Annex 4 Enhancing Strategic Communication of Reforms

ENGAGE
**Enhance Non-Governmental
Actors and Grassroots
Engagement**

MEMORANDUM

Re: Enhancing Strategic Communication of Reforms
From: Pact, Inc.
To: USAID
Date: September 30, 2019

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> "Tactical steps in public relations should focus on branding, and the understanding that
> strategic communication is a creative and intentional process"
> ~ Germany Kent

Background

USAID/ENGAGE findings from the National Engagement Poll, conducted in January 2018, revealed that despite the large-scale efforts to reform Ukrainian society, citizens of Ukraine tended to be skeptical and pessimistic towards the reform process. Simultaneously, the reform process, including the role of CSOs, was not sufficiently conveyed to Ukrainian citizens. Considering the key role of Ukrainian NGOs in the process of reform implementation and fighting against corruption, there was and continues to be the need for civil society organizations to more effectively communicate with target audiences and the general public, so as to increase citizen awareness of NGOs' role and activities. Because TV remains a primary source of information for the majority of Ukrainian citizens, it is important to ensure CSOs are distributing information through traditional media, including TV, newspapers, and paper leaflets, among others. Social media and new information communication technologies (ICT) have become a valuable tool for information sharing and constituency outreach. Presenting CSO information, whether online, through TV, or via leaflets and newspaper supplements, in a professional and user-friendly format, is essential to raising awareness about CSO activities and their importance in improving the lives of Ukrainian citizens. However, Ukrainian civil society organizations generally lack expert capacities, experience and resources for effective strategic planning of communication activities. Moreover, strategic communication from most ENGAGE partners was previously directed at policymakers and less to the public.

To improve partners' communication on the reform process, Pact aimed to: increase the capacity of partners in holding strategic communications within their programs; help to define target audiences; identify communications channels; develop and deliver messages; and assess the impact of messaging. To achieve this, ENGAGE contracted Internews Ukraine, and from February 2018 to February 2019, Internews Ukraine conducted a 12-month long coaching and mentoring program for 20 CSOs—key national and regional reform leaders. During this intense program, ENGAGE partners were learning how to effectively communicate with target audiences by using clear and understandable messages and via appropriate communication channels, develop, and implement communication campaigns for the selected reforms. In the long-term, the program expects to impact increased citizen awareness of and engagement in civic activities in Ukraine as a resulted via communication campaigns implemented by the participants.

Key Findings Based on Program Implementation

Following the 12-month mentoring and coaching program on strategic communication for 20 ENGAGE partners, the following conclusions were made:

- ENGAGE partner organizations participating in the strategic communication program were very different in terms of activity areas, communication focuses and experiences, and therefore, the **format of a tailored approach under a common learning umbrella was successful** and can be continued into the future.

- A large share of organizations indicated that during the trainings and consultations, they **needed support in social media management, technical details of video materials preparation, and website optimization**, among other areas. As a part of the program conducted by Internews Ukraine, only the communication aspects of these tools were discussed, therefore ENGAGE could think of providing support on other technical issues and ICT tools usage.

- The **partner organizations already have one or two successful communication tools**, which could be used further as a building block for strategic communication. For example, based on Internews Ukraine's final project report, ENGAGE CSO partners are widely recognized for a massive public event (KyivPride), Price of the State website (CASE-Ukraine), public events (DIF) and a highly visible YouTube channel (Toronto TV).

- Not only think tanks like CPLR, NEC and CEDEM, but most of the 20 **ENGAGE partners** participating in the strategic communication program **have enough speakers, that could promote the CSO mission and vision**.

- Many CSOs that have been working within the project have **communication strategies that are either absent or outdated and do not correspond to current communication needs of the organization, or, it is rather a formal instrument than a working document**.

- ENGAGE CSO partners **lack specialists in communication teams**. KyivPride did not have communication specialists on board before the start of the strategic communication program, while CASE Ukraine have less than two employees focused both on strategic and project communication tasks without a clear division of responsibilities. Some of the organizations are involving external communication consultants (Kyiv Pride and Toronto TV). This was revealed during the research on CSO communications market conducted by Internews Ukraine.

- CSO leadership rarely gets involved into the communication aspects of the CSO work, leaving responsibilities to the communication manager (often unable to make managerial decisions) wholly responsible for the CSO communication. This might stall the communication processes, and thus not contribute to the strategic communication and CSO positioning.

- **Most ENGAGE partners** receiving strategic communication support are concentrated in Kyiv and **do not have regional representation**. As a result, their work with the media is to a large extent limited to work with national media. Working with regions, organizations predominantly use Internet-based communication tools. At the same time, many CSOs do not have funding for regional media events and regional representation. Taking into account that the research results show that there is an increase in public confidence to regional mass media, the low-level of CSO communication in the regions might affect their recognition.

- While working with ENGAGE partners, the majority of the CSO-program participants work with a difficult topic that covers the territory of nearly the entire country, relating to the interests of a significant portion of the population. Solving such problems goes significantly beyond the resource limits of one organization and requires much more

considerable efforts and possibilities than available in a civil society organization. One of the options proposed for solving this problem is **crafting coalitions and building partnerships with other organizations for multiplying the resource capital**.

- In order to keep up with the developments and changes, **CSOs should make a rule to monitor and adjust their communication strategies** once a year, and **integrate the strategy into the everyday work of the organization**. This would allow organizations to promptly react in the event of changes in the environment.

