

2017



COMMUNICATING EQUALITY THROUGH SOCIAL MEDIA: A GUIDE FOR EQUALITY BODIES



Communicating Equality through Social Media: A Guide for Equality Bodies is published by Equinet, European Network of Equality Bodies.

Equinet brings together 46 organisations from 34 European countries which are empowered to counteract discrimination as national equality bodies across the range of grounds including age, disability, gender, race or ethnic origin, religion or belief, and sexual orientation. Equinet works to enable national equality bodies to achieve and exercise their full potential by sustaining and developing a network and a platform at European level.

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

Equinet Secretariat | Rue Royale 138 | 1000 Brussels | Belgium

info@equineteurope.org | www.equineteurope.org

ISBN 978-92-990080-8-9

© Equinet 2017

Reproduction is permitted provided the source is acknowledged.

This publication was prepared by Adam Zbieczuk and Jaroslav Faltus (Influencer.cz), Katrine Gaustad Pettersen (Equality and Antidiscrimination Ombud, Norway) and Sarah Cooke O'Dowd (Equinet Secretariat).

We are very grateful to have received the support of the Equinet Working Group on Communication Strategies and Practices, as well as staff members of equality bodies who attended the training sessions on social media for equality bodies that took place in the Facebook Offices in Dublin in [October 2016](#) and [April 2017](#). Special thanks to our colleagues at the Federal Antidiscrimination Agency (Germany), Office of the Equal Opportunities Ombudsperson (Lithuania), Office of the Ombudswoman (Croatia), Ombud for Equal Treatment (Austria), Ombudsman for Equality (Finland), Public Defender of Rights (Czech Republic) and Unia (Belgium) for more extensive contributions.

Useful input and editing were proposed by the trainers of the April 2017 session, Mahtab Khan and Adam Stokes (Eyewitnessapp.com).

The European Commission is not liable for any use that may be made of the information contained therein. This information does not necessarily reflect the position or opinion of the European Commission.

Social media image on front cover taken from <https://blog.hrn.io/uploads/avatar/social-media-image.jpg>.



Co-funded by the Rights, Equality and Citizenship Programme of the European Union

TABLE OF CONTENTS

FOREWORD	4
1. Starting Social Media for your equality body	5
2. How to create a social media strategy	7
2.1 Digital strategy – a step by step guide.....	8
2.2 How to set up the processes within the organisation (or how to involve the team!).....	9
3. How to set the right metrics and analyze the current situation....	12
3.1 ROI and KPI.....	12
3.1.1 Engagement.....	13
3.1.2 Reach	14
3.1.3 Leads	15
3.1.4 Conversions	16
4. Finding your audience and reaching it	18
5. How to create engaging content on Social Media	20
5.1 Why engaging?	20
5.1.1 “Cool” effect.....	21
5.1.2 Usefulness	24
5.1.3 Right here, right now	25
5.1.4 Be unique, be yourselves.....	26
5.1.5 Be a part of something bigger.....	27
5.2 Key points for you to keep in mind with social media posts.....	28
6. Identifying influencers	30
6.1 What is an influencer?	30
6.2 How to target the right influencers?	30
6.3 How to work with influencers?	31
7. Focus on Facebook	33
8. Business Manager, FB Pixel and paid promotion in general	35
8.1 Business Manager.....	35
8.2 Facebook Pixel.....	36
8.3 Paid Promotion.....	36
9. Other social media platforms	39
Instagram	39
Twitter.....	40

<i>LinkedIn</i>	41
10. How to handle negativity on your social media pages	42
10.1 Counter Speech?	44
10.2 Valuing Equality	47
10.3 How can we report?	48
10.4 Key proposals from the PRISM project.....	49
11. How to create a successful campaign	51
Basic Guidelines for a campaign strategy.....	51
12. Tools and applications.....	55

Foreword

All equality bodies seek to achieve positive change in society, by investigating complaints, following the implementation of the legal and institutional framework for equality, and actively promoting equal treatment and tolerance. In order to maximize the effect of this work, an equality body needs to raise its public profile, which it does by consistently and strategically reminding people of its existence, accessibility, effectiveness, independence and reliability.

An equality body's activities to seek a public profile are generally directed toward awareness campaigns, events to promote equality and non-discrimination, publications (guidelines, codes of conduct, toolkits, brochures etc.) and lately through the most important social media networks. According to the Equinet Report *The Public Profile of*



Figure 1: Cover of 'The Public Profile of Equality Bodies

such as equality bodies?

Social media is another communication channel that will enable us to talk with the people where they already are. It is an easy to use and cost effective way of reaching a wide range of people or indeed, specific target groups. There are many options for making good use of social media, such as:

- Being active in public conversation with politicians, the media and the general public. Whenever 'your' topic is discussed, be heard.
- Monitoring social media allows you to know what is being said on a given topic.
- Using social media channels as contact points for people who feel they've been discriminated against.

Challenges

One clear disadvantage of social media is that it excludes the offline audience. Furthermore, dialogue can sometimes be difficult as it can be hard to get complicated messages across. Equality bodies may not always have the capacity (time or knowledge) to react properly to messages. Furthermore, considering the increasing phenomenon of hate speech online, and the extensive discussion regarding the right to freedom of speech, the regular monitoring of content on social media channels is becoming more and more complex. Equality bodies may not have the resources to work regularly and effectively with social media, and this must be taken into account before creating social media profiles.

Objectives

The aim of this document is to create a manual which can be used as a basis for social media use for equality body's staff. It aims to help you to set up a social media strategy, identify how best to monitor your results, how to create engaging content for the appropriate audience, get the most from the tools available, develop successful social media campaigns and deal with negativity on your social media channels.

1. Starting Social Media for your equality body

Do you want to establish a Facebook page or a Twitter account for your equality body, but have no idea where to start? This is how you do it.

1. Get to know Facebook and/or Twitter

- a. If you don't already have a personal account, make one! You don't need to post anything if you don't want to.
 - b. Take a look at Facebook pages that are similar to your organisation or organisations that work with equality issues (both government and NGOS)
2. Before you create your page/account, you and your management should be able to answer the following **strategic questions**:
- a. Why do we want to be on social media?
 - b. Who is our main target group (who do we want to reach)?
 - c. What is our tone of voice? (Authoritative? Expert? Helper? Rebel? Advocate for change?)
 - d. Should we give personal advice to people who feel discriminated against directly on your facebook page? (Or would you rather tell people to call/e-mail your office?)
3. You should also establish a **common idea on how the page should be run on a day to day basis**. Important questions to agree on include:
- a. Who is responsible for planning and writing posts? One person? One leader with a team? Or a team of experts, where each expert is in charge of promoting his/her field?
 - b. How much time and/or money does the person in charge have?
 - c. Who should be given the administrative rights to publish posts on your facebook page? It should be more than one person.
 - d. Do posts on Facebook need to be approved by someone before they are published, for example the head of communications or the ombudsperson themselves? Every time or just on controversial topics?
 - e. How can you secure confidentiality, involve the legal team in a good way, and make sure the case is registered correctly in your archive systems, when someone complains about discrimination on your Facebook page? Involve your legal team in finding the best ways to do this. They deal with questions like this all the time, and can help you find good ways to organise this.
4. Now that you have talked some important things through: Chose **which social media you want to join**. In most countries: Twitter is the best channel to meet journalists, politicians and "people with power". Facebook is the best place to meet "the girl/guy next door" and a broader audience. NGOs are usually active in both channels.
5. **Set up a Twitter account or a Facebook page**, depending on who you want to reach. Don't be afraid to try it out, even though your time is very limited, and you're worried about not making it. You don't need to be very active if you don't want to. Both Facebook and Twitter will guide you through the process of setting up an account in an easy to understand way.

6. **Have some photos ready.** You will be asked to add profile photos when you set up the account. One of them should include the face of your ombudsperson or your staff. People want to talk to people, not just your logo.
7. Once you've created the account: **Write a good description to let people get to know you.** Include information like:
 - a. Who are you, who is running this page and what do you work with (on Twitter, this bio needs to be really short, on Facebook you can write longer. Remember to link to your web site for more information.
 - b. Include a section on what you can, and cannot provide on Facebook (include things like "response time", "opening hours" and how you prefer to give legal guidance)
 - c. Include rules for dialogue or a code of ethics on your page. Explain what kind of content you won't allow, and how you will deal with hate speech and posts that are against the rules. (If you later decide to hide or remove someone's post, link to the rules and explain them why). You can find examples of such rules in chapter 10.
 - d. To avoid information overload, some of this content can be written on your website and linked to, or uploaded as a document to your page.
8. Now it is time to **write your first post!** It might be a good idea to start with a post where you tell people who you are, what you do and invite them to follow your page (like a short version of your "about" section above.) Remember to include a photo and a link to your web site.
9. Now you need to **get some followers**, so that there is someone to read your posts. Invite your friends to like/follow your page and send out an e-mail to the people you work with, saying you would really appreciate it if they could like and share the page as well. To get even more followers, ask your partners, NGOs and others you work closely with for help too. Write them an e-mail or message on Facebook, saying you just set up a Facebook page/Twitter account, and would really appreciate it if they could like it and share it, to help you reach people who are discriminated against. Most of them will be happy to help.
10. And that's it. Now **the best way forward is simply to write posts.** It doesn't have to be done every day, they don't have to be long. Write a post when you have something interesting to share, like:
 - a new report
 - an interesting case
 - photos from a meeting (remember to ask the people at the meeting if they approve)
 - a great article from a newspaper
 - a press release
 - a campaign by one of your partners

For ideas about what to write about and how to write a good post, see chapter 5 in this manual.

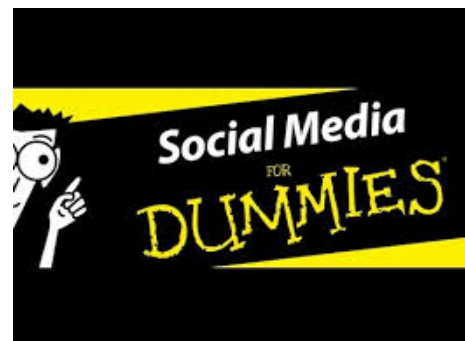


Figure 2: "Social Media for Dummies"

The best of luck, you can do it 😊!

2. How to create a social media strategy

The strategy for social media should be part of a broader communication strategy and as such, it doesn't appear out of nowhere. **You should first clarify the goals and decide on responsibilities. What do we want to achieve using our social media channels?** Only with these questions answered, can you actually pick the right channels. Creating a social media profile on every network is easy - being able to come up with meaningful content that will resonate with the right audience is much harder. Plus, when we talk about a social media strategy, your 'owned' channels (social media profiles of your institution) are just one part of it. You shouldn't forget about monitoring the topics you are interested in and responding elsewhere. **Listen first - engage - promote;** this should be the order of steps taken.

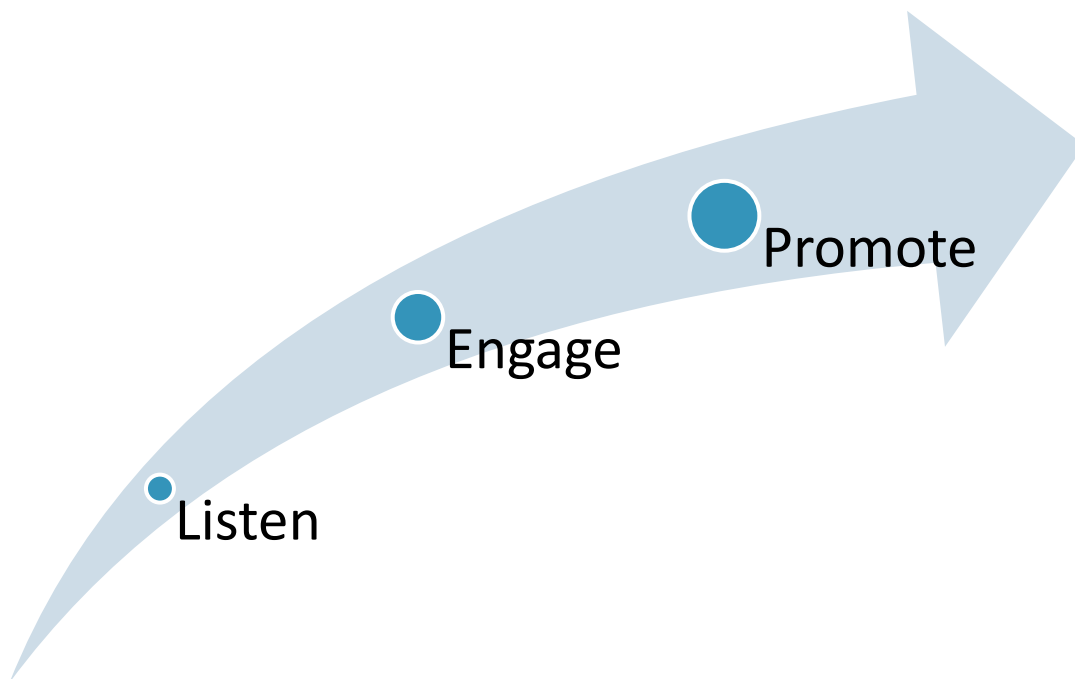
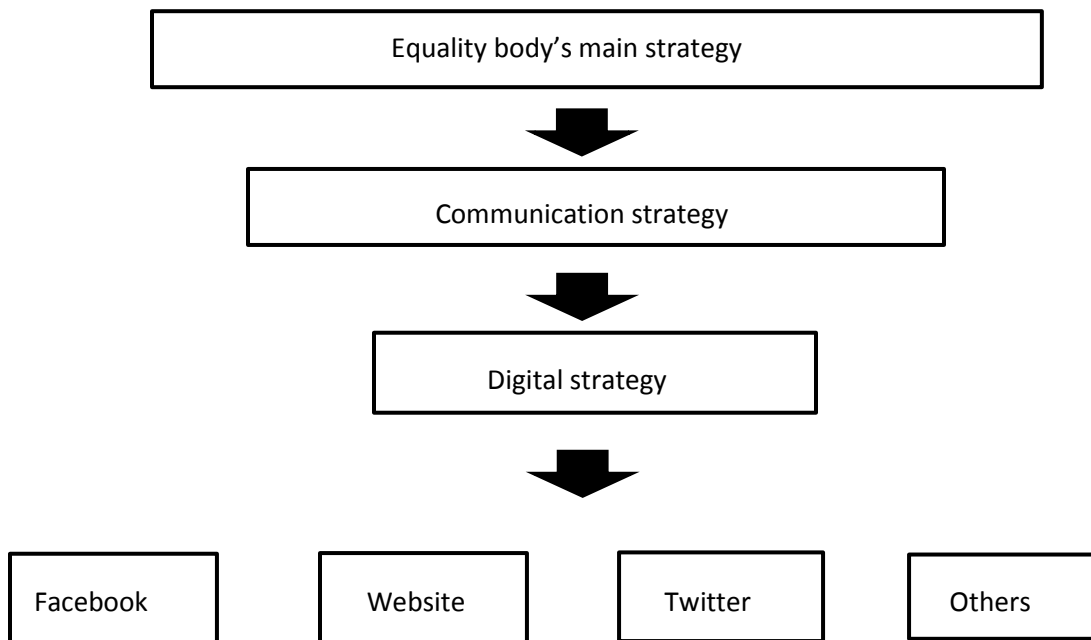


Figure 3: Listen first - engage - promote

2.1 Digital strategy – a step by step guide

1. **Study up!** Read your organization's main strategy and communication strategy. Your digital strategy should build on these two documents, help achieve their goals and include mini-strategies for how this is done in your most important digital channels.



