

Sensitive Communication of Human Rights- case study of the European Foundation of Human Rights

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MASTER IN STRATEGIC MANAGEMENT OF PUBLIC RELATIONS

MENTOR

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Lisbon, October 21, 2022

The student

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Abstract

The literature has conceptualized Public Relations as a paradigm that encompasses organizational identity, communication, and management, with influence on an organization's image. An essential attribute of this approach consists of a complex interactions system that is established at the corporate level with multiple stakeholder groups. If we want to take seriously the construction of a respect culture for diversity, Human Rights, and the construction of a democratic society, it is primordial to discuss communication.

The interest in studying the Public Relations discipline extends to organization communication, strategies and behavior change. Public Relations can be seen as a support function that solves problems in organizations and societies, an impetus for the appeal of social awareness. In our everyday life, there are many ways of communication. But in some cases we need to communicate in a more caring way. As a means of organizational communication, sensitive communication is used by people to deliver information in a way that tries to meet the needs and wants of its target audience. The purpose of this paper is to examine the strategies and methods of Public Relations towards sensitive communication using a case study during an international internship.

The present work is about a Public Relations internship at the *European Foundation for Human Rights*, a Lithuanian company specialized in protecting and promoting the rights and ethics of minorities living in Lithuania. This investigation presents in detail the specific characteristics that motivated, conditioned, and characterized the realization of this internship, as well as the importance of Public Relations in an active role in society, so that it is possible to achieve a sensitive communication for Human Rights.

Keywords: Human Rights; Third Sector; Sensitive Communication; Public Relations

Resumo

A literatura tem conceptualizado as Relações Públicas como um paradigma que engloba a identidade, comunicação e gestão organizacional, com influência na imagem de uma organização. Um atributo essencial desta abordagem consiste num sistema complexo de interações que é estabelecido a nível corporativo com múltiplos grupos de interessados. Se queremos levar a sério a construção de uma cultura de respeito pela diversidade, pelos Direitos Humanos, e a construção de uma sociedade democrática, é primordial discutir a comunicação.

O interesse em estudar a disciplina das Relações Públicas estende-se à comunicação organizacional, estratégias e mudança de comportamento. As Relações Públicas podem ser vistas como uma função de apoio que resolve problemas nas organizações e sociedades, um impulso para o apelo da consciência social. Na nossa vida quotidiana, existem muitas formas de comunicação. Mas em alguns casos, precisamos de comunicar de uma forma mais atenciosa. Como meio de comunicação organizacional, a comunicação sensível é utilizada pelas pessoas para fornecer informação de uma forma que tenta satisfazer as necessidades e desejos do seu público alvo. O objetivo deste documento é examinar as estratégias e métodos das Relações Públicas para a comunicação sensível utilizando um estudo de caso durante um estágio internacional.

O presente trabalho é sobre um estágio de Relações Públicas na Fundação Europeia para os Direitos Humanos, uma empresa lituana especializada na proteção e promoção dos direitos e ética das minorias que vivem na Lituânia. Esta investigação apresenta em detalhe as características específicas que motivaram, condicionaram e caracterizaram a realização deste estágio, bem como a importância das Relações Públicas num papel ativo na sociedade, para que seja possível alcançar uma Comunicação Sensível aos Direitos Humanos.

Palavra-chaves: Direitos Humano; Terceiro Setor; Comunicação Sensível; Relações Públicas

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Introduction

All times are opportune to talk and defend Human Rights but these days, with everything that it's happening in certain parts of the world, it becomes urgent to be conscience-about the importance of inclusion and respect for who is different. Since its proclamation in 1948, the Declaration of Human Rights has generated an enormous impact that has led to a wider recognition of Human Rights and their protection. This impact is particularly evident in the creation of new norms and institutions, which include the development of a large number of supranational organizations and norms aimed at promoting Human Rights and monitoring possible violations around the world. According with UNICEF¹, the protection and promotion of Human Rights are among the main concerns of international relations today. The result sought is human dignity as the highest value of interpretation in all social interactions, from interpersonal relations to the interactions between national and global societies. Human Rights belong to humanity and apply to all human beings without exception or distinction. It is fundamental to understand that the Human Rights issues have an impact not only on public authorities, or international law; but directly affect all dimensions of life in society: from the identity of individuals and their private and public social relationships to the way professional and economic relations are organized.

Today it can even be said that no field of human action is left out of ethical analysis. Phenomena such as sports or consumption, the media or professional ethics, configure a whole new way of reflecting on moral problems and recommending models of action. Ethics applied to Public Relations is the starting point of the analysis that we intend to develop here. Ethical thinking has long been at the center of academic and professional reflection in this discipline. The most highly regarded classic textbooks (Cutlip, Center and Broom 1985; Grunig and Hunt 1984; Wilcox, Ault and Agee 1992) have devoted entire chapters to the issue of professionalism, values and ethics in PR. Communication professionals, and PR professionals in particular, have enormous power in the construction of public opinion. And although the degree of this power is subject to various interpretations, it is consensual to say that political communication, corporate communication, financial communication or lobbying strategies contribute, without a shadow of a doubt, to shape contemporary society with ethical standards. An ethical business environment based in Human Rights means that there is a clear standard for Human Rights performance in a given industry.

¹ Unicef. Accessed 1 October 2023. Available at: <https://www.unicef.org/child-rights-convention/what-are-human-rights>

Human Rights Sensitive Communication is a specialized area of organizational communication and organizational culture in Third Sector organizations. Organizational communication in this sector is a specialized activity of Public Relations which, in turn, has important skills and attributes in the development and projection of Human Rights Sensitive Communication.

This study evaluates the reality related to the topic sensitive communication from the view point of an intern at the *European Foundation of Human Rights*. Here it is defend that Public Relations professionals should be focused on social representations of gender and visual and linguistic communication, as well as inclusion/exclusion communicational strategies from the perspective of social relations, to lead to more inclusive communication. The practice of inclusive communication reinforces this commitment and helps create a more welcoming, safe, and productive organizational environment for all staff and target audiences.

An important role of public relations practitioners is to ensure that people of different identities and from different backgrounds feel represented, affirmed, and supported when thinking about a company's organizational context. Communications that do not consider the impact they can have on underrepresented or marginalized communities can cause unintended harm. However, authentic, respectful and intentional communications can contribute to an inclusive and equitable environment and reinforce a sense of belonging. Since communication reflects, and partly influences, what happens in social contexts, understanding the relationship between Human Rights and communication requires first of all an awareness of the role of communication in sense-making processes and of the main sources of inequalities and Human Rights disparities within organizational contexts. Inclusion is a key factor in the communication role, as it helps to ensure that all business reflects all stakeholders. Inclusion is about creating an environment where diverse groups can collaborate. Diversity brings in new perspectives and ideas, which help ideas to consolidate and bring about creative solutions. The more difference there is in the room, the more innovative the outcomes will be (King, 2019²).

The content of this research it to prove that it is of vital importance that organizations communicate sensitively and effectively, so that everyone feels included and involved with the organization's identity. To be effective, every communication initiative starts with an initial phase of situation analysis, conceived as a detailed explanation of the opportunities and challenges that exist within the organization and its environment (Austin and Pinkleton, 2006). This means a

² Making The Case For Diversity In Marketing And PR. Accessed 1 October 2022. Available at Forbes website: <https://www.forbes.com/sites/forbescommunicationscouncil/2019/02/15/making-the-case-for-diversity-in-marketing-and-pr/>

thorough understanding of the object of analysis, discussion of relevant publics and collection of different information sources that should lead the analysis. In this perspective, these guidelines start mapping the available resources dealing with Human Rights sensitive communication. Public relations professionals are seeing diversity and inclusion as an essential part of fulfilling the mission of public relations. Diversity, in all its forms, is a major factor in creating responsible community awareness and engagement. This is especially true as audiences become more globally connected by multiple communication platforms. For example, if audiences see, feel, and experience stories that they receive from people like themselves, they will be more likely to engage with the brand or company involved (Phillips, 2014)³.

Sensibility is a key ingredient to effective communication. Sensitivity in communication enhances the quality of our interactions during social interaction. Humans are complex social creatures. Approaching social interaction with more sense, sensibility and emotional intelligence enables us to be attuned to the sensitivities of the person we want to reach. By being attuned to their sensitivities, the message is transmitted more successfully to people, thereby allowing us to communicate more effectively (Pfeiffer, 1998). Without sensibility, we find ourselves operating like a robot in our interactions, speaking and listening without feeling or without any emotion. Sensibility gives us the ability to strike a balance between being logical and reasoning through an issue, also allowing room for feelings and emotions that could possibly be impacted by the conversation. Relationships are part of our being and sometimes communication is a hindrance. Developing a successful and healthy communication style is an essential part of building a target audience. It allows you to deal with conflict while building trust, respect and understanding between both ways. The outcome of being sensitive is more effective communication because both parties feel like they're being heard, understood, and respected as equal partners in the conversation (Ibidem, 1998).

According to the data of the Centre of Registers⁴ currently there are over 20 000 NGOs registered in Lithuania (associations, charity and support funds, public enterprises). This number is inaccurate due to 2 reasons: the organizations founded on these legal forms do not necessarily perform actual activities and it is not clear whether they can be treated as NGOs.

³ How Diversity Makes Us Smarter. Accessed 1 October 2022. Available at <https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>

⁴ Centre of Registers. Accessed 1 October 2022. Available at <https://www.opengovpartnership.org/members/lithuania/commitments/lt0025/>

Lithuania, according to Eurocid⁵, is 1.5% of the total European area, and as far as people at risk of poverty or social exclusion are concerned, in 2020, Lithuania as a country has a percentage of 24.5%, while the European Union as a whole has a percentage of 21.6%⁶.

With these notions in mind during the three months of my internship at the European Foundation of Human Rights I tried to support the communication coordination to help expand the organisation to its target audience and ideally beyond.

However, I soon realized that the basics would not be enough to achieve the learning objectives of the internship; I realized that, more than understanding the basics of communication, I needed to open space for communication in its strategic form, both from the human rights and the audience's perspective.

In this sense, it was with enthusiasm that I embarked on the world of rhetoric and strategic planning associated with any communicational material, from graphic materials (such as advertising posters, merchandising, etc.) to a stable and constant online presence, this presence was achieved mainly from social articles.

As a result of the learning that took place throughout the work process and thinking of possible future situations for which strategic communication is indispensable, I bring together in this paper communication strategies that fall within in the dissemination of Human Rights Sensitive Communication.

It is worth mentioning that everything done during the internship resulted from strategies worked for every type of approach, mostly because each communication channel have its own characteristics. Taking that in account it was possible to analyse each target and, from there, give rise to the appropriate formulation for a strategic plan.

In this study, you will find four chapters plus conclusions and the internship report: (1) Public Relations; (2) The Third Sector; (3) Methodology and (4) *The European Foundation of Human Rights*. This report is divided in two parts: a theoretical one, referring to authors and scholars in the field of Public Relations and Human Rights, not only crossing them, but also placing them in confrontation. In the theoretical part, it is possible to understand the area of Public Relations, its definition, concept, strategic management, and contemporary relations. We move on to the definition of the Third Sector as well as its importance. It is possible to verify the current situation of the Third Sector focused in Human Rights and the importance of acting in favour of an inclusive and sensitive communication for a specific target is highlighted. The approach of this

⁵ Eurocid. Accessed 1 October 2022. Available at <https://eurocid.mne.gov.pt/lituania>

⁶ Country Facts. Accessed 1 October 2022. Available at <https://ec.europa.eu/eurostat/cache/countryfacts/#>

study is based on ethnographic methodology making it possible to arrive at the goal of this study. *The European Foundation of Human Rights* is a Third Sector organization that has sought to have a consolidation between communication and Human Rights. The organization fights for parity in Human Rights issues and advocates legally in order to achieve the goal of ending inequality.

In the second moment, the internship carried out at the *European Human Rights Foundation*, I describe from a communicational point of view the most effective strategies and ways to carry out research. By performing this task or in this position there was a concern to develop a sensitive communication strategy to impact the various individuals.

The goal is to highlight and understand the importance of Human Rights communication in your strategic Public Relations practice.

Finally, we reflect on the internship results in circumstances so particular to this period that comprised the realization of the internship and the writing of the report.

1 °Chapter - Public Relations

1.1 Public Relations- Definition and concepts

When we talk about the concept of Public Relations it is important to indicate the different interpretations and perspectives on the real purpose of this profession. Looking at the history of Public Relations, we can see that there have been many attempts to find, unanimously, the best definition or concept for this area. It is difficult, then, to name a single concept for Public Relations, which is due in large part to the polysemy of the term, that is, it has several meanings: a process, a professional, a profession, a function, a technique and, for some, a science. This is true when authors wish to refer to the relationship process of the organization with its various stakeholders⁷, they say “Public Relations”. To designate the professional who has the decision-making power of the company, as the reproducer of the process, they say “the Public Relations”. The profession is also called “Public Relations”.

First of all, I would like to highlight the quote below:

“Public Relations serves a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders and other institutions, and with society at large. The managements of institutions need to understand the attitudes and values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioner acts as a counsellor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action.” (Public Relations Society of America [PRSA], 1982, [Internet]⁸;))

⁷ *stakeholders* are “any group or individual who affects or is affected by the achievement of the organization’s purpose.” (Freeman, 1984, p.46)

⁸ Public Relations Society of America Inc. Accessed 15 December 2021. Available at: <http://www.prsa.org/aboutprsa/publicrelationsdefined/>

Other definitions to note include the statement from the International Conference of Public Relations Professionals in Mexico in 1978: “The practice of Public Relations is the art and social science that analyzes trends predicts their consequences, advises the leaders of organizations, and implements planned programs of action that will serve the interests of both organizations and their publics.” (Black, 2006, p. 19). Grunig and Repper (1992, p. 117) also point out that Public Relations plays a key role in planning taking into consideration valences such as strategic communication and organization structure, stating that “ If Public Relations makes organizations more effective by building long-term relationships with strategic constituencies, it is only a small logical jump to deduce that Public Relations must participate in the organization’s strategic planning and that communication programs must be managed strategically to have that effect.”

Public Relations defined by Harlow (1976), who scoured through 472 definitions about this particularly area of communication, as come up with the conclusion that this area is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organization and the publics (Theaker, 2001). This vast area can be put in many different fields, such as management, media, communication, and psychology. L’Etang described Public Relations as “constructed in an attempt to be all things to all people simultaneously” (Ibidem, 1996, p. 16).

In the view of Grunig and Hunt (1994, pp.4-6), Public Relations are “the management of communication between the organization and its publics”, serving as a strategic link in the organization and being responsible for communication within and outside the organization. The main purpose of Public Relations is to seek a good understanding between institutions and organizations and their publics (Kunsh, 1997, p. 121), in order to ensure their survival. Public Relations are, therefore, a set of structure and planned techniques that allow the public face of an organization to be presented.

In the Public Relations Handbook (2001) we can get the conclusion that Public Relations mission involves ensuring publics have an accurate view of the organizations. “Planned”, “sustained” and “publics” are words that must be in the vocabulary of the Public Relations professional (Theaker, 2001). Quoted in Wilcox (2003, p.4), Nessman adds some few complementary definitions in Public Relations area following by creating and reinforcing trust; arousing attention; articulating, representing and adjusting interests; influencing public opinion; creating and preserving communications and relationships; and creating consensus.

For Marchiori (2006), Public Relations activity is to create relationship management processes that promote the company evolution from the perspective of its organizational culture, highlighting the need for and importance of effective relationships that involve the understanding and commitment between the public and the organization. Falconi (2010) inserts in his definition the contribution that Public Relations can positively contribute to individuals beyond organizations “I believe the most progressive approach is to say that PR practitioners represent society and the environment first and their organizations second.” (Falconi, 2010, [Internet]⁹).

Despite the term polysemy and the definitions diversity, it is important to understand the views of various authors who have conceptualized the area of Public Relations. This activity focuses on both the structuring and maintenance of reciprocal channels between these entities, influencing the public in a positive way.

We can agree that Public Relation’s definitions are quite similar, but we need to understand Public Relation as a measurable, science-based application of communication tools that’s why the Public Relation practitioners need to be acutely aware of political, social, economic and technological developments within their organization, area of operations, and local, national and, increasingly, global communities.

Analyzing some definitions of Public Relations, we can get an idea that this function requires some adaptation and planning. Being necessary that the practice of the function fits the environment and the organizational context, as well as the cultural, defining an audience and adapting communication to all possible divergences. Grunig (2013) argues that theory is the first step to achieve the goals set and points out that Public Relations uses communication to build theories based on the observations that the public makes. “Good Theory helps make sense of reality, either positive or explanatory theory or normative theory that helps improve reality; to understand how public relations is practiced, to improve its practice- for the organization, for the publics, and for society.” (Ibidem, 2013, p.2). Brunner (2019) reflects that Public Relations theory is an asset to Public Relations practice because “Theory helps practitioners become better practitioners because it helps them better understand publics, messaging, strategy, and tactics.” (Ibidem, 2019, p.3).

Hutton (1999) analyzes potential Public Relations definitions, based on the tools of a three-dimensional conceptual framework: the “initiative” (whether Public Relations is proactive or reactive), the “interest” (whether Public Relations acts in the public interest or in the organization’s

⁹ Falconi (2010). Accessed 6 December 2021. Available at:
<http://www.stockholmaccords.org/sustainability/accordsbeing-integrated-in-portuguese-academic-institutions>

interests), and the “image” (the approach with which Public Relations translates content versus image). Hutton’s (1999) definition for Public Relations sees it as strategic relationship management. Public Relations actions have several tools and means to act in organizations so that they can influence their publics (Lindon, 2011). Tools such as persuasion, advocacy, public information, image / reputation management, relationship management are some of the examples that Hutton (1999) suggests implementing Public Relations theory in practice. Practice is necessary to be able to reconcile the main Public Relations functions, which involves responding to the needs of society, as all social study that is done within the field of Public Relations involves strategic management and should be understood in order to cultivate relationships with the organization’s respective stakeholders. There is value to the organization because it involves relationships and provides a voice to the various audiences that have the decision- making power.

The Public Relations function, or its social mission, can be greatly enhanced if we associate the study of communication practices with academic theorization, with the aim of improving the phenomena understanding and creating a broad awareness of their effects in the public space. It is understood, then, that it is up to the Public Relations professional to manage the identity¹⁰, image¹¹ and reputation¹² of the organization.

The Public Relation professional must assume a strategic role relevant to the interdependence between the organizations and its publics. This strategic function helps the organization to achieve its objectives through the creation and maintenance of consistent, stable and lasting relationships with the publics, based on research, planning, execution and evaluation of communication strategies (Baskin, 1997). Persuasive communication relies on an understanding of targeted public’s attitudes and behavior, so planning and research are important to this kind of Public Relations.

Public Relation has been developed as an independent occupation, whose performance is based on a set of unique knowledge and specify skills relevant to society. As we can see nowadays, they have asserted themselves as a strategic function, fundamental to organizational management insofar as they help build the path to achieving organizational goals and objectives.

The strategy is important for Public Relation practitioners as so is occupying one of the higher positions of an organization. In the book ‘*A Strategic Perspective for PR*’ there are different

¹⁰ Set of proactive activities and messages, and unintentional messages of the organization (Tench and Yeomans, 2006).

¹¹ Refers to the individual's impression of the organization at a given moment. The image can vary from individual to individual, just as it can vary over time (Tench and Yeomans, 2006).

¹² All the images that the individual has over time about the organization, which allow him/her to form an opinion (Tench and Yeomans, 2006).

levels of strategy: corporate strategy (concerned with decisions regarding the acquisition or divestment of business as well concerned with questions about financial structure and organizational structure of a company as a whole); business or competitive strategy (concerned with determining how a company should compete in particular markets); and operational or functional strategy (concerned with how the various functions of an organization contribute to the success of other levels of strategy.) (Moss and Warnaby, 1999).

This function, when observed as administrative, is also considered important by the organization, because it is seen exactly as the middle of the field, that is the point of equilibrium between the organization and its publics, whether internal, external, or mixed. Consequently, companies, institutions or organizations need to adapt to their publics of interest. Emphasizing the functions of Public Relations, Grunig (2003) points out that the administrative function has been developing with great potential for growth with responsibility, transparency, and ethics as its principles, even in moments of crisis in the organization. Horton adds to the topic that “The public relations practitioner acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action” (Horton, 2007, p.1). From Steyn’s view point, “PR strategy is thus first and foremost a position to match an organization to the concerns, expectations, values and norms of its societal and stakeholder environment - a proactive capability to adapt the organization to changes identified through environmental scanning and boundary spanning activities” (Steyn, 2007, p. 159).

As the field of Public Relations evolved, authors began to notice the effectiveness and importance of two-way communication management, which involves achieving mutual understanding between the organization and its publics. The symmetrical theory of Public Relations emphasizes a relational orientation characterized by dialogue, commitment, and shared power. Grunig argues that the asymmetrical model may be unethical as it is “a way of getting what an organization wants without changing its behavior or without compromising” (1992, p. 39). The two-way symmetric Public Relations is described as the “ideal” model because of the level of equality of communication not often found in real life, where each party is willing to alter their behavior to accommodate the needs of the other. This model involves ideas of dialogue which characterize difference between the other models. (Theaker, 2001) The bidirectional process is advocated, among the others, by Cutlip, Center and Broom (2009), who, after discussing the communication process, summarize their vision of communication, which evolves the creation and maintenance of relationships between organizations and their audiences:

“In conclusion, public relations establishes and maintains relationships between organizations and their publics by – but not limited to – facilitating two-way communication.” (Cutlip, Center and Broom, 2009, p. 226)

However, it is necessary to provide the most appropriate ways for this type of communication to be effective, which will depend on many factors, such as the area in which the organization operates, social, economic, demographic issues, related to the place where it is located, *etc.*

Given the reality we currently live, there is speculation about the future of Public Relations becoming a mere social function. It is therefore important to put the interests of the organizational environment and society first and the organizational interests in second place (Falconi, 2010). Wilcox, Cameron and Xifra (2006) propose in their definition of Public Relation the notion of development. However, Mafalda Eiró-Gomes and Tatiana Nunes (2013) go further:

“If any organization exists in a given economy and society with a role to play, why is Public Relations confined to the small world of the organization, so often- in contexts such as those of this article- confused with business? It is here that one will be able to make a difference, going beyond merely looking at the organization.” (Eiró-Gomes and Nunes, 2013, p.1039)

The Public Relations professional will thus have the objective of defending the organization’s interests and representing it, in a mediating way. Organizations must be concerned with monitoring information and opening dialogue with their different stakeholders, understanding that their behavior must go far beyond information. New knowledge enables the realization of new experiences and the growth of its public and the organization itself.

The universe of Public Relations professionals becomes more complex because, to be effective, the relationship management between the organization and its stakeholders implies a global vision of the organization’s communication management.

According to the study “Finding influence: examining the role of influence in public relations practice” (Reber and Berger, 2006), based on responses from Public Relations professionals, influence is one of the characteristics for the profession’s contribution to society as a communication professional. The various definitions of influence Public Relations include shaping decisions/actions, having persuasive ability, having the ability to achieve goals, and having the ability to shape a message. (Ibidem, 2006). Professionals must, according to the study,

make contributions to organizational strategy, communication has to be aligned with the various administrative departments of the organization, so that, the organization's strategy is synchronized with communication. The communication transmitted by the organization is directed with the intention of achieving these goals in a strategic and aligned way. Combining an understanding of the organization's industry while building an organizational message can add strategic value in the organization. The most used influence tactic by professionals is rational influence, which involves studying all possible scenarios and predicting crises situations, it is up to the Public Relations professional to survey all assumptions. (Ibidem, 2006)

1.2 Public Relations as a strategic management function in organizations

In recent years we have seen a decline in trust towards organizations, and, as a result, today's ambition is for a type of relationship based on other forms of relationship. According to the Trust Barometer report¹³ by Edelman (2020), trust is conceived with two distinct attributes such as competence (accomplishing tasks) and ethical behavior (doing the right thing and working to improve society). Faced with this inequality, organizations should prioritize balancing competence with ethical behavior to rebuild public trust. The report found that people are three times more likely to trust a company if they think it acts ethically, rather than focusing solely its competence. (Edelman, 2020)

Considering the strategic function as essential, the professional is perceived as a strategist who anticipates trends and makes decisions based on the analysis of the environment, gathering information about relevant audiences and issues.

