main and sub-goals of the ETA.** Furthermore strategic communication that distinguishes internal and external communication is used as a management tool. And of course communication itself needs management. Due to that the development and implementation of a communication strategy should be seen as a shared responsibility of all who work for the ETA. Nevertheless this joint responsibility has to be managed and coordinated in a strategic and professional way.

Based on the content of the following report the **main steps of developing a communication strategy** are revealed. In the chronology of a strategic communication process the following chapters are set up.

- Identify ETA's mandate, duties and aims (see above)
- Define ETA's brand and main messages
- Identify target audiences and assess their communication needs
- Choose communication means and tools
- Gain feedback from the audiences

2. BRAND OF ETA – CORPORATE IMAGE and IDENTITY

The word brand represents everything that people know about, think about, or feel about a certain organisation. It is a “**corporate image**” which an organisation occupies in the minds of people. The principle of branding applies equally to people’s decision whether to use or not to use public services. Everybody who is concerned with the work of an organisation will have an own perception of its brand.

Every member of the staff is responsible for developing and protecting that brand. In order to ensure that the brand is what the organisation would like it to be, organisation needs to work strategically. Therefore it is important that the organisation has a strong “**corporate identity**”, which should be the same to each person. Corporate identity presents visual means of identifying the organisation. It is a tangible and visible manifestation of an institution’s personality. This helps the public to create awareness of the institution, helps them to call up the image of the organisation and activate it or strengthen it, and ultimately to enhance the standing of the institution.

If the corporate image and corporate identity communicate the same purposes, values and philosophy this helps to create a feeling of order in the process of communication, increases its effectiveness and in this way helps to achieve strategic goals. With a strong brand an organisation can position itself as a strong expert organisation that is recognised as independent and irreplaceable. This is especially important for organisations that offer special services, where trust is a key component that an institution needs to occupy in terms of people knowledge, thoughts and feelings.

To achieve these goals an organisation would have to agree on core **purposes, values and philosophy** and would have to agree to work in a certain way. In drawing up this list the organisation establishes the position it would like to occupy in peoples minds. If people would be asked to describe the Authority, they would use certain terms. At the end this list should take a form of a mission statement, a vision of ETA’s work that could be explained in a couple of sentences.

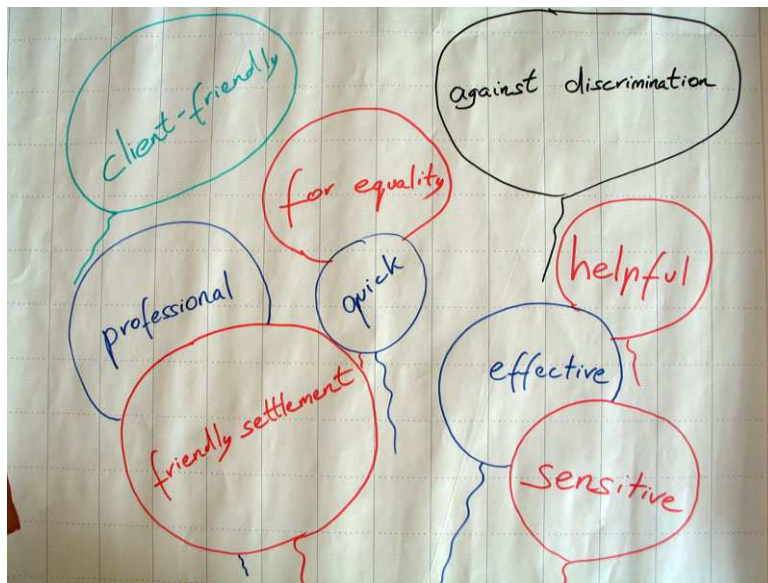
The difficulty of developing a clear mission statement that would communicate ETA’s brand to the public was seen on the workshop on communication strategy. Members of ETA’s staff were asked to think about the identity of ETA, about how they wanted the ETA to be represented in the public. Their task was to summarize ETA’s identity in no more than three sentences, but they could also use terms or keywords.

The results show, that ETA wants to be seen in public as client-friendly institution, which stands for equality and against discrimination. It wants to be perceived as a helpful, effective, quick, sensitive and professional organisation, which tries to reach friendly settlements in terms of mediation. The participants also expressed their

dissatisfaction with ETA's logotype, which is very abstract, difficult to understand and distant from what ETA would like to communicate to the public.

Concerning the adaptation of keywords into a clear mission statement, members of ETA's staff were asked to try to explain its brand in no more than three sentences, that would be understandable for general public. There were some attempts for that, but the participants always put their way to very comprehensive, legalistic and long explanations. This shows how difficult it is to communicate messages to the public and how necessary this process would be.

HOW PEOPLE SHOULD RECOGNIZE THE ETA



VERSUS PRESENT LOGOTYPE



General recommendations:

- ✓ On the basis of analysis of the current situation we can recommend ETA to adapt a clear and understandable mission statement that will represent its core purpose, values and philosophy – its brand.
- ✓ To effectively promote the brand, ETA has to communicate its core purpose, values and philosophy to all its audiences.
- ✓ For establishing that, ETA needs to have in mind its audiences and adapt its language and images to their needs.
- ✓ Therefore it is important that corporate image and corporate identity communicate the same message.
- ✓ In that respect an adaptation of the logotype could also be considered.

- ✓ The use of ETA's corporate identity should be strictly applied and controlled in all its contacts with the public. Corporate identity should therefore be applied to letterheads, business cards, website, newsletter, information brochures, posters, ads, PowerPoint-templates and all other communication means that ETA produces in order to communicate with its audiences.

3. IDENTIFYING AUDIENCES AND ASSES THEIR COMMUNICATION NEEDS

For structuring communication Public Relations experts, journalists or other professionals in the field of communication use listed questions – **“who says what to whom, why and, when in which way”** – as a checklist to make sure their message will be recognised. By writing this report we will also stick to this simple rule.

The ETA's mandate more or less clarifies the ETA's motivation to communicate (why?). Whereas the previous chapter emphasized developing common understanding of ETA's brand (who?), the following chapter highlights the definition of audiences or target groups and their communication needs (what to whom?). The chapter on communication needs goes deeper into the issue of “in which ways” main audiences can be addressed.

In the previous reports as well as in the Workshop on communication strategy the following audiences were defined as the most important for ETA's work:

- 3.1 Internal Communication**
- 3.2 General Public**
- 3.3 Complainants**
- 3.4 Vulnerable Groups**
- 3.5 Bodies within the jurisdiction**
- 3.6 Media Relations**
- 3.7 International Communication**

3.1 Internal Communication

Internal communication is a prerequisite for using resources to best effect. Furthermore clearly structured and transparent ways of communication are the basis for successful communication with the public. For that reason Public Relations by definition is one important and useful management tool. A clarified mission statement – knowledge about ETA's identity – represents the basis of any communication strategy and has to be shared by all members of the organisation. Exchange of knowledge and experiences between the hierarchies has to be organised in a simple and effective way. Advanced internal communication saves time, creates trust within the team and furthermore gains effectiveness by strengthening ETA's position in general.