2. **Combine your digital channels.** Consider making a digital strategy that includes all your digital channels. They should work together. This is especially important if one of your main goals in social media is to direct people to your website.
3. **Formalise the work!** Set up a working group, give yourself a mandate and a deadline, and get your leaders on board. Building a strategy requires enough brains and enough time to use them 😊. It will also get your colleagues on board at an early stage!
4. **What is your main goal?** Do you want to create or raise awareness of your organisation? Are you looking to increase website traffic? Goals aren't necessarily mutually exclusive, but you should focus on one or two: If you spread yourself too thin, you're not going to accomplish anything. A communication strategy must have an idea at its heart so find the right objective and make sure to keep it simple.
5. **What is stopping you?** Start with identifying the main challenges/obstacles in your digital work. Few followers? Not enough time? No interaction? Bad content? Get it all down on paper. Arrange a mini workshop, buy post its and sweets and tell people to write down everything they can think of. Then choose the 5-10 most crucial challenges, and start working on them.
6. **Find and get to know your audience:** The best way to do this is to create personas. Sit down and create a detailed profile of your ideal follower. Start by giving them a name. How old are they? What is their income? Do they have children? What do they like or dislike? What motivates them? And so on. If you have more than one ideal follower, create a persona for each channel and type. You can't reach everybody through the same channels. Decide who is your ideal follower in the different channels. For example in Norway: People who are discriminated against

is the Ombud's main target group on their website, while politicians and journalists are their core groups on Twitter. (See chapter 4 for more on Personas).

7. **Find solutions:** How can you solve the challenges you have identified? How can you better reach the audience you have decided is the most important? Write down the stuff you need to change/improve. Start with a brain storming session, narrow it down to 5-10 changes. You can't do everything at once!
8. **Don't forget the internal stuff:** Many challenges in your digital work can be found within your organisation (for example time, money, people that write complicated texts etc). Some of them can also be quite expensive to do something about (for example if you have an old website that isn't optimized for mobile devices). Remember to include those, and have a plan B on how to solve them on a limited budget.
9. **Measure your objectives.** Use a S.M.A.R.T. strategy for goal setting to ensure your objectives are specific, measurable, attainable, relevant and time based. Find the right tools to track and analyse each of your objectives so that you can quantify your progress. If your goal is to increase the number of followers on Facebook by 5000 people by next summer, you should do monthly reports, making sure you're on the right track.
10. **Build a content plan.** A strong content plan will help you deliver engaging material, even on the days when you don't feel inspired. The content needs to align with your overall messaging and be appropriate for the channels you're using.
11. **Share, evaluate and report your work.** Everybody should know your strategy. Present it to the whole organisation, and make it a "living document" by evaluating your results often (preferably monthly). Remember to report your results to your bosses.

2.2 How to set up the processes within the organisation (or how to involve the team!)

We suggest that **the person responsible for social media is viewed within the organization as an important 'neural point'** as he or she must be able to grasp a very large width of topics, at least to the extent to always be able to find the right people to ask when he or she needs more detailed answers.

Motivate your colleagues to actively participate in the conversation on social media, which could be done in the following steps:

1. **Support a proactive approach** to searching for relevant information and sharing within the institution.
2. **Encourage them to participate in the conversation** - if they can help someone with advice, support them to do it (not only on the official site, but also on other blogs, forums or active presence among their social acquaintances in private parts of Facebook – the last point being crucial since much of the debate might take place within private profiles or in Groups with only limited chance to engage with an official profile).
3. **To avoid mistakes, check your content with them** – another pair of eyes looking for errors will help to avoid silly mistakes!
4. **Encourage them to disseminate information and possibly use it to create content**, many people may have good ideas but do not have the courage to publicly present them.

Keep in mind that it is necessary to set **clear rules to prevent undesired consequences of employees' actions** (disclosure of sensitive data, defaming opponents, etc.) - there has to be written rules for behaviour on social networks and continuous education of employees.

Example of an Online strategy: Public Defender of Rights / Czech Republic

Online Tools:

- Facebook
- Twitter
- Instagram
- Website
- Newsletters
- In the future, we want to use YouTube profile for publishing the videos and live stream as well

Targets:

- Positive image of Defender
- Presentation of our work (generally) to public
- Presentation of our results and conclusions (more specifically) to public and media
- Education of public and vulnerable groups about their rights and duties

Work Motto:

"We care about people and for people"

Target groups:

Primary: Differs according to different tasks of Ombudsman, but most generally:

- People in trouble with the public institutions, especially in the field of social welfare
- People with disabilities
- People from vulnerable groups (minorities e.g. Roma people, children, elderly people, people in psychiatric hospitals, prisoners...)

Secondary:

- General public, high school students etc. (educational function)
- Lawyers, professionals (workshops, Exchange of experience, potential of new employees)

Metrics:

- Engagement and Reach on Facebook
- Numbers of fans on social media
- Number of visitors on our website
- Number of opened newsletters

Plan for publishing information:

- Facebook: 3-6 posts per week (combination of photos, videos, photo albums, links...)
- Twitter: number not set, usually similar to Facebook (3-6 our posts) + retweets (10-20) per week
- Instagram: not set, generally 2-3 pictures per week
- Website: at least one news per week (we also internally decide whether it will be published only on our website or whether we will send it as a press release to journalists)
- Newsletter: one per month

Ideas for Future:

- More video series and videos
- Contests on social media
- Personas
- New website
- Newsletter: segmentation of target groups

3. How to set the right metrics and analyze the current situation

When setting up a social media strategy within an equality body, aim to be efficient. Social media doesn't come 'for free'. In most cases, you should take into account the time devoted to creating, publishing and monitoring the content. If the reach of your posts is tens of people, was it really worth it? With this also comes the need for paid campaigns. Not promoting the stuff you created is like printing posters and then leaving them in your room – not really reasonable.

3.1 ROI and KPI

Before we look into the metrics, let us define two basic topics, which are ROI and KPI.

ROI is return on investment. As with most measurement elements, a definition of social media ROI is subjective to the goals your organisation has set. Social Media Examiner offers this broad definition: "Social media ROI is defined as a measure of the efficiency of a social media marketing campaign."

$$\text{Social media ROI} = (\text{SM return} - \text{SM investment}) / \text{SM investment percent.}$$



Figure 4: Return on Investment

You have to measure Social Media (SM) return and investment in the same currency (the unit of measure of the investment, the gain, and the return must be the same in order for the ROI equation to function), for example euros or hours. If you need another way to consider your social media ROI, think about the ratio between cost and gain. Costs are anything being invested in your social media efforts, with some examples being:

- Labour
- Training
- Development
- Social technology
- Agencies and consultants
- Paid media
- Business overhead

As you will transform all your costs to one unit, it makes it clearer that you have to use different types of investments to reach your goals efficiently. For example getting more awareness will be much easier if you use a combination of paid media and labour than only labour.

For estimating the gain from certain consumer actions (purchases, page views, downloads, email list signups, etc.), you always need some direct measurable values, which are called Key Performance Indicators (KPIs).

For a clear definition of your ROI, you have to know your goal, so you can choose the right set of indicators, and know your costs.

KPI (Key Performance Indicator) is a measurable value that demonstrates how effectively a company or an institution is achieving key objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets.

That being said, there are four main areas your social media KPIs should be focusing on:

- Engagement
- Reach
- Leads
- Conversions



Figure 5: Key Performance Indicator

3.1.1 Engagement



Figure 6: Improve social media engagement

Engagement measures the amount of likes, shares, comments and mentions that your social updates receive. It is crucial for measuring your success. Having a large reach with low engagement is a bad sign because it shows that your message or content doesn't resonate (i.e. have clicks, likes, etc.) with the audience. On platforms like Facebook and Twitter, engagement plays a major role in how many people actually ever even see your updates organically. Facebook and Twitter see engagement as a sign of quality and popularity. **The more interactions your content receives, the more users will see it.** KPIs that you can measure will vary by social media platform, but typically include the following:

1. Clicks: Link clicks are reflective of the quality of the title and image included on your post. The majority of people (especially new people) are only going to click on posts that interest them or are catchy enough. Great overall engagement with a low amount of clicks indicates that you need to work on how you pitch your content by testing different titles or visuals. A large number of clicks with very

few likes and shares shows that your post got their attention but didn't deliver the exceptional quality needed for the viewer to engage.

2. Likes: Likes lead to more attention because people naturally gravitate towards things that are popular. More likes also signal to most platform algorithms that this particular content deserves a higher spot in search results.

3. Shares: Hitting "like" on a post for an average facebook user is a passive, mindless action. Likes are good and you definitely want them, but sharing is a conscious decision. When someone shares your post (or retweets, repost on Instagram, etc.) they are giving a personal recommendation to their friends, colleagues, and family. Because of this, shares are a good indication of the quality of your posts.

4. Comments: Interesting, relevant content sparks a conversation. Even if people leave critical comments, you're better off than having no comments at all. Praise, criticism, and general discussion are all helpful for improving your social media presence, but silence is not. Getting comments on your comments is a reliable sign that your content is hitting all the right points of interest. In the context of your line of work, you also have to measure (changing) sentiment of your topic comments.

5. Mentions: Tags or mentions show that people are having a conversation about you even when you're not present. This is another social media KPI that really focuses on your relevance because it shows that you are maintaining top-of-mind awareness.

6. Active Followers: An active follower is considered to be someone who has logged in and interacted with your content within the past 30 days; unfortunately, for most brands, the majority of people who "like" or follow their page are unlikely to visit it regularly, let alone check out its content. Identifying your active followers on most networks may be a challenge, but thanks to tools like [ManageFlitter](#), it's a lot easier on Twitter. ManageFlitter is a handy free tool for identifying any individuals that are inactive or are fake. It takes seconds to sign-up and you will be removing any irrelevant followers in no time.

3.1.2 Reach

Reach is a metric indicating how far your message is actually traveling - how many eyes it gets in front of. Measuring reach on social media can be misleading at times as it only shows how many people potentially saw your post. Unlike engagement, which has definitive answers such as x amount of likes, reach is really just an estimate. You can measure reach by tracking the following KPIs:

1. Followers or fans: The total number of people following your brand on social media indicate your reach without any engagement. This is the total amount of people that could see your post and have actively said they want to. This is your audience.

2. Impressions: Impressions show how many times your post showed up in someone's newsfeed or timeline, either because they are already following you or because someone they know has liked or shared your content. This doesn't mean that for every impression someone actually looked at your post or even noticed it -- this just means that they had a chance to. Though vague, a higher number is always better.

3. Traffic Data: This is a huge one. What percentage of the traffic to your website is coming from social media? If you're investing a good amount of time and effort into your social media content, you'll want to make sure that this number reflects that. You can easily identify this number if you're using Google Analytics. All you have to do is visit the sources section of reports. See if a good chunk of your traffic is coming from social media. If not, you might have to expand the reach of your posts.

3.1.3 Leads

Once your social media accounts start gaining traction, it's easy to get caught up in how many likes and shares you're getting. It feels good to see people enjoying your content, but what about the bottomline? To ensure you are getting the best ROI from your social media, you have to ask the tough question: **How many of these engaged fans are actually interested in the goals of my organizations? How many will seek your help?** You might have an enormous following on Instagram because people love your photos, but how does that translate to new clients? To put it another way, say you have a small following on

LinkedIn, but it consistently generates new leads. Which one deserves more attention? You can't answer that question if you aren't measuring lead generation from social media. If you aren't generating leads, you're either on the wrong platform or your content isn't engaging to your buyer persona. The sooner you identify the problem, the better -- but you have to start tracking to find out. You can gain valuable insight by looking into the demographics of the people who are seeing and responding to your content.



Figure 7: Generate leads

Some examples of practical sets of KPIs to measure leads:

- Reach
- Site traffic
- Sign-ups and conversions

It's important for social data to be relevant to stakeholders within your organization. Tying social media to the big picture by linking it to organizational and departmental goals will help you achieve that. Don't just create social media goals. To reach them, you want to ensure that the goals you are setting are SMART - specific, measurable, achievable/attainable, realistic/relevant, and timely. For example, rather than simply saying that you want to increase your engagement, set a numerical value and a deadline for this, such as aiming to have 50 user interactions per week by the end of your first quarter.

3.1.4 Conversions

1. Share of Voice: Mentions are important because they indicate how much people are actually talking to—and about—your activities on social media. But this metric becomes a lot more valuable when you use it to show how you stack up against your competitors by tracking your social share of voice. Put simply, **your social share of voice details what percentage of mentions within your particular area of interest are about you/your activities and what percentage are about the competition.** Through this one metric, you can eliminate doubts about whether it's worth being on social media, and show just how well your social efforts are being received. Tracked over time, social share of voice can be a powerful illustration of your social campaigns paying off, as you surpass competitors and become a leader in your field.

