



# PR GUIDEBOOK

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For Civil Society Organizations

Tbilisi, 2019



ევროკავშირი  
საქართველოსთვის  
The European Union for Georgia



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For Civil Society Organizations

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## Introduction

The present manual is a PR Guidebook for representatives of CSOs and other stakeholders. The Guidebook addresses the key objectives of the Civil Society Sustainability Initiative Project -- improving operational environment for CSOs in Georgia, empowering CSOs, increasing their accountability towards constituencies and amplifying their linkages to other actors.

The Guidebook was elaborated consequent to its identification as one of the important tools for achieving the goals and objectives stipulated in the Communication Strategy for Breaking up Stereotypes towards CSOs in the society; as it is going to help CSOs at the central and regional level to communicate about their work and needs more effectively.

The Communication Strategy provides a vision according to which **“by 2021 the civil society sector will be active player of the public processes, will enjoy high credibility among public and will cooperate closely with political actors, mass media, business and academia”**, and the present Guidebook is set to help the CSOs in achieving this vision. Furthermore, the application of the methods and basic PR tools described in this Guidebook should be directed towards achieving main goals<sup>1</sup> that represent significant component of the Communication Strategy for Breaking up Stereotypes towards CSOs.

The first part of the Guidebook covers the importance of and need for public relations and the key principles of a focused dialogue with target audience, while the second part is dedicated to effective use of specific tools and campaign approach. The Guidebook also addresses the mechanisms for evaluating effectiveness of PR.

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<sup>1</sup> SO # 1. The public is aware of the civil society sector function;

SO# 2. The public is engaged in civil society sector’s work and is involved in the projects initiated by the CSO sector;

SO# 3. Public trusts the CSO sector;

SO# 4. The public recognizes that:

- a) the public is beneficiary of CSO work.
- b) CSO sector is aware of actual interests of the society.
- c) CSO sector has successful results.
- d) There are many competent members within the CSO sector.

SO# 5. The public realizes that the path to European society (where security, human rights are protected, economy is developed, level of education is high, social rights are protected) lies through the civil society values.

## Terms and Definitions

<b>Public Relations, PR</b>	An organization's or an individual's targeted, dialogue-type communication with target groups and stakeholders, directed at creating publicity and reinforcing reputation.
<b>Positioning</b>	A brand's unique and distinguished place on the market relative to competitors. Unique proposition to customers.
<b>Marketing</b>	A set of activities directed at catering to market demands; it comprises any process implemented for the given purpose, starting from the development of product/service, up to communicating about it with various audiences.
<b>Marketing communication</b>	Any communication led for marketing purposes with internal as well as external audience.
<b>Integrated Marketing Communications (IMC)</b>	The synergic use of various communication tools for fulfilling general marketing goals and objectives.
<b>Brand</b>	A perception of a trademark in the mind of customers, having an emotional nature, along with a visual one. A set of associations in relation to a trademark.
<b>Branding</b>	The process of trademark (product/service) evolution into a brand; this involves the development of theoretical as well as visual concept.
<b>Brand platform</b>	Theoretical brand platform comprised of its essence and proposition. Brand platform may include brand substance, brand positioning, brand mission, personification, etc.
<b>Branding</b>	Designing venues, materials and virtual space according to brand's visual features
<b>Message box</b>	A set of communication messages and key arguments directed at specific target groups and their desirable action presented through tables or charts, for prominence.
<b>Target group</b>	A group identified based on certain criteria towards which an organization's or an individual's activities and communication is directed.
<b>Beneficiary</b>	A recipient of services, a person or a group of persons that benefits from ultimate result/product of an activity or a project.
<b>Stakeholder</b>	A person or a group of people that may be impacted by the work of an organization or an individual. These may be people who benefit from the results of an organization or who may be negatively impacted by the organization's work.

## PR history

**When and where did PR originate?**

**How did the field develop?**

**Who uses PR at present?**

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Targeted communication with various groups, throughout the history of the humankind, has always been part of the activities of states and organizations. Although, the American Industrial Revolution triggered the formation and development of modern public relations. Industrial giants disregarded the interests of the public and did not attempt to win their support as much. Against this background, mass media presented large companies in a negative context, while trade unions and civil society organizations inflicted considerable harm to them through strikes; as a result, large companies were compelled to respond to the allegations and take heed of resultant public opinion. Companies hired agents who tried to present the work of corporations from positive perspective, yet they struggled in convincing the public. It became evident that another method was necessary for gaining public confidence and without this even a best managed organization would fail to succeed. This is when first attempts of open communication, orientation on dialogue and good relations with the public have started, and gradually evolved into a field of activity.

The first PR agency (Publicity Bureau) was founded in USA, Boston, in 1900. The agencies established in 1920-30's -- Hill&Knowlton, Barston&Marsteller, Edelman, Shandwick - are still large PR companies with tens of thousands of employees across many countries in the world. The Corporation AT&T introduced the position of vice president in PR for the first time in 1927.

Since 1950's when the corporations in the west became quite strong and business operation was stable, the need for PR increased considerably. Gradually PR tool has turned into a significant element for the development of public administration, policy and civil society.

## The essence of PR

What is the definition of PR?

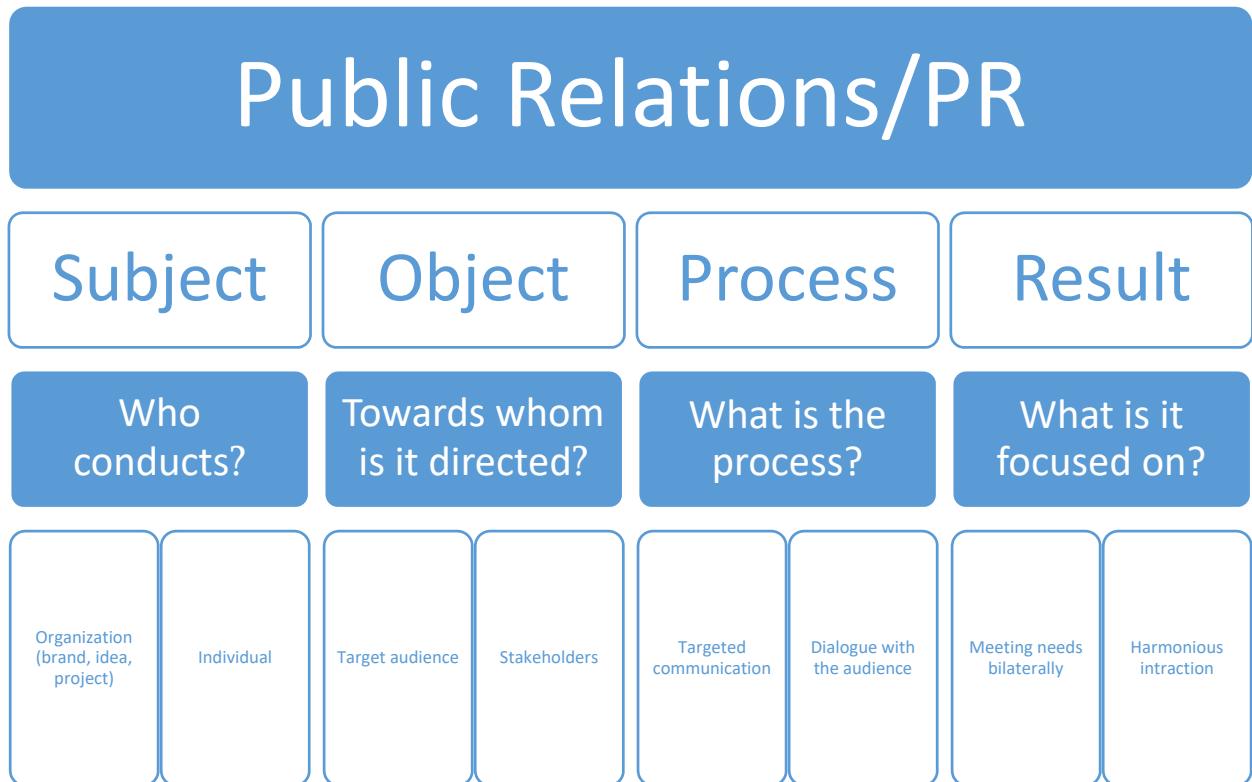
What is PR mainly for?