Formal and informal communication within the ETA

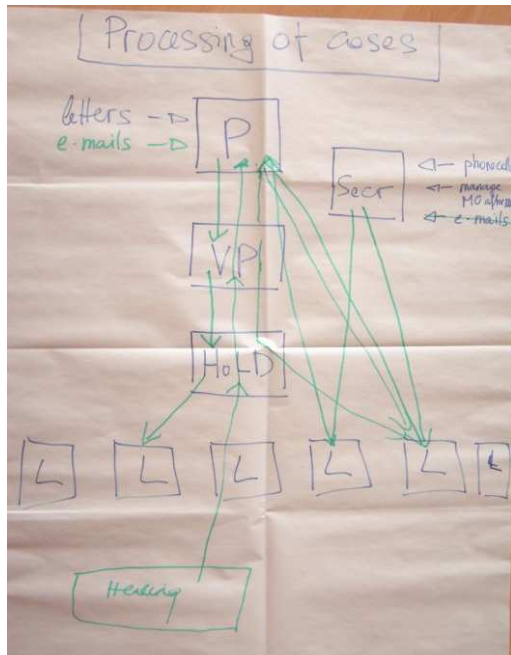
The Authority has 15 staff members headed by the President and the Vice-President; there are 3 departments composed of the Secretariat, the Legal Department and a Finance Department. The Workshop on communication strategy revealed the following information on formal and informal ways of communication within the ETA's Legal Department and Management:

To a large extent formal communication takes place via e-mails, telephone, formal letters, face-to-face communication and meetings. Participants emphasized that personal face-to-face communication and more or less regular meetings on each Monday and Friday are the most important forms of formal communication. Whereas informal communication was hardly identified, it was nevertheless mentioned that it took a new employee one month to start to have lunch together with his/her colleagues.

In their basic concept the **internal Monday and Friday meetings** are recognised as an effective support for the work of the staff from the Legal Department. The meetings are based on the idea, that on Monday the President, Vice-President and Head of legal department sit together with all legal advisors to discuss the program of the week. This includes distributing cases, participation in conferences or media relations and alike. In addition there is a written weekly schedule, where each member of the staff writes his or her tasks and duties, appointments, attendances in. Whereas Monday meetings seem to concentrate on organisational issues, Friday meetings were intended to discuss current cases. In former times prominent experts were invited on Friday meetings to present their work and to share knowledge. Basically it is the President who is responsible for these meetings.

In the current situation meetings aren't held regularly and time to discuss cases and decisions is extremely limited. What was initially planned as a regular exchange of information now seems to focus more on a one-way communication. It was mentioned that there is too little room given to staff's needs and actual challenges. As a consequence knowledge on individual cases is now mostly shared between the legal staff in face-to-face communication. As already explained in the assessment report, further discussions about cases and strategies for dealing with them have to follow with the Vice President and the Head of legal department. It's a pity that regularly meetings lost their former invented intention; this situation should be changed quickly. This lack of communication is time consuming and reduces ETA's quality of work. Communication is a rich resource of the ETA. The effective use of it has to be planned and organised by the management. Everybody has to be committed to transparent communication rules and has to be involved. Regular feedback ensures quality.

In the current situation a lack of communication is also caused by an **“overload” of communication**. As mentioned in the assessment report cases are checked for three times. The flipchart below shows that communication takes many ways up and down the hierarchies but less communication is spread in a structured way and to all members of the legal department equally.



Explanation: The way a complaint has to take within the ETA (see: Assessment Report)

Complaints received by the President who reads them and allocates them to the staff team in accordance with their workload and areas of experience or expertise. All the complaints are read by the Vice President and Edit Gyarmati, Head of the Legal Department, who jointly supervise the conduct of the case. The Vice President and Head of the Legal Department may re-assign the case if they consider it appropriate and they inform the President. The officer assigned to the case meets on a one-to-one basis every Monday with the Vice President and the Head of the Legal Department to discuss and agree the strategy and timetable for the case. In simple cases, where the provision of information will answer the complaint, a letter of information is drafted. All correspondence is checked by the Vice-President before being posted.

As the flipchart and explanation of the Assessment Report above show, lack of communication might be caused by an overload of communication.

At the same time lack of communication is caused by **less communication**. E.g. members of Legal department of the ETA mentioned that they feel very uncomfortable giving interviews on casework and being asked by the journalists about ETA's cases of which they have no knowledge about. It might also happen, that they are informed about ETA's case decisions through media. Most information about cases is spread via "uncoordinated" individual face-to-face communication.

One official source accessible to all legal advisors is an **electronic file** including different information on court decisions or other relevant documents. By explanation it is not a database; a database as well as an intranet is missing to improve internal communication. (see: 4.2 Internal Communication: database, intranet & newsletter)

According to the above mentioned current situation on internal communication the communication strategy report aims to list very briefly some general recommendations to improve internal communication with the members of the Legal Department:

- ✓ First of all every member of the organization needs to know, understand and share the corporate aims and objectives of the organization in order to represent the organization. For that reason it is useful to strengthen a common understanding of the ETA's duties by clarifying the mission statement (see: 2. Brand of ETA – Corporate Image and Identity)
- ✓ Code of Conduct – develop communication rules transparent and obligatory to everybody within the ETA

- ✓ “Make communication circling” - Ensure regular exchange of knowledge within the Legal Department by using the following tools: (see: 4.2 *Internal Communication: database, intranet & newsletter*)
 - Database
 - Intranet
 - Regular Meetings
 - Create a kind of “legal working group” or a “Jour fixe”:

“Jour fixe”: could be a monthly meeting focusing on substantial legal matters only. This offers room to discuss important cases and difficulties in application and interpretation of law. It as well ensures a regular exchange of knowledge and experience within the legal department. Such a common meeting prevents lack of communication and replaces the face-to-face meetings in each individual case. Furthermore such meetings can strengthen teamwork and thereby the whole ETA.

3.2 GENERAL PUBLIC

Ideally every member of the general public should know about the existence and duties of ETA. Only by hearing “ETA” or by being confronted with any kind of unequal treatment the image of ETA should pop up in people’s minds. (see: 2. *Brand of ETA – Corporate Image and Identity*)

Concerning the ETA’s duties you can point out two communication strains targeting the general public: **information and awareness raising on anti-discrimination and promoting equal rights and equal treatment.**

In the current situation pertaining to the Assessment Report and the Workshop on communication strategy the general public is addressed by media, two websites and some promotion and information materials. There have been 270 articles about the ETA in the media since 2005 (172 of them in 2006). Mainly casework is used to inform general public about ETA’s work. The Authority currently contributes to 3 regular radio programmes on human rights to speak about its works and decisions. One radio programme can be received all over Hungary whereas other programmes are local. The Authority provides information through a monthly electronic newsletter and organises conferences to strengthen the relationship between ETA and its (strategic) partners. The newsletter as well as conferences address specific audiences.