How to track share of voice?	<i>Calculate all the mentions of your institution/campaign, as well as those of like-minded organisations. (Hootsuite Analytics can help you see these numbers at a glance, instead of having to add them all up manually.) Then, add them all up to get the total number of industry mentions. To show the number of mentions you received as a percentage of that total, just divide your mentions by the total, and multiply that number by 100. Yay for maths!</i>
-------------------------------------	--

2. Conversation rate: Many social media analytics reports cover how many comments were left on each post. But this is somewhat useless information without any context. Getting an average of 20 comments per post is a lot more impressive if you only have 200 followers, after all. A better way to report on this metric is by calculating your conversation rate. **Your conversation rate is the ratio of comments per post to the number of overall followers** (or Page Likes) you have. You can do this for one of your social networks in particular, or all of them. This helps you determine how much of your audience is compelled to add their voice to the content you post on social.

How to track conversation rate?	<i>Pull the number of comments you received during your specific reporting period. Divide that number by your total number of followers (or Page Likes). Multiply that number by 100 to get your conversation rate as a percentage.</i>
--	---

3. Applause rate: Likes are also valuable social media currency, but not when they're being reported as a stand-alone metric. Track your applause rate instead, ie. the **ratio of likes per post to the number of overall followers** (or Page Likes) you have. Again, this will provide the context needed to make likes more than just a vanity metric. Your applause rate will let you know exactly how much of your audience finds your content interesting (or not).

How to track applause rate?	<i>Add up the total number of likes your posts received during your reporting period. Divide that number by the overall number of followers (or Page Likes). Multiply that number by 100 to get your applause rate as a percentage.</i>
------------------------------------	---

Examples of goals and related metrics that you can set within your organization:

Goal No. 1: Increase social media engagement by X

Social media metrics to measure: Likes, Shares, Comments, Retweets, Mentions, Favorites

Goal No. 2: Increase customer acquisition (eg. knowledge on your campaign) on your website by X

Social media metrics to measure: URL clicks and traffic from social media

Goal No. 3: Increase brand awareness by X%

Social media metrics to measure: Follower growth rate, percentage change over time in followers, Social media mentions sentiment, reach by region, clicks by region

4. Finding your audience and reaching it

We believe many of you already have some kind of personas in mind when preparing a communication strategy (not just for social media). As one data scientist, Julian Hillebrand, mentioned recently at aBabel Camp conference: we start to shift from personas to persons. He speaks of an 'experience age' when we have to think not of personas, but 'stories': how the things we do affect our user base. In this case we might want to ask: **"How might we help WHOM to do WHAT so it satisfies WHAT KIND OF NEED"**. Equality bodies have a goal of helping people. So it seems logical that you should act where people are (and social media is one of such places). Human centered designs should help us to step into the users' shoes.

Making fictitious personas that represent your main target groups is a way to make your target group more "real" to you, and help you write posts better suited to their needs and expectations.

Most organisations have some idea of who their main target groups are. For equality bodies some of the most important might be:

- People who are discriminated against
- People who don't know about their rights
- People who don't know – or care - much about discrimination
- People who discriminate against others
- Employers, teachers, health care providers (and others that risk discriminating)
- Politicians
- Etc etc

In Norway, we created so called "personas" for all our most important target groups, so that instead of groups like these, our most important target groups are represented by six accurately described persons. They are

- Liza, the part time working mum
- Stian, the disabled graduate
- Aisha, the hard working career woman
- Ingvild, the activist
- Bodil, the warm hearted sceptic
- Per Arne, the negative politician.

They all have photos and a short description including things like:

- What target group they belong in (discriminated, employer, expert etc)
- Which channel we should use to reach them
- Demographics (gender, age, kids/husband/wife, education, workplace etc)
- Values, beliefs, political view etc
- Their understanding of discrimination (never heard about it/know their rights/doesn't care etc)
- Other useful information that can help us get under their skin and make them real! (name of their cat, childhood dreams, rich/poor.. the more info the better)

Main persona on Facebook: Bodil, the warm hearted sceptic

Bodil is 54 years old, she is a nursing assistant, has three kids and two grandchildren. She lives in Troegstad (small, Norwegian town) with her husband and a dog and votes for the populist party. She certainly doesn't consider herself a feminist, but believes in justice, is interested in people and thinks everybody deserves to be treated decently. If you ask her if she has ever been discriminated against, she'll tell you no. If you ask her if she has lost a job to a worse qualified man, she'll laugh and say of course!

Bodil is the main persona/target group on Facebook for the **Norwegian Equality and Antidiscrimination Ombud**. Our goal is to get more people like her to see, understand and care about discrimination. So when we write on Facebook we picture her. We even have a poster on our wall with a picture of her, reminding us to consider:

How will Bodil feel about this post?

- Will she understand all the words you have used?
- Will it make her laugh or cry?
- Will she want to share it with her friends?
- If NO, don't post it on Facebook

To reach Bodil, we have started writing our posts differently, and started sharing slightly different things.

- We avoid long or legal words and try to use words that are more familiar to people, like unfair treatment instead of discrimination, everybody has the right to be themselves instead of gender identity, fairness instead of equality etc.
- We share more photos and videos, and tell more stories, to make people see the persons behind the words
- We link to articles in tabloids instead of linking to the press release on our website
- We use emoticons (typically hearts, rainbows, thumbs up/clapping hands etc)
- We try to find and spread more happy stories, showing people it doesn't have to be very difficult to promote equality/avoid discrimination.

A typical post on the church allowing same sex marriages would therefore look something like this:

Hurrah (clapping hands emoji, party hat emoji)!

Finally, everybody is allowed to marry the person they love. Congratulations to all you brave people who never gave up fighting, longing and hoping for this day. Let's celebrate the love (rainbow coloured hearts-emojis)

Then we would finish the post by linking to an article where we say something more in depth about this question, so that we also have something for our other target groups as well, but our main post will be written with Bodil in mind: positive and easy to understand (with emojis 😊)

5. How to create engaging content on Social Media

Interpersonal communication has changed significantly thanks to social networks, and mass communication has gone to a whole new level. But let's not stop there: a completely new model has appeared: giving individualized content to each one of us – while layering it so everyone can take part in his or her own world. For example, there is no single “Facebook” – we all have our own versions of it, billions of versions, each tailored to our personal tastes – and still interconnected with all of our friends. This is the true appeal of Facebook and it is the Timeline we spend most time on.

Facebook started as a place to connect with your schoolmates and friends – and this is still its core. Keep this in mind when trying to achieve anything: you are entering users' private space, which most of them keep rather for themselves. How many Facebook users are there primarily to learn about companies or organizations? Not many, right. People are interested in other people!

5.1 Why engaging?

If you want your content to show up on social media, you need to make people interested. **Engaging with your audience is a crucial aspect of becoming a social media influencer.** Engagement helps show off the personality behind your institution and demonstrates that you care about what your followers are saying.

Social media engagement is often defined as the real interactions that happen on these networks. Social media engagement relies on daily interactions among users to survive. While autoposting tools are one way to communicate to have a regular stream of posts, more organisations are beginning to understand that engaging with their audiences in real conversations will bring them better results and add more value to their social streams. So we advise you to engage with users in real-time conversations as well.

At any given moment, an average user might be targeted by hundreds of pages and sometimes even paying to reach the users is not enough. So how to stand out from the crowd? The answer might be surprising, but it is quite clear: **the user has to show to Facebook that your content is what he or she wants to see** – most preferably through interactions.

There are **five key ingredients to creating engaging content**:

1. “Cool” effect
2. Usefulness
3. Right Here, Right Now
4. Be unique
5. Be part of something bigger

5.1.1 “Cool” effect

Aesthetics matter: according to Jakob Nielsen, 16% of users read a web page word for word, while 79% read by scanning a page and picking out individual words and sentences. Design and look matter even when it comes to written content. Organising content in a way that is easily scannable and has a clear eye path will increase engagement. Images and videos are often more interesting for users than text updates.

But the right call to action is also very important (you know which tweets got most RT? Those with “pls RT” in the end... Jan Rezab from Socialbakers once said: monkey sees, monkey does and he was quite right). It could be shock, it could be awe – but simply said, you have to stop the user and gain their attention, whichever means you take. Only then can you use one of the latter ingredients.

Some different types of content that you could consider using are summarised in this list of content formats and in the periodic table of content marketing.

List of Content Formats

 How-to's	 Helpful Application / Tool
 Content Curation	 Opinion Post
 Case Studies	 White Papers
 Charts/Graphs	 Vlog
 Ebooks	 Videos
 Email Newsletters / Autoresponders	 Templates
 Cartoons / Illustrations	 Surveys
 Book Summaries	 Slideshares
 Tool Reviews	 Resources
 Giveaways	 Quotes
 FAQs	 Quizzes
 Q&A Session	 Polls
 Webinar	 Podcasts
 Guides	 Pinboards
 Dictionary	 Photo Collage
 "Day in the Life of" Post	 Original Research
 Infographics	 Press releases
 Interview	 Photos
 Lists	 Predictions
 Mind Maps	 User Generated Content
 Meme	 Company News
 Online Game	 Timelines

Figure 8: List of content formats

The Periodic Table of Content Marketing

An overview of the key elements of content marketing

1

Cs

Content strategy

2

Ar

Article

3

V

Video

4

Im

Image

5

Ev

Event

6

Gm

Game

7

To

Tool

8

P

Print

10

Sh

Slideshow

11

Vi

Visualisation

12

Pr

Press release

13

Wb

Webinar

14

Ap

App

15

Eb

Ebook

16

So

Social

18

Ho

'How-to'-based

19

Iv

Interviews

20

Qz

Quizzes

21

Re

Reviews

22

As

Ask the experts

23

Ex

Experiments

24

De

Definitions

25

Qu

Question-based

26

Rs

Resources

27

Pd

Productivity

28

Gl

Glossaries

29

Ga

Galleries

30

Ti

Timesaving

31

Lb

Linkbait

32

Fu

Fun

33

Da

Data

34

Mm

Mindmaps

35

Bp

Best practice

36

Hi

Hivemind-based

37

Te

Templates

38

Pc

Product-based

39

Fr

Frameworks

40

Co

Compilations

41

Ee

Event-based

42

Bg

Beginner's guides

43

Sv

Surveys

44

Tm

Testimonials

45

Ca

Case study

46

Rc

Research

47

In

Inspiration

48

An

Analysis

49

Dm

Demos

50

St

Stats

51

Tr

Trends

52

Op

Opinion

53

Fi

Fiction

54

Nj

Newsjacking

55

De

Debates

56

Cm

Competitions

57

Ch

Checklists

58

Gf

Gifs

59

We

Website

60

Tw

Twitter

61

Yo

YouTube

62

Re

Reddit

63

Bl

Blogs

64

Fa

Facebook

65

Vm

Vimeo

66

Ig

Instagram

67

Hn

Hacker News

68

Ps

Partner sites

69

Ad

Advertising

70

Bm

Brand metrics

71

Of

Offline media

72

Li

LinkedIn

73

Gp

Google+

74

Vn

Vine

75

Ps

Partner sites

76

Uv

Unique visitors

77

NI

New leads

78

Rp

Reputation metrics

79

Mi

Microsite

80

Pi

Pinterest

81

Fo

Founs

82

Sl

SlideShare

83

Ad

Advertising

84

Nv

New visitors

85

Cl

Cost per lead

86

Pm

PR metrics

87

Am

Acquisition metrics

88

Is

Instagram

89

Tu

Tumblr

90

Fl

Flickr

91

Br

Bounce rate

92

Kp

Key pages

93

Dg

Demographic metrics

94

Rm

Retention metrics

95

Sc

Search metrics

96

Nm

New members

97

Sm

Social metrics

98

Eg

Engagement

99

Tf

Traffic

100

Le

Leads

101

Br

Branding

102

Sa

Sales

103

S

Search

104

Me

Members

105

Sh

Shares

106

En

Engagement

Strategy

Platform

Sharing Triggers

Format

Metrics

Checklist

Content Type

Goals

A seven-step guide to success

1. Take some time to define a strategy.

2. Figure out the formats you plan on using.

3. Think about the content types that will appeal to your audience. Do your research. Brainstorm ideas. Create.

4. Share your content across the key content distribution / social platforms.

5. Track the key metrics, and map these to your goals.

6. Be aware of the main sharing triggers. Be sure to work the emotions.

7. Always double check your work.

The Periodic Table of Content Marketing

An overview of the key elements of content marketing

A seven-step guide to success

1. Take some time to define a **strategy**.
2. Figure out the **formats** you plan on using.
3. Think about the **content types** that will appeal to your audience. Do your research. Brainstorm ideas. Create.
4. Share your content across the key content distribution / social **platforms**.
5. Track the key **metrics**, and map these to your **goals**.
6. Be aware of the main sharing **triggers**. Be sure to work the emotions.
7. Always **double check** your work.



Devised & designed by
Chris Lake (@lakey).

You may share it around,
embed it on your website,
print it out or tear it up, with
appropriate credit.

Copyright Econsultancy Ltd.

Figure 9: Periodic Table of Content Marketing

5.1.2 Usefulness

Why do people actually like your page? Perhaps they thought it was going to be beneficial for them in some way. In the commercial sphere, this might often be related to free giveaways, competitions or discounts. In your case, give them the information they lack in the most simple and useful way. **Think of how to make their life easier!** If the specific kind of audience doesn't seem to be listening to an official looking institution profile, find another channel.

You can actually learn a lot from the tabloids here. Very few people find a press release an attractive format to find out about something. But the same information in the form of a story (touching emotions and a happy-end) might work well (photos included). Or you can think of presenting complicated issues in a way that might have better chances to get attention, such as '5 reasons your parents could get fired because of their age and what to do about it' or '4 most common acts of discrimination suffered by women', or an infographic, for example.

