



COMMUNICATION COMPASS FOR DEVELOPMENT NGOS

PRACTICAL HINTS AND TIPS
FOR GOOD AND EFFECTIVE PR

FORS

České fórum pro rozvojovou spolupráci
Czech Forum for Development Co-operation

FoRS – Czech Forum for Development Cooperation
Platform of Czech non-governmental organizations (NGOs) and other non-profit organizations involved in development cooperation, development education and humanitarian assistance.

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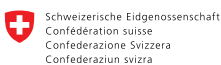
Cover picture: Students who ADRA Czech Republic supports through workshops and seminars in the Karen State, Myanmar, within the project on the development of civil society. © ADRA, Markéta Lančová

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GLOSSARY OF TERMS AND ABBREVIATIONS

target group – a group of people or institutions, which features specific similarities and characteristics for which they can be classified into groups and certain communications can draw their attention

CONCORD – European NGO Confederation for Relief and Development

CR – Czech Republic

CZDC – Czech Development Cooperation

FoRS – Czech Forum for Development Cooperation

GE – global education

communication mix – a set of communication channels that are used to achieve communication objectives; communication mix should take into account the relationship between the particular communication channels

marketing – discipline dealing with activities that lead to promotion and sale of products or services, including market research and advertising

NGO – non-governmental organization

ODA – Official Development Assistance (In Czech Development Cooperation, by official development assistance are understood all provable expenditures from the national and other public budgets in the Czech Republic that have been used to support the social and economic development of partner countries, in accordance with OECD DAC methodology)

PR – public relations

PR agency – commercial entity whose business is to provide for fee (part of) public relations to other entities

public relations – for the purpose of this publication, all communication of organizations and institutions that has an impact on building of relationships with the public and enhance the reputation of organization

stakeholder – a person or an institution that is interested in the functioning of an organization or is affected by its functioning

public communication – for the purpose of this publication, all communication of organizations and institutions with which it comes into contact with members of the public, especially communication designed to reach a broader segment of the public

common sense – folk name for a pragmatic approach to things stripped of specialist academic and philosophical considerations

TERMINOLOGY

For a long time there has been a running debate within the community of non-governmental organizations involved in development cooperation, development education and humanitarian aid, how to name the realities of today's world, in order to avoid misconceptions and stereotyping.

Organizations are aware that abbreviations (widely used in the media) and misleading terms can be effective and articulate form of how to draw attention to target groups, yet in their work organizations try to use terms that describe the reality better, despite these are not used in the media. For this reason this publication also works with the following terminology:

1. International Development Cooperation of the Czech Republic. This describes a two-way form of cooperation, which the Czech Republic established with the countries of the global South, and the fact that people in these countries are not just passive recipients of aid, but are actively involved in cooperation.
2. Countries of the global South to designate the partner countries with which both the Czech Republic and individual organizations cooperate within the development cooperation.
3. Term "International Development Cooperation of the Czech Republic" is used also for naming the brand, which the development NGOs ought to build.

INTRODUCTION

The Czech Republic is a rich country. Not only economically, but also in its inhabitants and their abilities. It is rich also in the number of development and humanitarian NGOs, and the activities of these organizations which are being implemented. The publication Communication Compass for Development NGOs was created to help NGOs in the Czech Republic to share their wealth with the public through good communication, which will align the target groups and still conveys the essential about values, projects and partners from the global South.

Good public relations are a matter of both money and capacity, as well as an individual approach. At first glance, it seems that marketing and PR strategies are complex areas which are reserved for commercial entities trying to sell their products or services. Although the base of every marketing strategy is simply thinking about for whom the product or service is intended for, which way to use to let the target group know about the product, how much it will cost and what has to happen to make the product successful. In the previous sentence instead of product, substitute the support of your organization and its projects and it becomes clear that a non-profit organization must take similar action.

If you want to succeed in communication, do not let yourself be bogged down by professional terminology and the creativity of many communication experts. Do not forget that what works the best sometimes is using a little common sense.

Our ancestors talked less, practiced more and transmitted their experience to following generations in the form of concise folk sayings. Some of them are well suited for describing patterns of communication of non-profit organizations with the public:

Fortune favours the prepared mind.

From the very beginning each project should have a communication plan that fits into overall communication and ideological strategy of the organization. Of-

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ten it is better not to even start with projects that you won't be able to "sell" to the public and/or other target groups.

Time is money.

In order to carry out communication activities well and profitably for the project, you need to invest an adequate amount of time in each of the planning, implementation and evaluation phases.

When in Rome, do as the Romans do.

To support your projects you need to gain the attention of the public or other target groups. For that your communication must adapt well to both the language and interests of your target group. In the case a mediator comes into play, you must adapt to their practices.

Many hands make light work.

If you have the possibility to work on communication together with partners from the media, institutions, or other NGOs, you increase the potential to reach your target groups. In addition, it is important to realize that even if your project is a unique one, you still need to communicate it in the context of "International Development Cooperation of the Czech Republic".

You can never step into the same river twice.

The environment in which you communicate is continually changing. It is important to evaluate your effectiveness within your communication activities often, learn from your mistakes and try again.

We believe that the following chapters will give you practical information on how to apply a healthy marketing approach within your communication activities.



YOU ARE NOT ALONE

PARTNERS FROM THE GLOBAL SOUTH

Even though it is true that effective communication is the one that is appropriately adapted to the communication habits of the target group, one cannot communicate with the Czech public without respect for partners from the countries of the global South. Below we quote the most important rules of the document; Principles of Textual and Visual Communication, issued by CONCORD platform, whose signatory is also FoRS and should therefore be respected by all members and observer organizations. Its compliance (or individual accession to it) is recommended also to other development and humanitarian NGOs. The full text of the document is available for download on the website of FoRS.¹

Organizations respecting the Principles of Textual and Visual Communication in all its communications activities aim to:

- Choose forms of visual and verbal communication to reflect equality, solidarity and justice.
- Truthfully capture any situation in its immediate form and its broader context, which will allow the public to better understand the reality and context of development issues.
- Avoid communication which could in relation to the persons, situations or places shown lead to stereotypes, sensation or discrimination.
- To use visual, textual or case study materials only under conditions of full understanding, involvement and consent of the participants (resp. their legal representatives).
- Ensure that people shown in communication have the opportunity to introduce their own stories themselves.