Moss and Warnaby (1999) define strategy as the process of managing the interaction between an organization and its external environment so as to ensure the best results between the two. We can also agree that from this perspective Public Relations are indeed a function that can contribute to strategic management through its role at the interface between an organization and its environment. For example, for Haz and Maijluf (1991), as cited in Moss and Warnaby (1999), the strategy is considered, in terms of hierarchically organized structure in which the essential layers of any formal strategic planning process are seen to comprise the corporate, business and functional levels of strategy. As Grunig and Repper (1992) said communication is use to manage

¹³ Edelman Trust Bar ometer (2020). Accessed 15 January 2022. Available at: <https://www.edelman.com/trust/2020-trust-barometer>

conflict and improve understanding with strategic publics.” (Grunig and Pepper, 1992 as cited in Moss and Warnaby, 1999)

The Public Relations field of action has become an important management tool for organizations, assisting activities such as advertising, journalism and press relations. We know, therefore, that the globalized market demands, so to speak, redoubled attention to factors such as competitiveness, quality, productivity, and consequently financial success. That said, Public Relations is not a field of communication to use only casually but should be an integral part of the strategy and planning of companies (Cabrero and Cabrero, 2001). Planning is the basic function for the practice of Public Relations in organizational communication management and only through planning can the professional have a clear vision of what is needed for the organization, adapting reality to the future of the organization. The Public Relations strategist is relabeled reflective strategist, as the article of The Strategic Role of Public Relations is Strategic Reflection: A South African Research Stream shows, in the current business paradigm, the identification of engagement with organizational stakeholders and interest/pressure groups developing around societal issues have risen. The Public Relations professional must know how to adapt and act upon. These topics of societal discourse are increasingly becoming key strategic priorities for organizations, while Public Relations professionals must play a role between this social responsibility and the organizations. One can further indicate that in this study, the conclusion drawn is that social responsibility should integrate as Public Relations professionals especially in the top management of an organization. One can further indicate that in this study, the conclusion drawn is that social should integrate as Public Relations professionals especially in the top management of an organization. Strategy should be a reflection of the social perspective of society, so there has to be a coordination between the organization (corporate, governmental, or non-profit) and the environment, providing management with an external (social) perspective, helping Public Relation practitioners to reflect on the position of the organization in a broader context and with the ultimate goal of balancing organizational goals with the well-being of society. In other words, the principles of all stakeholders in the organization will be advocated by Public Relations professionals to the management so that the management becomes aware of the impact that the organization will have on stakeholders and interest groups in society. Hence, their behaviors/policies and organizational strategies should be priorities of an organization, and this is where the Public Relations professionals should act, as a form of channel between the organization and its stakeholders. (Steyn, 2011)

What makes Public Relations a strategic role is that they will establish boundary by responding and adjusting to change pressures from the environment to achieve and maintain goal states. (Cutlip, 2000, p. 229) Having a strategy means setting an organizational goal, it also means having a response to possible external opportunities and threats and internal strengths and weaknesses that affect the organization.

As already mentioned at the level of building lasting and mutually beneficial relationships, the activity of Public Relations is understood as a strategic function with a unique contribution to the success of the organization, since they ensure the interconnection between the organization they represent and the environment, specifically with their audiences, through communication management. Public Relations professionals functions are decisive at the level of strategic planning and management and according to Grunig, Grunig and Dozier (2002) they play important roles in the execution and evaluation of communication processes. Capabilities such as defining objectives and strategies for the organization, evaluating, and monitoring the environment, thus anticipating crisis situations and minimizing the effects on and for the organization are relevant in the professional life of a Public Relations professional. The same view is advocated by Steyn (2002) when defining essential roles for the Public Relations professional, identifying them as strategic, managerial and technical. The Public Relations professional is responsible for monitoring the environment and audiences, so he must adopt a proactive attitude (strategic) to possible crises or changes abroad; the Public Relations professional has the power of decision at the institutional level (manager), building the image and institutional values, and is responsible for defining the communication to be made; the Public Relations professional is responsible for implementing and maintaining the defined strategies (technical), which aim to achieve effectively and efficiently the defined objectives. For Steyn (2002) strategy is seen as a concern with maximizing resources.

As we see, Public Relations professionals must develop and maintain relationships with the public, but according to the Public Relations Handbook (2001) organizations are part of a social system which consists in individual and/or groups of individuals, that can be included employees, pensioners, suppliers, distributors and so on, who are all involved with it. If the relationship succeeds the goals are going to be reach. That's because effective organizations have a sense of purpose. They know where they are going, and they know how they are going to get there. Whatever the type of organization, successful ones have a strategy that determines long-term direction and the scope of the operation. The contribution that Public Relations can make to the strategy-making process is twofold: first, helping to collect and interpret information from the

social environment so that strategic decisions can be made, and second, the communication of the strategic vision. (Alison, 2001)

Moss and Warnaby (1999) in their book said that Public Relations remains effectively with the responsibility for managing environmental interaction being seen as the prerogative of other management functions.

Accordingly the *Public Relations Handbook* (2001) we can find different roles when it comes about managing communication. The organization management has to come up with solutions to problems, researches and defines Public Relations problems, develops programmes and implements them; interpreting, mediating and keeping open two-way communication between an organization and its public that will implement trust in stakeholders because their interest will be all involved; and work with the organization to identify and solve problems, put the skills on and help others in analysis and solution finding and decision-making coalition. The book explores that most of the Public Relation practitioners undertake a combination of these roles, often all at the same time.

Moss and Warnaby (1999) explain that in terms of Public Relations strategy-making is far more clearly when strategy as a form of “strategic planning”, identified when strategy is considered from the adaptive and /or interpretive perspectives.

Communication strategy stresses direction to corporate communication functions by linking communication plans to the organization’s mission. Identifying and managing communication around strategic stakeholders is a strategic thinking process consisting of strategic decisions. (Steyn, 2002)

Pearce and Robinson (1982) distinguished some stages for communication strategy. The authors emphasize the importance of determining the company’s mission, defining the purpose and objectives that the company has. To have a good competitive factor and a good general context, it is necessary to understand the company’s external environment. Create short-term goals that meet long-term objectives. And finally, make an evaluation of the strategic process to serve as a future example. Organizational effectiveness is based on connecting organizational mission and organizational goals. Public Relations involvement is crucial from defining the mission and goals to guiding the strategic audience. Audience definition is necessary for the company in the sense that the company’s mission to fit with its target audience.

Public Relations as a strategic management process is a tool for organizational effectiveness. By segmenting stakeholders through symmetrical communication, Public Relations is a tool of organizational strategy that looks out for the future of organizations.

Grunig and Repper (1992) describe a broader context, in which the authors seek to defend a strategic management model for Public Relations. Public Relations should develop communication objectives, plan and implement programs to meet objectives, and evaluate the effectiveness of planning, both in terms of meeting objectives and reducing conflict.

For Grunig and Repper (1992), Public Relations allows problems to be solved before they become issues or controversies. A problem according to Heath and Nelson (1986) is a contestable issue of fact, value, or policy. There must be proactive and adaptive change depending on the size of the problem. Public Relations must anticipate these issues and do response to them. This is known as issue management, at this stage, research must be segmented. Communication is increasingly seen as an investment that will allow organizations to differentiate, develop and gain competitive advantage. Therefore, nowadays, to look at the function of Public Relations in the global context, is to think about the function of integration and social development. It is the function of raising the level of self-knowledge that the organization has of itself, so that it can adapt to its surrounding, thus promoting ease of negotiation with the different stakeholders. (Ibidem, 1986)

Taking the focus to the external environment of organizations, Kunsch (2006) gave relevance to the important mission of Public Relations in the context of strategic planning of organizations where he stresses that the work of Public Relations should also focus on building an image for the organization.

(...) Strategic planning normally carried out by organizations is generally the best source and starting point public relations planning aimed at excellence and effectiveness of communication in organizations. It is precisely because they are an instrument that allows to make an x-ray of the real situation of the organization facing the environment and the competitive market, in the context of the society where it is inserted, that Public Relations are considered a relevant function, which precedes the other administrative (Kunsch, 2006, p.129)

The function and activity of Public Relations must be ethical, in that the achievements of an organization need to be outlined by ethics, and the professional must act without deviation of conduct and behavior, since it must maintain harmony between the organization and public opinion, and consequently contribute to a better society. (Simões, 1995) Values such as vision, mission and objectives must be followed by the organization to be able to plan strategies that allow creating relationships with a good and positive reputation with public opinion and through these values can draw competitive advantages that differentiate themselves from the other organizations.

The Public Relations professional must invest in symmetrical communication processes, that is, recognizes the importance of the receiver in the communication process and the social value of the public, act ethically in all acts of communication and guide their actions by the truth and responsibility, studying the public in advance and orienting the message to their needs and linguistic and cultural skills. It needs to create communication channels according to the audience's availability and create feedback mechanisms and recognize the importance of feedback. In today's world public opinion is important to the success of the organization, image can break relationships. For this not to happen, it is necessary that the communication is placed in a favorable way in the market, and that is where the work of Public Relations comes in. It should be noted, once again, that strategic planning is important so that there is a direct impact for both stakeholders.

According to Theaker and Yaxley's (2013) communication strategy should be developed in six phases:

- Analysis of the communication environment;
- Audience segmentation;
- Goal setting;
- Strategic execution;
- Budgeting and financing;
- Monitoring and evaluation.

The collection of information is one of the most important and indispensable steps to define realistic and measurable objectives. This environment analysis can be carried out using specific methods such as PESTAL and SWOT. (Theaker and Yaxley, 2013) These types of analysis can identify the elements that an organization has, reducing the amount of information needed and facilitating decisions. The segmentation of audiences, identifying their characteristics and differences, is important for the strategic process of Public Relations to tailor messages and actions. Audiences can be segmented through a demographic, geographic, geo-demographic, behavioral or psychographic approach. (Ibidem, 2013) For the message to have the desired effect, the message must be appropriate for the respective audience. Setting goals requires focusing on the problems and opportunities that affect the organization and the audiences. Matching objectives to the essence of the organization. Once the steps of recognizing the organization have been completed, the communication strategy must be carried out in order to achieve the defined communication objectives. Depending on the actions and tools used, the values may be totally incomparable and inadequate to the organization's objectives. To avoid these situations, it is

essential to correctly budget the strategy, considering production costs, administrative costs, personnel costs, and media costs. “An organized approach allows you to manage the five key elements of campaign plans: human resources, budgets, time, scope, and quality.” (Ibidem, 2013, p.104) Finally, monitoring metrics and evaluation allow for insight into whether changes need to be made and new actions implemented to achieve the proposed objectives. Certainly, all decisions have future implications, that is, every decision linked by and in the strategic planning process will have repercussions in the future. Therefore, when an organization decides on objectives and respective actions, decisions will produce, impacts on the social, economic, and cultural environment. It is worth nothing, then that strategic decisions imply choices, and these consequently affects the publics involved.

According to Grunig (2009), all needs and expectations should be considered when we carry out the planning process. He further adds that “publics also have interests in organizations and can thus strive to influence the missions and goals of these organizations.” (Ibidem, 2009, p.27). He also argues that organizations do not exist in isolation from their environment, and, because of this, the publics will be able to pressure them towards their aspirations.

For Grunig (2009) the role of Public Relations in strategic management is “(...) to identify the stakeholders and publics affected by the consequences of organizational decisions and to serve as the voice of the publics in the area of strategic management.” (Ibidem, 2009, p. 107)

Strategic management is a valuable tool for the success of organizations, especially in the development of public communication programs.

“Public Relations are already a complicated process, especially for the public sector organizations. Therefore, it is beneficial for the public sector organizations to seek the help of strategic management in order to leverage the public relations effectiveness. Public sector organizations will have to: identify the groups that make up the public, understand the positioning of the organizations as well as the public groups; choose the best public relations strategy; and formulate the tailored messages to be communicated to each public group according to the strategy chosen by the organization.” (Harahap and Sidiq, 2019, p. 79)

The fundamental role of planning plays a proactive role in the actions arising from the relationships between organizations and their publics. One of the main functions assigned to Public Relations professionals is, as already mentioned, the establishment and management of mutually beneficial relationships between the organization and its publics, bridging the gap with the

organization, and as such are directly linked to the organization's strategy, contributing to its success.

In this sense, we understand that to implement a strategic plan, Public Relations professionals must not only know the context and the audiences, but also position themselves as content editors, answering questions such as who will read your content, how to reach the audience, what are the motivations of your audiences, what are the content editors, how will you reach your audiences, what are the content editors, how to reach the audience, what are the motivations of your audience, what are the problems that your organization can solve, how you can engage and inform at the same time, and whether inform at the same time, and whether the content will spark interest in what your organization has to offer.

1.3 Contemporary Public Relations

The internet has changed the entire media sector, deeply altering the values and the way this ecosystem works. From the way of production to distribution and the relationship with consumers, everything is changing, so “in a complex ecosystem, content can be an inefficient and complex beast to manage. The ecosystem and customer journey should form the basis of a content strategy.” (Whatmough, 2018, p.31) The internet era has brought a new behavior to associations and to the entire organization of information, as we can see in *The Cluetrain Manifesto: the end of business as usual* (2000), because the internet has come to enable “conversations between human beings” that were previously not possible in mass media. The result of this transformation has caused markets to adopt new strategies, giving rise to smarter and more organized markets. The internet has driven the impact of the information revolution on organizational communications, thus “The power of conversation goes well beyond its ability to affect consumers, business, and products. Market conversations can make -- and unmake and remake - entire industries.” (Levine, Locke, Searls, and Weinberger, 2000, p.67).

In reading the book of David Phillips and Philip Young, *PR in Practice: Online Public Relations* (2009) it becomes clear that the nature of organizations has changed, that they have become networks of relationships that are more transparent, in that “Organizations are invited to become more transparent, and for PR this shift is also part of a new imperative as the internet mediates more organizational communication” (Ibidem, 2009, p.37); as opposed to “traditional” organizations, which tend to be composed of heavy structures. Since people now have easier access to information, organizations have been forced to become more transparent in practices, implying

openness and accountability, “transparency, as used in the humanities, implies openness, communication and accountability” (Ibidem, 2009, p.38). If organizations have changed, it is because group formation has become easier thanks to the internet. Publics gather around values, whether utilitarian or psychosociological.

We are, therefore, facing a new medium that changes the possibilities of access to information and the intervention of the social factors that coexist in it. We can state that mass media and new media have different functions. If the former creates knowledge and promote interest about a theme, the latter convert this interest into interaction. In this new media ecosystem, media professionals no longer have control over the news and “Proponents of digital media have called time on the mainstream media and claim that blog, Facebook, Google + and Twitter are the new currency for news for most consumers.” (Waddington and Earl, 2012, p. 39), professionals in this area of communication “are creating content with the goal of baiting people to circulate it in networks.” (Ibidem, p. 39, 2012). The internet has led to a change in the way we communicate and, as a reflection of this, Public Relations professionals must adapt to audiences that are more dynamic and that communicate constantly through the internet. Nowadays it is difficult to define the concept of media literacy. This is because it is a complex and multidimensional term (Potter, 2001; Potter, 2010). On the one hand, there is a diversity of perspectives when we define media literacy (Carvalho, 2015). On the other hand, media literacy involves a cognitive, emotional, aesthetic, and moral dimension. A cognitive dimension is related to information (dates, names, definitions). The emotional dimension involves feelings (love, joy, frustration). The aesthetic dimension refers to the way the messages are produced. Finally, the moral dimension is associated with values, that is, with what we associate with what is right and/or wrong (Potter, 2001; Potter, 2010). These skills enable individuals to solve problems more effectively and improve their ability to communicate, express themselves, interact, and participate in civic affairs and active citizenship (Perez-Tornero and Varis, 2010).

In order for Public Relations to carry out the activities described above; they will have to acquire a set of critical analysis skills related to proper planning. In this sense, there is an urgent need to make decisions related to the choice of the appropriate channel to reach the audience; understand how multiple channels reinforce the message (Wilcox and Cameron, 2009).

Hyper-sexuality and multimodality, characteristics of digital communication, allow the production of news pieces with several layers of information and memory, enhancing a relational and contextualized knowledge, on the other hand, “for a discipline that is all about communication, PR has been surprisingly slow to adopt the internet as a core component of practice.” (Philips and

Young, 2009, p.97). This way communicators need to be constantly looking for how these new systems can improve the work of Public Relations professional and how they can act strategically to use a successful digital communication in their day-to-day.

Digital communication defines the strategy and communication actions to be taken on the web. In order to make a better dissemination of information exist, certain measures that should be adopted include, for example: “*Understanding the audience you are looking to reach.*” (Whatmough, 2018, p.44) and “where people consume media, and how they do it.” (Waddington and Earl, 2012, p. 71). By understanding and knowing exactly who our audience is, “this gives you the freedom to really think about crafting a story and an approach that will pique their interest and engage them effectively.” (Whatmough, 2018, p.44).

In the current digital environment, these new tools have the potential to become particularly effective mechanisms of communication, provided that the experience of the target audiences are taken into account, enabling a perfectly targeted and therefore truly effective strategy. The key to good Public Relations practice, both online and in different formats, is to create impactful messages and implement the right actions to communicate them to decisive recipients in a global strategy of action. Public Relations and its multifaceted nature become an asset to this new ecosystem in the following ways: strategic, in monitoring the environment; managerial, in communicating with and for all the parties involved in this new ecosystem; and technical, in implementing and monitoring the defined strategies. With one-way communication between the other platforms that exist, Public Relations can make its contribution by cooperating in a relationship with the public. With web and social media developments can be mediated and controlled through a good communication strategy (Whatmough, 2018).

The arrival of the internet has meant a change in mentality and access to a body of information that until then was very inflexible and even limited to a small group. While in the past the collection of information was expensive, detailed and limited, from the moment we are all networked and can all share content, this reality has changed. And like all changes of this caliber, it has brought a complexity of issues and problems to which we, as a global society, have had to adapt. According with Grunig (2009) the advent of the internet and its innovations, in fact, changed the paradigm of communication and Public Relations. According with Internet Society¹⁴ Communication became faster, cheaper, with more potential, but at the same time more competitive in the sense that large

¹⁴ Internet society. Accessed 7 September 2022. Available at <https://www.internetsociety.org/internet/history-internet/brief-history-internet/>

organizations started having competition from smaller organizations that, with a computer and internet access, could step on the same global stage that was previously reserved only to the former.

One of the big changes with the emergence of digital is that organizations are no longer dependent on the media to communicate but can reach their audiences themselves through new channels. It is necessary that the information be truthful and secure. With the use of social media, Public Relations outreach is no longer about “releasing information” but also about personalized and genuine engagement (Solis and Breakenridge, 2009). Organizations are increasingly exposed, considering that information circulates more easily and with less control. With easy access to information, making it easier to originate information leaks.

Public Relations should develop their skills, at the digital level, taking into account the elements of online Public Relations: the communication platforms, the communication channels and the context for communication (Phillips and Young, 2009, p.95). The creation of content also reinforces one of the most necessary skills for the performance of the Public Relations profession: the ability to write, which with emergence of social media, has become even more important (Telles, 2010). Castells (2005) also adds that networks promote the creation of information links at low cost.

“The network is especially appropriate for generating multiple weak ties. Weak ties are useful in providing information and opening new opportunities at low cost. The advantage of the network is that it allows the creation of weak ties with strangers, in an egalitarian model of interaction, in which social characteristics are less influential in structuring, or even blocking, communication.” (Castells, 2005, p. 221).

Search tracking forces the organization to be in the top results of web search engines as soon as the public searches for it. It is recognized that the content that is ranked highest by search engines will be content that gets the most hits, and therefore the most value and impact. Given these rules of communication, new Public Relations professional should consider creating “strategic” content to get their organization to the top of the searches in order to achieve better results (Brown, 2009).

This new structure of the globalized society changes the power relations in the organizational and technological context due to the rise of global digital communication networks. Developments of online strategies require planning and there is a big difference between having a plan and executing that plan. Strategies must consider the social and behavioral changes brought about by the internet and must be designed considering the possibility of changing communication

platforms and channels. On the other hand, the wide range of platforms and channels requires that several parallel strategies be developed.

The technological evolution that we have been witnessing has had a strong role producing changes in social level, modifying the way people communicate. In a similar way, Public Relations and its practitioners have been experiencing those changes. Therefore, they have had the need to adapt to new contexts. Due to the changes caused by new online contexts, Public Relations practitioners are forced to deal with a new form of communication, which, in one way, puts organizations closer to the publics but, in other way, gives them a bigger exposure. This new reality demands that the practitioner is able to think strategically in order to define the best way to reach its publics, often making use of online channels.

2th Chapter - The Third Sector

2.1. Definitions, concepts and importance

The term "Third Sector" began to be used to identify a sector of society that comprises non-profit organizations focused on the production or distribution of public goods and services (Smith, 1991).

Society has changed over time, affecting social relations and the way people and organizations had to adjust to meet the needs and fill the gaps that the welfare state could no longer support - a context that gave rise to the Third Sector. We have then, the First Sector characterized by the state, the Second Sector related to the private sector and the Third Sector, composed of non-governmental non-profit institutions that generate goods and services of public character.

"The Third Sector is composed of non-profit organizations, created and maintained by the emphasis on voluntary participation, in a non-governmental context, continuing traditional practices of charity, philanthropy and patronage and expanding its meaning to other domains, thanks, above all, to the incorporation of the concept of citizenship and its multiple manifestations in civil society." (Fernandes, 1997, p.27).

Thus, Fernandes (1997) argues that the Third Sector intends to act in the gaps left by the First Sector and the Second Sector, having as its main objective the promotion of social welfare. A "Solidary Sector" that does not intend to focus on governmental responsibilities. Non-profit organizations act in a complementary way, providing assistance in various sectors of society. Therefore, the Third Sector is not public or private, in the conventional sense of these terms; however, it has a symbiotic relationship with both, that is, the Third Sector is composed of organizations of "private" nature (not for profit) dedicated to the achievement of social or public objectives, although it is not an integral part of the government.

Franco (2002, p.13) distinguishes that society is constituted by three autonomous spheres "[...] with operation 'logics' and distinguishable rationalities: the first sector (the state), the second sector (the market) and the third sector (the new civil society)." For Coelho (2002) the Third Sector organizations arise from the initiative of organized civil society. The Third Sector is constituted

by a set of organizations of private nature, aimed at collective benefits, and that, unlike the private market, do not aim at profit (Ibidem, 2002).

According to Lewis (2014), the term "Third Sector" is relatively recent highlighting the public policy discussions in the US in the 1970s when Amitai Etzioni, a sociologist, first used the term. Smith (1991) also verifies that the term "Third Sector" began to be used in the 1970s in the US to identify a sector of society in which non-profit organizations operate, focused on the production/distribution of public goods and services. Salamon and Anheier (1997) - authors linked to research on the Third Sector - present a "structural and operational" definition of the Third Sector. The Third Sector, as an organizational definition, seeks measures of global cultural rigor, tested in several countries. The defining characteristics for Third Sector organizations are guided by being a formal, institutional sector, having tenured professionals so that there is organizational stability, being part of the private sphere and institutionally separate from the government, being non-profit, being able to manage its business, and being able to use volunteer practices (Lewis, 2014, p. 58).

The Non-profit sector: Research Handbook, shows some perspectives on the mission of the Third Sector. As Frumkin (2002) notes this mission provides guidelines for the realization of the contribution of the public good. The characteristic feature that characterizes the activities of non-profit organizations is that it succeeds in providing individuals with the opportunity to express their beliefs through volunteering and donations. The goals of a non-profit organization have an expressive context because the goals provide the workers and those involved in the organization with the satisfaction that its values are being put into practice. The mission of the organization leads the founders to create a sense of purpose that justifies the organizational existence (Walter and Steinberg, 2006). Oster (1995) on the other hand argues that one of the advantages of the non-profit organization is the ability to motivate the public based on the organization's allegiance to a cause. Involvement of social issues can have a great weight in the involvement of the organization, issues of trust, commitment and reputation (Walter and Steinberg, 2006).