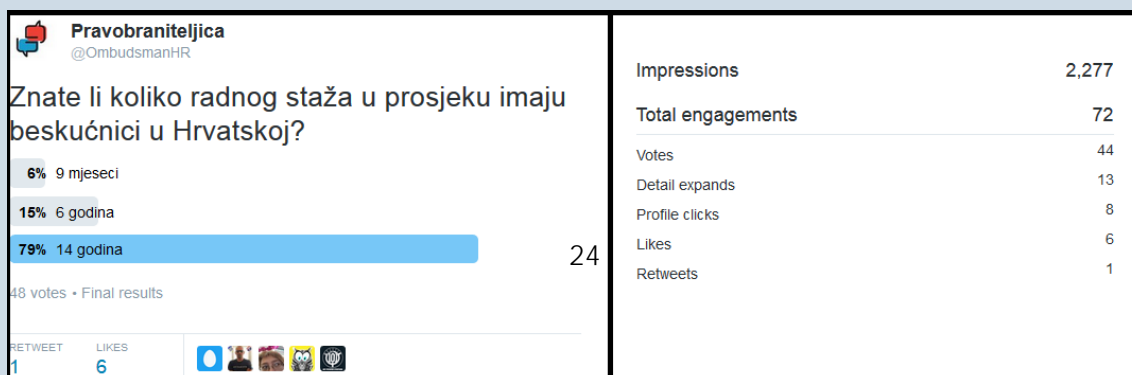


Figure 10: 1 in 5 suffer discrimination - created via www.breakyourownnews.com

Your work is of huge importance and equality and non-discrimination touches everyone - if not personally, then their family or friends. Just give your messages the right urgency and speak the language of your followers, free from any bureaucratic or EU related jargon. While surveys are often a great source of information, we would suggest more qualitative research methods, such as in-depth interviews to really “step into users’ shoes”.

Be catchy and appealing!

On International Homeless Day, the **Office of the Ombudsman in Croatia** used a Twitter poll, asking “How many years has an average Croatian homeless person spent working” and offered 9 months (wrong), 6 years (wrong) and 14 years (correct) as possible answers. This poll, which informed people about an interesting fact linked to an international day, reached an audience wider than they have users – it got 2277 impressions and they have 1800 followers.



In Germany, the **Federal Anti-Discrimination Agency (FADA)** asked people (from the street and celebrities) attending their “Day of action against gender discrimination” to draw a paper from a hat, read it aloud and comment on it. The facts covered issues such as gender pricing, equal pay, trans rights etc. From this, they created a [short film called “12 things you didn’t know about gender discrimination”](#). Although they did not advertise this film (as they usually do), it reached an audience of more than 280,000 people, was shared more than 3,000 times and the film was also covered as a “viral hit” in newspapers. The average viewing time was much longer than with other films – the whole spot was 4 minutes long, usually too long for Facebook, average viewing time was 1:10. The variety of facts kept the audience interested and also led to a vital discussion under the post. Also, the click-baiting style of the film title raised the attention of a younger Facebook crowd that is usually hard to reach.



Figure 11: Video image of "12 things you didn't know about gender discrimination"

5.1.3 Right here, right now

You’ve all heard of the Blue/Black vs. Gold/White dress that people were discussing for a long time. Well, the UK Salvation Army took this obsession and used it to make a statement against violence against women. They took a picture of a woman in a white and gold dress with bruises on her arms and legs, and asked why it’s so hard to see the black and blue. Good example of going against what is expected and using popular discussions to raise awareness of our issues.



Figure 13: Salvation Army: Campaign against violence against women

Being able to react to the moment is now possible for even the smallest NGO, thanks to smartphones and their cameras. **Share breaking news, experiences or exchanges to engage your audience.**

Facebook and other social media has taken over as a provider of news for many people – so you can become news too! (See example from our colleagues in [Denmark](#) on creating stories about people with disabilities that were so effective, they helped changed Danish legislation!) Learn from media, since their pages work on average way better than brand pages or organizations. Try also linking to historical / international days for example – this gives you an infinite range of possibilities for content creation.

You can also tap into what's going on not just in your country - and become kind of an aggregator, using social media to deliver curated and commented news from a wide range of sources (which you probably follow anyway).

It is a good idea to follow international pages/news sites/Twitter accounts that write about equality issues regularly, both general papers like Huffington Post and more specific news sites like everyday feminism/pink news etc. That way you can pick up trending news before your national papers, and be a useful source on equality news. Very good resources on gender equality might include forums like www.reddit.com/r/TwoXChromosomes or forum.hrbdf.org.

One tip here: you might use Facebook Interest lists as they (in a similar way to Twitter list) give you a stand-alone 'version' of a Newsfeed which is not affected by the Facebook filtering algorithm (these Interest lists are connected to personal profiles, but can be both private or public, so others might follow the list you created). We have created lists bringing together our members' profiles entitled '[Equality bodies' on Facebook](#) and '[Equinet members' on Twitter](#).

5.1.4 Be unique, be yourselves

You can get through all the points above, create great pictures that have emotions, bring interesting information and get it out in the right moment – and still fail. Why? Because it still needs to be linked to you. We believe it's worth repeating: **people want to hear stories, and people want to follow people.** So your page should sound more like a human being and less like an organization. Only then can you count on the level of engagement that personal profiles have.

14. 2.

Tolik důvodů slavit!

1. koná se Mezinárodní den darování knih
2. roku 1876 si Bell nechal patentovat telefon
3. roku 1368 se narodil ZIKMUND (český král)
4. roku 1919 se narodil ZIKMUND (český cestovatel)
5. roku 2005 byl spuštěn YouTube

**Vyberte si vy sami,
co chcete dnes oslavovat!**

Moravská zemská knihovna
February 14

Je nám jasné, že na vás dnes ze všech stran tryskají srdíčka, ale my říkáme: VYBERTE SI VY SAMI, CO CHCETE DNES OSLAVOVAT! Důvodů je spousta:

14. 2. je International Book Giving Day - co takhle darovat knihu někomu blízkému, nebo zkrátka tomu, komu se bude hodit - více informací na: <https://tackk.com/ibgd>

14. 2. si Alexander Graham Bell nechal patentovat telefon - co si takhle v MZK půjčit nějak... See More

Like Comment Share

93 people like this. Top Comments

45 shares

Li Du Koukalová je tam chyba - to není Zikmund, ale Zmilkund

Like Reply 1 February 14 at 8:32pm

Moravská zemská knihovna V opráscích urótt

Like February 14 at 9:27pm

Write a comment...

Figure 14: Be different. This post is not your regular “hearts and flowers” Valentines post, but actually - what else happened on 14th February in history.

In his book *Descartes Error*, Antonio Damasio, a professor of neuroscience at the University of Southern California, explains that emotion is a necessary ingredient in almost all decisions. People are more likely to share content that creates a visceral response. How do you know whether your content has a visceral response?

Do a “gut check” to ensure the content is on the right track:

- *Did it make you LOL (laugh out loud)?*
- *Did you feel that you were going to embarrass yourself in front of your co-workers with tears?*
- *The chances are that if you don't feel it, others won't either.*

5.1.5 Be a part of something bigger

In a survey by the NY Times, **68% of people said they shared to give people a better sense of who they are and what they care about.** Non-profit and philanthropic organizations in particular can benefit from this kind of sharing, as can any business that supports a cause. Those who share in order to support causes or issues are already motivated, and only need a slight incentive to pass along related content.



Figure 15: FADA social media campaign: #NotGuilty

In Germany, the **Federal Anti-Discrimination Agency (FADA)** created a **#NotGuilty** campaign on Facebook and Twitter to highlight that men convicted for homosexuality from 1945 to 1994 had not been rehabilitated and compensated yet. FADA used a personal story for a [video clip](#) and portraits of three men convicted during that time for “homosexual acts”. The

goal was on the one hand to raise awareness about the fact that these men were still criminalized,

because (especially younger) people did not know about this, while also raising awareness of a [legal opinion](#) commissioned by FADA on the possibility of rehabilitating and compensating them (that eventually provided the impetus for a law to be passed by government in June 2017!). The video reached nearly 300,000 people and has been shared 3,650 times with over 1,500 comments, while the photo portraits were also shared widely on Facebook and Twitter. The support for the whole campaign and the legal opinion was huge and not only helped to bring about legislative change, but also boosted FADA's standing and level of awareness of their work.

5.2 Key points for you to keep in mind with social media posts



- **In a hurry?** At least remember to write your post in a warm and easy to understand tone of voice – remember you are talking to Bodil! Add a good photo, video or illustration!
- **Is the content relevant to Bodil?** If not, can you rewrite it so that it becomes relevant? Otherwise, try a different channel (eg. the Ombud's personal page, or another social media channel).
- **Focus on real people and personal impact:** Bodil doesn't care about theoretical issues. She wants to read about real people. To make her care about issues that don't concern her every day life, you need to show her that 'the others' are just like her. For example, you could **incorporate information about the discrimination cases** that the institution is handling at the moment. People like to understand what is going on and hear the stories of real people who face discrimination in various situations. Social media should reflect your daily work!
- **Start your post with a short statement or a question that sets the mood:** eg. This is really heart warming! This is just awful! Outrageous! Hurray – Justice wins at last!
- **End your post with a statement:** Preferably something conclusive or a point to action. Eg. This is not acceptable! Keep up the good work! This has to change! Share to let your friends know you care!
- **Be tabloid:** Include a catchy title and remember smileys, hearts and emoticons are allowed.
- **Set a goal:** Do you want people to like, share or primarily read the post? As a rule, if likes and shares are the most important, it should be possible for the reader to press 'like' without opening the link. Then you may need to explain a little more in the post, and make sure the title of the link, image and your text give a good explanation, while being kept as short as possible.
- **Keep an eye on your everyday content:** Try not to give too much importance always to the same ground of discrimination or topic. Otherwise you could create an impression that some problems/topics/grounds of discrimination are more important than other. For instance, in Lithuania the **Office of Equal Opportunities** sometimes is perceived as an institution that deals only with women's issues and promotes a feminist approach as the only right and possible way (it is worth mentioning, that feminism has a very negative connotation in Lithuania). It can be a challenge to prove otherwise.



- **Frequency is important:** Has it been more than three days since your last post? Just try something! Ideally, try to post something everyday.
- **Be relevant and time based.** Do not miss a chance to make a stand, comment or share your opinion. If you, however, have missed a time to say something, evaluate if it's not too late to say something afterwards (sometimes it could be worse than to keep silent).
- **Try something new:** Remember, there are loads of different post types: videos, picture carousels, slideshows, short statements, long stories, links.... Try different formats to see what engages your audience most.
- **Test it:** Make sure the stuff you are linking to looks good. A good image is crucial. You can usually change the picture, headline or introductory paragraph in your post. If you cannot make the post look good, drop it! **Always get a second opinion before publishing to avoid mistakes and thus raise the quality of the post.**
- **Check the time:** Schedule posts to the time of day when most of your followers are active. On the **Norwegian Equality and Anti-Discrimination Ombud's** page, posts published after 16:00 usually do better than posts published during working hours. Early morning (07:00) is usually a good time to post too, especially during the weekends. To identify the times that fit your country best, see [Hootsuite for further information](#).
- **Once you've published:** Follow the post closely for the first half hour and if you're not doing as well as expected, try adjusting the text. A small change of words can have a big impact on reach.
- **Promote posts that are doing well:** Have you reached more than 5000 people with an important post? Then try to promote it. With a small amount of money (20-30 euros), you can easily double or triple your reach.
- **Do not try to change haters** (you will not be able to change their minds anyway). Build your audience from people who might support you, who are socially sensitive and can make a difference within their personal and working environment if you succeed in convincing them that equal opportunities and human rights matter. Keep in mind these people while creating a social media strategy: what are the best and most interesting things you would like to tell them?
- **Participate in discussions** on other social media pages, profiles, etc. Be where equal opportunities are discussed, be an active part of it.
- **Keep an eye on what similar institutions are doing on social media:** what works for them, what might be their mistakes (it will help to use their good practice and avoid bad examples). Track your allies and your 'competition'.



Figure 16: Happy child meme on how to learn how to make interesting social media content - www.makeameme.org

6. Identifying influencers

6.1 What is an influencer?

In the era of social media, people look to each other more often than they do to traditional media. Instead of looking at companies, as they did in the past, they now look to each other and at their favorite personalities, who are consolidating massive followings on YouTube, Instagram, Snapchat, Pinterest, and other platforms. People are tired of online advertising and **influencers are creating a more pleasurable experience for consumers within the organic content.**

There are many faces of ‘influencers’:

- Journalists
- Academics
- Industry analysts
- Political activists
- NGO’s
- Professional advisors
- Celebrities
- Individual brand advocates

In order to identify what sort of influencer you need, you should establish the marketing objectives and main themes dealt with and identify which individuals will help you achieve your goals. Talk to your policy team and see if they have identified any influencers within these categories which might be of interest.



Figure 17: Engaging with social media influencers

6.2 How to target the right influencers?

Context

Influencers differ for every brand, product or campaign because, first and foremost, they are a contextual fit. This is the most important characteristic when targeting the right influencers for your purpose. For example, Justin Bieber is known as one of the most “influential” social media users with his 97+million followers. But, would his tweet about your online platform to combat pregnancy

discrimination in the workplace boost your website? Probably not, as his followers most probably aren't in the labour market yet. On the other hand, working with [Channel Mum](#), as the [Equality and Human Rights Commission in Great Britain](#) did, would be much more apt for this topic. **Defining context is key!**



Figure 18: EHRC Power to the Bump campaign image

Reach

After we establish someone as being a contextual fit for us, **we do want them to have reach so they can share their content or positive recommendation in a manner that actually will be heard.** If your online platform tackles cyberbullying, then maybe a mention to 97 million young Justin Bieber fans wouldn't be so bad after all...

Actionability

This is the influencer's ability to cause action by their audience. This characteristic comes naturally when you target individuals that are in contextual alignment with your cause and have a far enough reach. Influencers don't force themselves upon an audience. They are an "opt-in" network. Their audience chooses to follow their blog, Facebook profile or Instagram. Thus, their audience is engaged and is there to hear about the topic being discussed. Hence, the need for a contextual fit.