- Taking into account that majority of the ENGAGE partners incorporated new communication practices, it would be beneficial to study the perception of new changes by target groups within a year after the finish of the program.

Program Approach

The program components included: (1) communication audits for each of 20 partner CSOs, (2) a survey, (3) a communication plan, (4) individual consultations, (5) training sessions, (6) communication campaign development, and (7) a set of analytical material. These components are illustrated in the below figure.
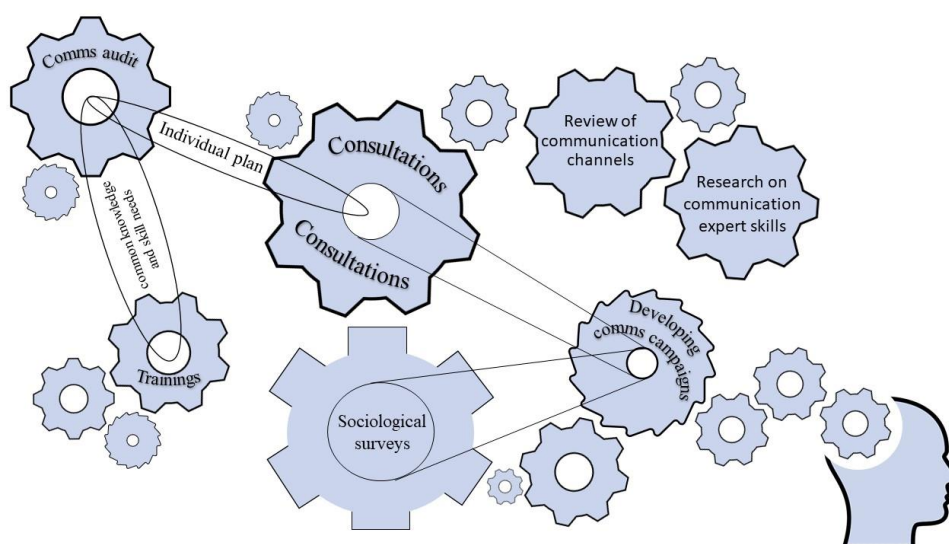
The program was designed in a way to: provide tailored mentoring based on the communication needs of partner CSOs and identified in individual communication development plans (defined by both initial communication audits and surveys for each organization), empower organizations with new knowledge and skills at training sessions, and ensure understanding of the communication processes in civil society in general, all with aim to improve the capacity of the CSOs of conducting communication campaigns for reforms.

(1.2) Communication Audits and Surveys

The initial communication audit was conducted in April 2018 and served as a tool to reveal the communication strengths and weaknesses of 20 CSOs. The audit provided findings on the following strengths:

- All organizations participating in the program have previous experience in external communication and establishing contacts with their target audiences.

- People responsible for the communications in the organization have a basic understanding of communication principles and some skills necessary for communicating with target audiences, which enables CSOs to reach audiences and share key messages. Some of the organizations (AntAC, ULA) have powerful staff-members responsible for external communication.

- All organizations have expertise in their respective topics, and therefore have enough speakers that can promote meaningful statements and messages. Some of the organizations maintain a powerful image as "doers" and have had previous successes with their technical expertise (eg. AntAC advocates for establishing anti-corruption bodies, Patients of Ukraine promotes health care reform). This all makes it easier to communicate select reforms.

- The majority of CSOs already have a certain established image among civil society, media and target groups, and they enjoy a certain level of trust, which allows them to focus on communicating important issues without spending time on explaining the nature of their organizations, providing argument as to why the CSO was created or giving a detailed description of the topics a CSO addresses.

- All ENGAGE partners proved to have at least one strong channel of communication (eg. Price of State website by CASE, a highly viewed YouTube channel by Ukrainian Toronto Television, a large-scale inclusion public event by KyivPride and popular media public events by DIF), which could lay the foundation for substantial development of the communication competency of the organization.

At the same time, the audit revealed a set of challenges faced by CSOs:

- The absence of a formal organizational communication strategy, and therefore, fragmented communication with target audiences, and ad hoc selection of communication messages and channels.

- CSOs often have a reactive approach to cooperation with media, and sometimes target audiences, which results in communication not being strategic and the possibility to shape specific agenda being underused.

- Inattentive ICTs used by CSOs (eg. inactive social media, outdated websites or media mailing lists, low visits or views of published pieces), which has an impact on the overall impression about the organization and its trustworthiness.

- Lack of diversification of communication channels puts organizations in a vulnerable position, as potential risks include possible disruptions in functioning of the channel that would make the entire CSO communication impossible.

- The public image of some of the CSOs (Automaidan and Dyvovyzhni) does not fall in line with CSOs objectives and priority areas of work.

- Having multi-tasking specialists, instead of a strong communication team, is rather common among ENGAGE partners. In addition, CSOs' management tends to allocate resources for communication on the basis of what additional time is available to distribute. Especially, under time pressure, these appear to be obstacles for achieving ambitions communication goals.

(3.4) Communication Plan Development, Implementation, and Mentoring

Based on the results of the communication audits, each organization has been offered an individual communication development plan, a set of consultations with communication experts and a survey to deeply study a certain communication aspect of its activities.