Currently, we find in the Third Sector growing organizations, with support from volunteerism, and, articulated and guided strongly in planning and participatory management. Thus, this sector presents itself in a structured and prepared way to act with the community and politics.

Third Sector Organizations operate in diverse areas, either geographically or in scope, and have grown its compositions and structures. Their objectives, although differing on a specific level, intersect on a general level: the common good and the public interest. This is the scenario in which Third Sector organizations operate as non-profit entities that provide public services to society and whose mission is to generate a positive impact on society, through various actions, to make it less unequal and more supportive. The organizations are able to act closely with their beneficiaries, with the ability to quickly provide humanitarian aid (OECD, 2011). There are organizations in this Sector that are established to provide services to populations that need them and there are groups characterized as activist's groups for a better world (Lewis, 2014). Third Sector organizations are considered potentially creative, innovative organizations, capable of developing new approaches to solving issues, thanks to their flexibility in responding quickly and appropriately to problems (Ibidem, 2014), being also associated with advocacy, a theme that has gained a lot of strength within the conception of development (Hughes, 2003).

The Third Sector, non-profit sector, non-governmental organizations, and civil society organizations are some of the terms commonly used to designate the same group of organizations. In fact, several designations and definitions have emerged for this group of organizations, which has contributed to the difficulty in affirming the sector (Andrade and Franco, 2007).

It is a fact that communication has several uses in organizations and has been discovered as a community vehicle for non-governmental organizations using a more strategic thinking. Many times, it is perceived that the role of communication in the Third Sector is essentially innovation in the forms of fundraising, even though, currently, this is one of its biggest challenges (Adulis, 2002). Following the author's considerations, it is important to emphasize that it is important to raise funds, after all the institution is not sustained without profit, but this should not be the only goal of the Third Sector organizations, since they have specific demands to defend and need to assert themselves as society transformers. Adulis (2002) also points out that it is essential that the entity develops communication programs that provide a favourable climate for donations. Above all, it must favour long-lasting relationships through communication that seeks to increase the awareness of these potential donors about the organization, its activities, and the problems that the entity seeks to solve through its actions. Thus, the use of communication strategies and tools are important to give visibility to the actions of social movements, besides contributing to their self-sustainability (Ibidem, 2002).

It is important to consider that the Third Sector refers to the dimension of the various forms of intervention, including the Social Economy and the activity of non-profit institutions (Pereirinha

and Carolo, 2009). The characteristics of the entities that comprise the Third Sector can be presented through the following (Fernandes, 2000):

- They are a counterpoint to government actions: public goods and services result not only from state intervention, but also from multiple private initiatives;
- They are a counterpoint to the actions of the market: since the market does not satisfy, in its totality, the interests and needs of the community, these institutions come to contribute to the common good;
- They give greater dimension to the elements that compose them: they emphasize both the political and economic value of non-profit voluntary actions, gaining more prominence in the community;
- They project an integrating vision of public life: it is called "Third Sector", thus assuming a "first" and a "second". They thus highlight the complementarity between public and private actions.

The overall objective of the Third Sector is the promotion of quality of life, and each organization seeks to achieve a goal by meeting different needs. Most of these entities survive on donations from companies and even individuals/private individuals, who identify with the cause defended (Gavino, 2014). (Diochon and Anderson, 2011), and their social purposes are achieved, albeit partially, through the adoption of business solutions and involvement in the markets (Haugh, 2007; Travaglini, Bandini and Mancinone, 2009).

The criteria relating to the social dimension clearly spell out the need for the existence of a social purpose. On the other hand, they emphasize the collective dimension and the freedom of belonging of the members of the social organization, which is created voluntarily by people belonging to a community or group who share a well-defined need or goal. The collective nature is also reflected in the decision-making and management processes, which are carried out in a participatory, democratic, and inclusive way, not based on the capital ownership of its members (Defourny and Nyssens, 2010). The involvement and participation of its members also extends to the relevant stakeholders of the social organization.

We should also bear in mind that the Third Sector did not emerge and does not act as a 'revolution' that will transform the world, ending all injustices and social inequalities, but rather emerge as an attempt to respond to a predatory system, seeking in some way to develop a more egalitarian society.

2.2 Communication in NGOs

The globalization era makes barriers between countries cease to exist, and there is an approximation of cultures, which can also give rise to new conflicts. We can verify that there is a rearticulation in the capitalist system with the purpose of extracting more profit through its workers, therefore, actions directed towards the human being represent the interest of organizations when creating means and environments that enable a more egalitarian society (Nascimento, Melges and Benini, 2021).

In this context we will find a more organized civil society, in which one seeks to improve the quality of life of the population. With the contribution of the Third Sector organizations, this society will establish a stronger presence and importance in the performance of society's development. Due to their growing role and influence, NGOs can be seen as institutional actors, mainly in the negotiation between companies and governments, besides being understood as stakeholders, since they have one or more of the characteristics of power, legitimacy and urgency (Doh & Teegen, 2002).

Non-governmental organizations need to have a character of excellence in administration, effective management of results, and need to provide resources for their communication. For these organizations, social responsibility involves decreasing the effect of negative actions of companies on the community (Yunus, 2010).

In addition to effective communication, inclusion is important, especially in non-governmental organizations. Communicating inclusively to all these people means that NGOs must have a need to make their content accessible. Non-inclusive communication can reinforce prejudices between groups of citizens and contribute to further polarization. It is therefore important that organisations take into account the citizens they are targeting in their communication (Van Hal, Hermens, Koch and Yilmaz, 2019¹⁵). To talk about inclusive communication is also to talk about a world with more solidarity, equality, and new opportunities for interaction. This communication goes beyond, with direct benefits for companies and organizations. Communication is a transversal process, and is, therefore, neither a point of arrival nor a point of departure. Communication is a means, especially when it comes to the inclusion of diversity. And because it is a means, we need to connect it with several other concepts related to social groups, with special attention to minorities. Paulo Freire (2011) advocates an education with

¹⁵ Compass for inclusive communication – A process description for the public sector. Accessed 7 October 2022. Available at European Website on Integration https://ec.europa.eu/migrant-integration/library-document/compass-inclusive-communication-process-description-public-sector_en

an inclusive communication, in order to deconstruct the structure of society. He advocates conscious education, and one of the ways to achieve this is inclusive communication.

Communication as a community vehicle is essentially an enhancement and innovation in ways of fundraising (Adulis, 2002). Although this should not be the only goal, since organizations have specific demands to defend. Still, organizations survive on fundraising success, so it is essential that these organizations can develop communication programs that provide a favourable climate for donations (Ibidem, 2002). Not to forget that it is essential to act strategically in order to have favourable conditions to achieve a social consensus that results from a change in behaviour.

In the book *Third Sector Research* (Chapter 12) we can find the marketing perspective, which has been framing social issues in the area since the late 1960s. The same book presents the view that we can separate the profit objective from the social objective through tools such as PR, advertising and promotion to win direct and indirect customers and achieve volunteer recruitment and fundraising. Market orientation for organizational performance is also mentioned in the book and the authors advocate the concept of customer value using strategic communication efforts without devaluing the internal stakeholder. Third Sector communication is closely related to the idea of influencing society. Transparency and social responsibility increase the credibility of the non-profit organization, these should be used as a form of communication to strengthen relationships (Rupert., 2010).

NGOs, as a rule, rarely receive attention from the public, so strategy and planning should be crucial in the structural existence of the organization. These types of projects include people who really want to get involved with the need of the other and consequently accept the differences in the community. Henriques (2005) extols the importance of strategy in communication in NGOs because "communication is responsible for an articulation between values and symbols in the process of building the identity of a movement, establishing in a structured way the production of elements that guide and generate references for the interaction of individuals, thus enabling a feeling of recognition capable of making them co-responsible." (Henriques, 2005, p.23). It is unquestionable that communication is one of the most important pillars to give visibility to projects and social movements. The mass media are still one of the main channels that promote a greater visibility of projects and struggles, therefore, constitute a privileged space in the attention of individuals in these causes. However, a different posture is necessary when facing social mobilizations and community developments. Toro and Weneck (1996 apud Henriques, 2005, p.19) defend that it is not visibility that will bring positive results for organizations, because "(...) the greater the coverage of the media, the less effective it is. Because it seeks effectiveness, social

mobilization should pay special attention to communication with less coverage but greater impact."

Sónia Lamy (2019), researcher at ICNOVA¹⁶ and the Polytechnic Institute of Portalegre, stresses that there is a vast heterogeneity in NGOs¹⁷, where the purposes and objectives are not always clear. The author underlines that NPOs¹⁸ depend a lot on civil society, and on its constant evaluation, and it is through the application of strategies that one can guarantee a reflection of the image that the entity it intends to project. Organizations must be able to express what they are and what they represent as an entity and be transparent and real. The author also mentions the importance of Public Relations and how this profession can manage the relationship of public image.

The promotion of the organization's mission, knowledge change, behavioural attitudes of target audiences, legitimacy in the context of the public sphere are some of the points where the Public Relations professional can help in Third Sector organizations (Ibidem, 2019). What is enabled and legitimized in the context of the public sphere, together with, and in the media promoting more, or less, public debate on the issues advocated by NGOs. (Cerqueira & Lamy, 2017) Communication is increasingly important in NGOs since through the work of communication they can reach an audience with greater density which often presents as a determinant for the success or failure of campaigns. Communication is thus a fundamental element for the success of organizations, not only because it is a social element, but also as an element for fundamental changes in mentality and changes in the social sector. NGOs must emerge as credible sources in society and must have a willing and organized communication structure in order to obtain more media projection.

To bring about a change in behaviour, communication with stakeholders must be structured and concise. Obtaining a link with stakeholders will depend on the organization's ability to establish a relationship and co-responsibility (Henriques, 2005). The audience is a very important factor in communication, since the way audiences receive the message influences the entire strategy of the organization. In the specific case of the Third Sector, this importance is increased due to the mission of organizations that act to raise public awareness of their causes and potentially contribute to changing mindsets and behaviours. Thus, organizations must consider in their

¹⁶ Instituto de Comunicação da NOVA (ICNOVA)

¹⁷ An NGO refers to a non-governmental organization formed by ordinary citizens, that operates autonomously of government.

¹⁸ An organization set up to provide goods and services to people and operates on the principle that no member will receive share profits or losses of the entity is known as NPO.

strategy the interest of the segment of the public in a given subject, the previous experiences of this public and the interpretation that may arise from the existence of individual preconceptions.

As we have been arguing, the organization communication should be related to the self-construction of the organization since it is through the communicational processes that elements such as identity, culture, image, partnerships and fundraising are solidified or established. The dissemination of the work developed by an NGO can ensure its survival, which is often linked to obtaining resources from society that will be reinvested on behalf of the cause defended. Communication, therefore, is directly linked to building credibility and promoting its image as a source of reference and social modifier (Kopplin and Ferraret, 2000).

It is important, for example, that the institution develops communication programs that provide a favourable climate for donations, but above all that it fosters lasting relationships through communication that seeks to increase the awareness of these potential donors about the organization, its activities, and the problems that the entity seeks to solve through its actions. The importance of planning the communication of organizations has to do with the growing need to mark a prominent position in the market and communicate with the public. Communication planning should consider the challenges intrinsic to the industry and look at this plan as a participatory process that involves all social actors, integrating the application of resources guided by a main guideline.

2.2.1 Contribution of PR in the third sector

Product or service communication is established for a more commercial communication. The institutional communication reports to the Public Relations, being divided into company communication, where objective factors such as economic, technical and social performance are addressed, and the institutional communication itself, where the symbolic values of identity, culture, among others, are reported (Vilar, 2006). Organizations should consider communication as a strategic tool aimed at management, with the mission being to create value for stakeholders, so that there is a climate of trust that enhances dialogue and participation (Martins, 2012).

The important role that Third Sector organizations play in society, that is, the growing impact on the social, sustainable and economic development of society, has highlighted the need for effective Public Relations in this sector as well (Broom and Sha, 2013). Public Relations has a highly important role as a social and organizational function, justified by the need for societies and organizations to establish relationships. Only through the planning of this relationship is it possible to achieve the goals and complete the mission of organizations, hence this profession can be a

driving force for resolution in the Third Sector communication, highlighting its importance internally and presenting solutions. In the disciplinary scope, Public Relations are part of the social sciences of organizational theory, strategic management, theory and organizational behaviour, (Grunig and Hunt, 1984), which contributes as a mean of change for the framework of the Third Sector communication since they have a great influence on opinion formation. Actions can be developed that show how communication can be more humanized, responsible, honest and innovative, from a more inclusive communication through the media, social networks and internal communication platforms.

When we talk about the function of Public Relations, we should bear in mind that “In the context of the organization, it’s about creating that all-important environment of respect in which every individual is welcomed, valued, and empowered to be their authentic selves. It’s those practices and approaches made by the organization to ensure everyone is treated equally, regardless of their unique differences: which, in turn, will nurture a sense of belonging”¹⁹. (Hall, 2020) It is important to set as standard a communication that reflects and gives visibility to diversity, in its multiple dimensions. A communication directed towards Human Rights, in addition to representing a globalized and diverse world, contributes to a vision without stereotypes of the world we live in. This communication can influence attitudes, perceptions, and lead to changes that materialize in a more egalitarian experience.

Strategy is not equal and applicable in all organizations due to the difference in culture, management style, technology and market of each organization. It is crucial to match corporate strategy with corporate communication policy and practice, it is up to the PR professional to be the internal practitioner and have an overview of the organization as a whole beyond that of the chief executive officer (Volk, 2017).

Kunsch states that Public Relations acts as an administrative function "relations, by means, of its specific activities, aim to reach the entire organization, making the necessary articulations for greater interaction between sectors, groups, subgroups, etc." (Kunsch, 2003, p. 100). Aligning the thought that the professional must be the one who surveys the publics' interests and builds forms of communication among them. They must find, through research and planning the best way for the organization to interact with its stakeholders.

Thinking of Public Relations as a management position is not at all avoiding the main theme, the issue of stakeholders may be the first similarity between these two areas. Stakeholders

¹⁹ Becki Hall. (2020). How to make your internal communications inclusive. Accessed 7 December 2021. Available at <https://www.interactsoftware.com/blog/inclusive-internal-communication/>

have come to behave as if they were the "new owners" of the company, which do not only comprise the owners of the company, institutional and individual investors, and creditors, but equally all individuals and interest groups that exert pressure on the strategic procedures of corporations and are subject to be affected in different ways by the decisions of the command of organizations. Following Andrade's line of thought (1982) can be categorized publics as internal, external, and mixed. This type of classification portrays certain degrees of dependence of the publics on the organization.

The internal public includes employees and family members, the external public is formed by the community, organized groups, unions and representative entities, schools, the press in general, the government, competitors and competitors, while the mixed public is composed of suppliers, researchers, distributors and shareholders. There is also the differentiation into essential and non-essential publics, and the publics of interference networks. The first consists of those who enable the existence of the organization, interfering directly or not for its constitution. The second can be illustrated by consulting networks, community, unions; and the third represents the competition and the mass communication network.

Societies are composed of people and the relationships between them. According to Baldissera (2008) in the complex society we live in today it is necessary that organizations become communicating organizations. Thus, organizations start to live with another management and communication reality that goes beyond the notion of information, making them rethink their policies and actions based on relational processes. After all, we are talking about a world of interactions and relationships, of the presence of the other, in which we realize the impossibility of controlling entirely the communicative process.

Thus, we must consider the Public Relations professional as a key role in this process, because professionals have technical and intellectual capabilities to study all publics and will work the communication of the organization in an integrated manner (Kunsch, 2003).

In this way, it is necessary to think not only about the publics of interest, but also about how best to communicate with these publics in a unique and integrated way at the same time. Unique in the sense of directed to the public in question and integrated in the sense of action thought out in a joint manner to achieve a single objective: the positive reputation of the organization. Adopting a global vision of communication becomes essential because everything the organization says or does communicates to the public contributes to the definition of the organization's image. In the technological era in which we find ourselves, communication can be

a strength and a threat simultaneously, since messages are easily accessible and reach all audiences (Vilar, 2013).

Following the functions and from the perspective of Broom and Sha (2013), Public Relations professionals in Third Sector organizations have as main objectives:

1) “Define or “brand” the organization to build “top-of-mind” awareness, gain acceptance of its mission, and protect its reputation;

2) Develop channels of communication with target audiences, including those the organization serves and those that can impact the non-profit’s performance;

3) Create and maintain a favourable climate for fund-raising and coordinate communication strategies for fund-raising campaigns;

4) Support the development and maintenance of public policy that is favourable to the organization’s mission;

5) Recruit and motivate key organizational constituents (such as employees, volunteers, and trustees) to support the organization’s mission, goals, and objectives” (Broom and Sha, 2013, p. 404).

In addition to this, Third Sector organizations are also (or should be) concerned with identifying, building and maintaining relationships with stakeholders (Wellens and Jegers, 2014) and therefore PR knowledge and experience should be considered as an important capability of board members, with PR skills and setting a communication strategy recommended for organizational success (Broom and Sha, 2013).

A Public Relations professional working within the Third Sector organizations must first use techniques to map the context in which he or she is inserted, since this is a major benefit that the organization has while the basis for its projects - in essence it involves a diagnosis that points out which aspects he or she must work on. Within this diagnosis, a survey can be made of social movements and other organizations that work with the community, so that it is possible to articulate communication within the organization and also among outside entities. It is important that in this communication the professional has the ability to obtain information and pass it on in a democratic way to all members and those involved with the organization. Within the scope of

activities, the Public Relations professional may also develop bulletins, newspapers, press releases, and information products in general to be distributed to the organization's group and to the press, as well as to the community (Grunig, 1984). Educational and cultural events can also be developed for the benefit of the communities, seeking to mobilize the group to participate in collective actions (Sha, 2011).

The choice and approach of themes is determinant for the effectiveness of communication in the Third Sector (and not only), accepting the rule that the organizations producers and/or co-producers of contents, originating messages based on preconceptions about the communication object, research in not very credible, don't always promote a true verification of information among other failures (Simões, 2014). Consequently, the credibility and image of the organization will be affected, and it should seek to adjust the information to the profile of each target audience, addressing the various issues from different perspectives, thus avoiding misreading of situations.

Within its limitations, we must also keep in mind that communication in the Third Sector is only a part of a larger process that involves a social cause and a community in an attempt to change mentalities and behaviours, and therefore will not have results by itself. Social development communication can be done using other processes and activities with its stakeholders.

Public Relations assumes great relevance in the organizational context, since it is considered that this activity serve organizations to the extent that they serve the interests of the people affected by them (Grunig, 2003).

As we can verify in the first chapter, Grunig and Hunt (1984) consider Public Relations function as a strategic bridge, for being responsible for communication inside and outside. Also according to Betteke, van Ruler and Dejan Verčič (2002) Public Relations is the strategic process of perpetuating the outside, the main concern is the legitimacy of the organization, so that it continues and operational.

Public Relations have a major role in organizations because it is their strategic responsibility to interconnect the company in the reality in which it operates. For this reason, Public Relations cannot and should not be understood as a part, a limited area, but rather in a transversal and multidisciplinary way within organizations.

In 1997, Bates raised the issue that the practice of Public Relations in Non-Profit Organizations looks (or seemed) like the practice of Public Relations in For-Profit Organizations, since in both cases the aim was to gain the support of the public; the tools and techniques used were the same; and in both types of organizations Public Relations was practiced using the four-step process of Public Relations: research, planning, implementation and evaluation. The author

even stated that "there's nothing particularly special about the practice in the not-for-profit field that is not found in one form or another in corporations and other organizations" (Bates, 1997, p. 571). However, in a perspective that is seen as contradictory to his own words, Bates also noted that there are some differences and that these are related to the objectives of the organizations. While for-profit organizations use PR for their own purposes and to develop relationships with customers, government, and shareholders, non-profit organizations use PR more to help people and to attract members, customers, and donors.

Due to the fact that the main purpose of Non-Profit Organizations is different from that of For-Profit Organizations, Third Sector organizations have the added task of having to function in the public interest (Bates, 1997). Thus, Public Relations in the Third Sector undertake the true role of social Public Relations, since they can be crucial for the organization they represent to contribute to the social and economic development of society (Eiró-Gomes & Nunes, 2012).

It is observed, therefore, that what distinguishes the Public Relations practiced in these organizations from the Public Relations performed in other types of organizations is the fact that they have an added area of action, Communication for development. It happens, however, that Communication for development is intrinsically associated with Institutional Communication, since "whatever its action, a Non-Profit Organization is always representing two roles: that of an organization and that of a cause" (Nunes, 2011, p. 75). Note, however, that something common to Public Relations, regardless of the area where the organization is inserted is the fact that Public Relations have in common the promotion of public services and building public trust (Broom and Sha, 2013).

2.2.2 Development Communication

In the development of communication in a company and its relationship with customers, it should be noted that we must look at communication as a social process, we must not use communication only as a means or an instrument to spread messages, but as an integral and participative development.

According to Samuel (2019) Development Communications, or the use of communication strategies to facilitate social change, has been widely recognized as an important element in the process of economic and social development. In today's information age and in an increasingly globalized world there is a growing recognition of the value of development communication in achieving lasting change within communities, organizations and societies around the world. Deilamy and Bayat (2015) also say that in this fast-paced world, it is important for countries to

have a strong communication system in place for information to flow freely between people. This type of system helps to guide development and control the flow of changes within the world. In our time, change is considered normal. The world is going toward a global village, which has both advantages and disadvantages. With information traveling at lightning speed around the world, it is important that countries understand how information travels so they can effectively communicate with each other globally, as we can see from the First Chapter (p. 25).

The message that an organization wants to convey has to be, as we have already seen, segmented by audiences for the communication to be effective. As analysed by GTZ Rioplus (2006) the Rockefeller foundation (1999) refers to communication as a vehicle for social change, defining effective communication as a process of dialogue through which people define who they are, what they want, and how they can get it. Communication for social change is based on principles of tolerance, self-determination, social justice, and active participation for all. In a communication for social change people are agents of change themselves; dialogue and debate about the key issues of concern are prioritized; personal behaviour focuses on social, political, cultural and environmental nouns; instead of using the tool of persuasion negotiation is used to make the best progress; prioritizing the people most affected by the issues of concern rather than companies dominating and guiding the process (Rockefeller, 1999 apud GTZ Rioplus, 2006).

Communication is part of the development process. Communication is an indispensable tool to build a better future for all people. The way people communicate with each other, their language and messages are very important in some aspects of life such as health and awareness, education, culture and art etc (Deilamy and Bayat, 2015). The development of communication in the country contributes to the formation of human character and also prepares governments, media, and communities to accept new values and culture. Therefore, it seems necessary to develop communications and media that would facilitate public access to information so as to have informed decisions in their personal lives and in public life. Swiss Agency for Development and Cooperation (2016) add that Communication for development is a significant tool in fostering social and political transformation. It promotes participation, social change and the connection of people, organizations and institutions by using methods and instruments of interpersonal communication, community media and modern information technologies. Communication for development is not an add-on to a project; rather it is an integral part of project management aimed at strengthening dialogue with beneficiaries, partners and authorities in order to enhance local ownership of programmes and generate a sustainable impact.

It is proven that communication has no routine (Heberlê and Soares, 2013). Communication is constantly questioned. Intra-personal relationships and contacts, tactical

knowledge is part of the process of a communication with participation, and everything indicates that people feel like agents of the process, like authors of change rather than an object of policies. Yet no matter how effective communication is, there is never a command of what people will perceive and interpret. Therefore, it is important to understand what the community's reaction will be, what their beliefs and community values are. It is necessary to understand what the impact of communication as a social phenomenon will be, and then select the information that fits the reality of each audience. The social reality moves through the prevailing culture, and it is through previously studied communicational strategies that participatory communication is achieved. "In communication everything depends on what it is intended to achieve and the evaluation of the proposed objectives, so the first stage consists of the study of the situation, manifested by the institutionalist of the discourses." (Herbelê and Soares, 2013, p. 161). The representativeness and the value of social practice have a weight in the structure of organizations and of course this is reflected in the reading of the public perception. Social practice is carried out by individuals or groups who act freely within the rules established by society.