6.3 How to work with influencers?

1. **Finding influencers.** Where to find them?
 - a. *Your current social media usage*
 - b. *Check the people you are actually talking with now and who they follow*
 - c. *Social media monitoring - who is talking about your topics?*
 - d. *Google Alerts on your topics*
 - e. *Political bloggers, online activists*
 - f. *Communities and groups - you can find them around NGOs, Universities, Activists, Political Parties and think tanks*
 - g. *Through other influencers*
2. **Ranking influencers.** When doing influencers research, check these three variables:
 - a. *potential reach (number of followers and their engagement)*
 - b. *their target audience (TA, who are they talking to)*
 - c. *context (are they talking about similar issues to your cause)*

Based on this premise, you should be able to "rank" influencers by their possible impact for your campaign.

3. **Getting to influencers.** There are basically three types of influencers - clueless, wannabes and professionals.
 - a. **Clueless** are basically common users who somehow get to talk to a large audience by doing something interesting and they really don't know anything about social media

marketing or PR. They are not used to talking with institutions and campaigners, they might be easily impressed and persuaded to cooperate, but it is necessary to be very clear with them, because it is easy to confuse them or lose their attention.

- b. **Wannabes** are people who know about the concept of influence and they are usually very good in something, but they are no experts on communication and their influence is given from other fields of expertise. They are active on social media to increase the value of their personal brand and to communicate with their peers such as lawyers, activists, politicians etc.. It is very important to listen to them for some time and really get to know their style of communication. They are not looking at social media as their job, so contextual fit and an interesting concept or message is much more important to them.*
 - c. **Professionals** are journalists, PR managers, social media experts, youtubers, celebrities - they are doing it for money and they are probably good at it. You can persuade them to work for your cause, but they really see social media as their job, so you should be able to brief them properly, compensate them accordingly and not waste their time.*
4. **Getting through influencers to their Target Audience (TA).** Every influencer knows their target audience and should be able to speak about it. They know what works for them, so you should listen to their opinion and be open to suggestions. Always outline basic ideas of communication and be very accurate and definite.
 5. **Encourage Content Creation.** When cooperation is confirmed, be prepared to offer your advice, opinion and resources to help the influencer to create their original content. Leave them as much freedom as possible, but be prepared to answer their questions and encourage them to be active and creative.
 6. **Compensate them.** You should think about ways to compensate them somehow. It is more narrow in business, but in public institutions there are lots of different ways to value someone. Small gifts, a letter from the ombudsman, personal meeting with the team, cultural events are just some easy ones.
 7. **Turning influencers into advocates.** When working with some influencers on a long-term basis, they will turn into your advocates. That has two main consequences: they will know you and your agenda much better, so you don't have to brief them on everything. On the other hand, you have to work much harder to nurture this relationship because this kind of cooperation is very valuable.

7. Focus on Facebook

To avoid overwhelming people with hundreds of updates every day, Facebook built a crude algorithm to filter what you see based on how likely you are going to enjoy what you are given. The like button isn't just a way for users to interact on the site. It is a way for Facebook to enlist its users in solving the problem of how best to filter their own news feeds. That users didn't realize they were doing this was perhaps the most ingenious part. Facebook's news feed algorithm was one of the first to surreptitiously enlist users in personalizing their experience—and influencing everyone else's.

Facebook “eating the web”

Facebook got to a point of becoming a matrix that is way more than a simple social network. It succeeded in creating a parallel structure within the internet itself. You would probably be surprised to learn the full scope of FB data possibilities – in every page, where there are like buttons, Facebook pixel – you are watched. Facebook also incredibly occupied our smart



Figure 19: Facebook 'eating the web'

phones. There are millions and millions of apps. But people use just a few – and those made by FB are extremely efficient in drawing your attention. There is the main app; then Messenger, Instagram, WhatsApp. But looking at Asia, we know it won't stop here. Facebook recently started its efforts to become a fully fledged marketplace, so it won't stop with ads - you will move easily from an 'exploring' phase till the final purchase, one funnel in one environment. Not mobile first, but mobile only – this is the learning from China and other countries. FB is no longer copied there – it's the other way around. If I could guess: some people said the next generation will stop using e-mail. Maybe, but they may stop using computers before this step.

Facebook as the biggest video site worldwide

Another trend is video, as Facebook fights with Google over dominance in this field. One of the important points here: there's a significant difference in how video is consumed on FB and YouTube, to such an extent, that it might be responsible to think of different versions for each platform. The content on YouTube is being actively searched for. People more often listen to the video without watching the visual part. On Facebook we are exposed to it – its performance has a sharp peak and then it fades away. It often starts without sound unless the user enables it. So you should at least consider using subtitles.

Facebook as extremely personalised organism

The third thing we would like to draw your attention to: the ever-changing algorithm affecting newsfeed content distribution. The 'weak' content gets less views, on the other hand, if you succeed, chances are your success will be even bigger than before. Therefore it makes sense to promote the best stuff you

have – and go all-in when a true pearl appears. Also, it's advisable to use not just pages, but personal profiles and groups which are much less cut down on reach than pages.

The usage of personal profiles in general might be advisable for the true representatives of the organization (spokesperson, perhaps even the head of the organization). The reason is not just higher reach and authenticity, but also the possibility to enter the conversations that take place on public profiles of journalists and politicians (some of them have and use pages, but often the 'hottest' debates might take place on personal profiles which are not accessible for pages unless they've been tagged). If you decide to use such a personal profile for professional use, you have to realize the downsides and pay even bigger attention to what you share with whom - even if you take measures to protect your privacy and you don't post anything that might be used against you or your organization publicly, do not post it even just for 'friends' as this might leak anyway. Also, we strongly recommend you to make such a profile "followable".

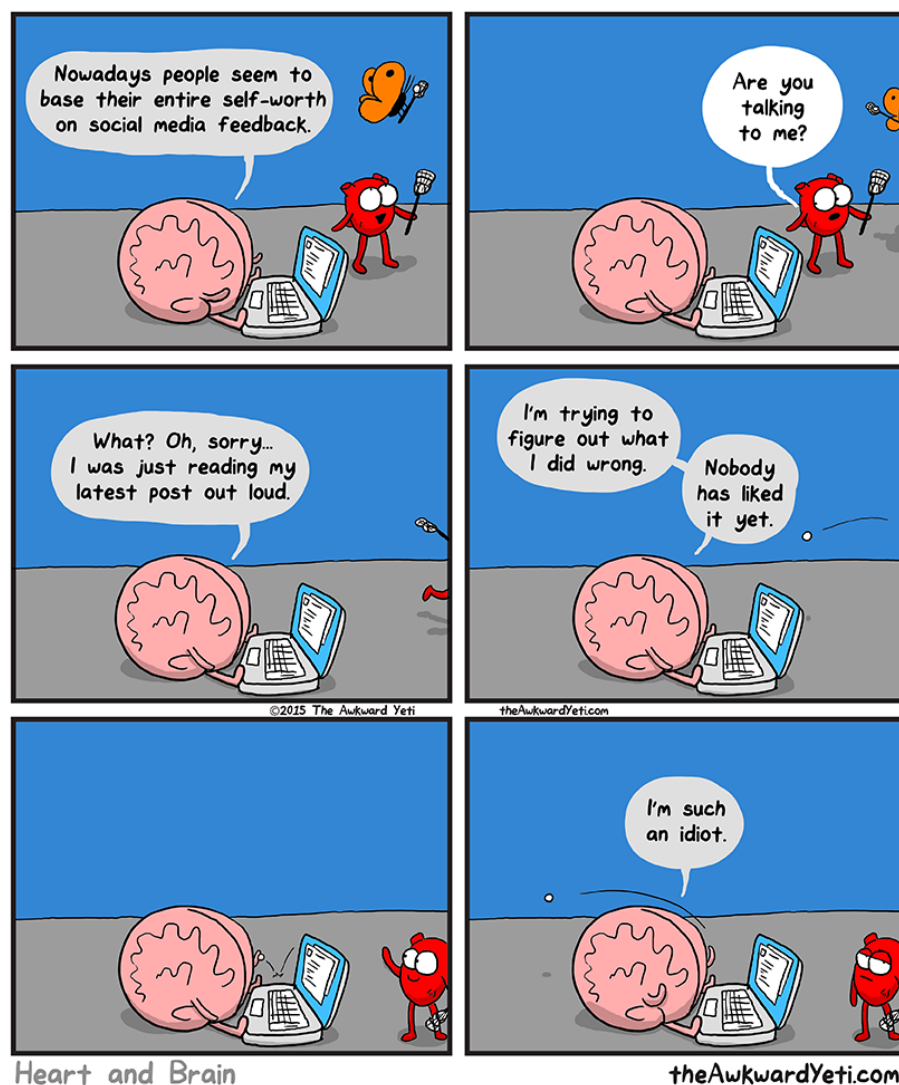


Figure 20: The Awkward Yeti (featuring Heart and Brain):
<http://theawkwardyeti.com/comic/worth-social-media/>

8. Business Manager, FB Pixel and paid promotion in general

As the importance of the **paid part of Facebook marketing** grows, several Facebook products have appeared that should make your life easier. For a long time now, promoting posts has been a much more complex process than just clicking on “Promote post” button. Some of the features are connected with Business Manager (BM). The creation of BM is Facebook’s answer to the need of collaboration on a more sophisticated level than just one page.

A word of warning from some of our members on Business Manager: once you start using it, it’s very hard to get rid of if you don’t want it any more!

8.1 Business Manager

As an organization, in BM you can manage all your FB assets:

- pages
- people
- ad accounts
- Instagram accounts
- target groups
- pixels



Figure 21: FB Business Manager

... which is not possible on personal accounts. You can also invite other entities to cooperate – agencies, volunteers, NGOs. It was largely meant as an end to various ‘grey’ accounts which were accessed by many people (so called “organisational accounts”), but there was no control on who actually did what using them.

Business Manager features

- You can easily set roles,
- Add new people,
- Remove those who no longer work for you.
- It’s safer in terms of accessing privileges and managing stolen accounts.
- It offers much quicker support than customer support for personal accounts.

Although Facebook rules were rather strict for a very long time on paper (one person = one account, no personal accounts in the name of an organization), there were many good reasons to do exactly the opposite. Nowadays Facebook with its new features really wants you to use one personal account – but being part of BM, you can be the page AND still you at the same time. The other people using BM will know your identity, while the public will only see the Page.

This makes life easier especially in cases when you manage several pages, when there's lots of people who are part of it (you can for example simply delete a person from a BM and it will lose all its privileges). You can easily give advertising rights to an agency creating a campaign for you, not to a single person. The agency will then distribute the rights within its own BM accordingly.

Ads Manager and Power Editor (more advanced tool for FB ads) are both part of Business Manager (though you can of course use them independently – but some features, like XML feeds require the use of BM; it is also needed to take full advantage of various third party tools). One of the assets which is way better used if part of BM is the Facebook Pixel. This is something we believe is of much use for most of you.

8.2 Facebook Pixel

Facebook pixel is a simple piece of Javascript which you add to your site (in a very similar way you might add Google Analytics). We definitely recommend using it – **it will pair the users visiting your web site with their FB profile**. Later you can target those visitors – using all other targeting possibilities Facebook offers (and there's plenty!).

Examples of target groups possible:

- visited only the web site/microsite
- visitors time spent
- action taken/monitored event
- split them to 'recent visitors' and 'month ago visitors'...



Please note! It may be problematic for an equality body to follow people and target specific visitors. It could create suspicion and lack of trust. For this reason, the Finnish Ombudsman for Equality has decided not to track the visitors of the website; their anonymity is thus technically assured.

8.3 Paid Promotion

You can also create these 'audiences' using **e-mail addresses**. Target people from your newsletter, create Lead Ads or target people whose data you have from a third party – of course keeping in mind any legal issues.

Next to these 'CA' (custom audience = from email addresses) and 'WCA' (web site custom audience = from pixel) you can also create LA = lookalike audience, e.g. people similar to a certain group of people, using all signals Facebook has to offer.

Actually, it is the targeting that makes FB pretty much unbeatable in ads. Not only FB knows so much about us (check what can be used to target you!), but it does so no matter the device. Many other players are cookie-dependent. If you use a home computer vs. work computer, mobile vs. desktop vs. tablet, or just another browser, they don't recognize you. Facebook keeps track based on your ID: and frankly, not many people log out from FB.

What's more, Facebook wants the users to spend as much time as possible on the platform and deliver non-obtrusive ads. Who would want to use a site with too much ads that nobody likes? In pushing

advertisers to focus more on quality, Facebook does care about people's reactions to ads. Not just this – it will actually filter out many of the ads which are not targeted enough: with its Relevance score, many ads might not even be given the chance to target you if the relevance is too low. Only relevant ads then compete with their bids against each other and still, even low bids might win if the quality score is high.

The good news is that you can easily beat any 'average' – you can better prices since too many ads are poorly targeted, poorly performing, boring and dull. If you promote perfect stuff, you're rewarded with much better costs and / or reach and clicks. (Consider different pricing systems such as CPC - Cost-Per-Click, a performance-based metric, or CPA - Cost Per Action, only pay for media when it results in a conversion against your campaign goal.)

More general information about Business manager:

<https://www.facebook.com/business/help/113163272211510>

<http://www.jonloomer.com/2015/08/27/facebook-business-manager/>

Business Manager Walkthrough: <https://www.facebook.com/business/help/1428785834029669>

Manage People, Pages & Ad Accounts in Business Manager:

<https://www.facebook.com/business/help/525004847617431>

How to add your page to Business manager:

<https://www.facebook.com/business/help/720478807965744>

Business manager Video tutorial: <https://www.youtube.com/watch?v=yAJTv8Wafwo>

About Facebook Pixel

<https://www.facebook.com/business/a/facebook-pixel>

<http://www.jonloomer.com/2015/12/15/new-facebook-pixel/>

Using the Pixel: <https://developers.facebook.com/docs/facebook-pixel/using-the-pixel>

Facebook Pixel documentation (for developers)

<https://developers.facebook.com/docs/marketing-api/facebook-pixel/v2.8>

Using Paid Ads

The **Public Defender of Rights in the Czech Republic** started to use **paid advertising on Facebook** during the autumn of 2016. The first **overall experience is very positive**. Generally, the reach of the FB page has increased significantly – and not only due to the paid ads – because the organic reach followed (as people targeted through paid ads liked or shared content so it became more viral content in general). Another great advantage was that with paid reach more “normal” people started engaging in discussions than ever before; even though of course it brought a few haters as well. Their share is though insignificant.