1. <http://www.fors.cz/globalni-rozvoje-vzdelavani/grv-v-evrope/zasady-textove-a-obrazove-komunikace>

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- Identify and record whether the person depicted wishes to be named or identified and take this fact into account consistently.
- Adhere to the highest standards relating to the protection of human rights and the protection of vulnerable people.
- Strive for the highest standards of children's rights under the Convention on the Rights of the Child, due to the fact that children are most often displayed.

Using materials that are in fundamental conflict with the above rules may have a great short-term effect in the view of your organization. The public is accustomed to stereotypical images of starving African children, which in many people evoke guilt, relative compassion and willingness to contribute to your project. However, by using such materials, your organization assumes the responsibility not only for damaging the image of the global South, but also for misleading the Czech public or other target groups in the long term. Thus, harming the reputation of development cooperation of the Czech Republic.

As an organization with experience in development cooperation and frequently contacts with the reality of the global South, it is you who must inform the public without prejudices. Tell them that the countries of the global South are not only suffering people, but a variety of environments and situations can be found, and that many positive changes have taken place. These were often achieved through development cooperation.

Displaying anonymous people suffering in order to get money is probably the clearest example of crossing ethical rules in communication. However, some other frequently used bad habits are also inappropriate. Prior to publication, it is important to consider each photo whether it does not support undesirable stereotypes.



The campaign of organization People in Need, from which this photo originates, experienced negative reactions even in the media.²

Photo © People in Need



In this stereotypical picture of the organization ADRA Czech Republic, where a white Czech celebrity, former Miss Iveta Lutovská, gives presents and poor children from the global South passively receive them.

Photo © ADRA



2. <http://respekt.ihned.cz/c1-52711470-somalsko-a-pornografie-chudoby>

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This photo is from the Karen State in Myanmar, where ADRA Czech Republic supports the development of civil society. Young people from the partner community actively take responsibility for their lives and affairs in their environments.

Photo © ADRA, Markéta Lančová



Bethlehem Tilahun Alemu, founder of organization soleRebels, which is one of the fastest growing companies in Ethiopia engaged in manufacturing shoes © soleRebels



INTERNATIONAL DEVELOPMENT COOPERATION OF THE CZECH REPUBLIC

Although each organization has to take care of itself and the support is essential to its projects, it is not possible to communicate effectively with the public in a long term without respecting ethical rules and the broader context of development cooperation and humanitarian aid. It is a complex series of topics that can be viewed from many angles and the angles expressed in various projects of both the partner countries of the global South as well as at home.

All Czech organizations involved in development cooperation projects are part of a broader context, which is called „International Development Cooperation of the Czech Republic“. This represents:

1. a framework of values common to many organizations, which among other things, allowed the formation of FoRS platform – Czech Forum for Development Cooperation
2. brand, which all actors in the field of development cooperation in the Czech Republic ought to respect, build together, strengthen its reputation and subsequently benefit from the fact that such brand exists and has a good reputation.

Ideas and instructions on how to take this brand into account and strengthen the individual communication of organizations, prepares a FoRS working group called Communication and PR. Its members can become representatives of FoRS members or observer organizations. Also outside FoRS, organizations can benefit from its advice and gain inspiration through practical hints and tips for communication, which have also been summarized in this publication.

Professionally efficient development or humanitarian non-profit organizations realize that development cooperation is the common goal, thus it is essential

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to care for it together to develop and re-create a suitable environment for the functioning of individual organizations. The basic rules for the mutual respect of organizations ethics and the promotion of the brand “International Development Cooperation of the Czech Republic” are summarized below:

1. Respect the broader framework of “International Development Cooperation of the Czech Republic” and do not present your projects and/or ideas as the only possible way of cooperation with partners from the global South.
2. Do not criticize or denigrate the work of other development NGOs, unless there is a serious ethical reason.
3. Respect the principles of the Code on Effectiveness as outlined by FoRS.
4. Respect and present such values, which are aimed at achieving sustainable human development, eradicating extreme poverty, achieving gender equality, fulfillment of human rights, and the prevention and non-violent conflict resolution.
5. Present openly information about the origin and destinations of funds for projects of international development cooperation and their activities.
6. In press activities follow the process: research-strategy-communication-evaluation.
7. Look actively for new ways of how to present the topics of international development cooperation to the public.
8. Report to the membership in FoRS on your website and other communication materials as a mark of high ethical standards.
9. Educate continuously to broaden your expertise in the field of public relations, regardless of whether your organization currently offers a PR working position.

10. Cooperate with Communication and PR working group, share good practices and take inspiration for both your individual communication as well as promotion of the brand “International Development Cooperation of the Czech Republic”.

Summary: Whenever you communicate with the public about your organization, projects and needs, be aware of the broader context of development cooperation and humanitarian aid. Respect both partners from the global South, as well as the work of other development and humanitarian NGOs.



6 P FOR EFFECTIVE PR

In communication you should primarily think of those from whom you expect support, whether they are individual donors, sponsors or authorities. A well planned PR strategy will allow you to present your project to the public, reach out to potential donors and sponsors, and keeping them interested. With the goal of obtaining bigger support, expressed ideally in financial support. By continuously evaluating your activities you will be able to see what needs to be improved in your communication strategy. Through using this method you will be able to both reach and gain more and more contributors. When planning certainly do not forget the aforementioned common context of international development cooperation of the Czech Republic.

Familiarize yourself with the “6P”, which represent the individual steps of the communication cycle and can be managed also with limited financial and personnel capacities:

1. Understand your target groups.
2. Think out the stories.
3. Get ready.
4. Draw attention.
5. Talk with your supporters.
6. Say thank you and continue together.

1. UNDERSTAND YOUR TARGET GROUPS

To understand better who you will reach when communicating your project (what kind of people), try to find answers for the following sets of questions:

1. Who are they? Where do they come from? What do they have in common? What do they like? What bothers them? What do they expect when supporting projects such as yours?

2. What is their most frequent means of communication? What media do they follow? Which information sources do they believe? What language and style do they like?

How to identify answers and find tips for effectively addressing the public:

- Watch the media, what is happening in the place you want to reach (city, county, state).
- Watch people in everyday life (cultural events, shops, restaurants).
- Consult with people outside of your field.
- If possible, collect people's contact information so you are able to contact them again later. However, do not address them without their previous consent.
- Define "ordinary supporter". Based on the information you have, create an artificial profile of the person whose characteristics and interests match your findings about potential supporters. Think of this imaginary person, this so called persona in all communication of your project.
- Learn from good practice of other organizations (international as well), yet never blindly copy someone else's ideas. Think out which practices of communication towards donors caught your eye, and which could be transferred into your practice.
- Cooperate. Think about who else could support your project (other than financially or in the media). Establish contacts with municipalities, like-minded organizations, schools and likewise. This way you will be able to reach to other channels, and further share information about your project.