What should be a CSO's PR approach?

What is the importance of stereotypes in communication?

Where does PR belong in modern management?

Public relations is part of the social sciences and hence, there is no common and exact definition of this field of activity. PR definitions are constantly changing and at present there are over 600 definitions of PR in the world, developed by various authors or professional organizations. Although, PR still has common characteristics, that are provided in the table below:



### Sam Black:

PR – is art of achieving harmony between an organization/individual and public and science aimed at developing mutual understanding based on truth and full awareness.

### Frank Jefkins:

PR represents all types of internal or external communications between an organization and public aimed at reaching specific goals for establishing mutual understanding.

### Scott Cutlip:

PR is a management function that develops and facilitates a mutually beneficial relations between an organization and public which determines success or failure.

Jean-Louis Gassée:

What is the difference between advertising and PR? Advertising is saying you're good. PR is getting someone else to say that you are good.

London PR School:

PR – is planned activity for reinforcing reputation, to reach understanding, support and agreement in dominating public opinion and behavior.

Mikhail Dymshitz

PR – is working to reinforce reputation to win support from dominant conceptions and behaviours. PR comprises planned and well designed activities to enure mutual understanding between an organization and public and win sympathy.

Andrey Mamontov:

PR – is informing, education, winning trust.

## Publicity, image and reputation

Main focus of a manager or a structural unit in charge of PR is publicity of an organization, its image characteristics and its reputation. This is the very “interest”, the focus of public relations.

Publicity	Image	Reputation
An organization or an individual has better publicity if as many segments as possible have positive information about an individual or an organization. Publicity is a primary and one of the key purposes of PR.	This is the opinion of an organization about itself and the way it wants others to perceive it.	This is public assessment, common opinion about an organization's or individual's features, its virtues and imperfections.
The drawback of publicity is that it is relatively superficial and can easily change towards negative as a result of the dissemination of negative information or due to a mistake.	The image is developed by an organization, “from the inside”, not only based on the organization's achievements, but also based on planned projects, future goals and visions.	Reputation is primarily developed based on past experience, occurred facts and the experience of communication.

Ultimately, the PR, its planning and implementation, is about the following sequence: we create an image, deliver it to target segments and increase publicity, as a result of which we develop solid, long-term and reliable reputation. Positive reputation brings a number of benefits to an organization, among them:



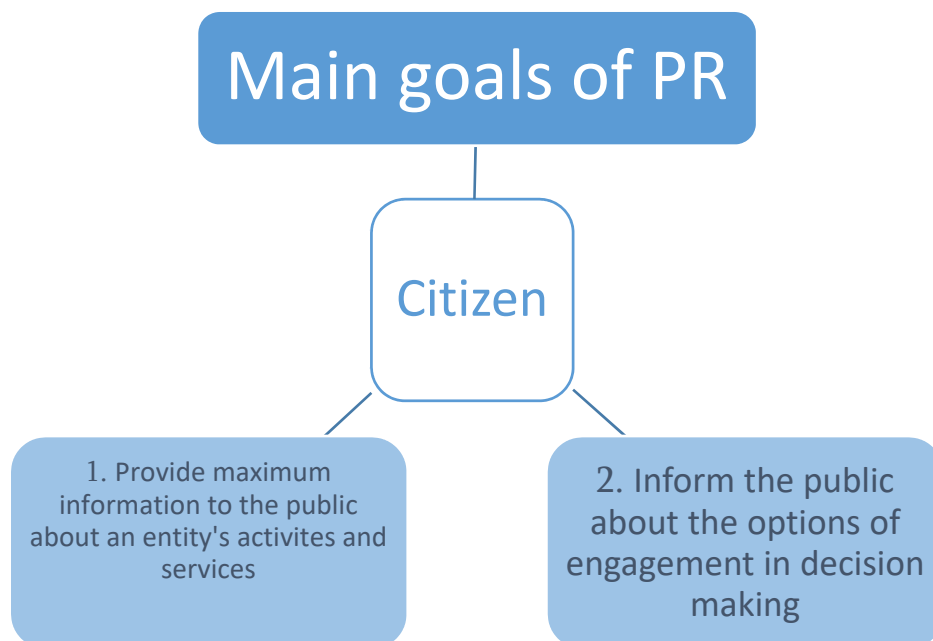
- increasing sales and the volume of raised funds;
- more resources for crisis management;
- attracting good specialists and loyalty among staff;
- better opportunities to identify good partners;
- High receptiveness of the audience towards communication.

While, the image of an organization, in turn, should be in line with this organization's development strategy, demands of customers and beneficiaries, the level and stage of development of an organization, as well as the existing level of the development of the society. Importantly, based on own specificity, CSOs regularly interact with various segments of the public at varying intensity. They are conducting public relations on a daily basis since the function of a CSO is to cater to specific interests of target groups: by means of (1) rendering relevant services to them and (2) resolving various problems within their purview.

Hence, functions and duties of NGOs are as follows:

1. Exercise full-fledged communication;
2. Have in place a sound PR system;
3. And implement transparent PR activities.

Moreover, two specific approaches and functions of public relations conducted by CSOs can also be identified:



The matter of stereotypes<sup>2</sup> during PR communication is also interesting. Stereotypes are the conceptions and attitudes held by various segments of society towards various objects, individuals

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<sup>2</sup> The attitude of the population of Georgia towards CSOs, European Integration and Business companies – Follow the link to view study results.

or events, that are often based on irrational and outdated views.

There are stereotypes that support us or hamper us during PR. In this case, we have to strengthen “advantageous” stereotypes or maintain the status quo, while offsetting “useless” stereotypes to ensure that the target audience at least questions their genuineness.

## PR and marketing communication

Modern PR, primarily in business companies, operates not independently, but in integrity with all other marketing communications! Integrated marketing communications enable to ensure the regularity of communication, reduce duplication and costs, enhance effectiveness of communication. As for public entities and CSOs, based on their specificity, PR is main way of communication.