General recommendations:

- ✓ Market ETA, therefore a brand is useful (see: 2. *Brand of ETA – Corporate Image and Identity*)
- ✓ Unification of all marketing or RR-tools, e.g. by using ETA logo, standardized colour and font and alike (see: 2. *Brand of ETA – Corporate Image and Identity*)

- ✓ Improvement of existing promotion material (see: 4. *Communication Means*)
- ✓ Guarantee that information is available to everyone. Prevent exclusion of people with special attention to the protected grounds (see: 3.4 *Vulnerable Groups*)
- ✓ Countrywide awareness raising campaign on anti-discrimination and equal treatment (see: 4.6 *Events / Presentations*)
- ✓ Use of generally comprehensible language (not too legalistic) (see: *Guidebook*)
- ✓ Regular press conferences and press releases (see: 3.5 *Relations with Media*)

3.3 COMPLAINANTS AND POTENTIAL COMPLAINANTS

The focus of large proportion of the ETA's work should be on those who have a complaint to make, or think they may have a particular need for the assistance of the ETA or might need its assistance in the future. Since discrimination affects people in different ways, ETA needs to be very sensitive towards victims of discrimination. Some of the victims will contact ETA directly, but others will go first to other providers of support or advice and these are the places where ETA can find its audiences. This will especially apply for people who are not from Budapest.

From former reports and from the Workshop on communication strategy it can be derived that the partners in this process and advisors to complainants and potential complainants are recognised mostly in nongovernmental organisations (NGOs), Houses of equal chances (HECs) and Trade Unions.

The figures (statistics) of the ETA clearly show that a major problem for the Authority is to get information about relevant cases of discrimination. In the vast majority of cases brought to the ETA, no discrimination could be established, so an enormous amount of energy and resources of the Authority is sacrificed for the »wrong« cases. In terms of prioritising, this means that the most relevant information that is missing in the general public is the definition of unlawful discrimination. The mere concept of discrimination is obviously widely misunderstood. This fact overburdens the ETA.

It is also recognised that there is a lack of communication between ETA and its partners. There is a lack of mutual information about their purpose and work. It can be derived that communication is not adapted to this different audiences, while there is a lack of clear mutual understanding about their work between partners and consequently between ETA and its complainants and potential complainants. Also a "poor" connection was identified with the local communities and consequently the difficulty of getting the appropriate information. This is especially important for reaching vulnerable groups, which need special attention and the adoption of specific strategies. (see: 3.4 *Vulnerable Groups*)

Due to the above mentioned, three important target groups were identified during the workshops:

3.3.1 Advisors

3.3.2 Potential Complainants

3.3.3 Complainants

3.3.1 Advisors

Advisors are those who provide advice to complainants and potential complainants, assist them or refer them to other appropriate institutions. As advisors **Houses of Equal Chances, NGOs, and Trade Unions** were identified. Advisors should be seen as ETA's strategic partners, capable of ensuring that the ETA will receive appropriate complaints. These partners can assist the ETA in communicating the existence of the service, as well as explaining the process, timescale and likely outcomes.

- ✓ In general ETA should seek to ensure that this group has all the information they require, and that such information is clear, relevant and easy transferable to those with whom they work. There should also be a regular liaison between ETA and these key organisations. ETA should also offer advice to these groups as well as training programmes and information material on **how to filter inappropriate complaints** and progress appropriate ones.

RELATIONS with the Houses of Equal Chances

Dr. Annamaria Gombos is the ETA contact person for the HECs. HEC can be a first contact point for people who think that they have been discriminated – open to all possible grounds. They can have an important “sifting” role in encouraging victims of discrimination to file a complaint with the ETA and to advise others to turn to other competent authorities or institutions. Concerning that HECs can serve as a regional contact point. Some of the HECs have already referred cases to the Authority, but they are often forwarded in a rather poor form and it is not clear whether discrimination has occurred.

From the Assessment Report, suggestions to improve the relationship from the 5 responding HECs (16 HECs were contacted) included:

- Appropriate co-ordination of the co-operation
- More information on the work of the ETA
- Information leaflets on the ETA for distribution to clients or complainants because they simply lack information
- The need for standard forms and documentation to make the work of HEC more professional
- An application form or template prepared by the ETA, which incorporates all relevant information and details of the complaint to be completed by the complainant. Such a form would facilitate the work of the staff of the HECs and the ETA. Firstly because they are able to take into account all important

aspects of a complaint and because the form will have all the necessary details from the beginning of the process.

- Organisation of joint programmes
- Increased presence of ETA staff members in the HECs in order to increase the trust of clients in the work of the ETA. One HEC pointed out that the HECs should serve as a contact point between potential victims and the ETA.
- Feedback from ETA of what has happened with amended cases

As a result, the Authority plans to develop **training programmes** for the HECs to enable them to decide whether to refer a potential complainant to it. It would be useful if such trainings include the development of criteria for the HECs' staff to sift complaints. Clear information is needed whether the complaint is within the scope of the Act or not. A template for the formulation of complaints would also be useful so that the ETA has all relevant details from the beginning of the process.

From the above information the following recommendations can be drawn up:

“Work away from the Office”

A good start for establishing better relations with HECs could be the adoption of a system of so called “Work away from the Office”. It is a kind of “Promotion Tour” of the ETA. Main aims are the establishment of the ETA in the countryside and the improvement of relations to local media as well as with local authorities and organisations. Once a month the ETA could visit different regions and held meetings together with the HEC, NGOs or local authorities. Afterwards the ETA can give a press conference together with the strategic partners stressing anti-discrimination and equal treatment.

Furthermore it could be a useful way to meet with complainants and potential complainants in the region, to strengthen the cooperation between ETA and HECs in terms of information and experience sharing, as well as to promote that cooperation in general public.

With its “Work away from the Office” the ETA can obtain as much information as possible from the various bodies, NGO's and other sections of the public in the region. This could create a more objective or holistic picture of conditions and situations in an individual region. It can also make it easier to identify problems and, with the help of different views, to find ways to overcome them. This method of “Work away from the Office” could become standard practice for the ETA and a way to resolve existing problems more easily and effectively.

- ✓ For the purpose of **sharing the professional experience** HECs' staff could be present by the prearranged ETA's consultations with potential complainants. In a common consultation process ETA and HEC could work hand in hand and learn from each other for the benefit of potential complainants and complainants.