Public Relations is a central piece in the strategic conduction of communication, whether internal or external. It becomes a much more versatile function than the profit sector, since there is a need to concentrate and transform all the contributions (even if small) from the most diverse areas of action of organizations, into strategic actions and plans. "The PR professional (...) must engage in a joint work with the other areas with responsibilities in the practice of communication, that is, he/she must "participate in the strategic management of the organization, advising the management in the viability of its mission and values" (Kunsch, 2006, p.6 apud Correia, p.19).

The Public Relations professional promotes the integration of the group, not just the transmission of information. Within this field of action, Public Relations must contribute so that the population sees itself as a subject of the process of social transformation, we will then find its participation in the development of educational communication that from a pedagogical conception will see as one of its functions the provision of "strategies, means and methods designed to promote the development of communicative competence of the subjects of education. This development supposes the generation of horizontal ways of interlocution" (Kaplún, 1999, p.74 apud Perruzzo, 2002).

Public relations, as an industry and a profession has rapidly advanced to a front-line solution to the widening relationship and trust deficit between development agencies and beneficiaries of development initiatives (Wilcox, 2006). Development Public Relations is a kind

of communication that focuses on issues related to social and human development. In addition, it is committed to the function of building and improving human relationship, helping raise awareness about important issues that people might not know about, and expecting social change and transformation. In contemporary settings, development communication is more about establishing trust and building relationships than about informing or educating people about a particular cause. It is about exploring, understanding, empowering and building consensus for change. And this resonates loud and clear for public relations as a new role in the context of development. Development PR engagement process recognise diversity, identify potential barriers and design the process to minimise barriers where possible, including, engaging hard-to-reach groups' such as young people, older people, minority groups or socially excluded groups, contested or divided communities, rural isolation, literacy and numeracy level and dominance of oral culture, etc (Ibidem, 2006).

Development public relations consultants are collaborative leaders who invest time in building relationships, handle conflicts in a constructive manner and share control. Development PR works best where it is an ongoing cumulative process enabling and strengthening relationships, trust and communications. Thus, it has the potential to accelerate Community engagements as it is an ongoing process which enables ongoing interactions with beneficiaries. The Development Public Relation experts provide a balance of high-quality content, editorial creativity and experience in the field. They have knowledge of community engagement, as well as valuable knowledge of economic development and its emphasis on social inclusion. The task of Development PR is to take on the trust burden which often prove too heavy for both development agencies and beneficiaries to bear. Another task is to accelerate Community engagements, which work best where it is an ongoing cumulative process enabling and strengthening relationships and trust to build over time (Dennis,2006).

In terms of best practices in communication in the book *Communication Tactics and Techniques for CSOs* (Neto and Pereira, 2017) the authors present techniques such as:

- Institutional brochures; *social media*; *website*;
- Posters; events, billboards;
- Welcome manual; intranet; newsletters, video;
- Institutional presentation documents; activities and accounts plans and reports; project submission documents.

It is important to know how the industry is organized, which means of tools are being used, as well as those that are no longer in use. A strategy that includes a thorough analysis makes it possible to anticipate strategies that have already been defined.

In this context, it should be noted that not all the problems of the Third Sector will be solved by the implementation of a good communication, being that these policies serve as a channel of visibility and to legitimize the organization, since "[...] the institution needs to become known to have strength and make pressure" (Torquato, 2002, p. 162). According to the same author "when one wants to create the image of an organization, without factual and objective density, what is achieved is to generate a fiction that will be, in due time, demystified" (Ibidem, 2002, p. 162). Thus, whatever the communication strategy adopted, it is important that it should be coherent with the ideals of the organization, there is no point in just acting because it looks good, without addressing the reality of the institution.

Enabling and facilitating awareness for the articulation of transformative action for society should be one of the main objectives of good communication in non-governmental organizations. During and within this process it is necessary for Public Relations to be a vehicle of motivating force for society.

In short, it is necessary to emphasize the development of society and the search for a more egalitarian society, or one that provides the minimum conditions for the population to have at least a minimum quality of life. It will not only be the Public Relations professional who will be able to contribute to this transformation process, it will also be the Public Relations person, as well as many other people in society.

We will find the key to transforming and improving our social reality based on a citizenship that allows the participation of the human being as an active subject, who thinks, discusses, reflects, builds, and enjoys his rights.

It is possible to conclude that the public relations professional is more prepared, at the professional training level, to manage communication in an integrated and transparent way. It is noteworthy that the connection of the profession with the company's strategic management function (recall in chapter 1), would further enhance the process of including all stakeholders and in a transparent and responsible management aimed at these publics.

2.3 Communication for Human Rights

It is important to highlight in this work communication as a Human Right. When we look at the national and international instruments of rights protection, freedom of defence, namely freedom of expression. Everyone in the world has the right to communicate as they interact with people in daily life, to enhance equality, justice, and human dignity. Communication Rights are different than the rights of communications, however Communication Rights address both “freedom of opinion and expression” and rights and freedoms without distinction of language (United Nations, 1948). They have been enshrined in multiple international conventions including: Articles 19 and 25 of the International Covenant on Civil and Political Rights (United Nations, 1966); Articles 5 and 15 of the International Convention on the Elimination of All Forms of Racial Discrimination (United Nations, 1965); Articles 12 and 13 of the Convention on the Rights of the Child (United Nations, 1989); Article 21 of Convention on the Rights of Persons with Disabilities (United Nations, 2006).

The UN (United Nations Organization), in the 1970's, started the debate about normative instruments related to communication in this theme, especially in UNESCO (United Nations Educational, Scientific and Cultural Organization) that deals with themes such as communication, information, human and social sciences (UNESCO, 2005).

Communication policy is not governed by any specific provisions in the EU Treaties. However, the Charter of Fundamental Rights of the European Union provides all EU institutions with a common framework for linking the achievements of the European Union with its fundamental values when communicating with the public. Communication connects us to the network of human beings, the way we develop as individuals depends very much on how successfully we build these networks. The Public Relations professional should be able to generate and nurture relationships with various targets which include employers, business associates and individuals. This involves much more than simply delivering information to the target and reaching out for them to make a purchase or vote. It also entails being available and responsive to questions from employees, shareholders or others in the community who may want to know more about the company's goals and objectives, how those goals are going to be affected by recent events, how the organization plans to cope, what steps it is taking towards overcoming its weaknesses in various areas such as education or training. Human rights is a concept that cannot be left to be discussed only by governments and civil institutions. It should be transferred to citizens, because it is essential to bring about changes on the basis of an awareness of Human Rights as a social

characteristic²⁰. Because Human Rights are a universal value, civil society and organisations have an important role in promoting them. The evolution of communications has influenced the way we understand Human Rights and people's ability to influence others. The role of social media in providing information, awareness and support through community building has made globalisation a reality. However, these changes come at a price as people are now more dependent on telecommunications. Every human being has the right to be equal before the law and is entitled, without any distinction, to equal protection of the law, so it is essential to adopt an inclusive language (United Nations, 1948) - to use a communication that does not offend or make anyone invisible.

The fact that we are connected, share ideas and information is due to communication. Our relationships are created and maintained through communication, our education and work depend on communication, and our participation in justice systems, political, and civic life are all negotiated through communication. Article 19 of the Universal Declaration of Human Rights²¹ (United Nations, 1948) stands to protect the right to express opinions and communicate information and ideas in different ways. Article 19 of the United Nations Declaration on Human Rights refers to "the right of everyone to an effective remedy by the competent national tribunals for acts violating the fundamental rights recognized in this Declaration". The article is also sometimes called Art. 19, as it is the nineteenth article in a document that contains twenty-one articles. Article 19 states that all individuals are equally protected against interference by their government, no matter what their national origin, religion or race. This includes all people regardless of other features such as physical appearance, gender and sexual orientation. Communication is a key element of any interaction with others. Whether a person is able to communicate with others is influenced by whether their communication abilities and preferences are accepted and supported in the environment, and whether they have access to the services they require to achieve their communication potential. Although communication is only specifically mentioned in Article 19 in the UDHR, communication is, in fact, central to how we enjoy many other Human Rights: the right to take part in the government of the country (to vote, for example), the right to education, the right to participate in community life, the right to work. All of these rights are interwoven with communication. People with communication disabilities may be marginalized and excluded from enjoying these and other rights.

²⁰ UNAP. Accessed 12 August 2022. Available at <https://una.org.pk/2020/03/21/human-rights/>

²¹ United Nations. Accessed 12 July 2022. Available at <https://www.un.org/en/about-us/universal-declaration-of-human-rights>

The idea of being ‘unheard’ is a particularly challenging one, but it has been debated in recent years as an underlying theme of communication disability. An exploration of how this notion might be articulated in the field of Human Rights might lead to a more nuanced understanding of how people with communication disabilities experience their lives, and their relationship with their communities, who often are not able to hear them. Without too much complexity, the idea of ‘communication disability’ can be understood as a complex set of social attitudes about the use and manipulation of language by ‘defective’ individuals—an issue that definitely deserves more research today than it did years ago (International Communication Project, 2014).

The strategy for Human Rights promotion must be developed with a view to addressing the situations of vulnerability of citizens, especially through the guarantee of the right to information and participation. This implies using communication strategies that are in line with what citizens expect from information systems and how they can use them.

2.3.1 Communication as a component of freedom

Communication is a necessary condition of the evolution of human societies. And the right to communicate is an essential component of Human Rights standards. This study aims to establish that the right to communicate should be considered as an integral component of freedom of expression and pluralist media, in terms of Human Rights framework. Human rights are a vital part of our societies, but their communication is often understood as abstract, technical and even ambiguous. By raising awareness of Human Rights issues through innovative communications strategies, we can effectively communicate with our local communities, especially those that feel excluded²².

The discussion on a right to communicate focuses on the conversational mode of communication, this model of communication is more than speech—it is also a distinctive way of associating, communicating and thinking. Wiio (1978) has studied and researched human communication over many years and he appoints that communication usually fails on behalf of languages differences, cultural differences, personal differences and missed critical information through inattention. In addition, the conversation model requires special protective and enabling provisions (agreements). The Human Rights law—in both Article 19 of the UDHR and Article 19 of the International Covenant on Civil and Political Rights—covers the fundamental right to

²² UNHRC. Accessed 12 September 2022. Available at <https://www.unhcr.org/innovation/communicating-with-communities/>

freedom of opinion and expression. Current international Human Rights standards cover mainly the dissemination of information, consultation of information, registration of information and publicity. Practically all Human Rights provisions refer to communication as the transfer of messages (Hamelink, 2004).

The right to freedom of opinion and expression is central to the realization of the right to communicate and it is an essential part of the general topic of Human Rights. It is important to have a global understanding that communication is not a one-way process, but rather involves both giving as well as receiving information. Thus the protection and implementation of communication rights represents an essential part of the general topic of Human Rights. The original basis for a Human Right to communicate derives from the The Universal Declaration of Human Rights (UHR) that it is based on the position that individuals have a right to communicate freely with others, regardless of age or gender. Article 19 states: "Everyone has the right to freedom of opinion and expression: this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers." (United Nations, 1997).

The United Nations Educational, Scientific and Cultural Organization is the only European Union agency with a special mandate to defend press freedom and the Organisation recognizes that press freedom is central to building strong democracies promoting civic participation and the rule of law, encouraging human development and security. One may argue that freedom of opinion and of expression constitute the cornerstone of any democratic society and a solid and indispensable basis for development. Indeed, it is widely seen as underpinning all other Human Rights, democratic freedoms. According with Boafo (2012) that laugh providing capacity building for media professionals and ensuring media and information literacy skills for each and every citizen permeate Unesco's programme in communication and information (Boafo, 2012).

The question that arises is not only what specific measures should be considered to promote Human Rights but also which Human Rights are most important to consider. The answers vary according to the particular needs of each society as well as on an individual level. By examining the subject of communication, we can see that this tool is not only crucial for social development, but also crucial in helping people participate in the state's refugee policies. (Hamelink, 2004). Article 19 can be understood as an intervention to ensure that seeking out communication opportunities will not impose undue pressure or intrusion on them and nor create new pressures or risks. It also provides a platform for all individuals, groups, organizations and institutions to express themselves, and participate in the public debate. The conclusion of Article 19 and other Human Rights advocates is the following: freedom of expression and equality are fundamental

rights, which together uphold and reinforce each other to promote the other Human Rights. Therefore, there can be no freedom of expression without equality, nor can there be equality without freedom of speech (Callamard, 2012).

The guide published by the Fundamental Forum outlines the 10 key points that should be kept in mind when communication on Human Rights. Those points were raised by communicators and practitioners in various fields during FRA's expert meetings, practitioners' seminars and focus groups in 2017 and 2018²³. The guide highlights the need for an integration of Human Rights issues into development policy and practice, including both national and global policies relating to poverty reduction, development projects, business activities and other areas of civil society (FRA,2018). The guidance is based on best practices from all sectors involved with communication initiatives on Human Rights:

1. "Tell a human story;
2. Identify issues of broader interest to the general public;
3. Trigger people's core values;
4. Cut a long story short;
5. Get visual;
6. Embrace positivity;
7. Give your message an authentic voice;
8. Strengthen communication with media;
9. Diversify communication strategies to address different audiences;
10. Ensure sufficient resources for your communication work." (FRA, 2018).

In 2021, EQUINET and Human Rights organisations across Europe have been working to deliver an up-to-date version of the 10 keys to effectively communicating Human Rights (FRA,2022). Each key invites any person to consider an important aspect of communication that encourages organisations to think more deeply about their audiences, their partnerships, and their ways of working. This innovative toolkit is designed to help all those working in Human Rights

²³ European Union Agency for Fundamental Rights (2018). Accessed 12 August 2022. Available at: <https://www.age-platform.eu/publications/10-keys-effectively-communicating-human-rights>

and beyond to craft and deliver powerful messages to increase awareness and strengthen Human Rights protection. The 10 keys are:

1. “Outline your Objective;
2. Activate your Audiences;
3. Voice shared Values;
4. Create Coalitions;
5. Mobilise your Messengers;
6. Harness Hope;
7. Shape your Story;
8. Pick your Platform;
9. Lead through Language;
10. Tailor your Timing.” (FRA,2022).

For a Human Rights movement dedicated to exposing abuses, positive communication does not come naturally. But to make the case for Human Rights, we cannot rely on fear of a return to the dark past, we need to promise a brighter future. Hope is a pragmatic strategy, informed by history, communications experts, organizers neuroscience and cognitive linguistics. It can be applied to any strategy or campaign (Coombes, 2018). Thomas Coombes is the founder of Hope-Based Communication²⁴, he is a Human Rights strategist and communication expert and with OpenGlobalRight²⁵ Organizations they came out with five basic shifts in the way we talk about Human Rights:

1. Talk about solutions, not problems;
2. Highlight what we stand for, not what we oppose;
3. Create opportunities, drop threats;
4. Emphasize support for heroes, not pity for victims;
5. Show that “we got this”!

According with Thomas Coombes (2019), founder of Hope-Based Communication²⁶, and the OpenGlobalRight Organizations (2019) it is the rare Human-Rights movement that achieves

²⁴ Hope-Based Communication. Accessed 18 August 2022. Available at <https://www.hope-based.com/>

²⁵ OpenGlobalRight. Accessed 12 August 2022. Available at <https://www.openglobalrights.org/hope-guide/>

²⁶ Hope-Based Communication. Accessed 18 August 2022. Available at <https://www.hope-based.com/>

genuine transformation of society. If we think of Human Rights as a kind of right or good, a positive power that can change the world, we are more likely to achieve this goal. A strong Human-Rights movement is therefore one that can create positive change in people's lives through persuasion, education and imagination as well as criticism and protest. In particular, it is vital to engage with moral imagination. Thomas Coombes (2019) add that the Human Rights movement should show how Human Rights is a practical application of universal shared values like compassion, solidarity and dignity, rather than defining rights by the absence of their violations. It is time to explore what journalists bring to society, rather than focus on the alleged abuses of their rights. A better approach is to frame this issue in terms of a shared commitment among us all to higher levels of social cognition and communication. They also defend that Human Rights is a moral opportunity for us all. Society should want to build a more peaceful world, but as a society is needed to reflect on the experience of being part of the Human Rights movement. To take society on a journey to a better place the Human Rights should act as protection from harm. People should try to put themselves in the other person's perspective. Human rights can connect people in solidarity. It can offer a chance to act on the human desire to be a good person, do the right thing, and help other people. Stories are powerful ways of influencing attitudes. As we say in the First Chapter two-ways communication is important and as PR professionals, if you want people to be compassionate, then you have to show other people that they can be compassionate. "Public relations will be inherently ethical if it follows the principles of the two-way symmetrical model" (Grunig and Grunig, 1996, p. 40). Hope-Based Communication guide²⁷ also defend that people are more likely to dehumanise people if they see them as different, dangerous or threatening. For example, presenting people in a way that induces fear, pity and anger may also inadvertently contribute to dehumanisation. A focus on re-humanizing people as an end in it itself opens up a whole new avenue of potential strategic operation for Human Rights campaigns, in which organizations pursue attitudinal change that would make possible a raft of policy improvements. Focus on telling positive stories that will change attitudes towards the people that need help. Stories of humanity and compassion, thus reinforcing the idea that Human Rights are about people standing up for each other. Council Of Europe describes Human Rights as actions helps indicate that society must constantly make choices to cultivate and grow them²⁸.

²⁷ Open Global Rights. Accessed 18 August 2022. Available at <https://www.openglobalrights.org/hope-guide/>

²⁸ Council of Europe. Accessed 13 September 2022. Available at <https://www.coe.int/en/web/compass/simple-actions-for-human-rights>

2.3.2 Humanitarian organisations - mapping of European institutions

Many organizations around the world dedicate their efforts to protecting Human Rights and ending its abuses. Leading Human Rights organizations maintain extensive websites documenting violations and demanding immediate action at both the governmental and community level. Public support and condemnation of abuses is important to their success, as Human Rights organizations are most effective when their calls for reform are backed by strong public advocacy. The following are some examples of such groups.

On a global scale, Human Rights advocates have most often been citizens, not government representatives. In particular, Non-Governmental organizations (NGOs) have played a primary role in bringing Human Rights issues to the attention of the international community. NGOs regulate the actions of governments and pressure them to act in accordance with Human Rights principles.

Some of these groups are listed below in alphabetical order with descriptions based on information given on their websites:

Amnistia Internacional

Amnesty International²⁹ is a worldwide movement of people in over 150 countries who campaign for the protection of all peoples' Human Rights. They create an international culture of respect for the basic rights of all individuals and build networks of support for their partners in their struggles against Human Rights abuses around the world.

United Nations Children's Fund (CDF)

CDF³⁰ is a national nonprofit organization that has worked for more than four decades to ensure a level playing field for all children by developing and promoting innovative, practical public policies; building diverse coalitions; conducting effective advocacy campaigns; and informing and educating the public.

²⁹ Amnistia Internacional. Accessed 1 September 2022. Available at www.amnesty.org

³⁰ United Nations Children's Fund. Accessed 1 September 2022 Available at www.childrendefense.org

The Center for Human Rights Action

The Center for Human Rights Action³¹ is a Washington, D.C.-based nonprofit organization led by Jack Healey, a Human Rights activist and pioneer known around the world. Through innovative advocacy strategies and partnerships with artists, technologists, and Human Rights professionals around the world, they work on issues in the Universal Declaration of Human Rights.

Human Rights Watch

Human Rights Watch³² strives for a world in which each person has a safe and secure life and is able to enjoy all the rights we hold dear. They do this by solving problems, working with people in power where it makes a difference, and helping them change. Human Rights Watch works in many ways to protect Human Rights.

Human Rights Without Frontiers (HRWF)

HRWF³³ is a progressive, non-governmental organization formed in 1978 to promote Human Rights and ensure that these values are followed around the world. HRWF focuses on oversight, research and analysis in the field of Human Rights, as well as the promotion of democracy and the rule of law at the national and international levels.

National Association for the Advancement of Colored People (NAACP)

The mission of the NAACP³⁴ is to ensure the political, educational, social and economic equality of rights of all people. The mission is carried on through community involvement, local programs and state and national initiatives.

The Simon Wiesenthal Center

The Simon Wiesenthal Center³⁵ is a world leader in fostering respect for Human Rights, promoting tolerance, and combating antisemitism and hate in the West. The Center confronts antisemitism, racism and bigotry through educational impact on civil society and public policy.

³¹ The Center for Human Rights Action. Accessed 1 September 2022. Available at www.humanrightsactioncenter.org

³² Human Right Watch. Accessed 1 September 2022. Available at www.hrw.org

³³ Human Rights Without Frontiers. Accessed 1 September 2022. Available at www.hrwf.net

³⁴ National Association for the Advancement of Colored People. Accessed 1 September 2022. Available at www.naacp.org

³⁵ The Simon Wiesenthal Center. Accessed 1 September 2022. Available at www.wiesenthal.com

Office of the United Nations High Commissioner for Human Rights

The mission of the UN Office of the High Commissioner for Human Rights³⁶ is to work for the protection of Human Rights for all people. OHCHR plays a key role in promoting international standards on Human Rights and in investigating abuses of human rights around the world. It also serves as an advocate, developer and partner in strengthening national capacities to promote Human Rights.

Human Rights Council

An intergovernmental body comprising members from forty-seven states, the Human Rights Council³⁷ is tasked with promoting and protecting Human Rights internationally. Its mechanisms to further these ends include the Universal Periodic Review that assesses situations in all 192 UN member states, an Advisory Committee that offers expertise on Human Rights issues, and a Complaints Procedure for individuals and organizations to bring Human Rights violations to the Council's attention.

United Nations Educational, Scientific and Cultural Organization

UNESCO's³⁸ goal is to establish peace in the minds of men. Its work in the field of Human Rights aims to strengthen awareness and act as a catalyst for regional, national and international action on Human Rights.

Office of the United Nations High Commissioner for Refugees

This Office³⁹ leads and coordinates international action to protect and resolve refugee problems around the world. Its primary goal is to safeguard the rights and well-being of refugees. It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another state, with the option to return home voluntarily, integrate there, or resettle in a third country.

³⁶ Office of the United Nations High Commissioner for Human Rights. Accessed 1 September 2022. Available at www.ohchr.org

³⁷ Human Rights Council. Accessed 1 September 2022. Available at <https://www.ohchr.org/en/hrbodies/hrc/home>

³⁸ United Nations Educational, Scientific and Cultural Organization. Accessed 1 September 2022. Available at www.unesco.org

³⁹ Office of the United Nations High Commissioner for Refugees. Accessed 1 September 2022. Available at www.unhcr.org

U.S. State Department's Office of Democracy, Human Rights and Labor

The U.S. State Department's Office of Democracy, Human Rights and Labor⁴⁰ strives to uncover the truth and expose the facts in all its Human Rights investigations, annual reports on country conditions, etc. The office takes actions to stop ongoing abuses and partners with dedicated Human Rights organizations.

OSCE, Office of Democratic Institutions and Human Rights

The OSCE, Office of Democratic Institutions and Human Rights⁴¹, composed of fifty-six participating states from Europe, Central Asia, and North America, is dedicated to Human Rights activities focusing on freedom of movement and religion, torture prevention and human trafficking.

Human Rights Commission, Council of Europe

The Commission for Human Rights⁴² is an independent institution within the Council of Europe mandated to promote awareness of and respect for Human Rights in the forty-seven member states of the Council of Europe. Thus, the Commission's work focuses on encouraging reform measures to achieve tangible improvement in the area of Human Rights promotion and protection. As a non-judicial institution, the Commissioner's Office cannot act on individual complaints, but the Commission can draw conclusions and take broader initiatives based on reliable information concerning Human Rights violations suffered by individuals.

Defender of the European People

The European People's Advocate⁴³ investigates complaints about maladministration in the institutions and bodies of the European Union. The European People's Advocate is completely independent and impartial.