2. THINK OUT THE STORIES

You can express one thing in thousand different ways. Choose what you will emphasize in communication according to who you are communicating with

precisely. Stay within the chosen strategy. Everytime when you communicate with the same target group, use the same language.

For example, if you want to present a project that supports the small business of African seamstresses, journalists from daily or weekly news may be interested in broader economic context of the matter. Presenting the quantifying of how the new job helps the family budgets of the chosen seamstresses, but also how much money the International Development Cooperation of the Czech Republic invests in such projects and the results. The more exact numbers, the better. On the contrary, to present the same project on a fashion blog, you will need information about what the seamstresses sew, who wears it, how you can apply it to our fashion and the like.

If possible, try to make the hero of the story the one from whom you expect support. Specifically, this means to introduce changes or other positive benefits, which can be achieved thanks to support from the public with whom you communicate.

3. GET READY

The most important thing in public relations (and marketing in general) is to know how to “sell yourself”. Be self-confident and professional. If you do not have a person with the background in public relations or marketing in your team, get one. This could be an external worker, or train someone from the team, even if you do not have a project that needs to be communicated to the public at the moment.

Bases of your communication with the public are:

People – Your employees should keep in mind that when they talk about their job, they take part in creating the reputation of the organization. There-

fore, it is obvious that all your employees should know at least basic principles, mission and goals of your organization regardless of whether their job description officially includes communication with the public.

Websites – Websites must be transparent, clear, updated regularly and targeted on the user. If possible, do not rely on “a friend who knows a bit about programming”. Find someone who is able to create nice and functional websites and has a portfolio which shows that. If you do not have budget for creating website, try to get it as a sponsor gift. Priority must be given to information, which is important for your potential donor.

Social media – Create (or refresh) your Facebook profile. Keep in mind that for effective communication in social media it is necessary to update the profile regularly (a few times a week or even a day) and react promptly to the activities of your fans. A profile on Twitter can be suitable for reaching specific target groups. For more information on social media see the chapter about the specifics of communication channels.

Visual and content identity – Make sure that you use the same visual elements and the same basic message on all promotion materials (website, business cards, flyers).

4. DRAW ATTENTION

Build a community of supporters and be professional when communicating with the media.

A) Building a Community of Supporters

When you communicate with the public without the use of mass media, follow the principle of simplicity. Your goal is to draw attention to specific individuals and turn them into both your supporters and promoters of your ideas to other people.

What can help you when building the community of supporters:

Social media – In the Czech Republic it would be mostly Facebook. You can either communicate on facebook profile of your organization or set up a new profile for a specific project (then it is good to name it so it refers to the core of your “story”, e.g. “Show what you have for your breakfast” and the like).

Practical examples:

- *Facebook page of Médecins Sans Frontières - MSF (www.facebook.com/lekaribezhranic) – updated regularly, photos, specific and actual stories with over ten thousand followers.*
- *Ušili to na nás (www.facebook.com/usilitonanas) – facebook page of organization NaZemi connected to campaign about labor conditions in the garnet industry.*

E-mailing – Collect email addresses of your supporters and keep them regularly updated. Set up the frequency of e-mailing based on how often you’ll be able to provide new information that is in the same time interesting for your supporters. An e-mail address is considered personal data; hence you need to have the consent of its owner to receive information about your activities.

Practical examples:

The association Tady není developerovo (This place is not for developers) was organising a petition for the preservation of Nákladové nádraží Žižkov (Žižkov freight station) as a cultural monument. Then the association used the contacts from the petition and send to the signatories information such as about co-organized conference Pražská nádraží nevyužitá (a conference about Prague railway stations which are no longer in use but could be)

Websites – Place on your website appropriately calls for participation (e.g. subscribe to the newsletter, add your facebook page to the favourites, etc.). Update your website regularly and continue to provide information about things which could be of interest to your followers.

Practical examples:

Website of the Czech branch of Amnesty International complies well with the above mentioned characteristics.

Flyers, publications – Find opportunities where you can communicate directly with your sympathizers and supporters (e.g. festivals and other cultural events) and distribute your promotional materials, or send them by mail. Also from these the addressed ones should clearly understand what is their role and what will they get from such activity.

Practical examples:

- *Rozvojovka (People in Need) has been touring Czech festivals already for five years with its stall.*
- *The organization NaZemi, based on their previous experience from festivals, wanted to prepare something interactive that catches people's eye and presents specific problem in a fun way. Therefore, they were touring festivals with so-called screaming booth, through which people could shout to the world what they think about large multinational companies. Based on a positive response they installed the booth also at events in Brno and Prague, and gained also media attention. Equipment which is installed inside the booth displays the volume of scream and at the same time takes a picture of the person. Organization Na-*

Zemi then placed the pictures on their website, which draw attention of many new fans and supporters. The photo-petition was subsequently handed over to representatives of certain companies.

People – Motivate your employees to let their surrounding know about their job and projects of your organisation. Generally speaking, to motivate your employees, it is necessary to be a good employer who respects the different needs of employees and their right to balance professional and personal life.

B) Communication Through (Mass) Media

When communicating through the media the connection between you and potential donors is journalists and reporters. They often have a clear view on what is interesting for readers (listeners, and viewers) of their media. In addition, there are other people such as editors, head editors and others, who decide on what will be published or broadcasted. They follow a certain line set by the character and owner of the media. Usually you are not able to communicate with these people directly. Look at your project realistically through journalistic eyes and offer to the media such topics that are interesting for them, so they will also find them attractive for their readers.

Be active and do not expect that the media will contact you. Communicate with journalists not only through press releases, but build a closer relationship with the contacts that are important for you.

Be creative. Think about how to interconnect your topic to make it interesting for a specific media outlet and be creative when communicating these topics.

Be original, be unique. Try to present your topic on interesting, and almost exclusive information.

Provide the journalist with **maximum service**. The time that is devoted to media coverage of your topic is yours, not the journalist's. Depending on the type of media, prepare ready-to-go texts, sufficient number of good quality photographs (including legend), or video footage. Be clear about who will present your project on the radio or television and make sure that this person is capable to describe the project in an understandable way to the broad public.