In total, 193 consultations were held, aimed at strengthening the communication capacity of the ENGAGE partner CSOs. Each ENGAGE partner has a possibility to select a consultant from Internews Ukraine or an external expert (in total 14 consultants works with ENGAGE partners). During the consultations, consultants helped all CSOs to: 1) update the communication strategy of organizations and develop basic documents for the strategy; 2) develop individual channels of communication and team competencies necessary for their efficient use (website, work with the mass

media, mailing lists, content, etc.); 3) update the organization's positioning (Avtomaidan, Dyvovyzhny, KyivPride, Ukrainian Leadership Academy, and AntAC), 4) introduce a "message box" to formulate clear key messages that the organization is to deliver to its target audiences as well as counter-messages to correct the perception of the information; and 5) support the development and conceptualization of information campaigns for reforms (Centre UA, Nova Doba, Step by Step Foundation, Patients of Ukraine, Dyvovyzhni, ULA, Automaidan, DIF and Centre for public Monitoring and Research). Apart from this, some CSOs received assistance in anti-crisis communications, development of video content, improving work with media, attracting business, and making youth a new target audience through communication. The key CSO communication needs and work to be done, as well as results achieved during the program per each organization can be found below.

Taking into account that civil society organizations usually do not have a sustainable practice of using sociological methods for assessing efficiency of communication, the majority of organizations were interested to learn about the attitude of representatives of the target groups (mostly media) toward the organization and its products. Tailored sociological research has been conducted within 20 ENGAGE partner organizations. The sociological surveys revealed that almost all organizations are recognized by their target groups (except, for instance, the CPMR, which is perceived through the lenses of leaders/speakers), a significant number of survey respondents mentioned the difficult language used by CSOs when presenting information and the expectation to see better visualization, some of the organizations are perceived as having political relations with various political forces (Automaidan, KhAC, CPMR). The results obtained were used for adapting advisory strategic communication support to the needs of each organization and were also taken into account in the recommendations for independent communication development after the program to ensure sustainability of strategic communications.
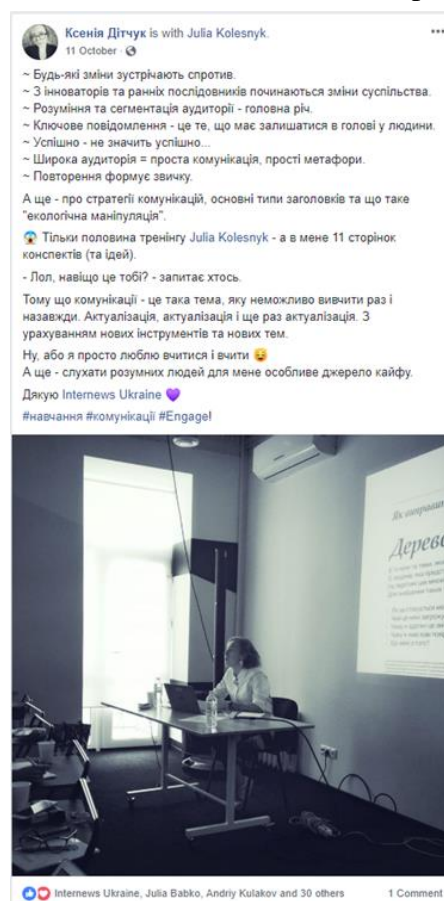
(5) Technical skills development/training sessions

As identified during the initial communication audits, there were few topics ENGAGE partners were interested in and for which they needed additional knowledge and skills. Therefore, CSO communicators were trained in strategic communications, storytelling and public communication (four trainings in total, one or two days each for 61 participants).

 During the training on *strategic communication*, participants learned to develop communication strategies on reform's awareness and key messages, work with media and public relations, and defining monitoring and evaluation components for CSO communication.

The training on *storytelling* was focused on how to use storytelling as an instrument to convey the CSO messages and attract a target audience. As the result of the training, CSOs representatives learned how to use stories to influence positive changes in the public activism sphere, how to build efficient communication, how to properly use such story-telling instruments such as: the tone of voice, dramaturgy tools, facts, and emotions

Facebook feedback from participant of Story-telling training, October 2018

The *public communication* training had specific focus on how to give interviews to media, conduct public speaking and prepare press events. Participants of the training could practice in analyzing their public speeches and making proper conclusions, ways to structure presentations in order to interest mass media and

receive coverage, planning actions in crisis communication, and selecting a type of press event for a specific instance. Participants particularly like the practical exercise, when they were recorded for an impromptu interview and then analyzed key mistakes in communication and received tips to improve their skills.

Trainings were also visited by guest speakers—Tetiana Pushnova, Pavlo Kazarin, both talking about the specific features of media work, Tetiana Kostiuchenko, who presented key data on the perception of civil society by citizens.

(6) Communication Campaign Development and Implementation

Within the framework of the program, separate communication campaigns (or their concepts) were developed for nine organizations, implementation of which would help to achieve the communication goals of organizations. It is worth mentioning that during the initial communication

During the Public Communication Training, February 2019

audit, most of the organizations (except for Automaidan and Patients of Ukraine) did not foresee the conduction of the information campaigns within the program, though during the program, the need for a communication campaign developed from the need to improve communication with a wider audience (for instance, parents of senior school students for ULA, all teachers and parents of first grade school students for Step by Step, and youth for Dyvovyzhny). Some of the organizations (for example, DIF, Step by Step, Nova Doba) received a step-by-step guide on implementing information campaign through social media, while other CSOs (Automaidan and Patients of Ukraine) were focused on using information campaigns to influence the stakeholders and decision-makers within the framework of their advocacy activities. Also, information campaigns were used to promote online instruments for one of ENGAGE's partners, CentreUA.