With respect of finding differences, it is worth noting that marketing – this is the management process that ensures increased profit by means of determining demands of customers, foreseeing and satisfying those demands. Marketing should facilitate product sales, while PR should develop favorable environment – a condition for the former. Marketing should sell an organization’s product, while PR should sell an organization/its name and reputation.

It is most important to find not so distinct difference between PR and advertising. Advertising is not used by all organizations and companies, while PR is used by everyone. Advertising allows us to deviate from mass media standards, while PR maximally resembles journalistic information. Furthermore, advertising is paid for in order to have the desired content placed on a specific page of a newspaper or in a specific television program. While PR is more a mechanism of triggering interest. Advertising ensures awareness, while PR transforms awareness into understanding and sympathy.

The difference between advertising and PR is shown well in Sam Black’s table:

Characteristic	Advertising	PR
Use of the media	Buying time/space	Coverage
Controlling messages	Strict control over content and volume	Relatively weak control
Trust towards messages	Low	High
Focused activity	Oriented towards market or sales	Oriented at relations and attitude
Time scale	Short-term goals	Short-term as well as long-term goals
Assessing effectiveness	Measurement technologies developed	Limited means for evaluation
Remuneration	Advertising project fee	Compensation for spent time

It is interesting to compare propaganda and PR as well. Propaganda is directed at imposing on an idea/position, while PR is directed at perceiving, understanding and supporting it. For example, government needs propaganda to retain power, while PR is necessary not only for the

government, but also for the public, in order to better understand what and how it can receive from the government.

Key tools and directions of PR:

- content management
- media relations
- internet communication
- direct communication
- crisis management
- evaluation and monitoring
- carry out campaigns

## Content management

### How to develop a message box

What is news?

How to place focus?

What is news in dynamics?

What type of information content are available?

Which information content is better?

PR is communication that is targeted, result oriented and managed, in general; it represents significant part of the work of a unit or a manager in charge of PR. Updates management and the matters of preparing news content should be distinguished.

Any content used during communication activities or campaigns is based on our key messages that can be integrated in a message box<sup>3</sup>. Standard message box is always oriented at initiating a specific behavior or attitude among target audience, it comprises 4 key components and looks as follows:

Target group	Motivation	Desired behavior	Message
Specific group towards which our communication is directed.	Something that drives target group representative in relation to our issue or in general.	The behavior or attitude we want to achieve from a representative of a given group as a result of communication.	A reason, main message we want use to respond to the motivation of a target group and trigger an action desired by us.

## News management

Key tool of PR, used by managers in charge of communication in case of the use of various tools is news, since the audience, target groups and stakeholders are mainly interested in news.

Therefore, PR managers and PR specialist should spend considerable part of working time on generating, processing and dissemination of news.

News is a news story that is relevant and interesting for wide audience and stakeholders. For mass media, for example, the relevance of news piece is its link with the following matters:

- policy
- local issues
- social topic
- global problem
- prominent figures

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<sup>3</sup> See Annex #1

Furthermore, it is interesting to observe the difference between traditional media news and the demands of social networks. Mass media outlets give preference to the so-called mainstream news and an editor decides which story will become news. While new media assesses personal information and news here is comprised of different and diverse stories for everyone.

The dynamics can be understood and represented by reviewing the three stages provided in the table below:

News generation	Processing news	Dissemination of news
<u>Sources</u>	<u>Forms and stages</u>	<u>Tools and directions</u>
<ul style="list-style-type: none"> <li>initiatives of leadership and staff</li> <li>strategic and action documents</li> <li>projects (communication part)</li> <li>news resources</li> <li>PR staff ideas</li> <li>unforeseen event/external factor</li> <li>internal reporting documentation</li> <li>information from staff</li> <li>monitoring and hotline data</li> <li>management briefings</li> </ul>	<ul style="list-style-type: none"> <li>text that is agreed with the leadership</li> <li>produce video content</li> <li>develop visual content</li> <li>collect photo content</li> <li>obtain statistics (diagrams, tables and charts)</li> </ul>	<ul style="list-style-type: none"> <li>send press release via e-mail</li> <li>post on a site</li> <li>dissemination via social networks</li> <li>hold mass media event</li> <li>provide to stakeholders</li> <li>organize awareness-raising/organizational meetings</li> <li>use advertisement modalities</li> <li>hold special events</li> <li>disseminate print news content</li> </ul>

## News content

It is part of the duties of a unit in charge of PR to produce and disseminate news content; this involves determining a content, selecting format and ensuring dissemination. Such content has double purpose: 1) informational, implying placing detailed data, relevant visual support and the focus on long-term effect; and 2) image, which implies branding and placing relevant focus.

There are primarily two types of news media – print and electronic. Print content is relatively more expensive, they have less technical and visual possibilities, although they are capable of long-term effect and are characterized by more options for dissemination during direct communication. Furthermore, print content are limited in time. As for electronic news content, they are relatively cheaper, they have more technical and visual potential, they have the potential of placement in the Internet and getting in a search engine as well as unlimited time resource.

The following types can be identified from among the most prevalent news content:

News content	Format <sup>4</sup>	Components/advantages
<b>Flyer</b>	<ul style="list-style-type: none"> <li>Print – A4 one third with two-sided print</li> </ul>	<ul style="list-style-type: none"> <li>key information in a brief format</li> <li>distribute by hand or other method</li> </ul>

<sup>4</sup> Any news content can be produced in print as well as electronic format. The option provided in the table reflects prevalent practice.

		<ul style="list-style-type: none"> <li>dissemination of high number in short time</li> <li>provoke interest and thought of the audience</li> </ul>
<b>Triplet</b>	<ul style="list-style-type: none"> <li>Print - A4 page that is folded into three parts</li> </ul>	<ul style="list-style-type: none"> <li>placing key information</li> <li>distribution at meetings or placing at offices</li> <li>provide necessary and image information</li> </ul>
<b>Booklet</b>	<ul style="list-style-type: none"> <li>Print – several pages, comprised of bounded A5 or A4</li> </ul>	<ul style="list-style-type: none"> <li>Relatively broad information</li> <li>print (primarily) and electronic</li> <li>both image and informational</li> <li>several pages</li> <li>with a dedicated cover</li> <li>brief book/reference information about an organization</li> </ul>
<b>Annual report</b>	<ul style="list-style-type: none"> <li>Print</li> <li>Electronic</li> </ul>	<ul style="list-style-type: none"> <li>Significant updates and key performance indicators</li> <li>interviews with leadership and staff</li> <li>service and projects</li> <li>general image information</li> </ul>
<b>Infographics</b>	<ul style="list-style-type: none"> <li>Electronic</li> </ul>	<ul style="list-style-type: none"> <li>presenting easy to perceive data in a single visual format</li> <li>image design and key message for the Internet and social networks</li> </ul>
<b>Newsletter (news bulletin)</b>	<ul style="list-style-type: none"> <li>Electronic</li> <li>Print</li> </ul>	<ul style="list-style-type: none"> <li>organization’s news collected in a single design</li> <li>additional interesting information</li> </ul>
<b>Film</b>	<ul style="list-style-type: none"> <li>Electronic</li> </ul>	<ul style="list-style-type: none"> <li>Image and informational video content</li> <li>interviews with staff and partners</li> <li>key data and achievements</li> </ul>

## Media relations

**What is the importance of media relations?**

**What should be considered with mass media?**

**What are the principles guiding mass media relations?**

**What are key forms with mass media relations?**

**What is the structure of a press release?**

**How to hold a press conference?**

Mass media relations is the oldest and widely spread tool which is the most demanded in Georgia and often media coverage is even used as a synonym for PR. I.e., successful PR is directly associated with positive coverage in mass media. Hence, it is important to be aware of mass media specificity, rules and key types of mass media relations.