- ✓ A **common application or template** that would identify all the necessary information from the complainant can be established by this cooperation work.
- ✓ **Information leaflets** on the ETA that are more adapted to the potential complainants and complainant's needs could be designed in the joint cooperation with its partners.
- ✓ Prearranged consultations with potential complainants could be reached by **media ads** inviting people to apply for these consultations.
- ✓ The promotion of that cooperation and promotion of equality and anti-discrimination in general could be reached by implementing standardised relationships with the **local media**. This could be reached by regular local press conferences or/and the "Work away from the Office" programme. These conferences could highlight discrimination issues that are most problematic in the region and at the same time also promote the good cooperation between HEC and ETA. In that way relations with local media could also be established.

RELATIONS WITH the NGO's

NGOs can serve as important partners to reach specific target groups, especially those most vulnerable to discrimination. They can be most important for strategic action in relation to specific grounds or areas of discrimination. They can assist individual victims of discrimination to file well based complaints to the ETA.

The Secretariat manages communication and relationships with the NGOs. Dr Hajdu Maria is responsible for maintaining relationships with the NGOs. In general good relationships exist with NGOs at different levels, whereas yet some staff report different views on these. Some staff felt that the NGOs were not sufficiently interested in the work of the Authority (the failure of 42 invited NGOs to attend a conference or the failure to nominate a candidate for the Advisory Board were cited as examples), while others pointed out good relationships with certain NGOs. The ETA organises conferences for NGOs every six months.

All of NGOs (except one) reported that they were contacted by the ETA for the purpose of inviting them to events, providing training for ETA staff, providing testers or obtaining information. Also, most of the NGOs had contacted the ETA in order to refer a case to them, obtain information or invite them to events. 8 NGOs perceive the ETA as a partner for exchanging information and organising events. Moreover, they see the ETA as an institution supporting victims of discrimination. Most of them underlined the effectiveness and the important role of the ETA by referring to its case workload and the positive appearance in the media. The broadening of information was most often mentioned as a suggested way to improve relationships with the ETA. (see: *Assessment Report*)

- ✓ Also relations with the NGOs on the regional level can be improved with the “**Work away from the Office**” programme. (see above) ETA could enforce meetings with regional NGOs and promote that cooperation through local media.
- ✓ **NGOs are especially important for reaching vulnerable groups.** For that NGOs could serve as an important partner to **assist ETA in designing its communication strategies** on how to reach this groups who are usually victims of long-term institutional discrimination and as such in need of special care and sensitivity. For this reason there is a lot of space open for joint projects aiming also in raising the awareness of general public about these groups.
- ✓ The consideration could be given to appoint different members of the **staff to maintain relations with the NGOs, which are concerned with specific grounds or areas of discrimination.** NGOs can also serve as a **good source for ETA to obtain the necessary data and status reports** on vulnerable groups.
- ✓ Therefore **special issues of the Newsletter could be developed,** which are concerned and aimed at specific groups and distributed to specific NGOs. Through the course of time ETA could position itself as a **promoter** and supporter of these groups.

RELATIONS with Trade Unions

Employment is recognised as one of the most problematic areas where discrimination occurs. Trade Unions can be an important ally in the fight against discrimination in the workplace and in employment. Trade unions can support their members in filing relevant complaints to the ETA.

Based on the current situation it derives that the ETA hold a conference with employers and employees every 6 months to provide detailed information on the law and on the Authority’s work. The Assessment Report reveals that none of the respondent Trade unions ever referred a case to the ETA. Currently it seems to be unclear who is responsible for networking with Trade unions within the ETA.

Suggestions for the improvement of the relationship included:

- ✓ **More information** on the ETA’s tasks and activities
- ✓ More information on the **website** of the ETA
- ✓ **Joint projects** or events for employees on the prevention of discrimination
- ✓ The ETA could think of developing specialised issues of the **Newsletter dealing with discrimination in employment** and on the workplace. Therefore, a popular and comprehensible way of presentation of cases

could be applied. It is also important that ETA gives recommendations for improvement and shares good practices when communicating with Trade Unions. Furthermore it is necessary that the language used is simple and comprehensible and that a lot of examples from practice are presented. One more thing that the ETA could recommend through Trade Unions (to employers) can be the adoption and implementation of an Equal Treatment Plan.

- ✓ **Publications of results of investigations**
- ✓ For establishing good and fruitful relations with Trade Unions it is necessary to **appoint a person** within the ETA that will be responsible for establishing and maintaining these relations.

3.3.2 Potential Complainants

Firstly potential complainants can be found within specifically vulnerable groups and secondly within the general public. Potential complainants are those who contact the ETA either on their own initiative or were advised to do so from another source. Many of these choose not to make a formal complaint.

- ✓ As already recommended above, it is necessary that the ETA tailor its communication to the needs of the potential complainants, so that the **role of the ETA** will be **clear and comprehensible** to them. The role of the ETA to raise awareness and to inform is very important for potential complainants. It is obvious that only people, who are aware of discrimination and of their rights, will know when they are discriminated against and will be able to act upon it.
- ✓ There is a request of **more comprehensible information material** that is responsive to the needs of potential complainants. The basic concept of discrimination has to be communicated to them by using simple and comprehensible language and images.
- ✓ A consideration could be given to a free telephone line, while this would encourage potential complainants to contact ETA more often. (see: 4. *Communication Means*)

3.3.3 Complainants

Complainants are those who make a formal complaint and possible subsequent investigation by the ETA. It is not clear if there are any formal protocols for responding and handling the complaints and giving consultation to the complainants.

In the Workshop on communication strategy an emphasis was given to the time consuming way of dealing with cases inside ETA. This problem was already stressed within the chapter on internal communication (see: 3.1 *Internal Communication*). Also

the complainant's method of contacting the ETA is not separately recorded although this is usually obvious from the file.

- ✓ An **information sheet for complainants** could be designed to explain to them about the role of the ETA, procedure and consultation processes, risks, sanctions and expectations. It would be necessary to **adapt the language** of this information sheet so that it is comprehensible to complainants. That would also include the policies on how to deal with (culturally) sensitive complainants or with aggressive complainants.
- ✓ Furthermore the ETA should also have a range of **feedback** mechanisms to gather information from complainants on how they are satisfied with the services of the ETA. The way on how the complainants file their complaints and which channels potential complainants use most often should also be monitored. Due to that it is also necessary to keep a record on the complainant's method of contacting the ETA. (see: 5. Feedback)

3.4 VULNERABLE GROUPS

Set out in Article 14(1) of the Act ETA's duty is among others to **continually provide information to those concerned and provide assistance in acting against discrimination**. As already mentioned, one step to implement communication strategies is defining specific target groups, their communication needs and tools.