5. TALK WITH YOUR SUPPORTERS

Talking means continuous communication with donors and partners. You need support continuously. If it is to be a financial support, it is a long-term thing. It is important to make your supporters feel part of the whole process. In doing this they will have a sense of ownership of the project and will promote it further through their own channels and will be willing to support again (more). In communication, do not forget also about non-financial partners you have gained. Be open-minded and ready to share your project with others.

What can help you in continuous communication:

- E-mailing, Facebook, website
- Media – Communicate to journalists the continuous process of your project. Choose the right level to prevent them thinking your communication is “spam”.
- Events for donors and partners – Organize trips, picnics, presentations, or an exhibition (according to your budget and timeframe), invite your donors and partners and talk to them directly.
- Personalized letter – From time to time send a personalized letter to a significant (company) contributors and inform them how you use their donation, including appropriate photographs. If up to date, attach your organization's annual report or similar related documentation.

6. SAY THANK YOU AND CONTINUE TOGETHER

Giving thanks for support is also a marketing tool. A well written thank-you letter (whether it is automatically generated by the system after receipt of payment, or you write it in person), or thank you statement on the website should reaffirm supporters about the benefit of their contribution and invoke their desire to participate again and more, e.g. as a volunteer or as a contributor to another project. Do not forget about the visibility of your supporters and all those who somehow make your work possible in your promotional materials.

Two principles to follow when thanking:

1. When you are writing to your supporters, make them to be the heroes. Remember the story that helped you get the supporters. In a thank-you letter make them be one of the heroes of this story.
2. Try to make the best out of your donors. Make them be your medium. Offer them appropriate ways of sharing the information about your project further – e.g. by sharing on facebook.

Summary: „6P” helps to continuously build a good name of your organization and supports fundraising. Try to take it into account when planning communication activities and continually return to them. They will help you orientate yourself even in the moments when you feel uncertain about your communication progress. You can compare your steps with the steps described in “6P” and see if you did not forget something important. Once further factors enter into you communication objectives, such as an effort to change public attitudes on an issue, it is necessary to plan your communication campaign with regard to other factors described in the following chapters of this publication.

Tea is one of the main export products in Rwanda, © People in Need, Tereza Hronová





TARGET GROUPS AND COMMUNICATION DIVERSITY

RESEARCH, RESEARCH, RESEARCH

Before starting any project or campaign aimed to reach the public or pre-defined group (e.g. high school students), it is essential to know what is the approach of these target groups to the topic you want to communicate.

An opinion poll was created by NMS Market Research Company for FoRS at the end of 2013. This opinion poll explored the basic attitudes of the Czech public on development cooperation and humanitarian aid. The results of the survey are available upon request to all members and partner organizations of FoRS.

Lets say your target group are university students from Brno and Prague. If you do not know their attitude on women rights in India and what they see as problems of Indian women, make a research on that first. Without having data collected, do not write into your project that your goal is to change attitudes of this target group.

The basic research is simple. Forget everything you know about the researched topic and ask your friends who are not from your field what they think about the topic and how they connect it. More courageous communicators can go down to discuss with people on the streets or in restaurants. Ask people whose demographic characteristics correspond with your chosen target group. One afternoon devoted to questioning “random passer-bys” will pay back. Sitting in your office you won’t find out that your target group doesn’t know about your topic as much as you expected. It is extremely important to write down the answers, because they may be the next phase of inspiration, how to grasp the topic and reach the target group.

Data from the field survey adds to the data from an online research or discussions, forums and articles with development topic, and social networks. In case you do not have time or capacity, you could do either field survey or online research. However, a combination of both is the best, because online research can be expanded by concrete answers from the field survey and bring wider context.

If funding is available for research on attitudes of the target groups by a professional agency, or if you can apply for these funds within your project, do not hesitate to do that. A well conducted research will save you time, money and prevent disappointment in failure of later stages of the campaign.



Since 2008 People in Need has been working in Cambodia on improvement of health care of pregnant women and newborns to protect their health., © People in Need, Tereza Hronová

STRATEGIES

Thanks to the conducted research you have the knowledge, approach and topic of the target groups, as well as what kind of media they follow. Now you need to set goals of your communication strategy. What do you want to achieve through communicating with this target groups by appropriately selecting communication channels. You need to set goals that correspond to the so-called SMART1 rule. SMART stands for Specific, Measurable, Achievable, Realistic & Relevant, Time-bound & Targeted. You will need to know which topics of Official Development Assistance (ODA) are of interest for your target group. You will need to find a way to link these issues to your topic and how to communicate these to your target group so they understand them and at the same time are interesting for media (see above „6P“). When thinking about strategy and planning of communication mixture, it is also good to remember the following:

The goal has to be realistic

According to a Swiss expert on evaluation of communication activities, Glenn O’Neil, every goal has its own anatomy. It consists of: the nature of the desired changes, the definition of the target group, the definition of custom changes, the rate of change and the time frame of changes.

Thus, well-defined objective is not, “Changing public attitude toward women’s rights in India”, but “Increase the number of references about the rights of Indian women in women’s magazines published in the Czech Republic by 50% a year by the end of 2015”. **When defining objectives, make sure you can not only reach them, but also measure them. If you know you can not measure people’s attitudes as you do not have funds for survey, your objective cannot be such as: change peoples attitudes on something.**

Even your Grandfather has to understand what you are talking about

If you cannot describe the topic meant to reach public in a way that even your Mother or Father would understand it, your chance to succeed among the broader public is very limited. **If you believe you described everything simply and clearly, let your Mother, Father or a friend from primary school read it and listen to their feedback.** Often, for instance, it turns out that only small and seemingly unimportant detail can change the whole thing as people who are not from the field of ODA understand some terms otherwise than you do.

Communication is not an individual thing

Even the most sophisticated campaign, which reaches the target group perfectly, cannot always bring in the desired fruit. If the campaign does not reflect the objectives, mission and interests of your organization, or even worse contradicts them, and as a result of inadequate expression communicates to the public something different than it should, or provokes stereotypes.

Over-creativity can be harmful

It is perfectly okay to be creative and find new ways of presenting topics of development cooperation to people, also in cooperation with external communication experts and agencies. Nevertheless, do not get over-excited by catchy rhymed slogan, which in itself is beautiful, but it would be way too difficult to use it for other communication activities related to your topic. Likewise, better resist the temptations of using new communication methods unless you are confident that they will contribute to the fulfilment of your clearly defined goal.