The general target of paid advertising is to get the messages of the Defender to the public, to the individuals one-by-one. Why? Because not everybody follows all the media news and not every Ombudsman’s news appear in the media or in just very few of them. In these or other cases, paid advertising on Facebook allows to target only those groups of people we choose (to which the message is relevant), e.g. only people with disabilities, families with children, young people, seniors, people only from a chosen area.

In every case, we boost the post (video, photo, link...) twice – for two slightly different target groups so we can compare which group reacted better / which group was cheaper to reach etc. (called A/B testing). We spend a very small amount of money, e.g. 5-10 euros per boosted post. This amount of money can help you to increase the reach of the post from 4 to 16 thousand more people (depends on the viral potential of a boosted post). Of course, if your budget is higher, you can target more people from various groups. So do not be afraid and go ahead!

For an analysis of the results of using different types of paid advertising, and especially the idea of A/B campaigns, have a look at the results of [Unia’s Facebook campaign against Homophobia](#).

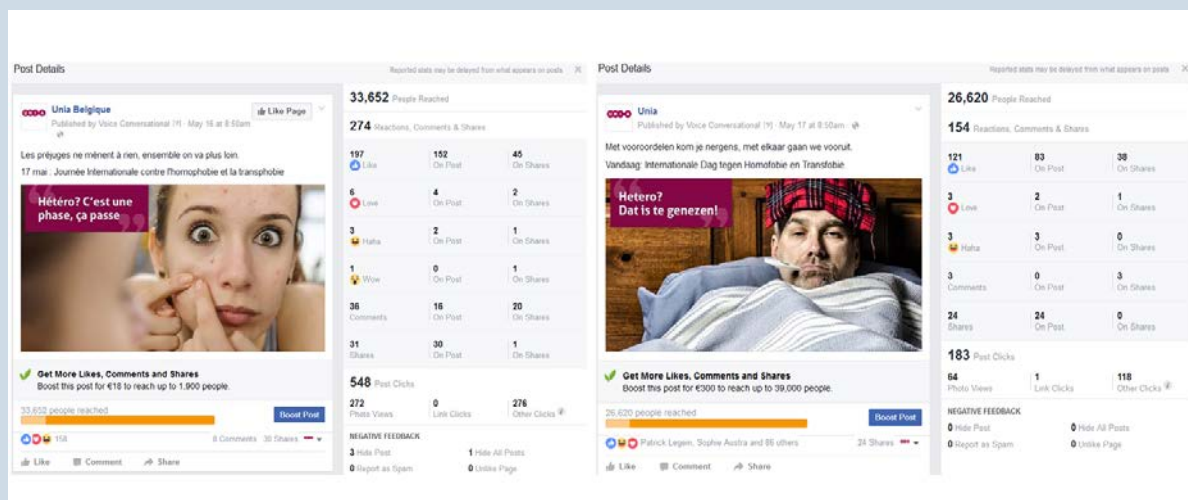


Figure 22: Unia, Belgium - A/B campaign on homophobia

9. Other social media platforms

Some social media experts boasted about teens leaving the ship; claiming millennials are not really interested in Facebook anymore. And it's true that for many of them, Facebook is 'boring' (the 'new e-mail – you need it, but it's not really something cool or entertaining and it's often not the site to be first checked in the morning). Sure Instagram and Snapchat might be more interesting, but that doesn't mean young people are not using Facebook. But often in a different way than we do. For too long we have been telling them of risks associated with others seeing the stuff they post – so they stopped posting there (because that's easier than to ignore your parents' friend requests).

So they moved to engage within private groups and in other networks, yet 'undiscovered' by parents (or, at least, not as much). But the rise of chat social media platforms is both logical and nothing very surprising. We ourselves well remember the age of messengers (ICQ, AOL, Yahoo and MSN Messenger) – with the excessive use of emoticons and stickers, what's the difference. It's the pendulum that goes back and forth from more 'interpersonal' to 'public' conversation and back.

Then there's of course the difference – the era of ICQ could only use limited bandwidth compared to current possibilities – which favours the video. So while it used to be rather text based, now we have video instead, which requires your full attention – the Snapchat key feature: you have to actively press the button when viewing – is rather genius move as you must really focus on it.

The power of new stars (especially YouTubers) is magnified through this. Their fans want to be virtually part of their lives. One can easily understand why 'youtuber' mania is compared to the Beatles. And it also means that it is extremely hard or even impossible to break through into this world with an account built on an organization. Even big brands like Coca-Cola feel the need of using existing Snapchat celebrities to promote their content – how can you compete? There's still an answer: follow suit and let the existing Snapchat / Instagram / YouTube celebrities carry your message. It might be easier than you think: while they are overwhelmed by commercial offers, they can only accept a very limited number of them – otherwise their fans would consider them 'sell-outs' and drop them. On the other hand, helping for a general good (this could have thousands of forms) is seen as something positive, desirable. The more you let them be partners and not just trained monkeys, the better. They know the language, context, culture of their viewers, so it totally make sense to let them come up with ideas.

We don't want to stop you from experimenting and maybe you'll find a great best practice among equality bodies for Instagram or Snapchat. But for most of the cases we believe it is better to use it rather as a part of a campaign (when appropriate for the target group) and to use existing influencers already active there.

Instagram

If you decide to go for Instagram, there are some basic tips:

- Instagram relies on visuals, so you have to have good looking content.
- You can use Instagram Stories (short videos with emoji or extra text) to "train" for Snapchat, the content disappears in 24 hours.

- Find the hashtags relevant to your project or institution – linking pictures using this hashtag can bring you followers.
- Use FB to inform your current audience about the new channel.
- Have the influencers talk about you / promote the hashtag of a campaign you want to launch.

Instagram tends to be the most positive social network, where people are more supportive and empathetic than elsewhere. We can imagine its use in campaigns that have ‘popular appeal’ towards the target audience (which is in most countries younger than on Facebook – especially 15-30).

Twitter

Lately we have seen Twitter dropping on the stock market as the speculations about the lack of interest among potential buyers grow. **Twitter however stays an important social media channel for many, in our case the most important being politicians and journalists.** As you might have discovered, it is not an easy thing to succeed on Twitter. The 140 characters limitation (now the handles and links won’t count anymore, but still the general limit remains) is one of the key points here that makes it troublesome for those not used to it. But what we think is the most problematic issue on Twitter (and actually we believe it’s the reason behind Twitter’s troubles): there is no real filtering in place (such as the Newsfeed algorithm on FB) and so in order to get attention and clicks, too many accounts got on a destructive bandwagon of automatization, tweeting a couple of times per hour, and cluttering the Twitter feed with too much content. Everyone publishes, nobody reads anymore.

You can follow this and set some kind of cross-posting (from FB or your web site). But this won’t really get you any worthwhile attention. To participate in a Twitter debate, the other problem is the flow you can hardly create (being responsible for an organization). As you probably follow politicians or journalists yourselves, you surely know how fiercely their debates on TW could get (my favourite example is Radek Sikorski, previously Polish minister of foreign affairs, but in each country you surely find some “hot head” passionate for Twitter). To achieve a similar effect you would have to

1. love Twitter personally
2. have a great deal of trust from your organization to work independently.

I’d guess 95+ % of corporate (and I also count organizations and institutions into that) accounts are largely one-way streaming news, not engaging in conversations and thus being rather boring. The good point here is that it’s actually easy to stand out – even being slightly reactive will place you among the best ones. And probably each country has some notable exceptions that then raise attention and gain ‘Twitter fame’ (in the Czech Republic it is the Twitter account of the Ministry of Culture run by a poet, who has become a real star of Czech Twitter with his witty tweets and pokes at various politicians).

The general openness of Twitter makes it rather easy to track so we really recommend to search for the keywords you find close to your agenda. If there is a chance that the head of your organization might get involved on a personal level, then Twitter can become a powerful means of communication for him or her - as personal profiles will most probably attract more attention than the profile of an institution. The other benefit of being active on Twitter is the fact that its powerusers are often on the top of the “information pyramid” - so they might not just engage there, but also spread your message across other channels as well (many of them being bloggers, very active on FB or part of mass media).

LinkedIn

LinkedIn is the largest on-line professional network in the world. It claims to have more than 467 million users in over 200 countries and territories. In Europe its usage is steadily growing and LinkedIn has become the top professional site in most countries, even though sometimes it has strong local competition (Xing in Germany, GoldenLine in Poland, Viadeo in France).

While there is tremendous value for people seeking or offering jobs on LinkedIn, we believe it would be shortsighted to limit it to just this area. We would like to draw your attention to two possible cases for LinkedIn which are really interesting for everyone involved with communication (marketing, PR – no matter whether in commercial sector or working for an equality body).

Remember business cards? Small pieces of paper we used to exchange with contact details. We realized that there is such a thing as 'business card half-life'. This means a period of time in which half of the business cards you gather become obsolete. This varies greatly depending on the field of your work – probably longer period in state institutions, probably less than 18 months in digital marketing. Staying connected on LinkedIn allows you not to lose these contacts, as people update these themselves. Why is it important? Because you might build relations to journalists and other influencers and still stay informed about their current whereabouts. An additional hack: the primary e-mail address listed on LinkedIn is usually the private one; very often the same as the one used for Facebook. Collecting these e-mails and creating Custom Audience out of it gives you razor targeting directed at influencers you can use on Facebook (while their work e-mails won't do the job in this case).

The other point is to use it as a network of trust. This works especially well once you reach 500+ contacts. Suddenly you realize how interconnected the world is. If you connect with only people you really know (to which extent – that is dependent on very much personal preferences), you can use LinkedIn to find reliable information on the new people you are going to meet. Every time you are about to get in touch with a new person, you can check LinkedIn first to see your common contacts, or in case of companies / institutions your 'entry points' within the organization. You can seek references from your mutual connections. Again, one simple 'hack' – if you use gmail, you can install a handy extension called Rapportive (available for Chrome or Firefox). When you just point to an e-mail address, it will look up the person on LinkedIn and show the summary.

Of course, having your profile complete up to date doesn't represent just you personally, but also the company or organization you represent. As it is standard to list top management on the web site, these people should also be present in social media – and it's LinkedIn in this case. C-level executives work hard on cultivating their profiles and making them look good in the commercial sector and even though governmental organizations are among those a 'bit behind' on LinkedIn, we believe that the time has come for them to make sure their leaders represent the organization on LinkedIn as well. The difference to an 'About' page on the web site? The real connections are those that show the person in the network's contacts and help to boost his or her credibility.

10. How to handle negativity on your social media pages

As we have heard from Facebook staff, social sites struggle with the less positive side of open expression. While we all value the freedom of speech, it should not be mistaken for letting people behave in aggressive and sometimes illegal ways.

In the role of social media managers, we must take the responsibility of curating the discussion. While open to criticism, there is no need to allow for hate-speech. On our own social media accounts, we have several options for moderating. But first we should get to learn the common 'house rules' (e.g. what is considered [hate speech by Facebook and why](#)).

Encouraging respectful behaviour

[Back to top](#) ▲



Hate Speech

Facebook removes hate speech, which includes content that directly attacks people based on their:

- race,
- ethnicity,
- national origin,
- religious affiliation,
- sexual orientation,
- sex, gender or gender identity, or
- serious disabilities or diseases.

[Overview](#)

[Nudity](#)

[Hate Speech](#)

[Violence and Graphic Content](#)

Figure 23: Facebook House Rules on Hate speech

We can (and should) set our own house rules for our channels. These will surely differ from case to case, country to country, but the basic stuff will most probably remain the same. You can actually learn a lot from many existing rules of various discussion forums that warn the users that the following behaviour is inappropriate and posts under these criteria will be deleted without prior warning:

1. rudeness, insulting posts, personal attacks, harassment, name & shame, vulgarity, swearing or purposeless inflammatory posts,
2. spam, viruses, malware or posts clearly breaking authors rights,
3. calling for any kind of illegal activities,
4. multiple or repeated posting of the same thread or topic ad nauseam.

Code of Ethics (for debaters on the Facebook page of the Slovak National Centre for Human Rights)

The Slovak National Centre for Human Rights creates an area for discussion and sharing opinions on its Facebook page called Slovak National Centre for Human Rights (Slovenské národné stredisko pre ľudské práva). The Slovak National Centre for Human Rights published the Code of Ethics for maintaining the interest of discussion in lines of polite conversation. **In case the contribution of a debater involves vulgarity, or other text that is in conflict with this Code, Administrators of the group reserve their right not to share or to delete such contribution.** Published contributions represent opinions of debaters and the Centre does not bear responsibility for their content and truth.

- 1.** A debater has to behave or treat other users and debaters correctly, with consideration and respect. Personal attacks, threats and harassment would result in deleting such a contribution.
- 2.** Contributions which spread, defend or encourage violence, zealotry, extremism, racism, antisemitism and hate towards concrete persons or groups of persons, as well as contributions with obscene content, vulgarisms or which can cause public outrage are inadmissible.
- 3.** It is forbidden to publish discussion contributions under the name of another person, act like an employee, administrator of a service or other (particularly publicly active person), who could feel damaged by such action.
- 4.** It is inadmissible to spam the discussion by publishing several times the same contribution or contribution with the same subject matter, multiple references to a concrete website or contribution with graphic elements with an aim to draw attention to it (e. g. texts written fully in capital letters etc.).
- 5.** It is inadmissible to spread false, distorted or intentionally misrepresenting information and to promote commercial material or private companies.
- 6.** It is prohibited to include in discussions information concerning the identity of other debaters and their personal data, in particular their address or telephone number etc.
- 7.** Information in discussion forums published by users cannot be attributed to the Centre as its statements. In assessment of information gained at these fora it should be taken into account that they may be shared by people of different ages and experience. Prior to taking any steps, it is hence appropriate to assess their credibility.
- 8.** When debating on the Centre's Facebook page, everybody is obliged to observe the legislation of the Slovak Republic. Publishing links to online contents which are in conflict with the laws of the Slovak Republic, is forbidden. The Centre does not take responsibility for the content published by the users neither for its review by other debaters.
- 9.** Debaters on Facebook page of the Centre agree with this Code and observe it. By accessing the stated services, debaters agree with these rules and commit to observe them.