Those who are the most discriminated against and therefore most dependent on public services are usually those who are the least aware of available assistance and are least likely to use the service of ETA. In relation to former reports and the Workshop on communication strategy together with 5 legal experts of the ETA four vulnerable groups were prioritised:

- Roma (in education and workplace)
- People with disabilities (access to goods and services)
- People over 50 (workplace)
- Women (employment)

These groups are recognised as potential complainants. The ETA is well aware of its main target audiences or knows very well who are most affected by discrimination in Hungary. Nevertheless, there exists no concrete communication strategy targeting those groups specifically in addition to cooperating with HECs, local authorities, NGOs or other organisations. Attracting individual members of those defined groups has to go along with specific strategically defined ways of communication. In relation to the Workshop on communication strategy the participants have already mentioned their informal main message to those groups: "There is help!" although this message has not yet being clearly received by the members of those groups. Otherwise there couldn't be such a lack of reported cases regarding ethnic affiliation, sex and age.

Listed below you find some general remarks and recommendations regarding the development of communication strategies targeting members of vulnerable groups:

✓ Measures to create trust

It has to be emphasized that ETA has to put efforts into measures that create trust among vulnerable groups. The ETA as an Authority set up by the Ministry deals with unlawful unequal treatment as well as with structural discrimination. Although the ETA is operating independently, people may not yet be aware of that and still have to build trust. For that reason most affected groups have to get transparent and understandable information about ETA's work. It might be helpful to clarify ETA's role towards victims, respondents and government to create an image of security and trust.

✓ Adapt language

Concerning vulnerable groups ETA has to adapt its language explaining terms as discrimination, harassment or victimisation. Make sure that people get a concrete idea about "help" in the sense of support or assistance offered by the ETA. It should be clarified that Authority can impose sanctions or a fine on the perpetrator but that there is no financial compensation for victims. Adapting language also means offering bi-lingual information and counselling service.

✓ Define main message

The main question may be clarified within the ETA: Why do you specifically attract a certain group and what kind of service do you offer? As mentioned in the workshop on communication strategy one main message towards victims in general is: "There is help". Focusing the needs of vulnerable groups the term "help" could be replaced by "support" or "assistance", because ETA also takes care of respondents and witnesses and further vulnerable groups are not "problematic" or "ill", they are confronted with unlawful injustice. They need support to overcome discrimination caused by individuals as well as by institutions. Highlight the fact that discrimination is not their fault and non-discrimination is a human right. Along with specific communication strategies towards vulnerable groups address also general public and promote equal treatment as well as awareness raising programs.

✓ Define strategic partners and ensure participation

The motto might be: "Don't talk about them. Ask them!"

For tailoring communication strategically to the needs of specific target groups you have to have a deep understanding of their needs. ETA's work covers a wide range of issues and therefore a lot of expertise is needed. Therefore define strategic partners; arrange meetings with particular representatives or representing organisations as well as experts. Build networks in regard to different protected characteristics. Accordingly tasks within the legal department could be divided pertaining to particular protected grounds. Thus complainants, respondents, witnesses, journalists or representatives know who the expert for an issue is within the ETA. Are representatives of vulnerable groups part of the communication process? Identify key spokespersons of these groups who can promote anti-discrimination and trust in the ETA. Create yourself or support existing targeted campaigns. In this respect it is important that services are culturally sensitive and that working practices do not hinder people from accepting services.

✓ Accessibility

The ETA may ask itself the following question:

“Is the Office accessible for all people equally?” The office itself as well as all information material has to be checked; e.g. currently no toilets for people with disabilities are available or website adjusted for people with visual or hearing impairments. The website is the main information resource of the ETA, but “digital divide” still exists in Hungarian society; e.g. addressing Roma or people over 50 may need different communication tools, otherwise you exclude main target groups only by ignoring different user-habits. Further complainant forms may be amended to ask if complainants have any special needs, like interpreter or (justified) preference for male or female investigator. In general everybody should find his or her way to the ETA quite easily. For that reason add a map on the website and on information material to make sure that people can make their way to the office.

Results of the Workshop on communication strategy:

Participants developed communication strategy on “Roma and Education”...

Results...

→ Identified target groups: School headmasters, teachers, mayors, local governments, parents, children, ministry

→ Defined main messages:

“Segregation is discrimination”

Harmful for the nation > prohibited and unlawful

Childhood experiences and treatment define the whole life

→ Means and tools of successful communication:

Media, conferences, comprehensible individual cases, research

Examples of Good Practice:

European Year of People with Disabilities (Ireland)

<http://www.able.ie/>

Say No To Ageism Week (Ireland)

The aim of the week is to promote awareness and understanding of ageism and of how ageism excludes older people from participating in and contributing to society.

<http://www.equality.ie/index.asp?locID=225&docID=-1>

Anti-Racist Workplace Week (Ireland)

Anti-Racist Workplace Week is a key element of the Irish National Action Plan Against Racism. The overall aim of the Plan is to provide strategic direction to combat racism and to develop a more inclusive, intercultural society in Ireland.

<http://www.equality.ie/index.asp?docID=574>

3.5 RELATIONS WITH MEDIA

Developing media relations is one main task of public relations. In accordance with ETA's aim to combat discrimination and promote equal treatment, media relations should have an increasingly higher priority within ETA's work. Furthermore, regular media releases help in establishing the **ETA as a pool of experts** on anti-discrimination issues and strengthening ETA's position in general. Media have educational duties and can challenge social grievance.

Currently the ETA uses the **results of casework to inform media** about ETA's work **and raise awareness** about discrimination. On the one hand, the vice-president is coordinating media-demands but nearly everybody from the legal department is in regular contact with the media and gets good publicity for their cases. Case decisions are also published on several information websites and send to press agencies as press releases. There have been 270 articles about the ETA in the media since 2005 (172 of them in 2006). The Authority currently contributes to 3 regular radio programmes on human rights to speak about its work and decisions. It participates in occasional phone-in programmes to answer questions from the public. Although media relations are an important PR-activity for the ETA no clear policy on human and financial resources exists.

General recommendations:

- ✓ There should be at least **one responsible PR-officer** because "Too many cooks spoil the broth!"
- ✓ There should be a (formal) **spokesperson**; this improves general identification with the ETA – the Authority gets a face!
- ✓ **Recognise different types of media and define your policy:** The bigger news outlets will generally be interested in reporting decisions involving most serious and "newsworthy cases" – e.g. this newspapers can be a practical tool for presenting cases of discrimination, educating people about discrimination and the ways to counteract it. These media are helpful to put pressure on bodies within jurisdiction of the ETA. Structural problems could be targeted through them as well.
- ✓ **Local media** are more interested in stories concerning their region and in personal stories. Use them for awareness raising and for promotional reasons. Present individual cases and involve local organisations or authorities or let complainants tell their story by their own. (*see above: "Work away from the Office" programme*)
- ✓ More **specialised media** like business magazines or private Roma radio programmes target specific audiences, therefore adapt language and main messages, choose specific cases and statistics as well as best practice to promote the ETA and equal treatment.
- ✓ ETA has already established contracts with radio programmes; The Authority could improve its position by establishing regular columns in relevant newspapers, especially to raise awareness within the general public and to promote equal treatment within all target groups.