(7) Analytical Reviews and Researches Prepared Under the Contract

In the course of the strategic communication program, it appeared that ENGAGE partners often lack written policies on choosing channels of communication and or that they fail to establish

cooperation with regional media. To enable the organizations to choose communication channels successfully in accordance with the information needs of CSOs and the current media trends, Internews Ukraine conducted a study titled "Communication Channels: Analytical Review," aimed at helping CSOs to select effective communication channels, including the media, to disseminate information about their activities. The research also outlined information about the media landscape in the key regions of Ukraine (Kharkiv, Odesa, Dnipro, Lviv and Kyiv regions) that was helpful for ENGAGE partners in the planning of information campaigns in the regions.

Cover of the Study "Communication Channels: Analytical Review"

Research on the CSO communications market was prepared and proposals were made to ensure the sustainability of strategic communications of civil society organizations. The report consists of two parts. The first part of the report, based on a survey of 49 CSO communicators and five recruitment agencies, identifies the key problems and trends of communications in the civil society sector; provides a description of general competencies of a communication expert for the civil society sector; analyzes the causes and motives of communication specialists that influence the communication staff turnover in CSOs; and provides proposals and recommendations on ensuring sustainability of strategic communications of civil society organizations. The second part of the report devoted to the general competences of the CSO communications specialist included a communication officer's portrait (requirements concerning education, key skills and competencies, experience); a list of documents necessary for regulating communication activities in the organization (both when communication staff is or is not available); a list of literature, sources, books, websites, and activities for visiting—the basic minimum that a communication officer has to know and understand; ethical principles of a communication officer in the social sphere. This material is useful to CSO representatives to understand the roles and functions of communication specialists and how to headhunt them.

Cover of the Report Study "General Competences of a Communication Expert for the CSO sector"

ENGAGE Next Steps

Taking into account the results of the strategic communication program, USAID/ENGAGE realizes the need to direct further support to its partners with strategic communication in the following areas:

- Support of civil society organizations in expanding their strategic communication on reforms into regions (eg. diversifying communication channels, simplifying the language of the messages used, building strong cooperation with local media) and imbue partners with sociological data in order to understand the shift in perception of reforms by the citizens.

- Assessment of strategic communication practices of ENGAGE partners (including conduction of communication campaigns around reforms) and evaluation of focus on citizen engagement and outreach to local and regional-level counterparts within the Organizational Journey to Self-Reliance Assessment to be conducted in FY20.

- Support of key national and regional reform leaders in building sustainability of their communication with target audiences on reforms as a way to engage citizens to critically important issues, developing CSOs' social capital and thus building on the sustainability of the civil society sector.

List of CSOs Participating in the Program

1. All-Ukrainian Association "Automaidan"
2. All-Ukrainian Association of Teachers of History, Civic Education and Social Studies "Nova Doba"
3. Anti-Corruption Action Center (AntAC)
4. Center for Public Monitoring and Research
5. Center for Social and Economic Research (CASE)
6. Centre for Democracy and Rule of Law (CEDEM)
7. Centre of Policy and Legal Reform
8. Centre UA
9. Cross Media Organization
10. Democratic Initiatives Foundation
11. Dyvovyzhni
12. Kharkiv Anti-Corruption Center
13. KyivPride
14. New Europe Center
15. Patients of Ukraine
16. Transparency International Ukraine
17. Ukrainian Leadership Academy
18. Ukrainian Step by Step Foundation
19. Ukrainian Toronto Television
20. VoxUkraine

Key Steps Taken During the Program And Results Achieved: An Analysis of 20 Key National and Regional Reform Leaders and CSOs

Center for Social and Economic Research (CASE)

Within the communication audit framework, it was identified that CASE's cooperation with journalists was not permanent, while the organization's communication is reactive and not proactive. For better understanding and perception of the organization's messages, educational products, an information leaflet and the website of the 'Tsina Derzhzvy' ('Price of State' project) were tested in a focus group. Findings suggested that key audiences had an ambiguous perception of information communicated by the organization.

During the program, a message-box for the stakeholders was developed taking into consideration the strategic, economic and educational mission of the organization; the rules of filling out databases of journalists were prepared and discussed within the team, a media pool was created; and a list of topics that CASE experts are to communicate and cooperate with mass media was compiled.

Centre for Democracy and Rule of Law (CEDEM)

Pursuant to the communication audit conclusions, the main communication needs of the organization at the start of the program were to increase efficiency of the information campaign "CHESNO. Filter the Court!". After the analysis of CEDEM, media materials (articles, announcements, press releases) and recommendations were provided on the formats of successful targeted communication.

CEDEM staff shared the knowledge received during the trainings with other colleagues by organizing internal learning, which resulted in starting a cooperation with UBER on the "Safe Roads"

project (in reaction to advise to broaden cooperation with business) and adopting storylines of judges on postcards. As a result of the program, a strategic communication document (a message box) was updated; communication channels were expanded; communication tools were expanded via the launch of a series of explanatory videos (the first of which received 2,600 views over a month); the positioning of the organization was adjusted by simplifying the language of presentation and style of messages for regional media; influential researchers and opinion leaders were involved to represent the organization and to explain the contents of the judiciary reform in an understandable language to a wider audience; and broadening contacts with media in eastern and southern regions based on the media map developed by Internews Ukraine Organization has also advanced its research of target audiences needs and public opinion before planning communication, and currently uses a range of methods, including media monitoring,

Postcard created for Chesno. "Filter the Court!" Campaign

deep interviews, focus groups, questionnaires, regional agenda monitoring and existing sociological surveys (including OMNIBUS).