There are 3 key types of mass media:

Mass media goal	Audience	Modality	Method of working
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<b>1. Management:</b> manages public opinion	Wide masses	Compels behavior/developing an opinion	Strict editorial standards
<b>2. Commercial:</b> creates information that sells well	Specific segments of the public	Suggests behavior/opinion	Main objective is to surprise people
<b>3. Solidary:</b> helps people, maintains dialogue with them	Individual	Suggests a new idea/behavior	Technology for creative solution of a matter

We have to consider that the customers of mass media primarily read and review a heading, author's last name and first paragraph. In case of print media readers also read middle paragraphs, in case they are prominently shown. The following is necessary to make sure that a topic is relevant for mass media: a hero (main protagonist), drama or conflict and certain action and story (something should be happening). Mass media is also interested in the deviation from norms (breaching norm) and link with a pressing issue.

Any organization should establish close relations with mass media, as main conduit of information, considering the following key principles:

Transparency	Cooperation	Proactiveness	Objectivity
It is always risky to hide stories and details from mass media. Transparency is a way to win sympathy of journalists.	We need mass media resource more, hence, we have to engage in cooperation oriented relations with mass media and its representatives.	It is not advantageous to wait for mass media and their questions. Our proactiveness will increase our chances of presenting our work better and in a positive dimension.	There are many mechanisms for verifying distorted or dramatized information; thus, objectivity is a safeguard for the supplier of news.

Key tools of mass media relations is provision of news content, organizing media events and providing commentary. The latter is a very important direction in media relations, although in this case we are fully dependent on representatives of mass media outlets and journalists. The following activities can be distinguished out of the events and projects designated for mass media specifically:

**Press conference**

- is used for introducing significant news;
- involves question and answers.

**Briefing**

- is used for fast dissemination of information;
- pre-designed announcement is made;
- does not involve question and answer.

**Seminar**

- is used for passing on knowledge to journalists;
- experts' involvement is important;
- involves certification of participants.

**Working meeting**

- is used for engaging mass media representatives;
- comprises drafting recommendations by journalists;

<b>Tour</b>	<ul style="list-style-type: none"> <li>• is used for presenting news or general information on the spot, in an informal setting;</li> <li>• comprises informal communication with journalists;</li> <li>• requires logistical support.</li> </ul>
<b>Contest</b>	<ul style="list-style-type: none"> <li>• is used for actualization and in-depth coverage of certain topic;</li> <li>• comprises a prize fund, that is distributed among contest participants;</li> <li>• involves having a credible jury.</li> </ul>
<b>Press-lunch</b>	<ul style="list-style-type: none"> <li>• is used for solidifying non-formal relations with journalists and mass media representatives;</li> <li>• involves informal presentation of significant news or a new leader.</li> </ul>

12 rules for establishing effective mass media relations:

1. We have to be aware and understand specificity of mass media, we should not regard it as an “evil force”;
2. we should keep in mind that a journalist will never be a PR manager’s friend. Main objective of a journalist is to obtain information/news. Including the news they are not given. Nevertheless, we have to try to establish friendly relations with them, create comfort for them;
3. We have to keep in mind that mass media needs information that they will process and accentuate, not analytics. We have to provide facts first, and follow up with commentary/assessment;
4. we have to always try to obtain maximum information about processes in mass media and about individual journalists;
5. PR manager should try to become a public figure and should be able to offer public commentary and interviews as necessary;
6. we should be capable of effectively organizing high quality mass media event (press conference, briefing, presentation);
7. special attention should be paid to the preparation of press release and all other awareness raising materials. Substance as well as visual aspect is important;
8. we have to be cognizant of the specifics of preparing journalistic text and mass media information. This will help us to provide to journalists all the information and in a manner they need for preparing content. This, in turn, will enable us to ensure adequate delivery of information to the public;
9. We should try to provide any news to mass media in the context of general trends, current processes. We have to show the link of our information in relation to the trends of a relevant sector and its currency in relation to the sector;
10. we have to be maximally punctual in relations with journalists – time is most important factor for them;
11. We have to always have an information kit about the company: organization history, financial indicators of the organization, the listing of projects/services, biographies of leadership, multimedia materials, etc.;



12. We should not ignore regional media and should cooperate with it – establish contacts with the journalists of regional mass media and provide updates. We have to respond to local news in case they are related to our field.

## Press release

Along with a newsletter and media announcement, press release is the most widely used and effective formats of a news piece for mass media, and its text should be developed based on a dialogue principle: every following phrase/paragraph should be an answer to a previous phrase/paragraph (what question may a reader have?). The necessary features of the text are: distinct position, specific and clear language.

Prior to developing a press release we have to think about and answer the following questions:

- What message do we want to convey?
- What is the essence of the message? What is the novelty and significance of the information?
- What should be the result of communication (reading a text) for us?
- What is our target audience and what are its key demands, expectations, values and stereotypes?
- How it should be communicated (words, style, psychological and visual means).

### Press release/media announcement structure:

- Caption
- Headline
- Subheadline
- Lead
- Main text
- Additional facts/additional information
- Contact details

The function of a caption is used primarily for visual effect and usually contains an organization's or a campaign's logo, as well as other element(s). The caption also includes "press release", "for immediate release", etc. The headline should highlight main news the readers should pay biggest attention to and understand the scale of the currency of an event. If headline is not sufficient, a subheadline, i.e., a lead, can also be used; this is the first paragraph set up based on the so-called 5W+H principle, which means that in 3-4 sentences we have to provide a brief answer to the following questions: what? When? Where? Who? Why? How and communicate main essence of the news piece.

As for main body, it should contain main news and we have to try to convey the subject of the event, significant circumstances, causes for its emergence, details of main news, introduce/describe a protagonist, show news context and background, comments of protagonists or independent parties and other important information. In press releases they also use general information about an organization, a project or the topic about which the specific news is about. Do not forget to include contact details for the journalists, following additional information.

## Press-conference

Press-conference is the most widespread and traditional form of media event; interesting and current news is a necessary precondition for holding a press conference. Journalists do not like to waste time on something they regard insignificant, especially if other, more attractive news are consuming their attention.