- ✓ **Regular press conferences** on important case decisions and on the publication of the annual report could be held. Regular press conferences could also be used to put pressure on those who wouldn't fulfil their duties within the scope of the Equal Treatment Act. As well as for the presentation of projects and events prepared by ETA and its partners.
- ✓ **Anti-Discrimination-Testing** accompanied by media; e.g. testing in bars whether the admittance policy is discriminatory can be accompanied by TV-journalists.
- ✓ Introduce **standards** for media relations within the ETA and evaluate media relations regularly.
- ✓ **Set up and update media and journalist database**

Skills and tasks of PR-officer

Skills:

- ✓ knowledge of anti-discrimination (law) and equal treatment
- ✓ public relation skills
- ✓ communication skills
- ✓ marketing skills
- ✓ language skills (English)
- ✓ experienced in media work

Tasks:

- ✓ coordinating all communication tasks
- ✓ organising meetings, press conferences, interviews...
- ✓ preparing press releases and articles
- ✓ updating the website
- ✓ taking care that the brand of the ETA is standardized and used by all members of the ETA
- ✓ developing PR quality standards and evaluate them
- ✓ editing information and promotion materials
- ✓ coordinating ETA's appearance at festivals, events, conferences and alike
- ✓ collecting data and updating media and journalist-database

3.6 BODIES WITHIN JURISDICTION

Bodies within jurisdiction are governmental and other public bodies and employers as stated in Article 4 and 5 of the Act, as well as other relevant public bodies. This audience is in one way a good source of advice to potential complainants who have

exhausted or don't wish to use internal complaint system. They are also the audience for any advice that the office may produce on good anti-discrimination practice.

According to the findings from the Workshop on communication strategy, the **main messages** that ETA would like to communicate to these bodies would be: "proceed if you have the power, otherwise refer the people to us or other appropriate institutions".

In the former reports it is recognised that one officer attends parliamentary committees on equal treatment issues in order to report to the President and he also takes responsibility for providing the answers to Parliamentary questions.

Some ETA staff highlighted the good relationships with the Minority Ombudsman or the Educational Mediation Service but expressed concerns about their relationships with other public authorities such as the Labour or the Consumer Protection Inspectorates. It was noted that these bodies would not fulfil their duties under the equal treatment legislation but instead refer these cases to the ETA.

The 6 completed questionnaires of governmental authorities (19 were contacted) show that they appreciate the work of the ETA and have a good relationship with the Authority. However, it was expressed that a forum should be established where the authorities could meet, exchange information and discuss important issues concerning equal opportunities and equal treatment on a continuous basis. (see: *Assessment Report*)

According to their field of activities, different authorities expressed different ideas of how the effectiveness of the relationship could be improved. The Ombudsman for National and Ethnic Minorities, for example, suggested a regular exchange of investigation materials in cases where discrimination was established. (see: *Assessment Report*)

The Educational Mediation Service would welcome the launch of joint actions and projects in order to promote and strengthen the use of mediation in resolving discrimination complaints. 3 respondents noted that they were not informed of the outcome of the cases they referred to the Authority. (see: *Assessment Report*)

General recommendations:

- ✓ As already mentioned, ETA could itself serve as an example of a good practice which could be adopted by other bodies as well. A good example of that would be the development and promotion of an **Equal Treatment Plan of ETA**, which could be adapted also for other public as well as private organisations.
- ✓ The ETA should also warn bodies about implementation problems, give its opinion on proposed jurisdiction and the problems that could arise from that. To achieve this, it **needs to position itself as an expert organization**. Therefore, it needs a clear identity, good relations with the media and its partners.
- ✓ Good **relations with the media** would on one hand help ETA to **promote good practices** and give warnings on the implementation of planned practice which does not comply with the equal treatment and on the other hand media could serve ETA as a **tool to put pressure on**

those who wouldn't fulfil their duties within the scope of the Equal Treatment Act.

- ✓ ETA might organise **regular forums on good practices on handling complaints, mediation, education and promotion**. With established relations that would derive from strategic contacts with this audience a lot of space could open for joint projects on anti-discrimination. Also **the need for additional financial resources could be recognised from strategic communication of ETA with that audience**.
- ✓ The preparation of **specialised issues of the Newsletter** aimed at educating specific bodies about discrimination and the ways to counteract could also be considered. Also the establishment of a system of feedback to those who filed the cases with ETA should be considered. A feedback system could serve as an educational and awareness raising-tool.
- ✓ Also the establishment of **a system of feedback** to those who filed the cases with ETA should be considered. A feedback system could serve as an educational and awareness raising-tool.
- ✓ Since the present EU Twinning light project was recognised as an important tool for educating public bodies and promoting anti-discrimination, consideration could be given for **additional EU project that would deal specifically with anti-discrimination awareness raising and promotion**.

3.7 INTERNATIONAL COMMUNICATION

In accordance to the mandate the ETA *shall assist in the preparation of governmental reports to international organisations, particularly to the Council of Europe concerning the principle of equal treatment and shall assist in the preparation of the reports for the Commission of the European Union concerning the harmonisation of directives on equal treatment*.

There is at least one ETA's officer responsible for writing reports to international bodies, international conferences or projects; two officers are the contact point for international networks.

General recommendations:

- ✓ International communication can be understood as a **resource of information** that might be helpful for the work of ETA. Reports have to be written by the ETA. In return publications on discrimination and equal treatment from all over Europe can be easily received and spread within the ETA.
- ✓ Reports published by the ETA as well as international projects and networks strengthen the position of the ETA within Europe. In general, international communication can be recognised as **serving mutual**

benefit; therefore the current **Twinning light project** between the ETA and its Austrian partner the Ludwig Boltzmann Institute of Human Rights can be mentioned as good practice. It is a great opportunity to share good practices and knowledge in the field of anti-discrimination.

- ✓ The exchange and implementation of knowledge has to be standardized; use a **common database and intranet**.
- ✓ International communication is a two-way communication process, for that make sure that as much information as possible is systematically available in English. (see: 4.2 *Tools of Internal Communication: Database Intranet & Newsletter*)

4. COMMUNICATION MEANS

4.1 WEBSITE

Websites are becoming more and more important tools for organisations to communicate with their audiences. Therefore, the content and design of the website needs to be adapted considering the needs and wishes of the organisation's main audiences and at the same time the website has to communicate the image and identity of the organisation. In order to provide high-quality the website has to determine **who the visitors of the website are and what information or services should be offered to these audiences**. Furthermore the organisation has to decide what kind of information will at least support to develop a trustful relationship with its audiences and the right image will pop up in the audiences' mind. In order to improve in this respect, it is useful to collect feedback from complainants and visitors of the website as well as the opinions of experts in the area of website design.