⁴⁰ U.S. State Department's Office of Democracy, Human Rights and Labor. Accessed 1 September 2022. Available at www.state.gov

⁴¹ Office of Democratic Institutions and Human Rights. Accessed 1 September 2022. Available at www.osce.org/ ODIHR

⁴² Human Rights Commission. Accessed 1 September 2022. Available at www.coe.int

⁴³ Defender of the European People. Accessed 1 September 2022. Available at www.ombudsman.europa.eu

European Commission for Employment, Social Affairs and Equal Opportunities

The Directorate-General for Employment, Social Affairs and Equal Opportunities⁴⁴ works for more and better jobs, an inclusive society and equal opportunities for all.

African Commission on Human and Peoples' Rights

This Commission⁴⁵ officially has three main functions: the protection of human and peoples' rights, the promotion of human and peoples' rights, and the interpretation of the African Charter on Human and Peoples' Rights.

Asian Human Rights Commission

The Asian Human Rights Commission⁴⁶ is dedicated to achieving the following priorities, among others: protecting and promoting Human Rights through monitoring, research, advocacy, and solidarity measures.

⁴⁴ European Commission for Employment, Social Affairs and Equal Opportunities. Accessed 1 September 2022. Available at www.ec.europa.eu/social

⁴⁵ African Commission on Human and Peoples' Rights. Accessed 1 September 2022. Available at www.achpr.org

⁴⁶ Asian Human Rights Commission. Accessed 1 September 2022. Available at www.ahrchk.net

3th Chapter – Methodology

Having concluded the contextualization of the theme of sensitive communication, in the area of Public Relations, as well as the brief characterization of communication in the Third Sector, it is possible to proceed to the methodological part of this work. In this chapter, the master's student exposes her study objective, describes the methodologies adopted and presents an organization chart of the organization of the work carried out, as well as a chart of how she initially planned the course of her last academic year (2021/22).

3.1. Ethnographic Methodology as the Study Basis

A study conducted by the Capgemini Institute - The key to designing inclusive tech: creating diverse and inclusive tech teams (2021) - explains that inclusion and diversity practices represent added value for companies, in terms of revenue and satisfaction of employees and customers. Thus, this study traced a path based on some contributions among theories, some classical, others contemporary, and practices that point to different strategies for the Public Relations professional.

It discusses, however, the challenges for society, especially for non-privileged people, who are increasingly well informed and sensitive to discriminatory practices. Diversity and inclusion are a theme about people, their experiences and individualities that make them who they are and make them unique. So, when companies encourage and apply this theme, they create transformation in their organizational culture. Corporate diversity symbolizes the company's social responsibility to create a diverse and inclusive work environment, where each employee has access to the same opportunities, space, and respect.

Thus, the analytical intersections that gained expression in this work were developed around the social conflicts involved in our society and their relationship with Public Relations professionals. With the support of the ethnographic experience practiced during the research, it was possible to experience, describe and analyse the professional environment of the European Foundation for Human Rights. The internship is integrated in the Erasmus + program, the Erasmus Programme is a European Union initiative to encourage mobility of students and staff between European countries in order to promote European integration. Erasmus+ is the successor programme to Erasmus, which was approved by the European Parliament in December 2014. It

offers exchanges at all levels, from primary education to high school, university and vocational training as well as adult education.

An ethnographic experience was chosen here for being the most suitable for the internship experience and the contact with the reality of the foundation. However the concept of ethnography is currently broad, but not precise (Heigham and Croker, 2009). With that, ethnography is understood in this research as a descriptive analysis of human societies, based on description and observation in the natural environment of the European Foundation of Human Rights. Making use of a methodology as a trail to reach a goal, and that, as Caria (2002, p. 9) states, ethnography "is a strategic construction, which articulates theory and experiences to approach an object [and taking into account that] (...) the object is not passive to technical-instrumental manipulation, nor is it immediately evident to observation".

The methodology can be used to understand traditions, beliefs, customs, and even nations. Ethnography is a branch of the human sciences that has as its object the study of a community's culture, with the aim of describing its specificity in the greatest detail. As Baztán (1995) points out, "Ethnography is the descriptive study of the culture of a community, or of some of its fundamental aspects, through the perspective of global understanding of the community" (Ibidem, 1995, p.3). For the author, ethnographic research is the process of studying a particular social group. It is through data collection and observations made during the research period that the ethnographic characteristics of the population will be defined. In this case the researcher is the research tool himself. He, armed with a research problem and conceptual guides, conducts the participant observation.

The ethnographic approach to communication does not focus on content or information because context and meaning-forming processes are more viable tools for conclusions. The communication ethnographer thus searches for a culturally distinctive communicative pattern (Saville-Troike, 2003). This is why it is advisable for the ethnographer to have a solid knowledge of the scientific literature so that it provides him with the background knowledge necessary to interpret the uniqueness of his object of investigation. This methodology model is an appropriation of the communicative variety because it is a model that explains and understands the cultures where the communicational activity is inserted (Mateus, 2015).

Associated with ethnography, is the technique of participant observation, used and noted by what is said to be the pioneer of the ethnographic method, Bronislaw Malinowski (Lima and Sales, 2020), which advocates the insertion of the observer in the group observed, which allows a global and intensive analysis in the object of study. Allowing to obtain a complete understanding of an organization, profession, community or society, in the sense that the researcher will have the

responsibility to describe, analyze and interpret the different activities and social realities of the object under study, through his presence on site (Daymon and Holloway, 2011).

However, in Geertz's (1989) view, the researcher only performs a construction of other people's constructions, since the ethnographer has a second or third-hand reading of the culture studied. Geertz considers that the reading is only the researcher's own interpretation; those who hold the first reading are the people/groups studied. For Geertz ethnography is that "establishing relationships, selecting informants, transcribing texts, raising genealogies, mapping fields, keeping a diary, and so on" (Ibidem, 1998, p.10), according to the author ethnography is the result of an intellectual effort and investment.

As Hymes (1964) says the ethnographic method in communication highlights the multiple possible relationships between messages and their contexts. Communication takes place in specific cultural contexts and involves not only the use of verbal signs and forms of technological mediation that reveal, to the researcher, the social relations, emotions, and social identities at play.

3.1.1. Characteristics of Ethnography

In general, ethnographic methodology can be classified as a humanistic science, so the results are often classified as artificial and inappropriate (Mónico, 2010).

Mattos (2001) states that the role of ethnography is to obtain the deepest and most complete description possible of the people being observed in a given group. Yasuda and Oliveira (2006) point out that ethnographic methodology follows differentiated data collection as a basis for building a holistic view of the audience's social context. With the ethnographic model people's needs will have a faster response and the perception of people's interpretation will be achieved more easily.

These characteristics can be translated as follows: the wealth of details that going into the field provides, the observation of the phenomena of reality in the place where they occur, the close contact with the research object and the interpretations and reflections that can be made around the subject (Travancas, 2006).

According to Del Rincón (1992), the characteristics of ethnography as a form of social research are to interpret social phenomena from the same perspective as the participants in that group of people. Through description and interpretation, the researcher can learn about social phenomena as seen as a member of that society. It is important that the researcher understands the culture he or she is studying, creating a relationship that will make it possible to know the details of the grouping. The author also states that the ethnographic method is holistic and naturalistic

because it studies the general reality of the facts seen from two points of view: an internal one, as if he were a member of the group; and the other external one, properly the researcher's interpretation as an outsider of that society. Experience and exploration are the tools for getting to know a social scenario first-hand through participant observation. From this strategy, information is obtained that generates conceptual categories. The idea of research is to discover regularities and associations between observed social phenomena in order to analyze them based on models, hypotheses, and explanatory theories (Idem Del Rincón and Latorre, 1992).

3.1.2. Ethnographic Data Collection

During the three months of the internship, my aim was to gain privileged access to the organization and its employees, to assess the reality related to the study theme, sensitive communication, in order to be able to relate theory to the organization's reality. This entire central process of the work is rooted in participant observation.

Ethnography involves several levels of analysis and all quite complex, due to the large amount of information recorded during the field. According to Fetterman (1998) the role of the researcher when following an ethnographic methodology is to process all meaningful and useful information. Due to the vast amount of material collected, selected topics should be investigated by always comparing them with the previously evaluated data, as if they were pieces of a puzzle. The researcher must act as a thinking being that analyzes in its entirety. His role is to gather information in the reality of everyday life. This information makes sense within specific contexts. These connections between contexts must be processed at the very moment of observation, which legitimizes and justifies the market researcher's interaction with the informant (Ibidem, 1998).

Data collection was carried out to uncover the cultural concepts to use in understanding human behaviour, not only to observe but also to decode the human experience, to understand human's true feelings and intentions. In the case of this research, and again taking into account that an internship was conducted, participant observation was carried out, as I played a role with duties and responsibilities in the organization's own environment (Heigham & Croker, 2009). It is important to emphasize that the internship was carried out in a hybrid context, because the experiences we had outside the organization were much more valued. In this sense, I can consider that through the internship it was possible to adopt an integrative and participatory position in the organization, namely in some communicational aspects. In this sense, all data collected with the ethnographic method will be presented in the Appendix.

3.2. Research Objectives

The proposed theme refers to Human Rights Sensitive Communication, which focuses on social representations of gender and visual and linguistic communication, as well as inclusion/exclusion communicational strategies from the perspective of social relations, to lead to more inclusive communication.

The objectives pursued with this work are to prove that it is of vital importance that organizations carry out effective and transparent internal and external communication, in order to keep the public satisfied with it and involved with its identity. Practice neutral language and to provide continuity of truthful and useful information to minorities. Organizational communication and organizational culture in the third sector are specialized activities of Public Relations, which in turn has important skills and attributes in the development and projection of Human Rights Sensitive Communication.

Public Relations has a role of high importance as a social and organizational function, justified by the need for societies and organizations to establish relationships (Fuchs, 2008), as we've seen. Only through the planning of this relationship are they able to achieve their goals and complete their mission, hence this profession can be a driving force in addressing the inequality that exists in communication. Communicating and politicizing relationships for the end of inequality.

As a personal comment, it is assumed that the nature of the object of study - for the master's thesis - consists of initiatives (which fall under three general axes of analysis, such as: promoting and practicing Human Rights-sensitive communication; making a community impact, and having a reverse outcome in social participation), dictated by the use of the ethnographic method. After some exploratory reading about these initiatives, one realizes that they are more or less conscious choices and that, ethnography is an advantage in approaching the context, as Caria (2002, p.15) points out, "the production of knowledge about the real, allowed by ethnography, is not intended to find regularities or social changes, of which the actors under study are unaware". Thus, the purpose will be to collect a set of contributions to the good practice of Public Relations professionals. As an observational, ethnographic method, it is important to understand culture in the context of communication. This is a PR communication behaviour that is always based on organizational culture and institution. The basic methodology of ethnography PR is the communication behaviour in public-based cultural relations. Explicitly, PR professional explain some of the basic principles of the relationship between communication behaviour in PR, and the elements of communication and culture (Ardianto, 2013).

Ethnographic studies of Public Relations focus on communication behaviour to build relationships. Ethnography PR is both a finding and an offering that serves as a methodology for a culture-based PR, or cultural PR, study. It is hoped that these findings can contribute to the development of PR scientific research (Dasrun, 2016).

This work prove that it is vitally important that organizations communicate sensitively and effectively, so that everyone feels included and involved with the identity of the organization.

Finally, it is the intention of this Internship Report to argue that sensitive communication, as a specialized activity of Public Relations, has important capabilities and attributes in the development and projection of Human Rights.

3.3. Research Instruments

For this study, it was necessary to carry out a complete reading review that allowed the collection of references and data. With this instrument, it was possible to interpret concepts and consult data that already existed on the study theme. According to Daymon and Holloway (2011) the literature review is an analysis/critique of the texts that fit the research topic, so that a solid conclusion can be reached. All available information (published or unpublished) was collected, referring to the project's thematic basis, namely the theme, as well as issues associated with it, that may serve to support the realization of the creative work. This process aims to facilitate the task of carrying out the project; to evaluate hypotheses and pros and cons, thus circumventing possible errors or flaws in the work.

In this literature review, references were essentially worked on Public Relations, Public Relations in the Third Sector and communication for Human Rights, insofar as these are the keywords given in this work, but also on communication for Development image, organizational communication and Strategies. A literature review of these last aspects was carried out in order to understand how they relate directly to Human Rights Sensitive Communication.

There was always a concern to cross references to Human Rights with the theme of sensitive communication, using a theoretical foundation rooted in Public Relations and Communication in the Third Sector, to provide an alternative to the studies that work on this theme in Marketing and Human Resource Management. The aim was to achieve a theoretical foundation capable of supporting the idea that Public Relations, particularly its activity in Sensitive Communication, is endowed with capabilities that can help in the integration of minorities through strategies implemented and do so to build strong, clear messages that convey the values of an entity.

The practice of Public Relations professionals, Public Relations in the Third Sector, and communication for Human Rights were studied. These themes were studied to understand the relationship between them and how this would give purpose for the study: How a non-governmental organization can have a sensitive communication to communicate about Human Rights.

Another tool used was Documentary Analysis. The research, and consequent consultation of internal documents at the *European Foundation of Human Rights* available on the Internet and in the institutional documents that were provided to me, was of crucial importance to collect data about the company and understand some issues, such as how the Third Sector works in the host entity's country. Some of the internal documents that I used to conduct the work were: Previous Years' Report; Situation of National Minorities in Lithuania 2018-2022; Strategic Project and Media Report.

The questionnaire survey was a way to collect data on the opinion of some Foundation's employees for later analysis. Being a quantitative research method, questionnaire surveys are a measurement tool that translates the study objectives with measurable variables and helps to organize, standardize, and control the data so that the information sought can be collected in a rigorous manner (Fortin, 2009).

Attached is the template of the questionnaire given to a European Foundation Human Right's collaborator (attachment number 2). An exploratory interview was also conducted. If we take Quivy's (2003) perspectives as a reference, he considers that exploratory interviews should help form the research problematic. Therefore, they should contribute, according to the same author, "to discover the aspects to be taken into account" (Ibidem, 2003, p.69) and enlarge or rectify the field of research. Therefore, exploratory interviews have as their main function "to reveal certain aspects of the phenomena studied in which the researcher would not have spontaneously thought of for himself and thus complement the working leads." (Ibidem, 2003, p.69). This approach "is useful to understand causal processes and facilitate actions based on research results" (Kaplan and Maxwell, 2005, p. 30). These last authors described qualitative methods as "... conducted in natural environments and uses data in the form of words rather than numbers, with qualitative data being collected from observations, interviews and documents and analyzed in a variety of systematic techniques" (Ibidem, 2005, p.30).

I also had the opportunity to interview one very influential person in the field of politics in Lithuania, a member of parliament (Attachment number 3 and 4), Tomas Vytautas Raskevičius, member of the Parliament of the Republic of Lithuania, Chairperson of Human Rights Committee and he is part of the Freedom Political Group. (The interview is in attachment number 3). This

interview was conducted through Microsoft teams and was recorded for best analysis results. Permission for the recording was granted by Mr. Tomas Vytautas Raskevičius. With Ms. Ieva Pakarklytė it was possible to get her perception of her idea of Human Rights and to combine it with the political ideas, she is also a member of the Parliament of the Republic of Lithuania, and the interview is in attachment number 4. The interview was conducted through Zoom and was recorded, also for best analysis results.

The purpose of these interviews was to collect information that would allow us to elucidate the conceptions, competencies, and knowledge that the employee and workers who are connected to Human Rights reveals in Human Rights role in order to help structure this study. This research instrument identifies a number of advantages, for example: being very flexible and allowing the data collected to be situated within the social context of the interviewees. However, we can also point out some disadvantages: sometimes what the interviewees say does not correspond to what they really think; there are types of interviews that require a great involvement and availability from the interviewer; and there are still people who give their answers in order to please the interviewer, which is not beneficial to the study (Daymon and Halloway, 2001).

The choice of the person interviewed from EFHR was justified by the fact that the same person is responsible for hiring and welcoming employees. The main goal is that she is the one responsible for strategic communication - the development of messages for the various audiences, including internal communication. Thus, wanting to study the issue of organizational communication of the *European Foundation for Human Rights* identity, I thought that the ideal for this study would be to interview Agata Palinska, the Legal Administrator. The semi-structured interview took place on April 28 and was carried out by institutional e-mail. The interview conducted by e-mail was justified because this was the most practical way to conduct the interview, because of the interviewee's availability. The transcript of the interview is attached (Attachment 2). The choices of the deputies were due to the fact that the European Foundation of Human Rights is connected with legal work and connects with the work of national minorities. There was no better person to be interviewed than the deputy in the Lithuanian Assembly who works in the field of Human Rights.

With these interviews we were able to get a sense that strengthening sensitivity in communication is indeed important and relevant for organizations. The survey will consist of closed and open answer questions that allow answers and opinions, which will be interpreted later.

In this research, participant observation, interview and analysis of other documents were predominantly used as data collection instruments, as well as interactive recording in audio and video, trying to find a way to capture the images and narratives to *comaker* a recurring database.

During the research, I tried to gather a set of data focused on the interaction between people, both with their peers and with the manager, trying to interpret the messages that were transmitted through the manifestation of behaviours and attitudes naturally adopted by the members of the organization. This adopted research strategy assumed its richness, by not obeying specific categories established when collecting information. I was registering new problems or conflicts that could arise, instead of trying to test alleged hypotheses of understanding the phenomena already observed, thus enhancing my understanding regarding the cultural aspects of the organization.

The representation of a particular culture is constantly emerging within a group or organization, hence my data collection on attitudes, practices, and behaviours has been progressively increased as my perception of the culture has been clarified, a fact that emerges naturally as my time in the organization increases. This is also important because the culture I encountered when I joined the organization may not remain the same until the time I left there.

Therefore, my constant search to discover new causes and examples of the phenomena that existed there and that I sought to study reveals, in itself, its relevance to the research, not restricting myself to the first signs and indications that I observed.

As a participant observer, in my daily life in the organization, and during my tasks, I tried to record information that I considered important for a better understanding of what I was going to study.

Using a theoretical foundation rooted in Public Relations and organizational communication, this study had the task of deconstructing and reconstructing culture from the textual and visual production. In this process, the final work, ended up being the fruit of many voices: the native voices, the authors' voices and their own voice, in a polyphonic discourse.

In the first phase, the data I collected and is presented in the Appendix of the Field Book naturally consisted mostly of information related to the description of my activities, teamwork, meetings at workplaces, in the department or elsewhere in the office, trips to places densely populated by national minorities, the contacts I made with people outside the company, which I observed over time, as well as the phenomena underlying the management processes, consequently brought out some questions that led me to formulate and reformulate my study orientation according to the conditions and study opportunities I encountered. Subsequently, I decided to conduct my data collection by what I considered to be the most appropriate for my research, and not so much for my research, not quite for the description of my activities, not least because became repetitive as time went by, and I only highlighted in the data collection to new tasks that were assigned to me.

4th Chapter - European Foundation of Human Rights

In this chapter you can find background information about Lithuania's NGOs and the European Human Rights Foundation, but in the Appendix number 2, you can find a short description of the country, population size, income per capita, size of the territory, geopolitical situation, political regime, etc.

4.1 Third sector in Lithuania

In Lithuania, NGOs are registered at the NISC⁴⁷ (informational system of legal entities), which is managed by the National Statistical Office. According to the NISC (NISC 2007) information, the number of registered NGOs grew from 7 000 in 2000 to 17 000 in 2007. In 2006, the Lithuanian Statistics provided the following information on the number of NGOs (quoted in NISC 2007), which indicates the total of 20 822 NGOs in Lithuania: 9223 Not for profit organisations, 6099 Public utility organisations, 5500 Various communities.

The National Statistical Office⁴⁸ (NSO) has released its annual report on the sectoral activities of registered NGOs in 2007. According to NISC (2007) over 55% of registered NGOs are engaged in social services and healthcare, 13% in sport, 8% in childcare and youth affairs, 7% in local communities, 6% in education and science, 5% in culture, 3% in environment and 1% for equal opportunities and consumer affairs.

The Non-Governmental Organization sector has grown steadily in Lithuania since 2000, with more than 17 000 registered organizations today. In the same period, however, the number of NGOs per 1 000 inhabitants has declined from 12 in 2000 to 11 in 2007.

The Lithuanian Government Commission on NGOs (GCNGO) was established in 2007 to assist the government in alleviating the tensions of NGOs and organizing their work together with civil society. Its role is to advise the prime minister's office about the legal framework, requests from NGOs and creating a policy framework for NGO development. It was established in 2007 and re-founded its activities under the new government, who have already started working on a new concept for NGO development including concrete measures required for action⁴⁹.

⁴⁷ NISC report on Lithuania, for SPES study NISC 2002 survey on NGOs in Lithuania. (2007) Accessed 20 August 2022. Available at accessed in <http://www.labdara-parama.lt/?page=4>

⁴⁸ National Statistical Office. Accessed 20 August 2022. Available at accessed in <https://www.stat.gov.lt/en>

⁴⁹ Open Government Partnership. Accessed 20 August 2022. Available at <https://www.opengovpartnership.org/members/lithuania/commitments/lt0023/>

The National Youth Council - LiJOT is the biggest umbrella association of youth organizations at the national, regional, and local level. It works to young people's awareness on the importance of volunteering, enhance social competences and represent their interests within youth policy making and beyond.

The Agency for International Youth Cooperation of Lithuania – JTB AU is a national youth service provider, which operates under the Ministry of Education and Science. Agency of International Youth Cooperation of Lithuania is in these terms the agency responsible for implementing EU Youth programmers in Lithuania. The agency provides information, advice and methodological assistance to young people, youth groups and organizations. In addition, the agency arranges trainings and study visits to the institutions in Lithuania and abroad⁵⁰.

The European Union has implemented various policies and programmers in youth policy, particularly in the last decade. EU policies and programmers have especially driven the development of youth organizations and voluntary activities among youth. They are especially attractive to young people given the transnational element involved in participating in such n such programs where activities are financed. The country Report of Lithuania⁵¹ (2009) states that in terms of development of national policy for voluntary sector, the influence of European Union policy direction has not been very strong. In Lithuania, there is no coordinated overarching strategy for volunteering and nor is volunteering viewed as a key strategic priority. Their report⁵² (2009) indicated that this was due to lack of leadership and coordination on the part of government institutions. The Lithuanian voluntary sector has not developed as much as it could have in terms of providing social services, attempting to influence public policy and making an impact on the daily lives of Lithuanians. According with SEIMAS⁵³ of The Republic of Lithuanian report about Resolution n° XVI-72 on the Programme of the Eighteenth Government of the Republic of Lithuania the structural problems facing the growth of voluntary sector in Lithuania⁵⁴ include: no adequate legal framework for volunteering; lack of a clear division between voluntary and paid

⁵⁰ European Commission- Youth policies in Lithuania. Accessed 20 September 2022. Available at https://national-policies.eacea.ec.europa.eu/sites/default/files/2021-06/Lithuania_2019.pdf

⁵¹ Country Report. Accessed 20 September 2022. Available at https://pjp-eu.coe.int/documents/42128013/47261764/National_report_LT.pdf/ec8ef0b2-07ed-4602-b478-6137677de58f

⁵² Country Report. Accessed 20 September 2022. Available at https://pjp-eu.coe.int/documents/42128013/47261764/National_report_LT.pdf/ec8ef0b2-07ed-4602-b478-6137677de58f

⁵³ The Seimas of the Republic of Lithuania, or simply the Seimas, is the unicameral parliament of Lithuania. The Seimas constitutes the legislative branch of government in Lithuania, enacting laws and amendments to the Constitution, passing the budget, confirming the Prime Minister and the Government and controlling their activities.

⁵⁴ Seimas of the Republic of Lithuania. Accessed 20 September 2022. Available at <https://lrv.lt/uploads/main/documents/files/PROGRAMME%20OF%20THE%20EIGHTEENTH%20GOVERNMENT%20OF%20THE%20REPUBLIC%20OF%20LITHUANIA.pdf>

work; lack of funding from both domestic and international sources; low social standing within society; and low levels of participation among both volunteers and beneficiaries.