Transparency International Ukraine

A communication audit revealed that all communication platforms of TIU are extremely powerful, necessary and in line with the organization's needs. However, they serve primarily the "first circle" of stakeholders (B2B) officials, human rights defenders, and media people, while other target audiences are not well informed about the TIU activities. The work within the project was focused on finding a balance of bringing attention of all-important target audiences to TIU.

As mentioned in a post-program questionnaire, TIU defined new target audiences, such as journalists and businessmen, and developed concrete strategic goals of influence for these new groups. To this end, recommendations were developed for attracting a younger audience, in particular which platforms and instruments to use. One of the key and sustainable channels of communication—mailing lists—was improved by finalizing algorithms and the system for monitoring indicators and developing a checklist for email layouts. The organization received recommendation on improving its YouTube channel and a list of most popular Ukrainian video bloggers on YouTube was compiled for possible collaboration. In addition, Transparency International Ukraine started to use public opinion polls to track public opinion on reforms and use ICT statistics and OMNIBUS to measure the impact of communication.
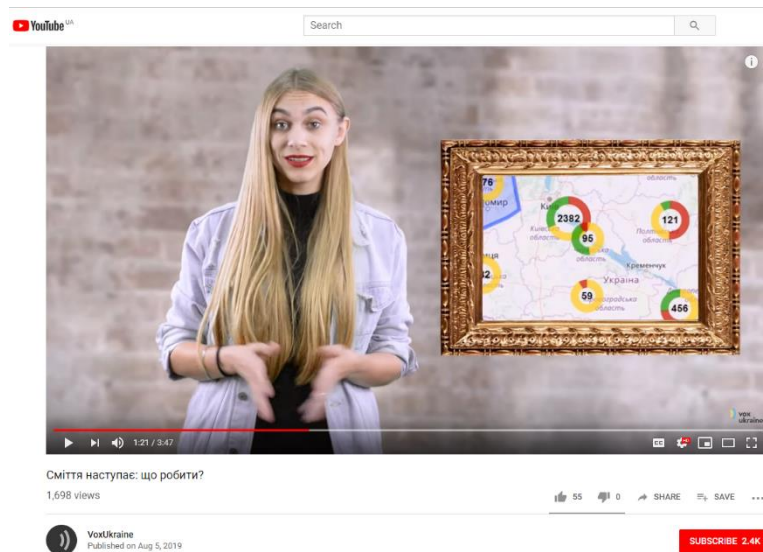
> *"The consultations had a serious impact on the direction, in which we decided to develop our communications…We decided to expand our target audiences and to begin to work more with the youth in the future, who are so far not involved in public activities but have an inclination for activism. We revised our priorities as to the channels of communication.*
>
> **Oleksandr Arhat**, Head of the Communication Department
> Transparency International Ukraine

VoxUkraine

At the beginning of cooperation with VoxUkraine, the organization lacked clear communication positioning of the CSO among its target audience and underutilized its YouTube channel. Also, the organization faced public accusations of the editorial staff being politically partisan, proving false facts, and being involved in corruption schemes, thus there was a need to develop a anti-crisis communication strategy for managing external challenges.

During the consultations, the main groups of stakeholders were analyzed and the matrix for interacting with them was developed; a message box was developed for the key target audience that emphasizes the unique and original features of the organization for its further communication positioning; an anti-crisis plan was developed and the algorithm of actions aimed at minimizing the reputational losses for the organizations; an audit of the YouTube channel was carried out, and a package of recommendations was provided for improving the channel that will facilitate the growth of indicators and further promotion. VoxUkraine revealed in a post-program questionnaire that currently the organization is exploring needs and interests of target audiences before planning communication through personal communication, surveys and

Pack shot of VoxUkraine vlog on garbage issue

focus groups. The knowledge and skills received during training on public communication were successfully used by CSO staff during "Countdown" (a national debate program on the television channel Suspilne), while training on storytelling encouraged CSOs to use a storytelling approach in its videos.

All-Ukrainian Association "Automaidan"

The communication audit in the beginning of the project helped to assess Automaidan's communication and revealed that: Automaidan had vaguely positioned its public speakers; the organization was perceived to be more as activists and less as experts; and that the organization underutilized such channels of communication as the official website of the organization (a large amount of unstructured information), including email lists, public reports, printed information materials.

With the help of the program, the organization's stakeholder groups were identified; the competitive environment was analyzed; unique features of Automaidan were identified that should be emphasized during communication; key messages for stakeholders were developed so that they are more clearly associated with activities of the organization; and speakers were identified and divided according to the topics. In addition, Automaidan updated its website (a key communication channel) and improved the positioning of its PROSUD project as part of the organization's work.

Dyvovyzhni

Based on the communication audit results, it was found that the main requests and needs of the Dyvovyzhni were strengthening its positions among the stakeholders and development of a system for monitoring the efficiency of communication. During the program, consultants analyzed the organization's communication strategy and decided to focus on B2B communications, video content for effective communication, and reaching youth audiences.

Based on the results of the sociological research studying the attitude of young people to the notion of activism, an information campaign plan was developed to change the behavior of the youth, and thus encourage them to be more engaged in social and political activities. The research also helped to define effective communication channels and tools, and develop hypotheses for future campaigns. The organization received strategic recommendations for B2B-communications, including bringing

the organization to the level of sustainable development and the social entrepreneurship model. Dyvovyzhni staff improved their video products and skills of working with video content that will offer possibilities to share success stories with the audience efficiently, which will lead to a change in behavior of target audiences.