ETA already has a website:

http://www.egyenlobanasmod.hu/index.php?q=ebh_aboutEN.htm,

providing information on the Authority, on legal documents and on the Advisory Board. Anonymous summaries of the most striking decisions are published on the website. The information is presented in Hungarian; some parts including basic information on the Authority, the summaries of selected cases and the annual report are also available in English. Legal officers of the ETA use this information by referring complainants to it in order for them to learn about decisions and good practice.

The results of the 27 completed questionnaires from NGOs, HECs and public authorities show that the Authority's website is perceived to be a good and valuable source of information and that it is easy to navigate. Nevertheless, some respondents stated that some information was missing; this included (see: *Assessment Report*):

- More information on all cases rather than a selection of cases
- Statistics which are broken down into the discrimination grounds

- Statistics and information on cases occurring in each county
- A list of the lawyers working at the Authority
- A downloadable application form for complainants – op.: also an electronic version of application form should be available.
- Information which is easy understandable (*these last two suggestions may already be met with the recently launched website mentioned below*)

In February 2007, a new website was launched (**antidiszko.hu**) which is accessible through a link on the main website of the ETA. This website offers simple information for readers and potential complainants and explains various types of discrimination in simple terms supported by cartoons. The website also contains a questionnaire for complainants which can be used to find out whether his/her case falls within the scope of the Authority before forwarding the complaint to the ETA. If the complainant successfully completes the answers to the questions, which are designed to indicate whether the case appears to be within the scope, s/he is invited to submit a short summary of the complaint by email for the ETA to investigate.

General recommendations:

- ✓ The Internet offers countless possibilities. Whereby it differs from other media, so activities designed to hold attention must be adapted to this specific media environment that the user sees on the small screen. Only if something catches his/her attention on-screen, or if he/she is searching for something specific, will he/she explore the website further. In this respect more consideration could be given to **adapt ETA's website to specific target audiences.**
- ✓ Concerning the explanation of the content of the website it can be presumed that there is quite a lot of information for ETA's partners, but too little specific content for **complainants and potential complainants.** Since this audience is one of the most important for ETA's work it would need a special recognition also on the web site. A part of the website should therefore be tailored specifically for this audience, with all the information that was in detail explained in the previous chapter. (*see: 3.3 Complainants*)
- ✓ A part of the website should also be **tailored for the needs of the Media.** Internet is usually a primary source for journalists, so ETA could consider having tailored information for media. While ETA presents its cases on the website, it should maybe consider titling **these cases** instead of just leaving them with the numbers. Numbers give **an impression of a non-personal attitude** towards complainants and they don't say anything about the content of the case. In order to "sell" the stories of the cases the ETA should try to tell these stories already within the title. ETA could show a more person friendly attitude towards its audiences also with the presentation of all the members of the ETA on the website.

- ✓ The needs of the potential complainants were somehow met with the new website (antidiszko.hu), but there is just a **very small visible connection between this website** and the official ETA's website. As was already recommended in the chapter of ETA's brand, the use of its corporate identity should be strictly applied and controlled in all its contacts with the public and that also includes both websites. The new website looks like a good educational and informational website which is tailored for general public, but it is not easily recognised as being a part of ETA.
- ✓ In order to attract and keep visitors on the website, ETA has to make sure that its websites are **accessible for people with disabilities**, that visitors find the information they seek in the easiest possible manner, in other words: the website must first and foremost be accessible, user-friendly and arranged specifically for various audiences. Concerning the adjustment of the website for people with disabilities ETA should provide technical means for the adjustment of the websites for people with visual impairment. Also videos with sign language translations of main information on ETA could be adapted for people with hearing impairment. Necessary information that complainants and potential complainants should have should also be translated into minority **languages**. The accessibility of the site is also depending on how the site is linked with important search engine sites and other information sites.
- ✓ It could be quite **confusing for ETA's audiences to have to visit two different websites** if they want to find out about its work. So maybe a consideration could be given to designing a new website that would combine those two websites and at the same time meet specific audiences' needs and also strictly apply ETA's brand.

4.2 TOOLS OF INTERNAL COMMUNICATION: Database, Intranet & Internal Newsletter

As mentioned above, effectively structured and clear communication is the basis for successful management. To enforce regular exchange of information as well as knowledge and to prevent one-way communication, different tools can be implemented. Communication is in principle a resource, which is available in abundance at the ETA. Communication tools like database, intranet or internal newsletters can be useful implementation to strengthen ETA's internal communication competences.

General recommendations:

- ✓ As already stated, the existing electronic file could be further developed into an **intranet tool** and a **database** could be implemented. Both

means of communication intend to shrink the lack of communication and provide information to staff equally and on time. In addition an internal newsletter on specific topics could be prepared as well.

- ✓ The ETA is in the process of improving its systems for data collection. Its enforcement role could be strengthened by the development of a **database of cases** from which data could be extracted on the basis of a range of criteria. Criteria can include grounds of discrimination and area in which discrimination occurred as well as which sanctions were imposed. How complainants found their way to the ETA should also be recognized as an important source of information. The ETA could use these data in developing its strategies to eliminate various forms of discrimination. Data on the frequency of discrimination provide a solid basis for its representations to government and its work with the media.

4.3 NEWSLETTER

In February 2007, the ETA produced its first monthly newsletter, which was emailed to 4000 readers including MPs, NGOs, trade unions, local and central government departments and other networks. The first newsletter provided an overview of the ETA, information about the staff, the Advisory Board and the Authority's work programmes plus information about how complaints and decisions are made.

General recommendations:

- ✓ One possibility could be to prepare **specialised issues** of the newsletter dealing with different areas or grounds for discrimination.
- ✓ It is necessary to tailor the content for specific audience and to use simple and comprehensible language underlined by practical examples. Therefore, a popular and **comprehensible way of presentation of cases** could be applied. The use of visual means to communicate the message should also be applied. In that respect the use of comics, illustrations and photography is very recommendable.
- ✓ Thought could be given to the publishing of a **yearly newsletter** aimed at general public. Maybe a more comprehensive presentation of extracts from the annual report in the form of a newsletter, which would put its emphasis on the presentation of cases, could be applied. This should again be written in a comprehensible language, so that general public would understand it. Given the fact that the main aim of that yearly newsletter should be to educate people about their rights, show them ways to seek help and redress wrongs and in this way contribute to reducing violations it should be published in paper and widely available. The newsletter should be available free of charge at public places such as: administrative units, hospitals, clinics, libraries, employment offices, pupil's boarding houses and university halls of

residence, old people's homes, NGOs, HECs, social services centres, prisons, police stations, etc.