The accession of Lithuania to the EU in 2004 has had a profound impact on volunteering, and especially on its development as a sector. Before accession, donors were the main source of funding for NGOs and it is fair to say that the knowledge of these donors about the issues in Lithuania was relatively limited. However, with accession this situation changed significantly – NGOs are now free to apply for funding from international sources such as European Commission programmer. The Structural Funds (SF) is a very substantial source of funding as they allow up to eighty percent of eligible costs to be reimbursed by European Union partners according to specific priorities determined by national authorities and National Strategic Reference Frameworks⁵⁵. There are many problems involved in accessing SF funding however – especially concerning administrative capacity amongst small voluntary organizations.⁵⁶ Prior to joining the EU, Lithuania was mainly a recipient country, with donor countries such as the United Nations, Soros Foundations, and embassies of foreign countries in Lithuania providing financial support. Since 2004, Lithuania is considered a donor country and the previously mentioned sources of finances no longer exist⁵⁷, with a significant negative impact on volunteer organizations. Voluntary National Review on the implementation of the UN 2030 agenda in Lithuania⁵⁸ (2018) proves that more positive developments include EU funding programmes that promote volunteering among youth, who make up approximately half of Lithuania's population.

As we have already seen in the Lithuanian legislative practice, social economy recognition is rather weak. Despite the fact that there are almost twenty thousand active non-governmental organizations in Lithuania, according to Social Enterprises and Their Ecosystems in Europe: Country Report Lithuanian⁵⁹, their capacities for sustainable growth are limited because of big competition for existing resources and lack of competences for social investment. The analysis of NGO sector in Lithuania shows that there are no quality standards for social sector institutions, which would allow to distinguish sustainable and independent non-profits able to initiate social

⁵⁵ European Commission. Accessed 20 September 2022. Available at https://ec.europa.eu/regional_policy/sources/docgener/guides/blue_book/blueguide_en.pdf

⁵⁶ European Commission. Accessed 20 September 2022. Available at https://ec.europa.eu/regional_policy/sources/docgener/guides/blue_book/blueguide_en.pdf

⁵⁷ Study on Volunteering in the European Union Country Report Lithuania. Accessed 20 September 2022. Available at https://ec.europa.eu/citizenship/pdf/national_report_lt_en.pdf

⁵⁸ Report. Accessed 26 September 2022. Available at https://sustainabledevelopment.un.org/content/documents/19673VNR_Lithuania_EN_updated.pdf

⁵⁹ European Commission. Accessed 20 September 2022. Available at <https://ec.europa.eu/social/BlobServlet>

enterprise activities in the country. Moreover, there are no accountability and quality standards resulting in lack of information about these organizations provided by public sources. The formation of social economy entities in Lithuania can be explained reviewing interactions between three main societal sectors (Dvarionas, 2006). The Governmental sector is even easier to understand – politicians will interact with other two sectors in a self-directed manner.⁶⁰ Much more complicated picture can be observed in the Third sector, where roots of social economy are found. The principle of non-discrimination based on nationality, residence and social origin is one of the fundamental principles of the EU. This means that public tenders cannot include criteria for a distinction between persons or good and services just because of their nationality, residence, or social origin.

The most challenging political task regarding social economy recognition in Lithuania raises in front of ruling parties, government and social partners in civil dialog – employers' and civil society organizations⁶¹. According with Dziugas Dvarionas (2017), they shall be the key actors who are going to define such sector as an element of modern economy, not only by making relevant legislations but also by establishing long-term cooperative relations between public institutions, businesses and other stakeholders. Because, while most of old European Union member states are considering social economy players as a significant part of national economy, Lithuania still needs to recognize and settle social economy as a separate economic sector⁶². The Lithuanian economy is largely dependent on the public sector and big private enterprise sectors⁶³. The weak organization of the third sector, slow cooperative society development and poor ability to start an economic activity in Lithuania resulted from the unequal sharing of national resources between two sectors. As most of the social services and intermediary labor market institutions are provided by Lithuanian government, NGO is kept away from process public procurement. This is due to complex legislative and administrative procedures, which requires from NGO a lot of efforts and financial costs to start an economic activity.

⁶⁰ Incentives for Social Sustainability of the Third Sector in Lithuania by Dziugas Dvarionas Accessed 20 September 2022. Available at <https://www.researchgate.net/publication/318434750> Incentives for Social Sustainability of the Third Sector in Lithuania

⁶¹ Incentives for Social Sustainability of the Third Sector in Lithuania by Dziugas Dvarionas Accessed 20 September 2022. Available at <https://www.researchgate.net/publication/318434750> Incentives for Social Sustainability of the Third Sector in Lithuania

⁶² Lithuanian economy: fit and strong but challenges just around the corner. (2018) Accessed 21 September 2022. Available at <https://www.luminor.lt/en/forecasts/lithuanian-economy-fit-and-strong-challenges-just-around-corner>

⁶³ Country Profile: Lithuania. Accessed 21 September 2022. Available at https://ec.europa.eu/invest-in-research/pdf/download_en/psi_countryprofile_lithuania.pdf

As we can identify in the First and Second Chapters, Nongovernmental organizations are becoming increasingly more effective at mobilization, information and communication strategies, as well as in their ability to increase awareness and community participation. Communication is essential for the growth and development of non-governmental organizations. Communication is essentially an enhancement and innovation in ways of fundraising, management and administration that is needed by the non-governmental organizations to function properly (Yunus, 2010). These organizations rely on community involvement for financial support and for fulfilling their mission (Adulis, 2002). Therefore communication is a very important aspect of social responsibility for NGOs. Henriques (2005) extols the importance of strategy in communication in NGOs because Communication is a fundamental activity for the organization and development of a movement. It consists in making the people involved in it share a common understanding between the constructed elements that define their identity, thus giving birth to an articulation between values and symbols. Communication strategies to facilitate social change, has been widely recognized as an important element in the process of economic and social development (Samuel, 2019).

4.2 Human Rights Defense

The office of the high commissioner Human Rights defenders⁶⁴ simultaneously promote the rights of individuals, communities, and entire societies. They are public advocates for human dignity, who take action to realize these rights through a variety of means. They engage in advocacy, research and/or initiatives at an individual or community level to achieve results on a wide range of issues. Human rights defenders address any Human Rights concerns, which can be as varied. For example, summary executions, torture, arbitrary arrest and detention, female genital mutilation, discrimination, employment issues, forced evictions and access to health care. They are active supporting a vast array of Human Rights such as the right to live and to have access to food and water; to freedom of movement and non-discrimination; to adequate housing, education, and health care; freedom from torture; labor rights; citizen participation in decision making processes that affect them and their communities; access to information about governmental

⁶⁴ The term “human rights defender” has been used increasingly since the adoption of the Declaration on human rights defenders in 1998. Until then, terms such as human rights “activist”, “professional”, “worker” or “monitor” had been most common. The term “human rights defender” is seen as a more relevant and useful term.

policies; freedom from extrajudicial execution; gender equality in all spheres of life including marriage and divorce. Many Human Rights defenders provide support to victims as part of their advocacy efforts. This can include providing professional legal advice and representation, counselling, and rehabilitation support (Office of the high Commissioner⁶⁵).

The non-governmental sector has played an important role in the creation of housing, health care and sustainable income-generation projects for poor and marginalized communities. Training in essential skills and provision of equipment such as computers give these communities improved access to information⁶⁶. The term “human rights defenders” refers to any person who, individually or in association with others, defends or promotes Human Rights⁶⁷. As seen in the last chapters, The Public Relations professional should be able to generate and nurture relationships with various targets which include employers, business associates and individuals. This involves much more than simply delivering information to the target and reaching out for them to make a purchase or vote. Human rights is a concept that cannot be left to be discussed only by governments and civil institutions. It should be transferred to citizens, because it is essential to bring about changes on the basis of an awareness of Human Rights as a social characteristic. Hope is a positive strategy for a Human Rights movement. It strikes at the heart of a position and energizes supporters by suggesting that change can happen. Hope can be used as a communications tool to counter fear-based campaigns, or as an alternative choice to fear-based narratives, even if those are hard won using positive communication strategies (Coombes, 2018).

Lithuania, acceding to the European Union in 2004 acquired the right to delegate 9 members and 9 deputy members representing local and regional authorities to the European Committee of the Regions. However, Lithuania’s law regulating the elections of national representatives creates conditions that are difficult or impossible to fulfil by political parties representing national minorities, as we can see in the Fifth Report presented by Lithuania on the Implementation of the Council of Europe Framework Convention for the Protection of National Minorities⁶⁸. In the present situation the Council of the European Union is only responsible for verifying whether or not the delegated candidates meet the requirements of Articles 300 and 305

⁶⁵ United Nations Human Rights, office of the high commissioner. Accessed 1 August 2022. Available at https://www.ohchr.org/en/ohchr_homepage

⁶⁶ United Nations Human Rights, office of the high commissioner . Accessed 1 August 2022. Available at <https://www.ohchr.org/en/special-procedures/sr-human-rights-defenders/about-human-rights-defenders>

⁶⁷ United Nations Human Rights, office of the high commissioner. Accessed 1 August 2022. Available at <https://www.ohchr.org/en/taxonomy/term/857?page=42>

⁶⁸ Council of Europe. Accessed 1 August 2022. Available at <https://rm.coe.int/5th-sr-lithuania-en/1680a3441d>

of TFEU, that is, if they have a local or regional mandate to perform the given function and if they are responsible before a political assembly.⁶⁹ Unfortunately, the Court of Justice of the European Union has not had an opportunity to express its opinion in that matter yet.⁷⁰

The obligations of Lithuania as a member of UNO follow from⁷¹:

- Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities;
- International Covenant on Civil and Political Rights (ratified on 20 November 1991);
- International Convention on the Elimination of All Forms of Racial Discrimination (Lithuania acceded the Convention on 10 November 1998, except Article 14 of ICERD, thereby Lithuania does not approve the Committee on Elimination of Racial Discrimination as a body competent to receive and consider complaints from individuals or groups who consider themselves to be victims of Lithuania's violation of any of the rights mentioned in the Convention);
- Convention on the Rights of the Child (Article 30 stipulates that children of national minorities have the right to enjoy their own culture and use their own language (ratified on 3 July 1995).

As a member of the Council of Europe, Lithuania ratified: European Convention for the Protection of Human Rights and Fundamental Freedoms⁷² (ratified on 27 April 1995) except Protocol 12 which provides for a general prohibition of discrimination; Framework Convention for the Protection of National Minorities⁷³ (ratified in 2000); Judgements of the European Court of Human Rights⁷⁴.

4.3 Characterization of the host entity

Since the theoretical framework of the work in question is completed, it is now important to contextualize and briefly go through the *European Foundation for Human Rights*, the place

⁶⁹ Consolidated version of the Treaty of the Functioning of the European Union. Accessed 24 August 2022. Available at <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A12012E%2FTXT>.

⁷⁰ Lukasz Wardyn, *The observance of national minorities from the perspective of the European Union - selected aspects*, p.22

⁷¹ The provisions of the Convention are included in the Act on the Protection of the Rights of the Child (2021) Accessed 1 August 2022. Available at http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_l?p_id=279424

⁷² European Convention on Human Rights. Accessed 1 September 2022. Available at https://www.echr.coe.int/documents/convention_eng.pdf

⁷³ Council of Europe. Accessed 1 September 2022. Available at <https://rm.coe.int/16800c10cf>

⁷⁴ European Court of Human Rights. Accessed 21 September 2022. Available at <https://www.echr.coe.int/Pages/home.aspx?p=caselaw&c>

where the internship took place over three months, and which served as the basis for the analysis of the theme studied here. Taking as a starting point the various information presented on the organization's website, I will now characterize the entity where the internship took place. All the data that will be described below was taken from EFHR's institutional documents or accessed through the institution's website.

The European Foundation of Human Rights is a public non-profit organization based in Vilnius. It was founded in 2010 as a reaction to the increase in the number of violations of human and national minority rights in Lithuania. The main aim of their actions is the promotion of the activity of citizens and respect for marginalized social groups with regard their ethnic origin, social status, religion and gender.⁷⁵

The EFHR (*European Foundation of Human Rights*) has focused its activities on protection and promotion of the rights of ethnic minorities living in Lithuania, especially the Polish minority which are 6.6%⁷⁶ of the total population. From the very beginning, the EFHR has struggled against laws forbidding Poles using the original Polish spelling of their names in passports and other official documents. The Foundation also takes measures to prevent all forms of discrimination with special regard to employment discrimination⁷⁷.

EFHR is a non-governmental organization established as a response to a gradually rising number of human rights violations in Lithuania. The main areas of the Foundation's activities include⁷⁸:

- undertaking educational and research initiatives in the field of Human Rights;
- protecting marginalized social groups' interests and supporting national minorities;
- promoting human rights as a fundamental principle of a well-functioning state and society;
- supporting the comprehensive development of society as well as social, information-oriented, cultural, scientific and educational activities for the development of democracy;
- promoting cultural and economic integration of European nations;
- supporting civil guidance, and particularly gratuitous legal assistance centres.

⁷⁵ European Foundation of Human Rights. Accessed 15 May 2022. Available at <https://en.efhr.eu/>

⁷⁶ World Directory of Minorities and Indigenous People. Accessed 13 April 2022. Available at <https://minorityrights.org/minorities/poles-2/>

⁷⁷ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2019/01/28/signs-of-gender-discrimination-still-appear-in-job-offers/>

⁷⁸ European Foundation of Human Rights. Accessed 16 September 2022. Available at <https://en.efhr.eu/about-us/>

EFHR is probably the only institution of its kind in the world which, through its consistent action, not only led to the eradication of hate speech⁷⁹, but above all contributed to the adoption of a bill giving the right to the original spelling of names and surnames in Lithuania⁸⁰.

The European Foundation of Human Rights is an independent and neutral Human Rights organization. The goal of the EFHR is to protect Human Rights in Lithuania by promoting awareness about them among the Lithuanian society, as well as assisting victims of Human Rights violations at home and abroad. The key objective of EFHR is to promote respect for the rule of law. According with Agata Palinska, the EFHR's Legal Administrator (2022) the Foundation was formed by Lithuanian politicians and lawmakers, civil society representatives from across Europe as well as by private donors.

EFHR aims at increasing civic awareness among all social group in Lithuania. According to surveys of EFHR, citizens of Lithuania have insufficient knowledge of their rights and institutions they can contact if such rights are violated. Therefore, the Foundation mostly aims to change the society's perception of Human Rights as being of little significance, distant from everyday reality and difficult to enforce. To this end, the Foundation organizes free of charge training sessions, workshops and lectures on Human Rights at schools, universities and at the premises of the Foundation⁸¹. In recent years there can be observed a minor rise in the social awareness of Human Rights. The survey held in 2016 by the Human Rights Monitoring Institute (*Žmogaus teisių stebėjimo institutas*) showed that 63% of respondents considered having sufficient access to knowledge on Human Rights. In 2014, 60% claimed the same, in 2012 - 52%, and in 2010 - 54%.⁸²

All initiatives oriented at increasing the legal awareness of Lithuanian residents should be further supported. An example of such an initiative is the State Contest on Legal Knowledge for 5-12 grade pupils held in 2016 for the first time. The goal of the contest organized by the School of Law at the Mykolas Romeris University⁸³ was raising the youth's interest in law and the

⁷⁹ European Foundation of Human Rights. Accessed 17 September 2022. Available at <https://en.efhr.eu/2016/07/11/efhr-victory-fight-hate-speech/>

⁸⁰ European Foundation of Human Rights. Accessed 17 September 2022. Available at <https://en.efhr.eu/2014/08/05/original-spelling-of-names-and-surnames-is-a-problem-of-all-lithuanian-citizens/>

⁸¹ European Foundation of Human Rights. Accessed 12 September 2022. Available at

⁸² *Kaip visuomenė vertina žmogaus teisių padėtį Lietuvoje*, Žmogaus teisių stebėjimo institutas (2016). Accessed 13 September 2022. Available at http://hrmi.lt/wp-content/uploads/2016/12/Apklausa-2016_santrauka.pdf

⁸³ Teise Kiekvienam. Accessed 13 April 2022. Available at <https://teisekiekvienam.lrt.lt/>

mechanisms behind democratic states.

An intensified programme to encourage the exercise of this right is needed in right now and the coming years. The issue of spelling diacritical marks is still open. Here, too, the EFHR already has its first wins. EFHR continues to fight for language rights in Lithuania: the threat of closure of Polish schools (Trakai region), the lack of a law on national minorities, the inability to fully use the Polish language in territories densely inhabited by Poles. The EFHR is also the only institution that has extensive international contacts, and its reports are quoted by the Council of Europe. They are the only ones to translate articles from the Polish-language press in Lithuania into English, thus promoting the issues of the Polish national minority in the world⁸⁴.

The EFHR continues to run a free Legal Aid Centre - providing free legal advice, running information campaigns to raise awareness of Human Rights, and carrying out smaller projects targeting national minorities. It is only thanks to the foresight of the EFHR and its actions that the rights of national minorities are enlarged and protected.

For the good functioning of the organization, they need an attorney-lawyer who has experience in the legal field and knows how to give legal advice, a lawyer-administrator who will take care of administration and accounting, a coordinator responsible for providing information about legal aid and specialized services, a specialist responsible for providing advice on individual conduct. The director is responsible for maintaining obedience to the rules that have been established by the managing committee. The foundation is organized as follows: a non-profit organization, which is legally and financially capable of operating as a foundation. The governing body is made up of the founders (legally and financially capable persons) who are not employees of the foundation.

4.4 The EFHR's achievements

The Foundation's flagship projects and achievements include:

⁸⁴ European Foundation of Human Rights. Accessed 30 August 2022. Available at <http://media.efhr.eu/>.

- ❖ Change of legal rationing/legislation in Lithuania regarding the protection of national minorities and Human Rights. The activities of the EFHR on the issue of restoring the original spelling of names and surnames have been extremely successful. The bill regarding the writing of non-Lithuanian names and surnames in documents was adopted, which has been in force since 1 May of 2022. The above bill legalises the possibility for national minorities to apply for the restoration of the original spelling of their surnames and first names.
- ❖ The EFHR also already records the first victories related to the right to write diacritical marks. EFHR activities have contributed to the first victories⁸⁵. There have been specific cases that have changed previous legal practices and will certainly help more citizens to obtain the right to the original spelling of their names and surnames⁸⁶.
- ❖ increasing awareness of the Polish national minority in Lithuania about their rights. In 2022, EFHR intervened in the case of wrongly conducted digitization of Vilnius cemeteries⁸⁷. EFHR intervened on the rights of students at the Longin Komolowski Middle School in Paluknys and the Andrzej Stelmachowski Primary School in Senieji Trakai⁸⁸.
- ❖ Increase public awareness of hate speech and symptoms of discrimination. In 2022, 51 allegations of online hate speech were reported;

⁸⁵European Foundation of Human Rights. (2021). The Supreme Court of Lithuania inquires a case about the writing of diacritical marks in the records of Civil status documents. Accessed 30 August 2022. Available at <https://en.efhr.eu/2021/10/07/the-supreme-court-of-lithuania-inquires-a-case-about-the-writing-of-diacritical-marks-in-the-records-of-civil-status-documents/>

⁸⁶European Foundation of Human Rights. (2022). A victory secured by the EFHR- the Court ruled that surnames could be registered in their original form using a character with the diacritical mark “n”. Accessed 30 August 2022. Available at <https://en.efhr.eu/2022/02/04/a-victory-secured-by-the-efhr-the-court-ruled-that-surnames-could-be-registered-in-their-original-form-using-a-character-with-the-diacritical-mark-n/>

⁸⁷European Foundation of Human Rights. (2022). Digitalization of Vilnian cemeteries violates the right to dignity and identity. Accessed 30 August 2022. Available at <https://en.efhr.eu/2022/02/22/digitalization-of-vilnian-cemeteries-violates-the-right-to-dignity-and-identity/>

⁸⁸European Foundation of Human Rights. (2022). *Bolesna decyzja Samorządu trockiego o reorganizacji dwóch polskich szkół w rejonie*. Accessed 30 August 2022. Available at <https://www.efhr.eu/2022/04/01/bolesna-decyzja-samorzadu-trockiego-o-reorganizacji-dwoch-polskich-szkol-w-rejonie/>

- ❖ Sustain and develop cooperation with organisations working in the field of Human Rights protection at the international level (EFHR organised the International Online Conference⁸⁹ “Situation of national minorities in Lithuania in the context of national and international law”).

4.4.1 Current activity ⁹⁰

- Free legal advice to victims of discrimination, intolerance, and other Human Rights abuses;
- Free human rights workshops and lectures;
- Educational outreach programmes;
- Media and the Internet monitoring;
- Monitoring job advertisements;
- English translations of articles. At the end of 2018 there were more than 3, 206 articles published on the website of the EFHR⁹¹;
- Disseminate of information on Legal Aid Center through leaflets in Polish, Lithuanian, Russian and English.

4.4.2 Public awareness campaign and conference

EFHR distributes informational materials⁹² on Human Rights among the inhabitants of the city of Vilnius and areas near Vilnius and organizes off-site information events during which it provides gratuitous legal advice. EFHR also organizes international conferences. Two such conferences “Promoting effective response to hate crimes and hate speech in Lithuania” and “The legal situation of national minorities in Lithuania in the context of national and international law” were held respectively on 10th December 2020 and 26th May 2021.

⁸⁹European Foundation of Human Rights. (2021). Minority rights, discrimination and a vision for the future at EFHR conference. Accessed 30 August 2022. Available at <https://en.efhr.eu/2021/05/26/minority-rights-discrimination-and-a-vision-for-the-future-at-efhr-conference/>

⁹⁰ European Foundation of Human Rights. Accessed 30 September 2022. Available at <https://en.efhr.eu/category/our-activities/>

⁹¹ European Foundation of Human Right. Accessed 30 August 2022. Available at media.efhr.eu.

⁹² EFHR Flyers. Accessed 15 April 2022. Available at <http://www.efhr.eu/ulotki-efhr/>

The EFHR participated in a press conference entitled. "The Bill on the Spelling of Names and Surnames in Documents and the Polish Community in Lithuania. A step forward or unrealistic expectations?"; which took place at the SEIMAS of the Republic of Lithuania⁹³. During the conference, the problem of spelling first and last names was presented, examples of successful court cases were cited, and participants were encouraged to take advantage of the opportunity to change their name and surname spelling to the correct form.

The ongoing social campaign ***"I have the right to the original spelling of my surname!"*** is worth mentioning. From the Foundation's point of view, this campaign is a very important event, as it is supported by all Polish-language local media, but also mentioned by the Lithuanian media. It is noteworthy that several dozen socially, politically, and academically engaged people (including politicians, teachers, journalists, etc.) agreed to join the campaign and start the procedure of changing their name and/or surname according to Polish orthography. A breakthrough event took place on 1 June 2022, when the Court in Lithuania for the first time allowed a diacritical mark to be written in the name and surname of a local Lithuanian Pole. The Foundation dispelled the myth that it could only win cases for mixed families, Lithuanian women married to foreigners. In this case, it is winning the case of a Pole living in Lithuania who does not have dual citizenship. This landmark settlement fills with hope and opens the possibility of writing other Polish diacritics not only for the letter "ł" as in the name and surname of Mr Jarosław Wołkonowski, whose case was won. Nevertheless, many people still need the Foundation's legal assistance in the courts. Thanks to the Foundation and the Foundation's campaign entitled. ***"I have the right to the original spelling of my surname!"***, within the framework of which the Foundation was approached by Mr Jarosław Wołkonowski and other active citizens, EFHR can gradually remove barriers and, in the case where a person declares their nationality, they can help to restore their original name and surname with diacritical marks.