The following steps should be taken for holding a press-conference:

- select and determine topic for the press-conference and assess how much it is news;
- determine whether it is necessary to hold a press conference, or press release, disseminating news or, simply, telephone interview would be sufficient to enable journalist to write a solid and informational piece;
- write a list of possible questions (pay special attention to “pressing“ questions) and answer them. Questions should not be limited to the press conference topic alone, since journalists are often interested in other topics as well;
- Select the date for the press conference carefully. Look at the schedule, to ensure that your event does not overlap with another important event;
- select time (hour) for the press conference. It is desirable to schedule it in the morning or in the afternoon;
- select a venue that is easy to find and technically well equipped for mass media. Interior of a room for press conference should be welcoming and to some extent, suitable to the topic;
- address the issue of using visual aids. Print these materials and include in the mass media kit;
- identify an individual who will lead the press conference: who will present main speaker and who will close the press conference, or, whether there is a need to introduce speaker at all;
- one or two days before the press conference call journalists and remind them about the event. This will enable you to know in advance who will attend the press conference;
- notify news agencies about the press conference in advance;
- allocate sufficient time to collect, write and print material for press, press releases, informational packages, key information, biographies and photos;
- determine whether it is necessary to accredit journalists, which means selectivity in inviting journalists;
- Consider possible technical requirements of mass media representatives. Prepare a projector, alternative energy source, interpretation, etc. Check everything journalists may need;
- task one of the staff members to arrange for technical matters. Some time prior to the start of the conference such staff member should check every detail and should be ready to resolve technical problems that arise unexpectedly (even the noise from the outside or bad weather when an event is held in open air).

During the press conference: record attendees, inform journalists in advance about time limit of speakers and be ready to complete press conference by the such time. Furthermore, consider that statements made at the press conference should be brief since you have to leave time for questions. Make an audio recording of speeches of officials and think about answers to undesirable questions. If a speaker is unable to answer a question, he/she should admit it, but promise a journalist that during the day they will contact them and provide this information.

After the press conference send materials distributed during the press conference, as well as recordings to media outlets who were interested in press conference but were unable to attend. Upload the recording of the press-conference on the website as soon as possible to make it known to wider public. Update a list of contact persons and find out who makes decisions at news outlets about the time for publishing news.

## Internet communication

**Why should we use the Internet?**

**What information should be posted on the website?**

**What are the advantages of the social media?**

**Which social networks should be used for PR?**

**What are other digital media tools?**

Modern approach to PR differs from earlier PR technologies mainly because of the involvement of modern information technologies in it, since the Internet and digital media play significant role in modern life. Furthermore, the number of internet users, including in Georgia, is steadily increasing and through the use of the Internet one can reach a considerable part of target audience of any organization.

Individuals in charge of PR have to mainly work in two directions in internet communication. These are: websites management and the use of social networks for communication.

### Website

A modern website is an online business card where one can post complete information. In the table below the necessary components of websites of various types of organizations are provided:

Business company	Public entity	Civil Society Organization
<ul style="list-style-type: none"> <li>• Products and services (brands)</li> <li>• About the company/ fact sheet</li> <li>• Philosophy</li> <li>• News/updates</li> <li>• Team/Specialists</li> <li>• Social responsibility</li> <li>• Contact details</li> <li>• Gallery</li> </ul>	<ul style="list-style-type: none"> <li>• General information</li> <li>• History</li> <li>• Structure</li> <li>• News/updates</li> <li>• Services</li> <li>• Projects and programs</li> <li>• Contact</li> <li>• Reports</li> <li>• Legislation</li> <li>• Biographies of management</li> <li>• Strategic documents</li> <li>• Tenders</li> <li>• Vacancies</li> <li>• Budget and financial statements</li> <li>• Useful links</li> <li>• Frequently asked questions</li> <li>• Feedback window</li> <li>• Gallery</li> </ul>	<ul style="list-style-type: none"> <li>• History</li> <li>• Mission and philosophy</li> <li>• News/updates</li> <li>• Projects</li> <li>• Areas of competence</li> <li>• Partners and donors</li> <li>• Contact details</li> </ul>

Furthermore, it is important to regularly update a website since the visitors often pay attention to the time of posting the news and other information. A website with outdated data may result in unfavorable opinion about your organization.

## Social media

Social media is video, audio, textual or multimedia product designed by an user of internet and mobile technologies (which, in turn, is connected to the Internet) published through specific sites, social networks, such as blog, wiki, video, photo site or, simply universal social network. It is a means for sharing information among people and for discussion. Social media is also a collective name and denotes a category of sites that is based on user engagement and catering to the interests of users.

The use of social media in communication is ever increasing since it is a significant modality to bring together a target segment and disseminate messages. Social media has an advantage as it enables you to find out about the wishes of your users and exercise communication, disseminate information and receive feedback relevant to their challenges. It is also the best tool for the collection and analysis of statistical data.

Social media can be used to receive valuable statistical data and update those, since here the most realistic results of research are presented, the cheapest and fastest, sincerest, adapted to target audience, which determines currency of information, keeps you updated and enables you to generate ideas for campaigns.

### Clear advantages of social media:

- possibility of targeted communication
- increasing publicity among internet audience
- direct relations with the audience
- formation of a credible communication platform
- dialogue with target groups
- continuous observation and analytics
- fast dissemination of information

Main principle of communication in social networks is their permanent use, since the principles, approaches and techniques here often change and we have to keep up, acquire novelties, try to integrate them in public relations. A modern approach of the use of social media for PR involves comprehensive use, creating and managing the social media platform, when various social sites are used in complex, where main activity is on the Facebook like page, while the rest is necessary for posting information and data in various formats.

Establishing a social media platform and its management comprises the following stages:

- select sites
- design a list of passwords and addresses
- activity schedule and developing content
- communication
- continuous evaluation and analysis

Presently, the following sites are the most popular social networks, although their number is not limited:

Site	Type
<b>Facebook.com</b>	<ul style="list-style-type: none"> <li>• universal social network</li> <li>• sharing texts and multimedia information</li> <li>• personal and corporate pages</li> <li>• closed and working groups</li> </ul>
<b>Youtube.com</b>	<ul style="list-style-type: none"> <li>• universal social network</li> <li>• sharing video content</li> <li>• big likelihood of getting into the Google search engine</li> </ul>
<b>Wikipedia.com</b>	<ul style="list-style-type: none"> <li>• universal encyclopedia</li> <li>• medium for posting textual information</li> <li>• high likelihood of getting into the Google search engine</li> </ul>
<b>Twitter.com</b>	<ul style="list-style-type: none"> <li>• universal social network</li> <li>• posting and sharing short texts</li> <li>• high likelihood of getting in the Google search engine</li> </ul>
<b>Instagram.com</b>	<ul style="list-style-type: none"> <li>• Mobile application</li> <li>• photo sharing</li> <li>• network for posting visual material and videos</li> </ul>
<b>Linkedin.com</b>	<ul style="list-style-type: none"> <li>• universal social network</li> <li>• posting professional information</li> <li>• tool for establishing professional and corporate connections</li> </ul>
<b>Slideshare.com</b>	<ul style="list-style-type: none"> <li>• universal social network</li> <li>• documents sharing</li> <li>• high likelihood of getting into the Google search engine</li> </ul>

In contemporary life the use of digital technologies, and especially – of mobile telephone is very important. Based on various researches, presently there are up to 3.5 million subscribers in Georgia. Therefore, it is important to perform various PR tasks through a mobile telephone. The use of mobile telephone is especially important in regions where, unlike the Internet and even traditional mass media, regular and tabletop mobile telephones are used in almost every family.