Professional help is priceless

In a situation where you have limited inherent capacity for public relations, but also in a situation where you are looking for another point of view, professional help is priceless. Many organizations take advantage of the willingness of some PR agencies which are ready to cooperate on selected NGO projects without re-

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muneration. This kind of cooperation however, is a constant risk that the working hours that the PR agency has assigned to you will be used for another paid project. Therefore it may be better to cooperate with a freelance professional, who does not work for free, but will be dedicated to your project for a reasonable price.

Each channel has its specific function

If you use various communication channels to present your topic, it is necessary to respect their specifics and use them to your advantage. It is not reasonable trying to reach youth through facebook, unless you are sure that you can customize your topic to the communication habits of facebook.



OFTEN NEGLECTED SPECIFICS OF COMMUNICATION CHANNELS

WEBSITES

A good website must be able to bring to each user exactly what he or she is looking for. Therefore, it should be built considering the so-called user scenarios, which take place on the website. For this, one needs to know what kind of people visit the website and why. Thus, in turn, you can have a more effective website. If you publish your topics on specific channels, you can direct frequent users of these to go to your website.

As described above, a website is the very basic communication equipment of each and every organization. However, you cannot relay that everyone who will hear your website address will visit it. The easiest and most efficient way of directing people to your website is through other internet channels with links to your organization's website. **For instance, if you mention your website address to radio listeners, there are many obstacles on the way to your website and only the most interested ones will reach the final destination which, in this case, is your website.**

The design of your website should be smart phone user friendly. Perfect for that is the so-called responsive design, when the website is programmed in a way that it adapts accordingly to the user's device. If your website is not responsive, it is appropriate to create at least a "mobile version" for viewing on mobile devices.

MEDIA

As mentioned above, when communicating through (mass) media, what stands between you and your target group is a journalist or reporter whose work is yet still effected by other people such as editors, head editors and

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others. Inherently, the media are not designed to break stereotypes, but they rather spread and strengthen them.

If you are sharing your materials with journalists, avoid stereotypical interpretation as you can be sure that if not a journalist, than an editor would use this information.

The only solution to that is to take responsibility for what media publishes and broadcasts about development issues and thus the “Czech Development Cooperation”. Try to prevent the spread of stereotypes, by mainly not providing stereotypical information, but also by an assertive response to inappropriate adaptation of the topic you provided to the media and that “went wrong”. Of course, in all fairness and cooperative in the sense of „we’d like to make your readers know more, so we offer you the opportunity to issue this unique information ...“

FACEBOOK

Facebook roughly has four million Czech user profiles and can be used as an important tool for: brand building, maintaining and deepening relationships with target groups, crisis communications, and viral spread of communication. It is the potential of sharing and spreading information virally which is the most attractive. Yet it is important to be aware that facebook is a popular media which is designed more for fun than serious issues. Thus, make sure your posts are easy to understand and attractive. If you want to measure your success by the number of “likes” and sharing, you need to be able to communicate your topic in a fun and friendly manner. Then you will have the chance that among the people who see your messages, there will also be others who will be drawn by you even outside of facebook.

TWITTER

In the Czech environment Twitter in 2014 has a good potential **to get the communication to people who play an important role of opinion leaders in their surroundings, including journalists.** The way to succeed is to play the rules of Twitter – regularly “tweet” comments on current events and “retweet” the comments of others.

EMAIL NEWSLETTERS

If you have something to tell to your supporters regularly (e.g. once a month), then newsletters are the way to do it. **A successful communication is determined primarily by effective use of contact database** – sorting of donors and potential donors, sorting of groups according to their interests etc. A database is a living organism, which needs to be managed continuously, especially kept up-to-date.

There are a number of tools for managing email campaigns. Usually they can be partially or fully linked with a contact database (depending on the specific solution which your organization is using). Some simple tools, such as MailChimp or SmartEmailing, are available free of charge.

What decides the success of a particular newsletter is the text. In particular the title, this must be tempting enough that the addressed people open it. To engage the readership, it is also recommended to ask for well written calls for participation (call-to-action) – **information on what the newsletter subscribers should do – read the article, donate more for floods in the Philippines, sign a petition, etc.** On the internet you will find many tips and guides that provide practical hints and tips on how to write an effective newsletter.

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INTERNAL EMPLOYEES

It only takes one unhappy employee to ruin the reputation of your organization. Employees who do not feel fully a part of the organization, its goals and the mission, have no reason to talk nicely about the organization with their family, friends and acquaintances. **It is therefore necessary not to forget about the ones who made the projects and campaigns happen – your own employees.** As mentioned above, people who represent an organization as experts on a topic in the media.

*Czech organizations are trying to increase access to drinking water in Cambodia
©People in Need, Tereza Hronová*





WHO IS NGO PR PROFESSIONAL

If your job description includes Public Relations (PR) duties and responsibilities, you might have experienced that a number of colleagues from other positions comment on your job, at times it can look like everyone is a PR expert. Few things are further from the truth, and certainly not true that anyone can excel in a PR role. Below are mentioned some characteristics one should ideally have and/or promote in yourself. To enjoy doing PR in the nonprofit sector, one must be resistant to ideological pressure from other colleagues as well as from the media and the public.

General up-to-date knowledge

You do not need to have a deep understanding of all philosophical and ideological issues of the development cooperation. Although, you should keep track of what is happening in society, in the media, and the current trends in communication. From these good practises your organization could take inspiration.

Perspective

Do not take criticism of your organization and its projects personally. As a PR worker this will be something you will have to face. Taking attacks personally can shake your innermost beliefs that shape your integrity, although constructive criticism can be a welcomed opportunity to improve on future projects. Unconstructive attacks are natural to your position, for which it is best to respond calmly and without emotion.

Rationality

You will encounter many tempting ideas about what should be communicated to the public and how. Without a thorough reflection of what a specific step could bring to the fulfilment of your (communication) goals, do not go for it, even if it looks at first glance like “a thousand new donors for nothing”.

Creativity

The burden of how to present topics in a creative way to attract the target groups and the media lies on you. Therefore, stimulate your creativity and cultivate your language, especially when it comes to writing. Even if you entrust the creative part to external workers, you are still the one responsible for the end result, which has to fulfil the communication objectives of your organization.

Patience

Achieving any change usually takes time. In addition, there are factors, which are beyond your control such as: general state of society, the economic situation and the like. Whatever your communication goals are, be patient and prepared to handle any difficulties, challenges or unexpected twists.

Willingness to learn and share

A “perfect PR worker” does not exist. As time passes, this position requires new and diverse demands. It is appropriate to learn continuously, share good practices and experiences with colleagues from the field.