10. Centre reserves the right to modify this Code any time, therefore, it is recommended that the visitors of the portal and page on social media regularly consult this Code and make sure that they are act in accordance with the rules laid down therein.

Equinet has developed its [Code of Conduct](#) for the #MeetNEBs campaign based on this outline.

In order to tackle some people's negativity, it may be useful to:

- Use statistics to show that certain groups are more discriminated against others or to show the number of cases that you have received from a given group in the past year.
- Show emotion – empathy is key! Acknowledge that there might be different views from yours, but that you are able to successfully defend what you stand for
- Engage personally with people where possible. Discuss / explain / prove your point before blocking
- Report directly to social media platforms if there if you have hateful posts. We spend 90% of our time dealing with only 1% of the community (the haters) so get the social media platforms to deal with them.
- You can say to people 'We're really interested in hearing from you. Contact us to talk. This conversation is off topic here so we'll delete it'
- Try to respond to all comments, and especially let people know what your organisation's principles/values are
- Create standard answers that can be adopted, using the law or findings from your latest report to answer

In order to tackle negative comments on your equality body's Facebook page, Facebook gives administrators several options:

- **hide posts** (the post is still visible to the author and his friend & admins, but others won't see it) - this is a 'softer' version which often might be used so the users do not realize their content has been hidden from the rest of the audience,
- **delete posts** (self explanatory)
- and finally you can **ban users** from the page altogether (we recommend to use it moderately and only in case discussion seems to be useless). You can also create a profanity filter for your page to avoid some known words altogether - however, users are often very smart in bypassing it using slightly different characters, so it has only limited usage.

10.1 Counter Speech?

We should have regular communication against hate speech on social media so that as an authority and equality body, we have a role in the public discussion and a status as opinion leaders. We should be listened to as the experts who are **trusted to bring the correct information to the public discussion and defend the intrinsic values** (equality, equal treatment) against discrimination and the attempts to weaken human rights.

Equality bodies therefore need to make time to create counter speech (spread attitudes and values), in order to increase correct knowledge and decrease prejudice, as well as maintain our own position as key players and opinion leaders.

According to Bauman's concept of *Liquid modernity*, the position of the institutions and their legitimacy have been questioned in recent times and institutions are no longer sacred. They can be openly criticized in public. The so called "amateur cult" has raised the **amateur statements or opinions to compete as equally valid presentations and statements with the real experts**, and these counter-experts are competing in the public sphere with the experts and the equality bodies. The opposing (challenging) perspective may attract and convince the audience, because it sounds plausible. It is very difficult for the individual to decide who to listen to and believe. It doesn't help that many times the media is also actively giving space to these opposing views of the individual "experts" and "challengers".

So how can equality bodies maintain the profile as a trusted expert and reliable source of information?

- **Active communication about the correct concepts, terms and facts**
 - Create counter-speech in society: attitudes and values
 - Increase the correct knowledge and to decrease prejudice
 - Maintain our own position as key players and opinion leaders in society
 - Avoid the wrong balance: media hearing and giving equal space and importance to real and fake experts in a matter instead of the us
- **Training**
- **Cooperation with other authorities and NGOs promoting fundamental rights and human rights**
- **Cooperation with Facebook and Twitter**
- **Fact checking**



Figure 24: Factchecking is very important – think before you share is an important message to put out there! This video shows two versions of the same event – one where the person stops to check their facts, the other where they don't and the story gets out of hand: <https://www.facebook.com/psicologia.apPLICATA/videos/1810518209237422/>

In their presentation, Facebook gave some valuable examples of counterspeech that they have helped to develop. They see this as **content that seeks to challenge hateful and extreme views through alternative messaging and narratives**. Examples of alternative narratives are mentioned below.

- The Oscar Morales Story – an ordinary citizen captures community outrage – one million voices against FARC, invited 100 friends to like the page, 15000 people signed up. He created an event and 1.5 million attended. FB did nothing – we just provide the platform!
- #notinmyname active change in the UK set this hashtag up and went as far as Barack Obama
- #bringbackourgirls
- #blacklivesmatter started on FB
- #loveislove – also on Instagram, great for counterspeech, very visually engaging especially for young people
- #withrefugees – a lot of very positive stories, local initiatives, setting up dinners etc
- Trying to change a perception – English Disco Lovers (EDL)
- Demos UK – what makes counter speech effective and how does it affect people's behavior
- Hope not Hate – very popular!
- Utrecht University - #daretobegrey – coming up with good ideas in short time for a competition
- Finland – choose your future, united by football – offline and online approach to integration

In order to create counterspeech that will be viewed, Facebook suggest the following:

- **Form of speech** - Videos are viewed 9 times more than photos.
- **Tone of voice** – constructive commentary, discussion and satire most engaging
- **Choose the most effective speaker** – audience dependent: former extremist, celebrity, peer friends' timelines – get NGOs or well-known people to speak out on your behalf. We don't have to have our name appear but we are working in the background.
- **Who do you want to reach?** Hate speech creators, sympathizers, indirect influencers, society? Having a campaign strategy is really important – make sure to plan in advance, what's your metric of success? What is your tone? Method of conversation
- Be **conversational** – don't be too formal. Don't be too text heavy.
- **Authenticity** – what is your authentic self as an organisation and portray that
- Be **visual** – keep videos short and add subtitles
- **Simple** – ONE takes lovely pictures and adds short basic info. Use local universities etc to provide simple content for you
- **Timely**: be strategic about when you want to post

As regards how we deal with **issue or theme management**, how are we following, covering and framing the themes that are essential for us? We should keep an eye on:

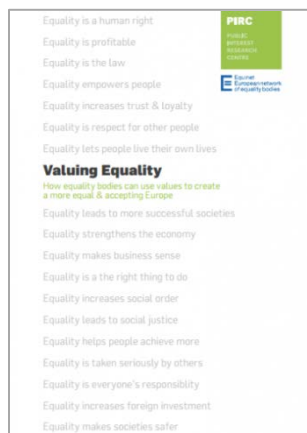
- Following the key hashtags, creating them ourselves; having an important role in the conversation
- Owning the most important @user names
- Strategic planning around the themes

- Creating a sense of community and solidarity; sharing values
- Imagined sense of community which is created together by using the symbols and rituals (pictures, visual material, specific colours, hashtags) on social media and media globally
- Rituals, mourning rituals: expressing values, solidarity, support and taking a moral stand
- What kind of symbols are we creating? Could we create something visual and spread together?

Remember, discussions and comment fights are there not for you to “try to win them”. One of the ways indicated is to support people sharing your views – the idea here is, that you should have a loyal part of your fan base that fights for the same values you represent, so you’re not alone and too defensive (at least within your channels). For this, creating a closed FB group might be a good idea.

10.2 Valuing Equality

Lilly Korpiola (communication expert) recently spoke to the Equinet Working Group on Communication about the challenges for equality bodies in a changing media society and how to deal with those challenges. Equality bodies are the guardians of democratic values and should aim to influence, rather than just inform, the media. For this you need a media strategy that has a ‘head, heart and hands’ approach (rational level, empathy, action). We need simple positive narratives, that include images and stories. We should work with ambassadors to amplify our messages. Create community on and off line using values based messages linked to universalism and benevolence. See more of her ideas on the internal part of the [Equinet website \(Meeting Summary, Vienna, March 2017\)](#).



Equinet’s 2014 publication on [Valuing Equality: How equality bodies can use values to create a more equal and accepting Europe](#) highlights that everyone holds certain values that can be engaged and strengthened. European equality bodies and other organisations can actively work to bring to the fore the sense of respect and care for others that every person already holds within them.

Communicating these values is therefore an important consideration for these organisations. The report explores the values these organisations may express in their work, and how these could be better aligned with the values that will ensure that people across Europe are motivated to live in acceptance of one another, free from discrimination, and in peace.

Equinet will be working on a Toolkit on Communicating Values in 2017 so please keep that in mind when developing your social media messaging.



Figure 25: The graph above illustrates the organisation of values as used in the research. 57 values such as "social justice" or "respect for tradition" are grouped into 10 value groups such as "universalism", "power", "self-direction", etc.

10.3 How can we report?

According to the [PRISM project](#), to report an episode of hate speech, it is useful to include as much information as possible:

1. **When did it happen?** It is important to take note of the date and hour because some online contents (e.g. chat discussions) can disappear rapidly.
2. **How was the content communicated?** Did the victim receive something directly through email, text message, instant messages or private messages. Did the victim reveal anything while navigating on the internet?
3. If the **message was sent directly to the victim**:
 - Ensure that the victim saves the original e-mail or the log of the chat/text.
 - If possible, save the user name or e-mail address of the person who sent the hate message.
4. If the **victim found the content on a website**:
 - Copy and paste the address of the website by clicking on the address bar in the browser, highlighting the complete internet address, copying and then pasting into a Wordprocessor document or text document.
 - Keep a copy of the content to give to the police.

Always keep a backup of the content of the hate speech episode! Based on the content of the verbal attack it is possible to identify five different strategies for reporting hate speech. The first step is that of evaluating the hate content. After this, one of the following strategies can be selected.

Figure 26: Reporting hate speech on social media sites such as Facebook and Twitter is easy.

10.4 Key proposals from the PRISM project

The European project 'PRISM. Preventing, Redressing and Inhibiting Hate Speech in New Media' has developed a [position paper](#) based on its learnings from the project. It's key proposals in preventing, redressing and inhibiting hate speech are:

- Put in the right perspective the fight against hate speech, which is part of the fight against all forms of discrimination. **Fighting hate speech implies the deconstruction of stereotypes and of false beliefs that are at the basis of hateful opinions.**
- Promote awareness of the fact that **hate speech is actually a crime** and of the existing legal tools to redress it as well as of the opportunities to report it to police, legal authorities or institutional agencies.
- **Promote increased dialogue and information sharing on hate-based crime, while getting more players, such as entities from the private sector, involved in awareness raising.** Moreover, highly knowledgeable stakeholders, particularly CSOs, need to be supported in their work and provided with clear channels of communication with governments and Law Enforcement Agencies. This entails the importance of building networks between law enforcement agencies,



Figure 27: Logo of PRISM project

prosecutors and civil society. Often victims report to CSOs which then accompany them to the police if they wish to file a formal complaint.

- **Encourage the exchange of best practices and confrontations** in order to take advantage of the variety of strategies adopted by different countries for addressing hate crime and hate speech: each country's ability to offer a wealth of information, experience, and varying perspectives on these issues can serve as a positive asset for building well-rounded legal mechanisms and European policy in the long term, if States come together and agree to tackle these topics in a concerted manner.
- **Increase opportunities for training – and provide a more systematic training framework –** addressed to different categories, so that representatives from different key institutions and entities engaging in complementary activities (law enforcement, judges, prosecutors' offices, educators and teachers, social workers, community organizations, journalists and media providers) can meet and interact in the construction of the response to hate speech.
- **Encourage social media providers to accompany their increasing awareness on their responsibility –** witnessed by their declarations, their engagement in campaigns and initiatives and their collaboration with CSOs and institutional agencies – **with concrete measures and an augmented transparency of what happens with the hate speech reports done directly within the platform.**
- **Increase the promotion of Counter speech, considered fundamental to progressively affect the cultural context and change the perception of what is “acceptable” and what isn't,** without limiting anyone's freedom of expression. Counter speech has to be promoted by social actors, institutions and social media platform themselves, and cannot be left to the initiative of individuals.
- **Increase education and awareness raising actions.** Public awareness campaigns and training are crucial both for improving the reporting of online hate speech and for inhibiting and preventing hate speech.
- **Educate young people on media:** teach how to read ALL media content, including “sub-media”, as early as elementary school. Teach young media consumers the difference between journalistic information and social media content, and put an end to the systematic negative discourse towards journalists and media, which legitimises the global mistrust towards information in general.
- **Provide training to educators,** equip them with the necessary tools to be able to implement educational actions based on comprehension and dialog and respond to the preoccupations of teenagers/youngsters. This means they should be able to put themselves at the same level as the person they are talking to and to progressively bring them to deconstruct their own hate speech and trigger reflection.
- **Involve youngsters in the construction of awareness raising campaigns and in any kind of action aiming at preventing and combatting hate speech;** enhance their active participation and bring them to be key players of a new vision and a new use of social media.
- **Enhance awareness among journalists and media operators** through debates and trainings.
- **Ensure sufficient public resources** to sustain an omni-comprehensive, long lasting and diversified action in response to hate speech.

11. How to create a successful campaign

In order to create a great social media campaign, you should follow these steps:

- Define the goals of the campaign
- Think of the audience you want to reach and select channels you are going to use
- Frame it within your existing initiatives, decide on whether to create a one time project or a long-term one (sustainability)
- Set the roles of 'owned', 'earned' and 'paid' media within the campaign
- Estimate the budget needed and specify measurable targets
- Specify people on the project and their roles and responsibilities
- Create a draft of a content plan and a timetable of the campaign
- Decide on a tone of voice (personas)
- Find cooperating parties and their engagement within the campaign
- Double check everything

You can find a more detailed infographics guide which easily takes you through the initial setup here: <https://blog.bufferapp.com/social-media-marketing-plan>

During the time a campaign runs, you should be able to monitor the results and quickly react if needed. Social media gives you the advantage of being proactive here. For example (as mentioned in the part on Paid promotion), we recommend to closely watch the results of each channel and be able to move the funds towards the most effective one (=promote the most successful posts).