Democratic Initiatives Foundation

The communication audit revealed that the initial communication weaknesses of DIF were its unbalanced digital communication, orientation of information materials on sociologists rather than media, and dependence on external organizations for providing information about events.

By the end of the program, organization specified its target audiences (and shifted from using the "general public" as a target audience); identified the channels of communication for the target

"Figure of the Day" by DIF for Facebook audience

audiences; developed a message box; prepared a content plan for social media; strengthened work with the target audiences (by making proactive communication); updated press releases and their contents; and initiated a "figure of the day" column. The organization has started to combine efforts with the Reanimation Package of Reforms and other partners in cases when target audiences are not receptive of communication messages.

DIF used communication recommendations in social media in order to produce video posts, publications with quotes from its speakers and infographics. These changes led to a rapid increase in the number of subscribers. Whereas before the beginning of the consultations, its Facebook audience totaled 4,500 followers and reached 8,820, after the consultations, the audience rose to 5,616 followers and reached 24,282 as of December (an increase by 141%).

Cross Media Organization

The communication audit in the beginning of the project helped the consultant to formulate hypotheses concerning communication challenges of the organization. For a comprehensive understanding of the communication needs, a sociological survey was conducted to study the target audience of the Zaborona website in order to study their perception of the organization and its activities. Based on the findings, Cross Media Organization was focusing its work within the project on deepening interaction with communities (and not increasing coverage); systematizing and institutionalizing the communication channels, for instance, abandoning the news feed on the website in favor of user mailing lists and launching a Telegram channel.

As the result, an algorithm of inter-editorial cooperation was developed for the project. More specifically, a database of contacts of national and regional mass media was created, and guidelines were prepared for cooperation with them. As a news feed proved to be an inefficient communication instrument, a Telegram-channel was created that increased the number of views of the pages and the time spent on interaction with the website as well as the mailing list was introduced. Together with consultants, the organization developed a strategy of communication with target audiences, including tools and indicators for assessing efficiency of communication activities both independently and by means of participation of the Zaborona in large-scale information campaigns and partnerships planned for the future.

All-Ukrainian Association of Teachers of History, Civic Education and Social Studies "Nova Doba"

In the beginning of the program, it was identified that Nova Doba needs systematization of its communication work, as provision of information about CSO activities and achievements was incomprehensive and weak. Therefore, the organization focused its attention on developing basic communication documents and becoming a more effective promoter of civic education.

After one year with strategic communication support, Nova Doba developed a communication strategy for popularizing the topic of civic education in the society, introduced a plan of media activities for 2019 for actualizing and maintaining interest to the topic of civic education in national and regional media, and revised its model of communication and interaction with various target audiences. The organization changed the style of presentation of materials on the website in order to communicate in the parlance of target audiences.

New Europe Center

The communication audit, sociological survey and reports from consultations defined two main areas of development: non-adaptation of solutions developed by the organization for the media (difficult language) and lack of information support for public events, namely lack of post-communication.

The findings of an initial and post-program questionnaire show that over the course of the program, target audiences slightly changed, adding an analyst to the list. While EU integration was a key topic that was communicated previously, currently CSO's communication focus on strengthening effectiveness of Ukraine's security and foreign policy and to bring Ukraine in focus for foreigners. NEC also started to use focus groups as a method to research target audiences' needs. In case the target audience is not ready to accept the messages regarding the positive effects of the reforms, NEC went further than just analyzing messages; the organization also conducts public debates, develops recommendations and publishes discussion papers. The CSO broadened its storytelling approach by inviting speakers with success stories to its public events.

By the end of the program, the organization defined the list of topics for planning analytical research in 2019 (based on the findings of the sociological survey); developed a package of methodological materials on organization and post-communication events: a message box, sample announcements, a press kit (biographies, facts and figures, myths, questions and answers, contacts of the organization and of opponents, research papers), guidelines on post-communication of public events, rules of media monitoring, and checklists for events (training, media-lunch, briefing, public discussion, international visit, simulation game).

Patients of Ukraine

During the communication audit, it was found that the Patients of Ukraine was in a "transitional" period, which complicated development of the communication strategy in a long-term perspective.

Within the framework of the program the following steps were taken: a system of communication with regional mass media in conditions of the transitional period was developed; crisis communication was developed concerning the personality of the current Deputy Minister of Health Care, Olha Stefanishyna, a former head of the Patients of Ukraine; a sociological survey was carried out concerning ongoing communication among the active participants and potential members of the organization, and a yearlong communication plan was developed for December 2018-2019.

Ukrainian Toronto Television

Considering that by its nature, Toronto TV is a multi-channel media outlet that communicates with its target audience mostly through video content, the organization can influence and interact with the final consumer in the format of B2C-communication. During the communication audit, it was found that within the framework of activities on strengthening the communication capacity it is important to preserve the value milestones of the organization in communicating reforms as well as the fundamental ideas of the project with maximum non-interference with the content. Hence, the

communication consulting focused on communication with B2B-stakeholders (not viewers, but donors and advertisers) and development of a comprehensive information solution for further cooperation with them.