In this direction, the following tools can be used at this stage:

- SMS-Soft and sending short text messages;
- telephones database and making telephone calls;
- dissemination of information via electronic disks and digital medium;
- organizing the show of films and slide shows.

## Face to face Communication

**What are the benefits of face to face communication?**

**What are the types of face to face communication?**

**What we have to consider when organizing an event?**

For credible communication and gaining sympathy, which is a crucial goal of PR, face-to face communication is the most effective and targeted ways since it enables accurate selection of target

groups, targeting and performing face to face communication. We can meet face to face and speak in an informal setting with the audience, representatives of our constituent groups and this will pay back.

Benefits of face to face communication/event:

- accurate selection of target audience
- participants' engagement
- face to face interaction
- culminative informational effect
- possibility for strong associations
- distinguishable
- easy to control
- cost-efficiency

Key types of face to face communication are as follows:

<b>Roundtable/discussion</b>	<ul style="list-style-type: none"> <li>• pose a problem and discuss the topic</li> <li>• Speeches and question and answer</li> <li>• All stakeholders</li> </ul>
<b>Public meeting</b>	<ul style="list-style-type: none"> <li>• Covering wide audience</li> <li>• Discussion of challenging topics</li> <li>• Provide information in a comprehensive manner</li> <li>• Ensure active audience</li> <li>• Design customized based on image</li> </ul>
<b>Working meeting</b>	<ul style="list-style-type: none"> <li>• Present a problem</li> <li>• Review and discussion</li> <li>• Agreeing and reaching consensus</li> <li>• Taking a decision</li> </ul>
<b>Presentation</b>	<ul style="list-style-type: none"> <li>• Present news</li> <li>• Provide exhaustive information</li> <li>• Feedback</li> </ul>
<b>Outreach/visits to population</b>	<ul style="list-style-type: none"> <li>• Inform in advance/ad hoc visits</li> <li>• Distinct messages and brief feedback</li> <li>• Find out about problems</li> <li>• Updates and meeting people</li> </ul>
<b>Street campaigns</b>	<ul style="list-style-type: none"> <li>• Attract attention</li> <li>• Visualization of a problem/issue</li> <li>• Distribute informational material</li> <li>• Using celebrities</li> </ul>
<b>Open door days</b>	<ul style="list-style-type: none"> <li>• A pre-determined schedule</li> <li>• Comprehensive informing and feedback</li> <li>• Invite target audience</li> <li>• Awareness-raising campaign</li> </ul>
<b>Exhibition/fair</b>	<ul style="list-style-type: none"> <li>• Inform via visual means</li> <li>• Possibility of feedback and dialogue</li> <li>• Informational materials</li> </ul>

<b>Forum</b>	<ul style="list-style-type: none"> <li>• Participation of stakeholders</li> <li>• Present visual and informational materials</li> <li>• Coverage and informing in live mode</li> </ul>
<b>Conference</b>	<ul style="list-style-type: none"> <li>• Thematic discussion</li> <li>• Actualization of an issue</li> <li>• Wide coverage</li> <li>• Engagement and participation of stakeholder groups</li> </ul>

Main goal of the use of direct communication tools is education, raising awareness, ensuring participation in decision making and gaining public support, as well as discussion of the solutions to pressing issues. To ensure the support of various groups, we have to invite representatives of every stakeholder and enable them to express their views.

Furthermore, certain activities, such as presentation, exhibition or forum, is used for introducing updates, provision of exhaustive information and full-fledged feedback. While outreach visits to residents is also focused on problems solution and meeting first-hand and getting to know constituencies.

Face to face communication also enables an organization to find out estimated impact of decisions on target groups – this is the significant information an NGO should use in the course of decision making. Public meetings involve risk if an organization presents to the public already taken decision.

PR manager should also ensure the dissemination of clear and consistent message from the organization and reiterating it often. Furthermore, in case of a public meeting or a presentation before a large audience, a manager should become a playwright or a director. Leadership and your stakeholders have to become characters of the play. Each actor should be assigned a distinct role.

The use of informational and visual materials is also important during face-to face communication. Power Point presentation can be a most relevant means for public meeting, although this presentation is more than the aid material during the presentation. The slides can be used to direct the attention of participants to the program and underscore the messages presented by the leadership. The slides should comprise facts and data that will help the citizens in developing their own views. If there is no projector, key diagrams and graphs can be printed on large paper and posted on boards/walls. It may become necessary to distribute print information to meeting participants, so that participants are able to pass information on to neighbors and friends.

PR manager should also determine how successfully messages or information was delivered to participants during various types of events. This can be done by means of the distribution of “answer cards” to participants, for them to fill out and return after the end of the meeting.

Set up a hall so that all participants can view leadership and hear entire discussion. If there is sufficient number of participants or if a hall is sufficiently large, use voice equipment, also keep in mind that microphones should be available for every participant. The best option is a wireless microphone that will be controlled by a facilitator. A microphone attached to a stand can also be used, especially if participants will be able to easily walk up to it. It is important to equip all the



participants with microphones. If audio equipment will be available only for the leadership it will imply that the leadership of the organization is going to speak and is not going to listen to citizen's opinions/feedback.

It is very important to check audio and video equipment prior to the launch of the event to make sure that it is working; you should also check that projector and boards can be seen from every point of the hall.

If any of the meetings is covered by TV relevant informational materials should be placed in the hall so that spectators are able to get visual information about the meeting. A spot can be allocated for an operator from where organization's representatives as well as participants can be seen well. A large banner can also be placed in the room to ensure that the title is clearly visible when a room is shown in general View. For close-up shots, small posters, stickers with logos and symbols, etc. can be placed in relevant places.

## Crisis management

**What is PR crisis?**

**What are key principles of crisis management?**

**What should be considered during media relations?**

**What are crisis management stages?**

**How can it be prevented?**

In general, crisis in an organization involves extraordinary development of situation, which causes problems and hampers operation of an organization or an individual. As for crisis in PR, this is not what has happened (happens) actually but what is happening in information space in the opinion of the public.

PR crisis – this is the dissemination of negative information through various channels that has the effect on more or less important audience. At this time, it is vitally important that the organization issues not the statements it deems necessary; rather, the ones the public expects from it and those that will have positive impact on public opinion.

When managing communication crisis, PR manager should be guided by key principles for crisis management that envisages posing oneself as a reputable source of information, not showing panic, proper selection of a venue/location for a meeting with mass media, informing staff swiftly and preparation/update of media kit.

YOU SHOULD CONSIDER THE FOLLOWING ADVICE DURING MEDIA RELATIONS IN A CRISIS:

- develop distinct and clear position;
- speak first;
- speak often;
- bring facts;
- do not place yourself in defensive position;
- do not enter in conflict with mass media and cooperate with them;
- be open during speaking and never lie;
- admit a mistake if you have made one and immediately shift attention to what are you doing now for solving the problem.