In the end, each campaign should be followed up by reporting and key learnings. Use originally set KPIs to evaluate the results. Always go further than just pie charts (qualitative analysis of reactions by the audience).

Facebook's [Not for Profit page](#) will give you some good examples of how to set up a campaign, raise awareness and activate supporters.

Basic Guidelines for a campaign strategy by Unia, Belgium

1. Do you really need to campaign?

2. Motivation not Education

Campaigning maximises the motivation of the audience, not their knowledge. Try using education to campaign, and you will end up circling and exploring your issue but not changing it.

Campaigns do have some 'educational' effect but it is education by doing, through experience, rather than through being given information. Information is not power until it leads to mobilisation.

3. Analyse the forces

Ask this: 'why hasn't it happened already?' Try mapping out the forces for and against what you want to happen. Draw a map of the problem - the people involved, the organisations, the institutions - work out exactly what the mechanisms are for the decisions you want to change.

Then identify potential allies and opponents and work out who your target audience is for each step.

4. K.I.S.S (Keep It Simple, Stupid)

Campaigns are needed because there is an urgent problem which has to be made public in order to be resolved. Effective motivation needs simplicity in message and purpose.

Communicate only one thing at a time. Use a simple unambiguous 'call to action' which requires no explanation.



5. Right Components – Right Order

You need to follow the sequence: **awareness > alignment > engagement > action**

A good campaign has to be like a book or a drama - the outcome must be important but unknown. Showing a problem may lead to concern but in itself that won't lead to action. Show them now is the opportunity to force a change, to implement the solution, and give them a way to act - and you have the conditions for engagement.

6. Start from where your audience is, such as social media platforms

7. Construct a critical path

All issues are complex but your campaign must not be. Complexity demotivates, it makes people feel confused - and if they feel confused, they will think you are confused, and not worth listening to.

Communicate your campaign - what you think, the problem as you see it, the solution as you see it, the opportunity as you see it - and only that.

8. Campaign against the unacceptable

In general it is better to campaign against a small part of a big problem, where that part is 99% unacceptable to the public, than to campaign against say half of the overall problem, where that is only unacceptable to 1% of the population.

9. Make real things happen

Don't argue, do. Events are the stuff of politics - whether formal politics, business politics, personal politics or the politics of the dung heap.

News is not about ideas or concepts it is about things that happen. Ask yourself every day, what is this campaign doing? What's the verb? Is it starting something, publishing, blocking, rescuing, occupying, marching, lobbying, painting What are you doing?

10. Say what you mean

Directly or indirectly, a campaign consists of persuading others not just that you are right but that you are so right that they must take some form of action.

The simplest thing you can do to help your message is to be direct and straightforward. Forget about being 'clever'.

11. Find the conflicts in events – make the news

This is often misunderstood. Conflict is inherent to campaigns. Without a conflict of interest, a campaign would not be needed. Campaigns make news when they create change, make a difference, or threaten to do so. A campaign is about forcing a change to the status quo. Conflict is therefore built into it, indeed almost defines campaigning.

12. Communicate in pictures

At every level, think out your campaign in steps, leading back from the objective you want to achieve. Create a chronological story board - your critical path - and work out how you will make that happen. If you can't, then change your objective. But don't try to do the job of the press. Don't try to create 'cartoons'. Pictures are far more powerful than words.



Figure 28: Unia campaign to raise awareness about the rights of persons with disabilities

13. Campaign Evaluation

Campaign evaluations can be distinguished by their main ***purpose***. Note that there is an overlap with sample questions used in levels of monitoring to assess different aspects of the campaign.

Evaluation Type	Purpose	Sample Questions
<i>Formative</i>	Assesses the strengths and weaknesses of campaign materials and strategies, and their (likely) translation into practice before or during campaign implementation.	<p>How does the campaign's target audience think about the issue?</p> <p>What messages work with what audiences?</p> <p>Who are the best messengers?</p> <p>What outcomes are</p>

		being achieved?
Developmental (formative)	Helps campaigners design and develop innovative campaigning approaches and solutions, adapting to complex, uncertain and dynamic circumstances.	What are the vision and values that guide the campaigners? What do initial results reveal about what is working and not working?
Process (summative)	Examines campaign implementation, measuring effort and the direct outputs - what and how much was accomplished.	How many materials have been put out? What has been the campaign's reach? How many people have been reached?
Outcome (summative)	Measures effects and changes that result from the campaign. Assesses outcomes in the target audiences that come about as a result of campaign strategies and activities.	Has there been any affective change (beliefs, attitudes, social norms)? Has there been any behaviour-change? Have any policies changed?
Impact (summative)	Measures community-level change or longer-term results achieved as a result of the campaign's aggregate effects on individuals' behaviour and the sustainability of the behaviour. Attempts to determine whether the campaign caused the effects.	Has the behaviour-change resulted in its intended outcomes (e.g., lower cancer rates, less violence in schools) Has there been any systems-level change?

(Adapted from Coffman, J., Harvard Family Research Project, 2002. [*Public Communication Campaign Evaluation.*](#))

12. Tools and applications

For Content

Meet Edgar

MeetEdgar recycles your posts, so you can reach a larger percentage of traffic from recycled content later.

If you're paying someone an hourly rate to schedule content on social, then you're likely a great candidate for Edgar because it will pay for itself. You can simply have a team member or assistant load up a bunch of content and you'll be good to go for weeks or months at a time.

If you're doing your social media yourself, and you're not spending too much time on it... you might still benefit from Edgar because you won't need to repeat your work, and you'll likely be able to post more often.

<https://meetedgar.com/>

Buffer

Buffer shares the content at the best possible times so that followers and fans see the updates more often. The Buffer app is a tool that allows us to easily bookmark and schedule Tweets or Facebook updates from any browser or mobile device. This way we can effectively spread our Tweets out over the course of a day, whether we find something in our morning reading or as we surf around throughout the day.

The times that Buffer posts the updates are preset by the user, so the user simply has to fill up the Buffer and it does the rest. You can hit the post now option to immediately post and you have total control over when it posts.

<https://buffer.com/>

Hootsuite

Another widely used management tool which was originally used mostly for running more Twitter accounts at once, but these days it can include also other social networks, including Instagram (which is a rather unique feature). It has its free version (up to 5 social media accounts), the premium version has collaborating options and you can link more social media assets.

<https://www.hootsuite.com/>

Canva

An easy way to help you produce more visual stuff, lots of templates and neat options to create your own visuals.

<https://canva.com/>

For Engagement

Thunderclap

Thunderclap is the first-ever crowdspeaking platform that helps people be heard by saying something together. It allows a single message to be mass-shared, flash mob-style, so it rises above the noise of your social networks. By boosting the signal at the same time, Thunderclap helps a single person create action and change like never before.

<https://www.thunderclap.it/about>

For monitoring social media

Sentione

Social media monitoring tool for Central, South and East Europe. It is very user friendly and handy in daily social media communication. Use it to monitor mentions about you or your sets of keywords.

<https://sentione.com/>

Zoomsphere

Social media monitoring and social media management tool. Very powerful but user friendly. Lot of supported languages. Free trial. You can also check your competitors.

<http://www.zoomsphere.com/>

Mention.com

Social media monitoring tool. English only. It is an alternative to google alerts, as Google Alerts only sends you email if new articles, webpages or blog posts make it into the top ten Google News results, the top twenty Google Web Search results or top ten Google Blog Search results for your query. If the top results remain the same for a while, you won't receive emails on your topic. So Mention is an alternative. Free trial.

<https://mention.com/en/>

Datasift

Advanced social media monitoring and analytics tool.

<http://datasift.com/>

For Instagram

Iconosquare

Instagram metrics, analytics and account management platform.

<https://pro.iconosquare.com/>

Downloadgram

Download instagram photos you like through this app. You can also put the site as bookmark and then download only by tapping the bookmark.

<https://downloadgram.com/>

For Twitter

Followerwonk

As well as growing your follower-count, Followerwonk also helps you: find relevant Twitter users to follow, analyse the demographics of your Twitter followers and your competitors' followers, find out when your followers are most frequently online, analyse the number of followers gained and lost, analyse your tweets or a competitor's tweets.

<https://moz.com/followerwonk/>

Tweetdeck

Popular Twitter client featuring multiple accounts, multiple columns and quite handy posting features (like scheduling posts). It is run by Twitter.

<https://tweetdeck.twitter.com/>

For LinkedIn

Rapportive

For gmail users only. Rapportive shows you everything about your contacts right inside your inbox.

<https://rapportive.com/>

Other useful links

Image dimensions for Facebook:

<http://www.jonloomer.com/2016/09/15/facebook-image-dimensions-2016/>

Awariness Advertisers Guide

<https://www.facebook.com/business/goals/build-awareness>

Facebook Ads for Beginners

<https://adespresso.com/academy/guides/facebook-ads-beginner/>

Facebook Extra Security Features

<https://www.facebook.com/help/413023562082171>

Facebook Insights Basic Guide

<https://www.facebook.com/help/336893449723054/>

Learn from Human Right Activists & NGO's

<https://topnonprofits.com/lists/top-nonprofits-on-facebook/>

How to find influencers? Check this:

[Klout.com](http://klout.com)

Trying to administer large facebook group as best as possible? Try:

[Grytics.com](http://grytics.com)

Want to try some automation? IFTTT can save a lot of your time by managing social media and various other tasks through recipes.

<https://ifttt.com/>

Don't want to go through all news sites, blogs and online media? Check this (best and most powerful RSS reader):

<https://feedly.com>

Even more social media tools:

You can check for example this article:

<https://www.entrepreneur.com/article/254712>

Do you want to use some royalty free Images?

Loads of royalty-free images, photos, animations, sounds and icons that can be used to customize social status updates.

<http://librestock.com/>

EQUINET MEMBER EQUALITY BODIES

ALBANIA

Commissioner for the Protection from Discrimination
www.kmd.al

AUSTRIA

Austrian Disability Ombudsman
www.behindertenanwalt.gv.at

AUSTRIA

Ombud for Equal Treatment
www.gleichbehandlungsanwaltschaft.at

BELGIUM

Institute for the Equality of Women and Men
www.igvm-iefh.belgium.be

BELGIUM

Unia (Interfederal Centre for Equal Opportunities)
www.unia.be

BOSNIA AND HERZEGOVINA

Institution of Human Rights Ombudsman of Bosnia and Herzegovina
www.ombudsmen.gov.ba

BULGARIA

Commission for Protection against Discrimination
www.kzd-nondiscrimination.com

CROATIA

Office of the Ombudsman
www.ombudsman.hr

CROATIA

Ombudsperson for Gender Equality
www.prs.hr

CROATIA

Ombudswoman for Persons with Disabilities
www.posi.hr

CYPRUS

Commissioner for Administration and Human Rights (Ombudsman)
www.ombudsman.gov.cy

CZECH REPUBLIC

Public Defender of Rights
www.ochrance.cz

DENMARK

Board of Equal Treatment
www.ast.dk

DENMARK

Danish Institute for Human Rights
www.humanrights.dk

ESTONIA

Gender Equality and Equal Treatment Commissioner
www.volinik.ee

FINLAND

Non-Discrimination Ombudsman
www.syrjinta.fi

FINLAND

Ombudsman for Equality
www.tasa-arvo.fi

FRANCE

Defender of Rights
www.defenseurdesdroits.fr

GERMANY

Federal Anti-Discrimination Agency
www.antidiskriminierungsstelle.de

GREECE

Greek Ombudsman
www.synigoros.gr

HUNGARY

Equal Treatment Authority
www.egyenlobanasmod.hu

HUNGARY

Office of the Commissioner for Fundamental Rights
www.ajbh.hu

IRELAND

Irish Human Rights and Equality Commission
www.ihrec.ie

ITALY

National Equality Councillor
www.lavoro.gov.it/ConsiglieraNazionale

ITALY

National Office against Racial Discrimination - UNAR
www.unar.it

LATVIA

Office of the Ombudsman
www.tiesibsargs.lv

LITHUANIA

Office of the Equal Opportunities Ombudsperson
www.lygybe.lt

LUXEMBURG

Centre for Equal Treatment
www.cet.lu

(FYRO) MACEDONIA

Commission for the Protection against Discrimination
www.kzd.mk

MALTA

Commission for the Rights of Persons with Disability
www.crp.d.org.mt

MALTA

National Commission for the Promotion of Equality
www.equality.gov.mt

MONTENEGRO

Protector of Human Rights and Freedoms (Ombudsman)
www.ombudsman.co.me

NETHERLANDS

Netherlands Institute for Human Rights
www.mensenrechten.nl

NORWAY

Equality and Anti-Discrimination Ombud
www.ldo.no

POLAND

Commissioner for Human Rights
www.rpo.gov.pl

PORTUGAL

Commission for Citizenship and Gender Equality
www.cig.gov.pt

PORTUGAL

Commission for Equality in Labour and Employment
www.cite.gov.pt

PORTUGAL

High Commission for Migration
www.acm.gov.pt

ROMANIA

National Council for Combating Discrimination
www.cncd.org.ro

SERBIA

Commissioner for Protection of Equality
www.ravnopravnost.gov.rs

SLOVAKIA

National Centre for Human Rights
www.snspl.sk

SLOVENIA

Advocate of the Principle of Equality
www.zagovornik.net

SPAIN

Council for the Elimination of Ethnic or Racial Discrimination
www.igualdadynodiscriminacion.msssi.es

SWEDEN

Equality Ombudsman
www.do.se

UNITED KINGDOM - GREAT BRITAIN

Equality and Human Rights Commission
www.equalityhumanrights.com

UNITED KINGDOM - NORTHERN IRELAND

Equality Commission for Northern Ireland
www.equalityni.org

Co-funded by the Rights, Equality and Citizenship Programme of the European Union



ISBN 978-92-990080-8-9 | © Equinet 2017

www.equineteurope.org

facebook.com/EquinetEurope

[@equineteurope](https://twitter.com/equineteurope)

 **Equinet**
European network
of equality bodies