- ✓ Electronic as well as paper versions of the newsletter should always present **ETA's brand**.

4.4 PUBLICATIONS: Leaflets, Reports & CDs

For the purposes of promotion and information the ETA mainly uses leaflets and their annual report, both available in Hungarian as well as in English. Both publications are printed in ETA-colours (blue and yellow) and ETA's logo is used quite visible. The content and the way it is presented aims to address the general public. The used language tries to be quite clear and comprehensible but could be **still less legalistic** and more down to earth. E.g. more concrete examples could be mentioned, pictures could be added and good practice or guidelines could be promoted. The publications give an overview of ETA's duties and objectives.

General recommendations:

- ✓ Both means, leaflets and reports, can be adapted more strategically to targeting **specific audiences** or informing about **specific protected characteristics**. Therefore adapt your language and be aware of particular communication needs of your targeted audience when choosing communication means.
- ✓ It was mentioned that several conferences are organised and held by the ETA. Therefore, conference materials have to be made available. A **data disc** (CD or DVD) could be a **cheap and effective way** to promote ETA's work and to spread the results of a conference.

4.5 FREE OF CHARGE TELEPHONE LINE

General recommendation:

- ✓ ETA could consider the establishment of a free of charge telephone line. This could **encourage potential complainants** to contact ETA more often.

4.6 EVENTS / PRESENTATIONS

The ETA puts a lot of effort in organising conferences for different target audiences, like NGOs, Trade Unions, HECs and alike. In the workshop on communication strategy it was revealed that the ETA also participates in specific events aimed at different target audiences: among them the participation of ETA on Sziget Festival and on Job Fairs. ETA could position itself as an expert organisation.

General recommendations:

- ✓ In the future the ETA could make as much efforts as possible to organise events or cooperate in events on important **International and National Days** that remind people of injustices and the need to act against discrimination (*such as: International Day for the Elimination of Racial Discrimination / International Roma Day / International Women's Day / International Day against Homophobia / International Tolerance Day...*)

Example of Good Practice:

We would like to mention the project “**Forms of Intolerance in Slovenia**” as one example to warn general public about the increasing forms of intolerance and discrimination. The Ombudsman of the Republic of Slovenia and some external partners carried out the project. It comprised a series of events, which were held from the Human Rights Day in year 2004 until February 2006. The project comprised an exhibition called “Jara kača nestrpnosti” (“The Never-Ending Story of Intolerance”) that travelled around Slovenia, a documentary film called “BRČV2004”, an exhibition entitled “Kaleidoscope of Movement” and round-table discussions that were usually accompanying the exhibitions. You can read more about the project on: www.varuh-rs.si

5. FEEDBACK

Any feedback mechanisms must first be considered in terms of how the information will be gathered, documented, analysed and distributed through the ETA and most importantly how it will be acted upon. Feedback mechanisms offer a regular review of organisation’s effectiveness and the consumption of the financial resources for reaching different audiences. The development of a communication strategy is a long-term process, which consumes time and resources. Trends cannot be measured upon one year, so the first year of the application of the communication strategy should be judged mostly in terms of whether the planned activities were successfully implemented.

5.1 STAFF SATISFACTION SURVEY

Thorough thought should be given on the method of measuring satisfaction within the ETA, without breaching confidentiality or souring relationships. Nevertheless each organization should strive to get as much feedback from its staff as possible, so that it can improve and adapt working conditions to their staff’s needs. Staff satisfaction survey could be composed of questions that concern organizational climate, communication and consultation, clarity and direction, managing performance, motivation and development of the people and overall reasons for satisfaction and dissatisfaction.

5.2 FEEDBACK ON SERVICES

To get an overview on how well ETA is delivering its services to the public, ETA should obtain feedback from those who have either used its services or been the subject of an investigation. ETA should think of developing **feedback mechanisms for complainants** on how they are satisfied with the service of ETA and where they get information about ETA.

To achieve that, a **questionnaire** for the complainants could be developed and send to them with the final answer of the Authority.

A **survey** could be conducted on the basis of questions that concern the means and reasons for contacting ETA, satisfaction on handling the complaint, providing information and communication means during the process, demographic information of the complainant, etc. That kind of information would assist ETA in improving its service as well as in finding channels for providing information on the right places.

6. ANNEX

6.1 AGENDA – WORKSHOP ON COMMUNICATION STRATEGY

Agenda of the Workshop on communication strategy together with the Hungarian Equal Treatment Authority, conducted by Karin Bischof and Barbara Samaluk on 5th of June 2007.

→ Short Introduction

Clarify aims of the workshop:

- ✓ To gain information
- ✓ We are interested in knowledge, vision and ideas of the ETA
- ✓ Report should be a “mirror” of ETA’s needs and visions
- ✓ We are going to give recommendations that might be useful everyday work

→ Expectations:

- ✓ What do the participants expect from the workshop and from the communication strategy report?

→ Structure of the workshop (methods):

1. Current situation
2. Brand of ETA
3. Target groups and the use of language

1. CURRENT SITUATION

- a) What is your understanding of public relations?
- b) Can you summarize in a few words, why public relations may be important for the ETA?
- c) How much of resources do you put into public relations?

- ✓ Human resources – who is responsible for PR within the ETA?
- ✓ Financial resources – percentage of budget?
- d) How do you communicate internally?
 - ✓ Ways of formal communication
 - ✓ Ways of informal communication
- e) When do you decide to communicate with the public?
- f) Who are your primary audiences/target groups?
 - ✓ What are the main messages to this audiences/target groups?
 - ✓ How do you communicate these messages?
- g) Is there any response from the public towards your pr-activities?
(BAROMETER)
 - ✓ If yes, is it implemented?

2. BRAND

Think about the identity of the ETA, how do you want the ETA to be represented? Try to think about values, purposes and philosophy of the ETA. Try to summarize ETA's identity in three sentences and use keywords.

3. DEFINITIONS

Introduction – the need to tailor communication for different target groups.

Step 1: Please take the definitions that you have it in your leaflet and have a look at them.

Step 2: Now try to rephrase the definition of DISCRIMINATION having in mind that you are explaining this definition to A ROMA WOMAN, WHO IS NOT WELL EDUCATED AND A VICTIM OF DISCRIMINATION.

4. BRAINSTORMING

What would your communication strategy be to improve the situation of ROMA CHILDREN IN SCHOOLS (DEFINE TARGET GROUPS, MAIN MESSAGES, AND DEFINE MEANS AND TOOLS TO COMMUNICATE)?

5. EVALUATION