⁹³ European Foundation of Human Right. (2022). Konferencja prasowa dotyczaca zmiany pisowni imion I nazwisk w kontekscie polskiej spolecznosci na Litwie-krok naprzód czy nierealistyczne oczekiwania?. Accessed 30 August 2022. Available at <https://www.efhr.eu/2022/06/09/konferencja-prasowa-dotyczaca-zmiany-pisowni-imion-i-nazwisk-w-kontekscie-polskiej-spolecznosci-na-litwie-krok-naprzod-czy-nierealistyczne-oczekiwania/>

4.4.3 EFHR interventions on the rights of students and parents of Polish schools⁹⁴ in Lithuania

The EFHR intervened regarding the renovation of the Vilnius Vladislav Sirokomle Gymnasium, the gymnasium was closed due to a partial emergency. This situation was of great concern to the children parents, who would have to study in five different schools for the next six months (issues of access, equipment and quality of teaching were addressed). The EFHR communicated and then sent letters to the school administration and the local government, to organise a round table discussion with parents and teachers. The EFHR's involvement contributed to the resolution or clarification of most issues.

The EFHR intervened on the issue of local government plans to transform schools in Trakai (on the rights of pupils and their parents at the Longin Komołowski Middle School in Paluknys⁹⁵ and the Andrzej Stelmachowski Primary School in Senieji Trakai⁹⁶) into a branch of another institution and the reorganisation of the unit. EFHR is concerned by the proposed re-organization of educational institutions in the Troki region. The EFHR considers that such a change may result in a violation of the Convention, which guarantees equal access to education for all persons under its jurisdiction. In addition, the project might create negative consequences for children who attend these schools.

In June of this year the EFHR was involved in legal assistance and is representing parents' interests in court⁹⁷. On the EFHR's website it's possible to find an article on legal assistance and the representation of parents' interests presented in court. The article is in Polish but the information contained in it is the right to education and the measurement of efficiency are needed to be implemented in the policy field to ensure that minority rights are respected. The EFHR has been very active in protecting teaching facilities dedicated to national minorities. Lithuania is a country in which various nationalities have been living for centuries and even thousands of years: Lithuanians, Latvians and Poles live on the territory of our state. Every citizen is guaranteed equal

⁹⁴ European Foundation of Human Rights. Accessed 23 September 2022. Available at <https://www.efhr.eu/2022/08/19/niepewna-przyszlosc-szkol-mniejszosci-narodowych-na-litwie/>

⁹⁵ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2022/02/23/minority-schools-at-risk/>

⁹⁶ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2022/02/23/minority-schools-at-risk/>

⁹⁷ European Foundation of Human Rights. Accessed 23 September 2022. Available at <https://www.efhr.eu/2022/08/19/niepewna-przyszlosc-szkol-mniejszosci-narodowych-na-litwie/>

rights regardless of nationality and language. The state supports minorities by providing them with appropriate conditions for their self-government and culture. In order to achieve this goal, it is necessary to create an environment that encourages learning tolerance and respect for different cultures. In addition, education plays a key role in the development of democracy. EFHR has monitored the situation with minority schools since 2017. The Foundation has given support to Polish schools and their communities, organized meetings with politicians and civil servants, as well as gathered informative evidence on their situation.

4.5 EFHR Reports

Due to its years of history, the entity was able to identify some reports that the foundation participated in successfully. Of which I shall now name:

- Alternative report prepared for the Committee on the Elimination of Racial Discrimination⁹⁸ (2011);
- Alternative NGO Report on Lithuania's Implementation of the Framework Convention for the Protection of National Minorities⁹⁹(2014);
- "Observance of Human Rights in Lithuania for years 2012 – 2013"¹⁰⁰ (2014);
- Alternative Report for the Committee on the Elimination of Racial Discrimination¹⁰¹ (2015);
- Alternative Report about the Framework Convention for the Protection of National Minorities in Lithuania¹⁰² (2018).

⁹⁸ European Foundation of Human Rights. (2015). EFHR Alternative Report for CERD. Accessed 15 April 2022. Available at <https://en.efhr.eu/2015/12/09/8755/>

⁹⁹ European Foundation of Human Rights. (2014). Implementation of the Framework Convention for the Protection of National Minorities by Lithuania needs improvements. Accessed 15 April 2022. Available <https://en.efhr.eu/2014/01/28/the-implementation-of-the-framework-convention-for-the-protection-of-national-minorities-by-lithuania-needs-wide-and-urgent-improvements/>

¹⁰⁰ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2014/08/22/report-of-efhr-observance-of-human-rights-in-lithuania-for-years-2012-2013-in-a-nutshell/>

¹⁰¹ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2011/03/30/alternative-report-prepared-for-the-committee-on-the-elimination-of-racial-discrimination/>

¹⁰² European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2014/05/26/alternative-ngo-report-on-lithuanias-implementation-of-the-framework-convention-for-the-protection-of-national-minorities-2/>

It is noteworthy that the Foundation has started preparing its report entitled *The Situation of National Minorities in Lithuania*¹⁰³ (2018-2022). The report draws attention to the lack of the Law on National Minorities in Lithuania. It should be remembered that the latter law expired in 2010 and has not been amended so far. This creates uncertainty about the future of national minorities. The bill regarding the writing of non-Lithuanian names and surnames in documents, passed in 2022, must be amended to cover diacritical mark issues. The report draws attention to the need to ratify the European Charter for Regional or Minority Languages. There is also no law on bilingual topographical signs. The report also discusses the situation of national minority education in Lithuania. According to the foundation's calendar the report will be completed and available in Polish, Lithuanian and English by the end of October, 2022.

4.4.4 Statistics and activities

The Foundation organizes interviews and publicity events concerning the three national minorities, to disseminate information about its activities. The European Foundation of Human Rights also tries to promote its goals in the media, through radio and television broadcasts, portals and social media. In the 2022 semester there are already forty. EFHR radio interviews, EFHR advertisements in newspapers and also on portals are published on the EFHR website¹⁰⁴.

According to the EFHR's lawyers and the reports they have shown to the Foundation, with the activities sponsored by the Foundation, eighty-five legal consultations have been held, and as a result, during 2022, the EFHR won ten cases in Lithuanian courts regarding the spelling of first and last names. Of the twelve cases that they brought to court, six were won concerning surnames with diacritical marks. The number of cases were successful thanks to an incredibly high level of research and hard work by Foundation's team¹⁰⁵.

The EFHR work closely with individual municipalities, court, district and county officials to promote the idea of accurate and legal name spelling¹⁰⁶. EFHR have won many cases concerning Polish surnames and first names with diacritical marks against unfair (and illegal) spelling. In

¹⁰³ European Foundation of Human Rights. Accessed 23 September 2022. Available at <https://en.efhr.eu/?s=The+Situation+of+National+Minorities+in+Lithuania>

¹⁰⁴ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2015/12/09/8755/>

¹⁰⁵ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/2022/02/04/a-victory-secured-by-the-efhr-the-court-ruled-that-surnames-could-be-registered-in-their-original-form-using-a-character-with-the-diacritical-mark-n/>

¹⁰⁶ European Foundation of Human Rights. Accessed 15 September 2022. Available at <https://en.efhr.eu/spelling-of-names-and-surnames/>

2022, thanks to the EFHR, eleven Lithuanian citizens belonging to the Polish minority managed to change their names. In a landmark case, they successfully sued their municipality and won the right to officially add suffixes to their names such as -yte, -utis and -ytis (these suffixes translate into "gymnasium" "student" and "students"). I would like to emphasise that within the framework of the social campaign "I have the right to the original spelling of my surname!", they not only offer legal assistance to representatives of the Polish minority in Lithuania, but also offer free consultations on preparing an application at the registry office (not only at courts) to change name and surname, for which reason it is necessary to raise more funds. On the EFHR website you can find statistical information from 2013-2021 concerning cases where the first and last name in the Register of the Population of the Republic of Lithuania was written using "w", "q", "x" and other non-Lithuanian characters¹⁰⁷. Below we can look at some statistics:

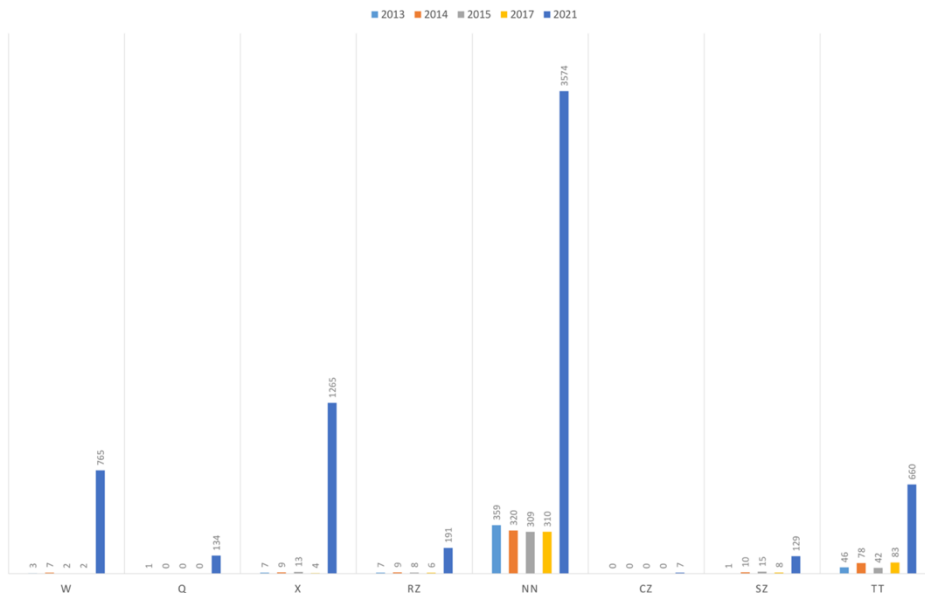


Figure 1- Number of forename entires with letters "w", "q", "x", "rz", "nn", "cz", "sz"and "tt"

¹⁰⁷ European Foundation of Human Rights. Accessed 18 September 2022. Available at <https://en.efhr.eu/2021/09/15/efhr-invites-you-to-have-a-look-at-the-statistical-information/>

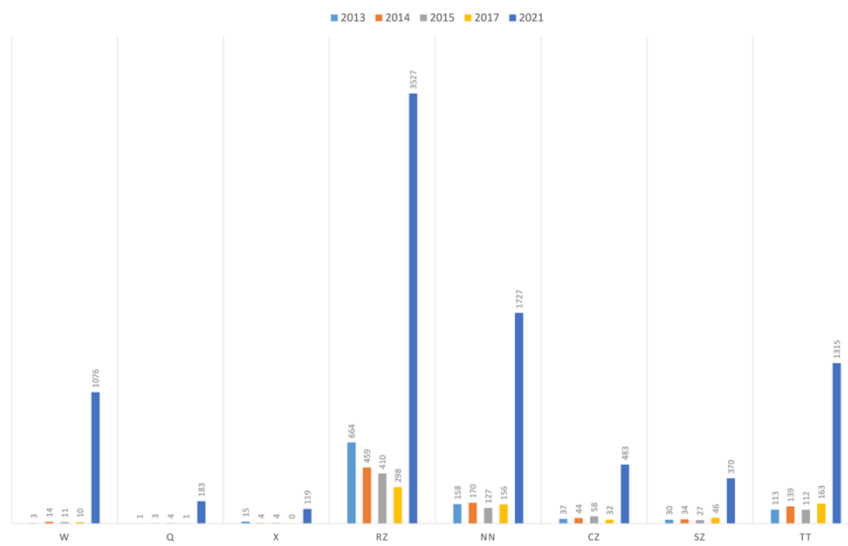


Figure 2- number of surnames entries containing “w”, “q”, “x”, “rz”, “nn”, “cz” and “tt”.

As we can see in Figure 1 and Figure 2 in 2013, 359 double-n names were registered, 12 of which were new. In 2021 this number reached 3574, which is a nearly 10-fold increase in 8 years. Another monumental 27-fold increase can be noticed in the names with the digraph “rz” (ANDRZEJ, MALGORZATA). The research also reveals that 7 rz -names were registered in 2013, this number increased to 8 in 2015 until it reached 191 in 2021. In the years 2013-2021, the number of given names containing the double consonant “tt” increased fourteenfold. In 2021, there were 660 citizens whose forename contains “tt” and in 2017 there were 83. It is also worth noting that from 2013 to 2021 it was possible to register 7 names containing the diphthong “cz” for the first time. In addition, statistics show an increase in the number of surnames with “sz”, “tt”, “rz”, “cz” and other combinations of letters.

The Foundation's efforts help to prevent the processing of online hate speech¹⁰⁸. In 2022, fifty-one allegations of online hate speech were reported, this figure is almost identical to last year's total (sixty-two). According with the internal documents of the EFHR it is noted that the number in the current six-month period is similar to the number of reports for the whole of last

¹⁰⁸ European Foundation of Human Rights. Accessed 17 September 2022. Available at <https://en.efhr.eu/?s=hate+speech>

year (sixty-two), and therefore it can be said that the Foundation continues to be effective in this area.

Also in 2022 the EFHR defended a group of students in a legal case regarding the right to be addressed by their first names rather than their surnames. The EFHR won all three cases, cementing its reputation as a force for change when it comes to language and other issues¹⁰⁹.

As for online presence, since the start of the website in 2021, close to thirteen million visitors have visited them. In 2021, there were 36,000 views in the Polish language, 19800 views in the Lithuanian language and 14,300 views for the English version. In 2021, there were 5,700 hits on our Russian version. All this information can be found on attachment number 5.

4.4.5 European Foundation of Human Rights and Erasmus +

The Erasmus Programme is a European funding programme established in 1987 offering university students a possibility of studying or doing an internship abroad in another country for a period of at least 2 months and maximum 12 months per cycle of studies¹¹⁰. The program also offers the possibility to go way beyond the European borders as well with the Exchange Agreements signed with other countries like Argentina and India. The name of Erasmus Programme comes from Desiderius Erasmus, a Dutch Renaissance humanist, priest, theologian and scholar (1466-1536). Erasmus+ or Erasmus Plus is the new programme combining all the EU's current schemes for education, training, youth and sport, which was started in January 2014. In 1989 the Erasmus Bureau invited 32 former Erasmus students for an evaluation meeting in Ghent, Belgium. The lack of peer-to-peer support was singled out as a major issue, but it was also a driving force behind the creation of the Erasmus Student Network¹¹¹ (ESN). The organization supports students from Erasmus programme and other bilateral agreements and cooperates with national agencies in order to help international students adjust to life in their host country.

The European Commission believes that Digital transformation and sustainable development, equality and inclusion, active participation and stable employment, mental and physical health are becoming priorities. Erasmus+ is fundamentally an education program, but it

¹⁰⁹ European Foundation of Human Rights. Accessed 17 September 2022. Available at <https://en.efhr.eu/2015/07/30/efhr-wins-a-landmark-court-case-vilnius-city-district-court-has-allowed-to-spell-a-surname-with-w/>

¹¹⁰ Erasmus Student networking. Accessed 15 September 2022. Available at <https://www.esn.org/erasmus>

¹¹¹ Erasmus Student networking. Accessed 15 September 2022. Available at <https://www.esn.org/erasmus>

also addresses the new realities of Europe's latest economic climate, including unemployment, inequality and social exclusion. The 2015-2020 Erasmus+ strategic document ¹¹²describes twelve objectives that reflect current challenges in European society:

- “1) Active citizenship;
- 2) Employment;
- 3) Education to promote mobility;
- 4) Student mobility in higher education;
- 5) Technical cooperation for vocational education and training;
- 6) Fighting youth unemployment through higher education;
- 7) Youth entrepreneurship (Youth Entrepreneurship Cooperation);
- 8) Cooperation for the quality assurance of education providers;
- 9) Promoting social inclusion through learning mobility;
- 10) Supporting European Mobility Week;
- 11) Decentralized cooperation against poverty;
- 12) Erasmus Mundus - international Masters Programmes.” (Erasmus programme guide, 2020)

By doing a traineeship abroad in Programme or Partner countries with Erasmus+, you can improve not only your communication, language and inter-cultural skills, but also soft skills highly valued by future employers, as well as become more entrepreneurial. The internship can provide experience working abroad, opening up opportunities to international career paths in future professional life.

European Foundation of Human Rights is coordinating, sending, and hosting¹¹³ people since 2013. The EFHR is operated entirely by volunteers and interns. Volunteers are a key component of the project, as they provide their time, skills, knowledge, and dedication to ensure that the work done can be carried out in an efficient and professional manner. During 2021, 10 volunteers and 4 interns from Lithuania, Poland, Italy, and Pakistan cooperated with EFHR. During 2022, 10 volunteers and 4 interns from Lithuania, Poland, Mexico, and Portugal cooperated with EFHR.

¹¹²Erasmus programme guide. Accessed 16 September 2022. Available at https://www.jtba.lt/wp-content/uploads/2020/05/erasmus_programme_guide_2020_v2_en.pdf

¹¹³ European Foundation of Human Rights. Accessed 16 August 2022. Available at <https://en.efhr.eu/traineeships-volunteering/>

The volunteers perform their duties on the basis of bilateral volunteer agreements. Interns, on the other hand, cooperate with the organisation based on a tripartite agreement with the university doing a compulsory internship as part of their course of study. They performed diverse tasks - apart from translations, their tasks included collecting and systematising information and analysing them (data on protection of Human Rights in Lithuania and in the countries of the Council of Europe, the state of protection and education of national minorities in Lithuania, judgements of European Court of Human Rights, Court of Justice of European Union). Some interns had the opportunity to present their journalistic skills which resulted in two interesting and significant articles written under the guidance of the internship coordinator.

Another important link in the activities of the EFHR is the project entitled "Assistance to the Polish media in Lithuania"¹¹⁴. This project allows students of English philology, who carry out their internships at the Foundation during their studies, to get practical experience. The task is to help Polish media professionals by learning how to use information technology, how to write and speak English, etc. The target of our activity is mainly journalists and press officers who have not had professional training or have insufficient knowledge of English. The main objective of the aforementioned project is to provide free translation assistance to the media, so that information about the Polish minority in Lithuania reaches a foreign audience.

4.5 Organization Programs

In 2022, as in previous years, the EFHR will endeavor to inform the public and promote its own actions as well as disseminate its press releases and positions by means of its own website so that members of the media will be able to access this information. This was done with a special emphasis on the partnership relations with media (online and print media, as well as television), which resulted in significant coverage of our activities in Lithuania, Poland and other regions of Europe.

The EFHR, under the guidance of their International Executive Director and Deputy, continued to disseminate news about their events and projects via their various social media channels. According to statistics from Facebook.com, the Social Media page of the EFHR reached over 2.8 million Lithuanian users in the month of August 2018 and reached more than 3 million

¹¹⁴ European Foundation of Human Rights. Accessed 16 August 2022. Available at <https://en.efhr.eu/2011/11/17/polish-language-media-in-lithuania-are-broadening-their-scope-of-recipients/>

people in Lithuania who followed it on FaceBook¹¹⁵! The Foundation has also been linked with its international partners such as Poland, Germany and Canada through official publications in print media as well as online media. In the attachments number 6 we can also find the Facebook reports for the months I was on internship. From views to active audience and potential audience.

EFHR monitors the Internet for publications and posts with contents violating Human Rights, including those that encourage hatred. According with internal institutional documents, from 2010 until the end of 2021 EFHR sent more than 770 petitions for launching an investigation to the prosecutor's office (in 2021 – 61, in 2020 – 24, in 2019 – 66). In the past, after their consideration, the courts issued 51 decisions in total, most often imposing fines.¹¹⁶ In recent years however the case law has developed to apply the *ultima ratio* principle in such cases. Courts rule that one laconic, unethical comment does not pose a real danger to the values protected by law and does not necessitate criminal liability. Moreover, persons who incite hatred in this manner are not held accountable in any other way.¹¹⁷

The EFHR has launched a number of initiatives in the media and on social media to help promote its website and reach out to potential candidates. For example, EFHR interviews for radio, EFHR announcements in newspapers and on portals are posted on the EFHR website under in the page "Media about us"¹¹⁸.

In 2022, EFHR also actively spoke in the Polish media¹¹⁹. EFHR spoke in the Polish media regarding the issue of protection of Human Rights, especially in light of the Russian invasion force in Georgia¹²⁰, who would have been persecuted if they had stayed in Lithuania. The radio station Radio Wilno¹²¹, was also noted that the Lithuanian public broadcaster LRT also asked for

¹¹⁵European Foundation of Human Rights on Facebook. Accessed 16 August 2022. Available at <https://www.facebook.com/EFHR.lt>

¹¹⁶ European Foundation of Human Rights. Category Archives: *Mowa nienawisci*. Accessed 15 April 2022. Available at <http://www.efhr.eu/category/intervencje/mowa-nienawisci/>

¹¹⁷ Katažyna Mikša (2019). Hate crimes and Hate Speech. Accessed 30 August 2022. Available at <http://hrmi.lt/wp-content/uploads/2021/02/HATE-CRIMES-AND-HATE-SPEECH-OVERVIEW-OF-THE-SITUATION-IN-LITHUANIA.pdf>

¹¹⁸ European Foundation of Human Rights on Facebook. Accessed 16 September 2022. Available at <https://en.efhr.eu/?s=Media+about+us>

¹¹⁹ European Foundation of Human Rights on Facebook. Accessed 16 September 2022. Available at <https://www.efhr.eu/media-o-nas/media-2022/>

¹²⁰ Kurier Wilenski (2022). Accessed 8 May 2022. Available at <https://www.efhr.eu/download/media2022/prasa/Sukces-EFHR.-Sad-przyznal-prawo-do-zapisu-nazwiska-ze-znakiem-diakrytycznym-E2809EnE2809D-KURIERWILENSKI.pdf>

¹²¹ Radio Wilno. (2022). Agata Palinska. Accessed 7 May 2022. Available at <https://wilno.tvp.pl/59975847/03052022-agata-palinska>

comments. The press release sent to the media on Procedure to change the spelling of names¹²², diacritical marks, with emphasis on the Leaflets made and distributed by the EFHR. The news about the change of names still came out on Lithuanian National Radio and television, about how the Poles claim that after all the effort made by the EFHR, the Poles still cannot add diacritical marks to the documents even after the court decision¹²³. EFHR also take notice of discriminatory job offers in which employers often present unjustified requirements concerning gender, sexual orientation, disability, age, race, ethnic origin, nationality, religion, language, social origin or status. In 2018, EFHR filed 10 complaints with the Equal Opportunities Ombudsman (*Lygių galimybių kontrolieriaus tarnyba*)¹²⁴, which accounted for 29% of all reports and made EFHR the most active legal person informing the Ombudsman on alleged violations. A key project of the Foundation is the *Legal Aid Centre for the Polish Minority in Lithuania* providing gratuitous legal aid through consultation (e-mail, telephone, at the Foundation's premises and during off-site events), as well as representation of private individuals in court and before state institutions. A special focus of EFHR is the original spelling of forenames and surnames.

EFHR provides information about the status of national minorities in Lithuania in commentaries broadcast on its website¹²⁵, radio, in press and on television. It also prepares informational and educational materials and reports published on the website of EFHR¹²⁶. in Lithuanian, Polish, Russian and English. Thanks to this, educational materials on Human Rights and an offer of gratuitous legal advice have the widest outreach, including inhabitants of locations remote from Vilnius. The significance of EFHR's activities is testified by, among other things, quotations of the Foundation's reports in official opinions of the Council of Europe¹²⁷ and regular meetings with representatives of OSCE¹²⁸.