As the result of the program, Toronto TV formulated a unique product offer as an employer and a partner; worked on development and creation of information products such as commercial proposals that facilitate building communication with B2B-stakeholders; received a completed presentation for partners and sponsors aimed at informing them about possible options for cooperation, determined the point of entrance for B2B-communication; and developed a list of potential partners for cooperation for advertising projects (advertisers, agencies, and network mediators).
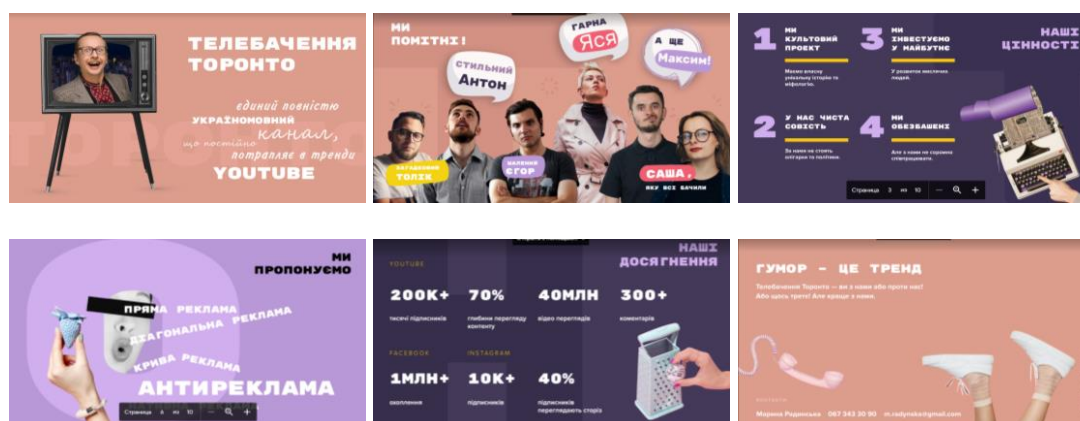
Portfolio created by Internews Ukraine for Toronto TV

Ukrainian Step by Step Foundation

At the beginning of the program, the organization did not carry out regular media work, nor did it provide information about its activities or communicate achievements in the education reform sphere. Therefore, in the course of the program a focus was placed on developing the communication area from scratch.

As the result of the program, the following results were achieved: the organization detailed its target audiences and defined few new groups to work with (local authorities and school principals); the CSO developed a message box (messages and counter-messages for target audiences), maps of speakers, guidelines for speakers, a communication strategy, post-communication guidelines and checklists for organizing events (training, media-lunch, briefing, public discussion, international visit, simulation game). The Step by Step Foundation also developed a plan of media activities and ways to increase the mass media attention to the topic of civic competencies; revived a Facebook page to promote CSO's ideas and track the feedback from target audiences; and writing materials began to better meet expectations of target audiences (understandable messages, relevant topics).

Ukrainian Leadership Academy

The communication audit defined that ULA had a rather strong communication unit, though lacks the basic communication documents. Therefore, the focus of the program for this organization was on development of strategic materials for further drafting a communication strategy; identification of the ULA key speakers; and a study of the attitudes of the ULA target audience to informal education and to the organization in general.

During the course of the program, the ULA team in cooperation with consultants, conducted analysis of competitors of the organization, unique features of the ULA in the competitive environment; developed portraits of the target audiences; drafted a message box and a list of the key speakers with thematic competencies; defined its development program and plan for promoting speakers; and, developed a concept of the information campaign dedicated to informal education. In

additional, the organization evaluated its social media tools, and focused on two that resulted in a 98% increase in followers over a year for Instagram and a 34% increase for Facebook.

Kharkiv Anti-Corruption Center

The communication audit conducted within the framework of cooperation with the KhAC identified the main communication needs of the organization as communicating and advocating socially important topics in the Kharkiv Region (among others, violation of the citizens' right of access to water ponds is not always associated by the public with KhAC activities).

In cooperation with consultants, KhAC developed a message box; formulated ten key communication statements for the "Free Access to Water for Citizens" project; expanded the age category of the target audience (which is confirmed by requests submitted to the organization by more senior people); introduced an electronic digest for stakeholders in October 2018; launched a series of video blogs of the CSO leader; and created a presentation booklet about activities of the organization. The Kharkiv Anti-Corruption Center team started to test its materials in a focus group to achieve a better perception among target audiences, which resulted in changing its approach to providing information and simplifying the language. The most significant achievement during the period of the program was the achievement of the status of leading speakers in the sphere of combating corruption in Kharkiv by KhAC representatives Dmytro Bulakh, Ihor Cherniak, Yevhen Lysichkin, and Volodymyr Rysenko (confirmed by the results of sociological survey) and influencers on the regional level.
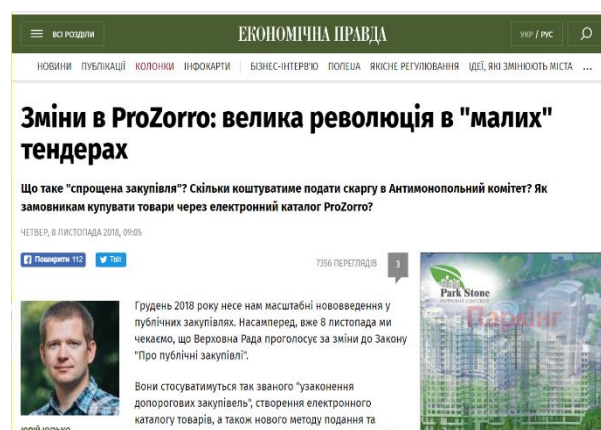
Center for Public Monitoring and Research

The initial communication audit revealed that CPMR is not widely recognized among media and citizens and communication materials do not reach the target audiences. Therefore, the work within the course of the program was focused on developing strategic communication documents that would have an impact on CPMR's recognition.