## Crisis management stages

As for crisis management, it comprises several stages and has the following sequence:

- Step 1 – forming an anti-crisis group
- Step 2 – situation analysis
- Step 3 – identify a strategy
- Step 4 – target groups and messages
- Step 5 – implementing a plan and evaluation

A team should be made up of competent staff, managers and personnel in charge of communication. Usually, such a team always includes legal and financial expert. Next, team coordinator should be selected who is a responsible individual and takes main decision. Furthermore, a speaker or speakers should be selected and trained. It would be good to organize a common space for anti-crisis team where they would be able to use virtual media as well.

At the second stage of crisis management sufficient time should be spent and all the questions listed below should be answered in full so in order to eliminate mistakes during strategy determination:

- What has happened and what is the crisis?
- Is the developed situation a tip of an iceberg and is there a deeper and more serious problem?
- What can ensue as a result of the crisis? What will be the worst result?
- How does the situation look from the outside?
- What time is necessary for the noise in mass media to subside – is one statement sufficient or is it necessary to provide more detailed information?
- How long can the crisis persist?
- Is it possible to find allies and will the statements be more convincing if they are voiced by allies (or jointly)?
- Is it possible to shift blame to others?

Following situation analysis basic strategy for crisis solution should be determined, i.e., a key, common direction should be identified to calm the commotion about the situation so that the organization is able to retain steering position in its management. All strategies are divided into two directions: an organization admits or rejects allegation and is guided by the following crisis management strategies:

### **Shift blame to someone else**

It is important to show to the audience as a result of communication that the problem is someone else's fault, or more someone else's fault than ours.

### **Countering allegations with facts and counterarguments**

In case of such strategy, we have to prove our innocence which is very difficult without having relevant facts and evidences.

### **An argument of a dangerous field**

In this case we appeal to the risks of the field of our activity or sector that is always prevalent and we shift the gravity of the allegation to the specificity of the field.

<b>Mobilization for fixing the situation</b>	This strategy involves illustrating that an organization does everything for eliminating the problem, uses all resources for damage reduction and prevention of subsequent crisis.
<b>Public sacrifice</b>	This is when “offenders are punished” and the problem elimination is demonstrated. It is important duly prove the culpability of “offenders”.
<b>the Strategy “Give us another Chance”</b>	In this case we admit a problem, admit our mistake and ask the target audience for forgiveness.
<b>Ignoring the allegations and neutralizing it with counter campaign</b>	In case this strategy is selected, we do not answer the allegations directly, we do not directly deny the problem; rather we use parallel communication activities to provide an indirect answer to the questions the public has.
<b>Exiting the market</b>	This is a radical strategy when an organization or an individual ceases active work in a field in case his/her/its business reputation and name has been seriously harmed.

It is important to know that several strategies can also be used during various crisis, since a single approach many not be sufficient, based on the complexity of the issue or the diversity of target audience.

After the identification of the strategy, all possible target groups as well as messages/arguments directed to them should be identified that is important for anti-crisis communication. This will be followed by planning events/activities, budgeting for those, distribution of functions, duties and obligations, briefing individuals engaged in crisis management (employees, allies) and finally, implementation of the plan.

Along with proper and comprehensive management of communication crisis, a significant function of a manager or a unit in charge of PR is to prevent expected complications and prevent PR crisis. In this regard, it is necessary to have a preliminary plan that may involve completing a following table:

***Crisis area*** Potential risk factors, around which or for which reason negative information may be spread that will pose threat compromise reputation and image indicators;

<b><i>Anti-crisis team</i></b>	Based on the issue, estimated composition of a team responsible for crisis management;
<b><i>Strategy</i></b>	Based on the type of the crisis, estimated strategy or strategies that could be used;

<i>Messages</i>	The key messages you have to provide to various target groups during crisis management, based on the selected strategy;
<i>Prevention</i>	The activities the implementation of which will reduce the risks of the emergence of a crisis or reinforce the positions of the organization for subsequent effective management of the crisis.

## Evaluating effectiveness

**Why do we need to evaluate effectiveness?**

**What are main tools for monitoring and evaluation?**

**How to consider the results of the evaluation?**

For evaluating effectiveness of public relations and communication with the citizens, for continuous improvement of the process, as well as proper planning and adequate distribution of resources, continuous evaluation and monitoring of PR is necessary and it should be systematic.

When planning activities and campaigns:

- we have to try to plan the activities and events where effectiveness can be measured;
- plan achievable results, target indicators;
- determine evaluation tools in advance;
- review the progress of activities on a regular basis;

For evaluating effectiveness, the following tools can be used, together or individually:

Evaluation tool	Main characteristics
<b>Media monitoring</b>	<ul style="list-style-type: none"> <li>• Quantitative indicators of media coverage</li> <li>• Qualitative results of media coverage</li> <li>• Key messages disseminated in mass media</li> <li>• Analysis of competitors' activities in mass media</li> </ul>
<b>Internet statistics</b>	<ul style="list-style-type: none"> <li>• Statistics of visitors to the website</li> <li>• Statistics of the users of social networks</li> <li>• Trends of the discussion of the topic in the internet space</li> <li>• Key messages disseminated in the Internet</li> </ul>
<b>Data about meetings</b>	<ul style="list-style-type: none"> <li>• Quantitative indicators of participants</li> <li>• Key topics discussed during a meeting</li> </ul>
<b>Quantitative researches</b>	<ul style="list-style-type: none"> <li>• Possibility to generalize results</li> <li>• Face-to-face interviews</li> <li>• Telephone surveys</li> </ul>
<b>Qualitative researches</b>	<ul style="list-style-type: none"> <li>• Possibility to obtain in-depth results</li> <li>• Focus groups</li> <li>• In-depth interviews</li> <li>• Expert surveys</li> </ul>
<b>Organizational statistics and internal researches</b>	<ul style="list-style-type: none"> <li>• Financial indicators</li> <li>• Organizational achievements</li> <li>• Staff surveys</li> </ul>
<b>Independent researches</b>	<ul style="list-style-type: none"> <li>• Field/sector statistics</li> <li>• Researches organized by independent organizations</li> </ul>

Quantitative as well as substantive results of various tools of evaluation should be included in periodic<sup>5</sup> reports. It is important to include findings and final conclusions with respect of the past period, along with the results. While, at the end of the report, usually, recommendations with respect to changes or new initiatives necessary for deriving better results should be presented.

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<sup>5</sup> Monthly reports are the most prevalent, although PR reports after specific projects or campaigns can be produced.

## Implementing campaigns

**What is a campaign?**

**Why do we use campaigns?**

**What types of campaigns are available?**

**How should a campaign be planned?**

**What should be considered during implementation?**

Communication campaign is a set of activities planned for achieving specific results directed towards a specific audience during a specific period of time, for which mass media, messages and communication activities are employed. Campaign approach that envisages (1) a unified umbrella-concept, (2) joint, comprehensive use of various channels and tools, and (3) to some extent, limitation in time; which is a modern approach to public relations and is primarily conditioned by the nature of information space. Since mass media, the Internet and the advertisement media is so much saturated by various news and stories that it is very difficult to influence audience via our message. To trigger the attention of target groups and wider audience, so that our message is noticed, remembered and relevant decision is taken, we have to frequently reiterate key message through various channels and media; as a result, the chances for achieving the designed results will increase.