Ability to take a rest

Although the condition of a workaholic (or a similar state), are frequent phenomena found in the NGO sector, it has never brought a lasting happiness to anyone. To be able to communicate nicely, effectively, without mistakes and always find new ways to communicate, it is important for you and your organization to have enough time for yourself and take a rest. You will see that good ideas for your work often come when you are not working at all and are focusing on something completely different.

TIPS ON WHERE TO GET USEFUL INFORMATION FOR NGO PR WORKERS

- FoRS working group Communication and PR
- NeMarketing – regular meetings to share experiences from the NGO field
- Thematically focused groups on LinkedIn social network
- Workshops of Divoké husy Foundation withing the project Reframing the Message: (<http://rtm.divokehusy.cz/kalendar-akci/>)
- Um Sem Um Tam (www.umsemumtam.cz/) – portal that connects professionals from different disciplines within NGO projects
- Conferences such as Profesionálové v neziskovkách – to nejlepší ze spolupráce byznysu a neziskovek (Professionals in NGOs – the best of business and non profit cooperation)

Summary: PR roles in NGOs deserve the same professional approach as PR roles in the commercial sector. Make sure to take good care of your qualities and skills, which will make you even better professionals and bring benefit for your organization.



*Czech organizations use mobile technology in their projects,
© Jiří Pasz*



EXAMPLES OF GOOD PRACTICE IN COMMUNICATION

Whether an organization has a PR department which consists of several people, or currently does not have anyone working on PR, it should be clear about where to lead its communication to the public. Effective communication without planning and strategy is impossible. Without good communication and support to the public and other stakeholders, organizations cannot fulfill their mission in the long term. Below is the list of methods and tools that can contribute to effective communication to the public, including practical examples.

STORIES

What we call a story is in fact a frame, which makes your topic interesting for the media and not to say your target groups. It is an idea about how to make it attractive. A good chance to succeed has such story which apart from the written story can be presented also as a video footage or a photo story (make sure it does not provoke stereotypes though), so you are able to reach broader public.

Examples:

- *In a campaign against stereotypes in images of global South, SAIH - The Norwegian Students' and Academics' International Assistance Fund, made a video in which they showed people in Africa, who found out about winter in Norway. Singing while begging people to help poor Norwegians, about whom they know nothing else, to donate radiators. This Radi-Aid video, thanks to its wit, achieved a lot of direct impact and media attention. See www.africafornorway.no*
- *Project Reconstruction of State (common initiative of Transparency International, civic association Oživení and Frank Bold) humorously*

explored in its video the fact that the Czech Republic is, in the global ranking of corruption, just below African Botswana. See www.youtube.com/watch?v=BNsdmZ9XC18

- Also another campaign used the contrast between the Czech Republic seen as a rich „north“ country and Botswana perceived as a poor country of the global South. The campaign created by Czech Against Poverty warned that poverty is a relative term. See www.youtube.com/watch?v=BgK3cJG7h9Q
- Organization NaZemi fictitiously offered work for children to draw attention to the issue of child labor. See www.nazemi.cz/kampan-prace-pro-deti

Foto © NaZemi



APPROPRIATE LANGUAGE

Terminology associated with issues of ODA belongs to working groups, internal debates and campuses. However, when talking to the public one must use the language of the target group and terms, which the target group will understand clearly.

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Example:

Civic association Nesehnutí creates awareness of gender stereotypes in the public space, particularly in commercial, through competition/campaign Sexistické prasátečko (Sexist piglet). Through a well-chosen name it presents to the public very difficult topic, which on the surface carries negative connotation ideas about feminism. See zenskaprava.cz/sexisticke-prasatecko/

TIMING OF COMMUNICATION

Timing of communication towards the public largely determines whether your message is received. Press releases and other information for the media must be sent at certain times of the day and certain points in the week, when reporters and journalists have time to reflect on their inclusion in the next edition. It is not appropriate or realistic to plan your communication for a period of time with expected significant social events, such as elections. Conversely, it may be practical to combine communication with a certain season or calendar events.

Example:

New York public library used the end of the year and communicated: "New Year's resolution: Help 43 million people". See <http://sankynet.com/portfolio/the-new-york-public-library>

SERVICE FOR THE MEDIA

As mentioned above, the time that is dedicated to media coverage of your topic is yours, not the journalist's. Be prepared not only when they themselves actively promote a topic in the media, but also for the case that the media itself will turn to you as a source of information. Have ready-to-go commentaries prepared by the representatives of your organization, photographs of good quality and sufficient resolution (including legend), and/or video footage.

Regarding field interviews, the media tends to prefer when you offer an exclusive interview with an on-site Czech citizen (such as organization representative) rather than with a foreigner.

Examples:

- *Organization SIRIRI, which operates in the Central African Republic, was well prepared at a time when the country's bloody conflict broke out between Muslims and Christians. Therefore, got space in the main Czech media. See: www.siriri.org, section Napsali o nás (Wrote about us)*
- *Organization NaZemi continuously informs the media about problematic working conditions in the countries of global South. The media is already aware of the situations and connects the organization with the topic. For instance, the organization was contacted by the weekly magazine Respekt and the Czech Television on the anniversary of the collapse of the Rana Plaza factories.⁴*

BUILDING RELATIONSHIP WITH JOURNALISTS

If you want to get your messages to the media, you need contacts for journalists and have a professional relationship with them. Sending out press releases to randomly found contacts from editorial office, never leads to a good result. Personal communication with journalists is the most successful route, identifying their professional interests and offering information to a concrete journalist who will exploit it. Being a beginner in the field, prepare a topic, which you will offer exclusively to a particular medium. Call the editorial office, ask for a particular journalist who you think to be the best suitable one for the topic and “sell” your topic. For bigger organizations, it is necessary to coordinate the relationship with journalists wisely, so that different departments do not offer the same topic exclusively to different media. For specific projects, events and campaigns you can also arrange media partnerships. For media partnerships you usually negotiate directly with the business or marketing department of the medium.

Example:

When in 2011 FoRS held Visegrad Regional Seminar on global education (GE), it arranged media partnership with the then-functioning radio station Rádio Česko (Radio Czech) of the Czech Radio. Apart from having the global education input on the radio, it also received from the partner a professional moderator for a panel discussion

4. <http://respekt.ihned.cz/c1-62112980-porad-nevime-co-nosime> ; <http://www.ceskatelevize.cz/porady/1096902795-studio-6-ii/214411010110424/video/> (od minuty 1:50)

5. Feedback on the seminar included a critique of too lay approach of the moderator to the topic. It is therefore necessary, in such cases, to consider carefully whether to prioritize professional skills or communication skills of the moderator.