As the result of the program, the organization specified its target audiences; developed a message box; identified a number of potential media partners; developed a content plan for 2019; and improved information products. In addition, CPMR was able to organize communication with target audiences, including: the media (developed media database and designed mailout template), business (proposal of training and services prepared, website includes a separate section for this target group), and citizens. The organization has also started to analyze public opinion conducted by DIF, the Kyiv International Institute of Sociology, InfoSapiens and others) before starting strategic communication of reforms.

Screen shot of article on ProZorro by CPMR

Following the consultation, the CPMR produced several author's blogs and published author's materials in Ekonomichna Pravda. The first publication, Changes in ProZorro: Big Revolution in "Small" Tenders received 7,356 views and 112 shares on Facebook, and the second "How an Ordinary Entrepreneur Can Win in ProZorro," received 2,813 views and 198 shares on Facebook. The organization also stated in the post-program questionnaire that thanks to strategic communication support (communication strategy and advanced cooperation with media), it succeeded to repel MP attacks on the ProZorro system in Lviv in December 2018.

Centre UA

Based on the results of the communication audit, the main task was identified as development of efficient messages for communication that would attract attention of the stakeholders, including mass media and voters, to the election reform.

As proven by an analysis of initial and post-program questionnaire responses, Centre UA demonstrated a deeper understanding of target audiences. Some new target audiences were added, while some were more specified than before. The organization also set concrete communication goals towards each target audience. Centre UA became more attentive to researching target audiences and their needs before planning communication. Before the program, the organization was using sociology and individual meetings, but currently the CSO uses open poll results, deep interviews, focus groups, social media statistics, and seeks data from business, PR agencies, partners and donor organizations. The organization states that it diversifies the messages for different stakeholders and communication channels if the target audience is not ready to accept the messages regarding the positive effects of the reforms. Centre UA shared knowledge and skills of the storytelling with its regional analytics and writers and started to use storytelling infographics, which resulted in higher shares of the materials in traditional and social media.

Optimization and an increase of efficiency of the use of expert and communication resources of Center UA was made possible thanks to the use of new messages (going away from the accents on the parliament's inability, unfair competition for opposition and weakening of parties toward shifting the focus to the security dimension of the election reform); coordination of efforts with other specialized CSOs for achieving two goals, demonstrating a connection between the election reform and efficiency of the use of international assistance funds to the voters, and security advantages of open regional lists compared to the mixed system; development of a communication campaign dedicated to the online resource for voters, and PolitHub (based on the results of the survey). Centre UA also developed a new message box in accordance with the current political situation with an accent on the security dimension of the election reform.

Anti-Corruption Action Center (AntAC)

Taking into account that the communication audit revealed a high level of communication expertise and strategy at AntAC, a decision was made that instead of provision of consultations, a large-scale sociological survey would be conducted on perception of the CSO by its target audience. The survey was based on 20 in-depth interviews with representatives of business, civil society organizations and media and helped to study its levels of trust and recognizability. One of the findings of the survey confirmed that the organization is associated mostly with its leader, which could create a communication risk.

As the result of the program, a strategic session was held to analyze the portrait of the audience and channels of communication with it; insights were identified that influence the decisions of the target audience, including support and non-support for the organization and anticorruption theme.

Results of the post-program questionnaire show that AntAC defined a new important target audience for its work—active citizens interested in politics and positive changes in Ukraine. The organization also started to use public opinion poll and research before starting strategic communication of reforms, while social media data enabled it to track the success of its "Rating Reaper" project.

Centre of Policy and Legal Reform

At the beginning of the program, CPLR had a need to "reload" the organization's messages through simplification the professional legal terminology, and orientation toward the requirements of the target audiences. Also, a communication audit showed that the organization had to build its understanding of the specific nature of media work in order to be able to compete for attention of the target audiences. With the help of a sociological survey, CPLR studied the perception of its analytical products by target audience.

As a result of the program, a message box was developed for the organization and its regional UPLAN network, a separate communication strategy for the UPLAN network, and the CPLR staff received guidelines for working with messages and recommendations for efficient work with the media. Following the need for better public communication of CPLR's key speakers, an individual training was organized on mastering the skills of communication with media (with a 16.7% increase in knowledge as a result), and knowledge received was shared further with regional experts of the UPLAN network. The organization also reported in post-program questionnaire that to research the target audience before planning communication, it uses a survey of target audiences and interviews, not utilized before the start of the program. The organization also created public opinion polls from the Democracy Initiative Foundation (eg. on judicial reform). The organization shows a far more advanced approach to work when the target audience is not ready to accept messages regarding the positive effects of a reform by focusing on analysis of their needs, choosing different channels for spreading information, and to other messages in publications and infographics.

KyivPride
As revealed by a communication audit and sociological survey, KyivPride lacked a consolidated strategic vision of its development and development of its communication; there was no clear positioning among other organizations working in the LGBT sphere. There was also a need to organize systematic communication with partners, regular provision of information about activities of the organization, to develop information products about KyivPride, and to develop a program for supporting regional partners.

In the course of the program, the organization drafted documents to form the basis for work on the future communication strategy; developed a message box with key messages for identified target groups as well as messages that can present a threat for the organization. Also, KyivPride was able to create a foundation of anti-crisis communication, update the values of the organization, and identify clear and measurable communication goals for the end of 2019.