There are mainly the following types of communication campaigns, based on the objectives, and hence, the style; they can be used separately as well as in combination:

Awareness raising	Motivational	Behavior changing
Campaign is oriented at raising awareness of various groups about significant novelty.	Campaign envisages motivation of various groups and developing their attitude by means of actualization of problem issues and raising awareness of the audience.	Campaign is directed at behavior change, development of new customs and social transformation focusing on motivation, education and awareness raising.

Campaign planning should be preceded by situation analysis to determine such indicators as reputation analysis and image characteristics. Furthermore, competitors' analysis, i.e., assessment of the activities of main competitors and identification of problems and challenges that will pose obstacle to effective PR campaign is important. Key tools for situation analysis and assessing existing situation is sociological researches, among them – quantitative and qualitative researches. Moreover, it is important to review materials, analyze media monitoring, assess ratings and survey individuals involved, as well as stakeholders.

SWOT matrix is an effective tool for summarizing situation analysis as well as for forecasting future activities; it can also be used for planning the communication process:

**S – Strengths**

**W – Weaknesses**



<ul style="list-style-type: none"> <li>• Effective directions that are well developed</li> <li>• Positive indicators in PR field <ul style="list-style-type: none"> <li>○ <i>for example: effective mass media relations</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• ineffective directions that are not well developed</li> <li>• Negative indicators in PR <ul style="list-style-type: none"> <li>○ <i>E.g.: low visibility among certain audience</i></li> </ul> </li> </ul>
<b>O – Opportunities</b>	<b>T – Threats</b>
<ul style="list-style-type: none"> <li>• Less developed</li> <li>• Potential, future</li> <li>• Objectively realistic</li> <li>• Helpful for PR outcomes <ul style="list-style-type: none"> <li>○ <i>E.g.: the use of digital media</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Something beyond our control</li> <li>• Obstacle, posing threat to PR result</li> <li>• Potential, future <ul style="list-style-type: none"> <li>○ <i>E.g.: dissemination of negative information by mass media</i></li> </ul> </li> </ul>

After situation analysis, once the SWOT matrix is completed, we develop campaign’s general and creative concept. Firstly, we determine goals and objectives. General goals are related to the reputation and image, while specific objectives are represented in figures and numbers. Try to have measurable parameters for objectives.

Next, we determine audience for the campaign. We have to identify target groups and divide into specific segments. Furthermore, stakeholders should be identified and their general description be produced. Next, based on target groups a special targeted matrix comprising the entire communication chain can be produced:

Target group	Behavior change	Key messages	Channel and medium
Specific target group for our communication	Desirable behavior we want to trigger in a group	Specific rational and emotional message that will trigger a behavior and will be an argument	Various channels that is desirable for delivering a specific message. Relevant means and tool that should be used.

To ensure that the campaign stands out in a saturated information space and for the audience to remember it, developing a special creative concept is important; it should contain:

- campaign title
- logo
- slogan
- visual concept
- messages
- other elements

Creative concept is followed by the section of activities that should be stipulated in a specific plan – with implementation timeframes, required resources and employees in charge. All results of the campaign should be included in a final evaluation report that will contain quantitative indicators, qualitative analysis results, key conclusions and recommendations for the future.



## Annex #1 - Message Box for the Communication Strategy for Breaking up Stereotypes towards CSOs in Georgia

Topic	Message
<b>The role of CSOs in the society and their functions</b>	<p><b>Civil society sector is not an alternative to or an addendum to the government.</b> It does not have the function and powers to change economic situation in a country; it cannot effect legislative amendments; it cannot replace various executive bodies.</p> <p><b>Its functions are as follows:</b> Through drafting policy proposals; civil control over government activities and service provision;</p> <p>the civil society sector can control government work; initiate legislative initiatives; be service provider to certain (including vulnerable) groups; defend human rights, people and specific groups against discrimination and unfair treatment; contribute to the development of certain fields (education, agriculture, social entrepreneurship, etc.).</p>
<b>Existing stereotype, closed caste – organization can be created</b>	Any group of people has a right and possibility to establish a CSO and determine its priorities, goals and functions. Similar to any other field, for effective work, they will need certain skills and acquisition of knowledge about managing procedural part of their organization’s activities.
<b>Existing stereotype, grant eaters/corruption/inefficient management of funds</b>	Large majority of CSOs produce reports about their performance containing reliable data – how rationally and legally the allocated funds have been utilized. CSOs welcome if the public is more demanding towards them and scrutinize their reporting. To better inform the public, campaigns are implemented as part of projects. They will help the public to become better aware of the types of activities implemented by CSOs.
<b>Develop an agenda and donors’ priorities</b>	Some donor organizations focusing on certain fields and provide grants in the relevant field. On the other hand, donors’ diversity enables to place in an agenda and fund all those types of activities that may fall under scope of SCOs and the interests of the public.
<b>Existing stereotype – attitude about religion</b>	CSO goals do not envisage confrontation with any religion. Staff of organizations include representatives from all groups, including ethnic and religious groups that live in Georgia.
<b>Existing misconception – combating traditions</b>	Civil activity is not an alien and new phenomenon in Georgia. CSOs have long experience of work and first such organization (the Society for the Spreading of Literacy among Georgians) was focused on the protection and promotion of the Georgian language and culture. In

	contemporary times, too, our organizations are made up of regular members of our society.
<b>Political neutrality</b>	CSO representatives, as well as other, regular citizens, naturally, have certain political views and sympathies. They are organizations that have been established to promote certain ideas. It is inadmissible to act based on political grounds alone (use of activities for promoting political groups, selecting beneficiaries on political grounds, etc.) as part of the programs and activities that serve other goals.
<b>Existing challenge – sources of funding</b>	It is one of the challenges that the civil society sector is largely dependent on external funding. One of civil society priorities is to have local business realize the importance of social responsibility as well as the opportunities of the cooperation with SCOs in this respect.
<b>Remuneration</b>	Among CSO managers and employees there are many high level professionals who can find a job for similar pay in public or private sector. For them, high pay is not the only motivation for working within CSOs.
<b>Attitude towards minority rights</b>	CSOs, in general, are guided by the principle of universality and equality of human rights and thus, are against any form of discrimination. Furthermore, this does not imply granting any privilege to certain category of people.
<b>EU-Georgia, in the context of civil society development</b>	<p>The EU supports Georgia’s territorial integrity. Under the Free Trade Agreement, Georgian businesses gained access to the largest market of the world. Currently, Georgia receives about Euro 150 million assistance from the EU annually, as part of various projects. As a result of visa liberalization, Georgian citizens gained visa free access to Schengen zone countries. Further integration with the EU involves more harmonization of legislation followed by the improvement of the situation in Georgia in various directions, e.g., human rights; provision of state services; local self-government; education; healthcare and social protection system, etc.</p> <p>Europe has achieved developed economy and high standard of living by means of the loyalty to the civil society values. Freedom of individual, inviolability of ownership and the protection of other fundamental rights served as a basis for sustainable development of European states.</p>