Václav Sochor, former head of Radio Czech, moderates a seminar on global education within the Visegrad Regional Seminar.

Photo © FoRS

INVOLVEMENT OF PARTNERS FROM THE GLOBAL SOUTH

Let the people from the supported communities in the global South or local partners talk in your communication inputs. It will move your organization towards objectivity and at the same time using particular voices making your materials more interesting for the media.

Examples:

- *People from Myanmar hosted by ADRA Czech Republic, participated in the Humanitarian Congress and among others, got space on Czech Television.¹*
- *Significant media coverage was gained by albino activist from Kenya, Josephat Torner, who in 2014 visited the One World Festival.*

6. <http://www.ceskatelevize.cz/zpravodajstvi-ostrava/zpravy/245704-v-olomouci-probiha-humanitarni-kongres/>

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Football player Tomáš Ujfaluši in the picture of the project Football for Development. Photo © INEX-SDA

INVOLVEMENT OF CELEBRITIES

In terms of drawing public attention it may be appropriate to connect the topic with a specific celebrity. This should not be happening randomly. The organization should cooperate with the celebrity in a long-term relationship and be sure that the person has a real interest in the topic and won't spread false or stereotype information.

Examples:

- *The project Football for Development of INEX-SDA has been associated for a long time with the support of the footballer Tomáš Ujfaluši.*
- *The actress Jitka Čvančarová is a patron of organization DEBRA Czech Republic, which supports people who suffer from the so-called disease of butterfly wings.*

INVOLVEMENT OF STAKEHOLDERS

A stakeholder is anyone who is somehow affected by your organization. Within the organization, it is important to gain support for your campaign from the management, statutory bodies and all your colleagues who took part in the project. To stakeholders within organization and your target groups (thus, other stakeholders), it is necessary to explain how they will benefit from the work you are proposing. The management of your organization will most likely be interested in the anticipated increase of support, ideally expressed in monetary terms. On the other hand, it is likely to inform each representative of the target group about what will they gain by supporting your organization or what the partners from the global South will gain from their support. In addition to the “good feeling” and support of your marketing standpoint, tangible evidence of their help also works well.

Example:

Known fundraising campaigns, in which the donor receives tangible evidence, are the Czech Day Against Cancer (www.denprotirakovine.cz) or the Brick Event (www.akcecihla.cz).

COOPERATION

Other NGOs may be your competitors on the donor market, but certainly there are areas where instead of competing towards each other it is worthwhile to work together to achieve benefits for all involved. To its own benefit, development NGOs in the Czech Republic should contribute to building of the brand “International Development Cooperation of the Czech Republic”. In addition, they may also establish partnership between two or more organizations.

Examples:

- *Humanitarian Congress – joint event of more organizations, which is held regularly. See www.humanitarnikongres.cz*
- *Koalice za snadné dárcovství (Coalition for easy donation) and campaign Závěť pomáhá (Testament helps). See <http://zavetpomaha.cz>*
- *Joint campaign of more organizations to the World Humanitarian Day and joint website www.humanitarnipomoc.cz*

CAPACITY BUILDING

As our society develops and changes, so does the field of public communication and trends in public relations. Those responsible for the communication of organization to the public, regardless of whether PR is their only job or complementary to their position, they should continually educate themselves and attend seminars/events where there is an opportunity to share good practice with others. A number of such seminars/events are available free of charge.

Examples:

- *FoRS informs about interesting educational seminars/events through its newsletter and on its website www.fors.cz*
- *NeMarketing – NeMarketing – regular meetings to share experiences from the NGO field. See www.facebook.com/NeMarketingCZ*
- *Workshops of Divoké husy Foundation withing the project Reframing the Message. See <http://rtm.divokehusy.cz/kalendar-akci/>*

EVALUATION

Evaluating whether or not you managed to fulfil the communication objectives of the campaign is essential for the planning of further communication activities and its improvement. If you define your objectives clearly enough to be measurable, it should be quite easy to evaluate without great demand on capacity. See more about evaluation in the separate chapter below.

Example:

Based on consultation with communication experts, ADRA Czech Republic changed after a year and a half look of the campaign Mince denně (Coin per Day) as the initial image didn't show the goal of the campaign sufficiently. Photo © ADRA Czech Republic



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Summary: The basis of any successful campaign is a good idea that resonates with the current social needs. Yet, you can have the best idea ever, but if you do not communicate it well, do not take care of stakeholders and do not have materials ready to hand over to the media, it can fail.



RISK SITUATIONS AND CRISIS COMMUNICATION

RISK SITUATIONS

When communicating with the public you need to be aware of that not everyone will agree with you. Reasons for rejecting your project, message, functioning or principals of development cooperation may vary. For you the best thing to do in all cases is to “be ready” and able to answer uncomfortable questions from journalist and the public. It is wise to prepare arguments on each topic you communicate. Representatives who will communicate about topics of your organization on television or radio, should not only know all these arguments, but also undergo a training to be able to present everything calmly and convincingly. FoRS is in the process of preparing a document on the most common uncomfortable objections and myths, as well as answers to these. This document will be available from autumn of 2014 on its website www.fors.cz in the section O nás (About us).

CRISIS COMMUNICATION

Each organization, even with maximum effort on ethics, professionalism and fairness in communication, can get into risk situation or even crisis. The nature of a crisis shows that it is not easy to foresee. Luckily, there are tools and procedures that help to prepare for the risk and crisis situations in communication.

A crisis can be any sudden problematic situation which can cause uncertainty and confusion, threatening the reputation of the organization, which requires immediate solution in the context of public relations. Crisis communication serves to survive the crisis, minimize the consequences and get everything as quickly as possibly back to normal. A crisis communication plan is used when someone slanders you in the media, is trying to damage your reputation, and when you are losing your supporters. In the public the me-

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ans of crisis may be articles and other media outputs which damage the reputation of the organization.

Crisis that is not taken care of leads to reputation damage, damage of relations both outside and inside the organization, financial losses and in extreme cases threatens the very existence of the organization. **The need for a crisis communication plan does not grow with the size of the organization or the size of the problem because every little thing can have significant negative consequences for the organization.**

Possible causes of crisis communication

- Force of nature (accident, disaster)
- Rumor (hoax)
- Misconduct, negligence – misconduct in the project which grows into threatening of ethical principles of development cooperation, or threatens the target group
- A moral problem in the organization and/or its representatives
- Problems with the law and/or enforcement authorities – particularly in terms of transparency funding
- Unresolved conflict – a conflict with another non-profit organization, conflict with a former employee
- Attack of interest group – the possible negative reaction of opponents of the concept of ODA also to organizations and projects that are ethically and morally alright

TEN RULES FOR CRISIS COMMUNICATION

1. Crisis situations are being “solved” before they happen. Prevention is essential. Projects ought to be implemented and evaluated by professionals. Also public relations should be managed by experts. In communication respect the Principles of Textual and Visual Communication by CONCORD. Be responsive to everyone who asks you questions, whether being motivated by curiosity or desire to provoke. Each organization should have a crisis communication plan, which takes into account particular situations of the organization.
2. Do not underestimate even minor conflicts – even individual blogs can have thousands of followers and can be found even years later.
3. React as soon as possible, inform team members immediately and coordinate crisis communication. It is essential to have perfect overview and functioning of the organization, as well as inform all people possibly affected by the situation (ie. for example telephone operators providing fundraising).
4. Identify (the only) people who can communicate with the media, and at the same time consider ban on spreading the information for everyone else – this may prevent disunity of information, etc.
5. Be the most responsive to the media. Communicate in the media as much information as possible. The greater openness you can afford, the more credible the whole affair looks. It is always necessary to stick to known facts, never lie.
6. Even when not yet know all the facts about the event, it is advisable to prepare basic information – “we conduct projects with strick ethical rules, we supported this number of people and will give more information at 4 pm”
7. Communication should be guided by the following principles: control you own emotions (including responses to hate speech on social networks or

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in discussions), do not compare with other events, be credible, be human and helpful, act rationally, and express confidence.

8. Send information continuously to a selected group of the most important media (ČTK, most significant newspapers, radio + TV)
9. It's not only about the media – crisis communication is not only about the media. Explain cases that have a wider impact also to facebook fans, website visitors, newsletter subscribers and your own employees. Basic information must be provided to all employees who communicate with the public (e.g. to which article to refer). For each group you must choose the most appropriate communication channel, time everything well and do not forget anyone.
10. In the case of misconduct on the part of the organization, is to always apologize, express regret, explain adequately, and propose a friendly solution.

EXAMPLES OF CRISIS SOME NGOS HAVE HAD TO DEAL WITH

In the rating of the organization People in Need called Index of ethical lending, company Provident ended on the first place (formly among other things, People in Need criticized the company for questionable business practices in communities at risk of social exclusion). This company later used in its commercial, broadcasted in prime time, the slogan “People in Need recommends Provident”.

Caritas Czech Republic annually holds the Three Kings Collection. Opening of collection boxes takes place in Žofín (venue for meetings and conferences). In 2013, someone released a rumor that there is a blow-out in Žofín financed by the Three Kings Collection, on the basis that in the day of the opening of the collection boxes, someone saw supplier of food and wine unloading goods in front of Žofín.

Police stopped a UNICEF collection based on an incident where someone faked to be a UNICEF volunteer. UNICEF then had difficulties to explain that the person was not a UNICEF employee.

Summary: You can get into unpleasant or crisis communication situation faster than you think. What can help you to prevent crisis, is good crisis communication plan and media training of people who represent your organization in the public.



Providing basic education for all is one of the Millennium Development Goals © People in Need, Jan Mrkvička



DID WE SUCCEED?

Ideally, each communication project counts in its budget with money for the evaluation of communication activities, which will be conducted by external specialists. The evaluation should cover not only the attainment of communication objectives, but also the quality of communication on the part of the organization – how are the messages being communicated, which channels are used for its spreading, etc.

If you take into account real situations when planning communication, for example a lack of funding for external surveys, and project it into the formulation of objectives, the evaluation can be performed even with limited capacities. You can at least monitor and evaluate the frequency of your website visits and output in the media.

It is important to know what can be changed by your communication. What results it can bring. Try to find answers at least for the questions below. Then compare results for each period (period you evaluate):

How does the frequency of website visits or of specific sections changes over time?

How to find out: The most common system for monitoring and evaluation of the web statistics is Google Analytics. It works on the basis of adding track code into the code of website and it shows you, among other things, how many people visited your website, how much time they spent there, how many pages they viewed, from where they got on your website and others. By so-called UTM code inserted into your online links (e.g. banners), in Google Analytics you can effectively measure how successful was this or that link and how many users it brought to your website. Link with embedded UTM code you create online thanks to Google tool called URL Builder.

How does the conversion capability of website develop?

How to find out: By the conversion of the website to understand the situation when a user does anything defined by you that can be measured, e.g. subscribes to newsletter, donation sent via online banking, etc. Conversion objectives can be set and measured in Google Analytics. Increased conversion rate can serve as one of the indicators of successful campaigns.

What coverage does your topic have in the media?

How to find out: The best tool is the monitor service by companies such as Newton Media or Anopress. If you cannot access these, there is no choice but to continually report outputs, which you are aware of and complement them by online searching. Appropriate complementary tool may be services like Google Alerts which send you an email anytime your keyword appears on channels which are monitored by them. Though services which are available free of charge are quite “inconsistent” and therefore certainly cannot be relied upon as a sole source.

You can monitor a variety of level of media intervention. The simplest level is tracking the number of mentions. Another possibility is to monitor the potential audience reached through accumulation of media where the subject appeared. Another layer of evaluation is an assessment of the number of positive, negative and neutral mentions of the topic or detailed analysis of how the media adequately covered your topic.

Do journalists contact your organisation requesting your commentary?

How to find out: Monitor continuously the requests from the media. The increase may indicate the success of your communication with the media, and thus potentially reach the larger public.

Do you have many volunteer requests in your organization?

How to find out: If you continually monitor the number of requests and then compare them between each period, you can get a partial proof that you have been successful in public communication, people have heard about you and want to get involved.

For more information on evaluation methods of communication activities you can use for instance handbooks recommended by Swiss expert Glenn O’Neil at: <http://intelligentmeasurement.net/2013/11/20/5-handbooks-on-communication-evaluation/>

Summary: Evaluation is a tool for recording the experiences of communication, learning from successes and mistakes, and improving communication in future periods or campaigns. Evaluation should be part of all communication projects, even at a price that it adapts to the current capacity of the organization.



*Team of Football for Development
2013, Photo © INEX-SDA, Tomáš
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České fórum pro rozvojovou spolupráci
Czech Forum for Development Co-operation

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