¹²² Press release EFHR (2022). Accessed 26 May 2022. Available at <https://www.efhr.eu/download/media2022/www/zw.lt-Procedura-zmiany-pisowni-imienia-i-nazwiska-znaki-diakrytyczne-ulotki-EFHR.pdf>

¹²³ Lithuanian National Radio and television (2022). Accessed 26 July 2022. Available at <https://www.lrt.lt/naujienos/lietuvoje/2/1715562/lenkai-teigia-diakritiniu-zenklu-i-dokumentus-negalintys-irasyti-ir-po-teismo-sprendimo>

¹²⁴ *Lietuvos Respublikos*. (2019) *Veiklos Ataskaita*. Accessed 15 August 2022. Available at <https://lygybe.lt/data/public/uploads/2019/04/lgk-2018-m.-veiklos-ataskaita-.pdf>

¹²⁵ Media EFHR. (2022). Accessed 15 August 2022. Available at media.efhr.eu

¹²⁶ European Foundation of Human Rights. Accessed 15 August 2022. Available at www.efhr.eu

¹²⁷ Council of Europe. *Advisory Committee on the Framework Convention for the protection of National Minorities Comments*. Accessed 15 August 2022. Available at <https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=09000016800c745b>

¹²⁸ European Foundation of Human Rights. OSCE. Accessed 15 August 2022. Available at <http://www.efhr.eu/?s=osce&x=0&y=0>

Conclusion

This paper argues that communication in Third Sector organizations should follow two strands: the institutional and the cause it defends. It is not enough to do good actions; it is also need to know how to express it. Communication in Third Sector organizations must be seen as if it were a for-profit entity. Communication must follow several flits so that its sensitivity is respected. Just as it is fundamental to know how to act and communicate in a strategic way to mobilize supporters, capture their attention, and build their loyalty. It is necessary to act and communicate strategically to effectively contribute to the development of society. Although they are not focused on profit, they need a good communication strategy to manage their reputation to create social value, win donors, raise resources, have visibility in the media, work on their reputation, make strategic decisions, create, and maintain relationships with stakeholders, etc. Most Third Sector institutions still neglect communication, so it is extremely important to change this paradigm.

The research instruments used in this study were also an asset in reaching the conclusion. Communication is indeed a topic to be considered sensitive when it comes to Human Rights as well as in the organizational environment. Having the opportunity to speak with politicians from the country as I did the internship helped me to ground the main topic of this study.

Considering that this work was developed in the scope of the Master's in Strategic Management of Public Relations it was essential to frame and define Public Relations in the Third Sector. The literature review showed that the Third Sector is characterized by limited financial and human resources, scarce, and sometimes not qualified, having the status of volunteer. They need to give more importance to professionalization and a greater focus on strategic communication.

As J. Krishnamurti said, "Thinking can never be free, it is the outcome of our conditioning, of our background, of our culture, of our climate, of our social, economic, political background" (Krishnamurti, 2001, p. 35). And we must keep that in mind as human beings and PR professionals, when we deal with people, we have to be sensitive to their rights as humans. Everyone will interpret it differently, hence the target audiences are important. Having sensitive communication will help public relations professionals as agents of social change.

The field of communication and the discipline of interpersonal skills are too often seen as two separate categories of study. However, the fact is that there is a strong link between these two

areas – in this day and age, professionals must be proficient in both their own individual communication skills as well as their ability to interact with others. There are not many studies around the topic of sensitive communication but there are some about good communication practices and their success, for example, in Lang's research¹²⁹ (2012) identified communication skills to be a key factor in ensuring better outcomes. The communicative approach resulting from this study provides Public Relations professionals with awareness on developing and improving their communication skills. Understanding the target's communicative preferences will facilitate the communicative process and strengthen the organization and audience relationship.

An antidote to debates, as we could see from the examples of the Lithuanian assembly members, hope-based communications offer an actionable strategy that provides a positive vision for the future. This is based on historical examples of struggles for social change that were based on values and a positive vision of the future, rather than fear of what might happen if their progress falters.

This paper was constructed with the personal objective of exploring the area of Human Rights in the field of communication, namely in the professional perception of Public Relations. I am aware that Public Relations is a framework for social change and as active people we cannot expect inclusion unless we practice inclusion. Communication is present in our lives and it is important to realize that communication impacts people's interpretations, it is important to keep in mind the basics of inclusion as well as basic Human Rights. In our training, as active people in society, there is no context of ethics and Human Rights. We can't have a super inclusive communication because even the system doesn't give us a basis for it (Freire, 2011). There is a gap in the field of Human Rights where I intertwine with personal development and self-knowledge. As changers of social change, Public Relations professionals can act actively in the Third Sector to modify communication that is not inclusive. UNHRC¹³⁰ strives to realize a world in which Human Rights are respected and protected by improving response, addressing root causes and promoting accountability. To achieve this, Public Relations is an effective tool for disseminating information about existing Human Rights standards and mechanisms, raising awareness about abuses and issues of concern, creating public pressure for change, supporting systematic change through advocacy campaigns or policy recommendations, as well as establishing better contacts between experts and decision-makers (Pearce and Robinson, 1982).

¹²⁹ A Better Patient experience Through Better Communication. Accessed 15 October 2022. Available at <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3587056/>

¹³⁰ UNHRC. Accessed 12 September 2022. Available at <https://www.unhcr.org/innovation/communicating-with-communities/>

In this paper it is possible to conclude the importance for organizations to carry out effective and transparent internal and external communication. This importance involves building trust which in turn increases public engagement; ensures that employees have a voice, and that voice can provide the feedback your organization needs to improve and grow; Helps establish stronger working relationships among staff members, which increases loyalty; reduces misinformation and misunderstanding, which in turn reduces demotivation and complaints; helps employees understand the company's mission and vision, which improves purpose and motivation; and improves efficiency and reduces potentially costly mistakes due to misinformation.

In keeping with my experience as an intern at the European Foundation for Human Rights, it was possible to have an experience, as a Public Relations professional, that aggregated everything that this report highlights. Simply put, as a Public Relations person, I helped influence the perceptions of an audience by building relationships and shaping public conversations about Human Rights, always keeping in mind how I used my skills in communication. These public conversations often take place through the media and social media, which is why Public Relations professionals need to understand how to work with and write effective messages for the media. In dealing with an international audience and minorities my communication had to be effective and transparent. As a Foundation dealing with sensitive and legal issues communication could not be faulty, again highlighting the importance of organizations having effective and transparent international and external communication. Part of communicating more effectively with a diverse audience is beginning to understand our own biases and how our experiences and values shape the lens through which we view our world. We cannot assume that others share our view of the world. This misassumption creates a disconnection between us and our audience, and it can sometimes be seen as ethnocentric. As an intern I needed to study EFHR's audiences and inspect my words and gestures carefully to ensure nothing in my presentation suggests that EFHR assume it is superior to how another culture might operate.

It was also important for me to learn how to communicate and know when to communicate, as we see from authors Deilamy and Bayat (2015), some aspects of our lives, such as consciousness, education, culture, art, etc; are affected by how people communicate with each other. Communicating across cultural boundaries adds an element of complexity and challenge in my communications about projects. I had to consider the best ways to communicate with others depending on several factors, such as their attitudes toward hierarchy, their communication styles with others, their ability to understand our language, and how they might interpret and process what we say to them in our communications. Nonverbal behaviors are often the most challenging

because individuals from different cultural backgrounds may react differently to our body movements, facial expressions, eye movements, and the tone of our voice. For example, according to my perception, in Portugal there is a tendency to be very direct in our communications and in our approach to others; however, in other cultures, such as Lithuania, there is a tendency to be more indirect and soft-spoken. Understanding a variety of cultures allows us to adapt our Human Rights sensitive communications more effectively. A lack of cultural sensitivity can limit the ability to communicate effectively with different groups – internally and externally – and can alienate or offend customers, partners and colleagues working in different regions, countries, and cultures. Human rights sensitivity training raises awareness of the nuances of cross-culture communication, and the importance of words, actions, gestures, and body language in cultivating relationships with different people and groups. My use of Sensitive Communication had important capabilities and attributes in the development and projection for the Foundation in Human Rights. There are four strands to my work at the Foundation in Human Rights Sensitive Communication: researching public perception; developing and testing frames and messages; building civil society capacity to communicate and campaign for change; campaigning and content creation.

Reflecting on the limitations of the work, restrictions due to the language barrier were identified. Sometimes the work took longer because of poorly interpreted briefing or even the comprehensiveness of the communication with all human beings. Being sensitive about communication becomes a difficult job because of the education rooted in society; as for Public Relations in a non-governmental organization, it is necessary to have a work of deconstruction as well as to consider all the individual needs covered by the target audience. Nevertheless, all the research was based on participant observation, respecting the ethical issues.

Despite the limitations, the project aims to contribute to sensitive communication with all people for the study of Public Relations in the Third Sector. Furthermore, it aims to serve as a basis for further research in the field of inclusion and full integration of people, especially minorities. Thus, a change in the mindset is encouraged, and communication is seen as a factor for change (Samuel,2019; Deilamy and Bayat, 2015; Rockefeller Foundation,1999). Public Relations plays a key role in long-term organizational effectiveness, by building long-term relationships with strategic constituencies, Public Relations helps organizations clarify and communicate their reasons for being, and increase their trust, admiration, and goodwill. (Grunig and Repper,1992; Harahap and Sidip, 2019; Whatmough, 2018 and Kunsch, 2006). In this regard, strategic communication will be paramount not only to inform, but to actually bring about a change in thoughts, knowledge, attitudes and behaviors - which according to Theaker and Yaxley (2013) is

the PR process of adapting message and action - as we can see in the subchapter on development communication, Samuel (2019) states that the use of communication strategies facilitates social change, and has been widely recognized as an important element in the process of social development. Development communication is a field of study and practice that deals with the creation of messages with the intention of changing behaviours and attitudes. This requires the development of communication strategies or plans to understand what information needs to be communicated, who should be targeted, and how it should be communicated (Wilcox, 2006). Sensitive Communication is more about establishing trust and building relationships than it is about informing or educating people about a specific cause, especially about Human Rights.

The basic premise of inclusive communication is to eliminate any barriers that may exist in the dialogue and interaction between people who are part of the company, the premise was followed to the letter when I was producing content for the European Foundation of Human Rights. The Foundation's communication channels had the goal to ensure that everyone can understand the message and that the speeches are not exclusive and do not reproduce stereotypes. It was possible, with my internship experience to promote and practice Human Rights sensitive communication to external and internal audiences of the European Foundation of Human Rights; it was also possible to make a community impact, especially on Lithuanian national minorities; to have a reverse result on social participation where I followed Fuchs' (2008) line of thought communicating and politicizing relationships for the end of inequality.

We close this paper with the hope that it will contribute both to furthering the mission of this institution and to the study and development of PR in the Third Sector using Sensitive Communication.

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Appendices

Appendices number 1- Field Journal

In this field diary I will describe the main activities developed during the internship. I started my internship at the *European Foundation of Human Rights* on April 1, 2022, and I ended it on July 31, 2022. The internship had a 3-month period, but it had to be extended to 4 months due to the lack of a Schedule for the completion of all the tasks presented. The tasks were proposed in Teamwork and each task had a deadline. The work I did was mainly research work, and in turn the substantiation of my research required some time.

The Internship is a pre-professional experience and, in my opinion, essential to the training of students who have embraced this Master's course. It is an opportunity for the student to put into practice, in a business environment, the knowledge and skills obtained during the course, testing the pragmatics of the academic training acquired. This experience also teaches us to better understand all the dynamics of the corporate and business world and to work as a team, managing different sensibilities.



Figure 3- First day of Intership

My expectations regarding the EFHR Internship were enormous, considering that the position for which I applied was absolutely compatible with my academic profile and with my linguistic and personal skills.

I started the EFHR Internship with immense expectations, but also with the natural anxiety of someone who embraces a new challenge. On the other hand, the fact of being confronted with a new reality made me very excited and determined. Despite all the motivation, I did not stop feeling some

fear for not wanting to fail or disappoint the expectations of those who had chosen me to be an intern at the foundation.

In order to facilitate the communication between employees in their day-to-day, at EFHR all employees are part of a Whatsapp group so that they can communicate with each other without disturbing the work of others. At first, I was a little hesitant with this new way of communication, but I ended up realizing that using this social network is an excellent way to overcome possible communication problems. That is, since all the workers are in the same space there could be some awkwardness if person A was talking to person B and ended up disturbing person C's work. In addition, it was a way to pass documents in a simple and instantaneous way. I think that my integration in the organization could not have gone better. From the first moment, I felt I had a lot of support. This helped me to integrate, to get to know the people with whom I worked and also to leave a little of my mark at EFHR. I also highlight the daily good mood, the sense of camaraderie, and the openness of everyone to welcome new people into their work space.

One of the premises with which I started the internship was to enrich and deepen the knowledge and skills that I acquired during my academic career at the Escola Superior de Comunicação Social. I hoped to collaborate in projects where I could develop my language skills, particularly in English. On the other hand, I aspired to have the opportunity to work, with as much autonomy as possible, in different phases of the tasks, in order to better understand the organizational processes in favour of Sensitive Communication for the most varied social projects. It seems to me that it is fundamental to understand how the various phases of the organization work, understanding the coherence of an entire process of Sensitive Communication.

One of the difficulties I faced in this translation was figuring out which one was correct for European Foundation of Human Rights.

As a consequence of these mergers, several management challenges have arisen, particularly with regard to the consolidation of the Foundation's organizational cultures. The challenge of aligning the different cultures and values within the organization, involving all the employees that are part of it, so that there is cohesion with the information passed on to the public is a difficult task. In this context, it is necessary to convey a message of unity since the Foundation is committed to the inclusivity of all people, so it is important to emphasize that the choice of this entity was unthinkable for the contribution of the study in question.

Having a self-critical capacity regarding the work we do is one of the key points for the success and consequent improvement of our skills as public relations professionals. Especially when it involves tasks such as copyrights, strategic communication and development communication. It is important to emphasize that I have no doubt that this important pre-professional experience will open doors for me in the future job market.

Developed activities

The first day of my internship at EFHR was spent getting to know the facilities and the employees. In a brief meeting, Dr. Agata Palinska introduced me to the projects she was currently working on and explained what my tasks would be within each of them. The first project I was presented with was a framework to assist in the preparation of press releases, statements, analyses or reports on human rights and related topics; also suggest creative ways to disseminate information with innovative ideas on how to involve society in EFHR activities and raise awareness of Human Rights; The second project concerned an incubator of ideas in planning and preparing the structures and methodologies of conferences, trainings and workshops on human rights; participation in organizing regular lectures in local schools; work also in spreading knowledge about the hate speech movement;

I elaborate internal and external communication materials. It should be noted that EFHR has content in Polish, Lithuanian, and English. The other international interns are left with the Polish and Lithuanian contents while I was responsible for the English contents. However, many times, the content I was given had to do some translation from Polish-English or Lithuanian-English. My content was always reviewed by an international intern who had a background in English studies.

Throughout the Curricular Internship I had the opportunity to receive briefings from the responsible employees in projects inserted in the most varied sectors of social activity. These projects were both in the scope of social development for national minorities, as well as the creation of news about the judicial success of what the institution achieved. Research was done to create news on the various topics that the institution defended, which were later published on the institutional website¹³¹.

¹³¹ One of my articles published on the EFHR website. <https://en.efhr.eu/2022/04/25/communication-within-human-rights/>

Some of the main goals of the articles that I did during the internship were to **make comparative studies**, for foundation archives;

I **assist in proofreading graphic material**. Graphic posts were created to be used as a visual element of publicity vis-à-vis the institution's news. The elaboration of several reports, for the institution's archive, about the workshops, trainings and conferences that took place during the months of internship.

Every week I had to submit post charts under the briefing that were given to me. **I had to elaborate and organize support materials**. This process was done through research on the theme that presented itself to me to arrive at the best visual strategy to present to the public. Below are some examples:



Figure 4- Cover of the article *Human Rights versus Communication*



Figure 5- Cover for the ongoing social campaign "I have the right to the original spelling of my surname!"



Figure 7- Cover for the publication about disinformation about Ukraine- Russia War



Figure 6- Article about disinformation about war

I also did a leaflet to EFHR that include all the information of the foundation. We can check above.

EUROPEAN FOUNDATION OF HUMAN RIGHTS

EFHR

The European Foundation of Human Rights (EFHR) is an organization actively operating in Lithuania since 2010. It was established in response to the striking increase of the abuses of human and national minority rights in Lithuania observed after joining the European Union.

EFHR gives free legal advice
One of our purposes is to offer a free legal advice to anyone who becomes a victim of discrimination and human rights abuses in the public or private sphere, or who is a witness of these abuses (e.g. when the perpetrator is a government official or employer). Our legal aid can provide consultation, expertise in legal documents and free legal aid is offered by the professional EFHR lawyers and counsellors from the most progressive legal offices that cooperate with the Foundation.

EFHR takes care of education and informing society about human rights
The Foundation organizes free human rights workshops, lectures to professors, teachers and students, and is involved for ethical, public, business and other interested persons. The participants receive certificates.

EFHR organizes occupational visits to regions far from the capital of Lithuania
Despite the dynamic, technological development, still human rights violations are widespread in the regions. Therefore, some people do not have the possibility to receive appropriate legal aid and information. EFHR seeks to guarantee legal aid and communication materials in regions situated far from the capital. During these study visits, the Foundation provides information about its scope of activity, and participants have to meet face-to-face with EFHR staff about active ways of defending their rights.

EFHR monitors media and cyber-space
According to the current rules, each comment or statement published on an internet forum that openly incites hatred and discrimination against a particular group of people is forbidden and subject to the penalty. Thus, EFHR is keeping the internet looking for manifestations of hate speech. When finding that kind of abuse (especially inciting hatred or discrimination), EFHR writes applications to the law enforcement agencies to initiate investigations. In our reports, every such case and awarded penalties prove that the state cannot wash peacefully with the fact that the state is not doing its duty. It is not enough to be the victim of the violation by writing applications and petitions to appropriate institutions (e.g. depending on the circumstances of possible violation of journalistic ethics or rectification of false news).

Employers' discrimination
Due to the fact that some employers discriminate against people based on their gender, sexual orientation, disability, age, race, ethnic and national origin, religion, language spoken and other characteristics, the EFHR has developed a free offer of discriminating particular groups of people. It values when the job offer and the requirements are not applicable to candidates, the kind of recruiting criteria are illegal. EFHR monitors and reacts against those abuses by writing petitions to the Lithuanian Parliament for legal treatment.

EFHR – co-operation

- with many talented volunteers and trainees. As a non-profit organization, EFHR appreciates each person who helps us in struggling against discrimination. It offers the possibility to gain experience in human rights sphere to lawyers, journalists, philologists and other interested persons. One of the crucial aims is to educate young volunteers by sending them for workshops and conferences abroad, which enables them to learn mutually with activists from other international organizations.
- with international organizations seeking partners from other countries. EFHR currently closely cooperates with: UNITED, Silamiae Society for Child Welfare from Estonia, Connect Art, Romanian Institute for Research on National Minorities, European Centre for Minority Issues, etc. Besides that, EFHR prepared free Polish and Lithuanian editions of the Council of Europe's educational publication "Rights and Freedom in practice", which comprehensively illustrates the European Convention on Human Rights and the European Court of Human Rights.
- with chambers and law experts. Our aim is to exchange experiences to offer more professional legal aid.

EFHR and media

Because of the noticeable activity of EFHR, the Lithuanian and foreign media are attracted. Radio, press and television use materials published on EFHR's website (interviews and notes). Our presence in media helps us to disseminate human rights issues and EFHR's activities. Moreover, the Foundation voluntarily translates into English and publishes on www.media.efhr.eu website the most up-to-date articles commenting national minority issues in Lithuania.

We are waiting for a contact from you, especially if you:

- need legal aid;
- are looking for information or have questions about human rights;
- would like to invite EFHR to your region, organization, institution, village or school;
- find an example of a comment inciting discrimination or abusive job offer;
- would like to cooperate with EFHR

Office hours:
Monday-Thursday: 8:30 am – 5:00 pm
Friday: 8:30 am – 4:00 pm

Help EFHR to help you and others. Support our activity with a donation: IBAN: LT38 7303 0101 2476 8047
SWIFT: HABALT22 Bank: AB Swedbank

Receive new information about EFHR activities and human rights news:

- www.efhr.eu/newsletter
- www.facebook.com/EFHREU

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www.efhr.eu

Figure 8- Leaflet for EFHR

Clipping was also a very important assignment, since the news already came separated by media, I just had to make some changes in the pdf file and send it to the responsible account/lawyer. After this editing, it was vital to put the most important elements about each article in an excel database that had to be divided into: Day, month, medium, scope, genre, type, periodicity, page, pair, color, image, size, font, theme, news title and news value. Since I had never done any database of this kind before, a colleague at EFHR had to teach me how to fill in the table. In terms of learning, and despite having a lower level of difficulty, this task turned out to be relevant because it required a lot of concentration on my part to put the correct information. Also, clipping an organization is fundamental to see what the media says about the organization and if it was a more spontaneous communication or if it was planned by us.

Euroepan Foundation of Human Rights is present in social networks. During my internship I had to **assist in the development of actions to launch and publicize new social campaigns and to assist in the development of process improvements**; Facebook and institutional website are the social networks that EFHR use. YouTube is a network that the group just keeps up to date. Its purpose is to show people in a more visual way. It also includes some videos of past conferences. LinkedIn is already used on a corporate level, showing EFHR's achievements, such as a case won on the court. It is also used by the Human Resources team to promote job openings and find professionals. On the list of trainee's duties was to periodically update the EHFR virtual page on the Facebook site. I have been assigned the role of choosing and making a new Facebook cover as well as managing it, bellow we can see two of the examples that I present to the administrative.



Figure 8- Example number 1

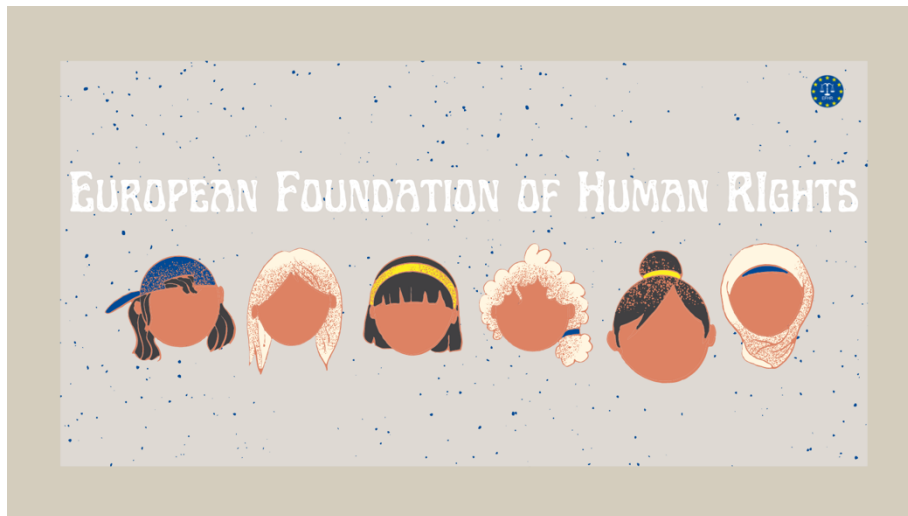


Figure 9- Example number 2

Most of the fakebook's publications had already been planned in advance because there was a calendar by which the trainee could be guided. In social media it is important to monitor the conversations on these platforms. However, it is equally essential to participate in these conversations, as well as to innovate in the ways of interacting with the audience you want to reach and try to create a relationship with it. In this line of thought, the organization interacts with all the feedback it receives on its social networks through likes and comments, but it also adopts strategies with the goal of attracting consumers from the target audience to its current community, interacting with them to create awareness of the entity. Another extremely important aspect in social media is content. This content must be aligned with the target audience and must contain several characteristics, such as it must be relevant, interesting and stimulate engagement. The content was produced by me, which was based on the articles and visual posts I produced. EFHR naturally has a heterogeneous, multicultural, and often multilingual environment, and it is an institutional duty to promote and prioritize equality and respect for diversity. They believe that people are fulfilled in an effectively inclusive environment, where diversity is a value. They always have to be careful to eliminate any barriers that may exist in the dialogue and interaction between people. The EFHR communication used internally and external was far from any manifestation of prejudice.

Sometimes there were also opinion articles published in the national press and the link to these documents could also be placed on the EFHR's page to facilitate their consultation. The publications should be made in long intervals so that the page would remain active for some time. It is possible to

find the Facebook reports from FacebooksMeta in attachment number 6. As for the institutional site, I worked with WordPress, permanent update of the website. The site is presented in four different languages: English, Polish, Lithuanian, and Russian. Although the Russian language category is currently on standby. And for each language category there is content produced differently, not least because the target audiences change. WordPress is a popular tool for editing blogs and managing web content. It is suitable for users who have little knowledge of coding and computer skills and want a quick and easy-to-use tool for creating a blog or website. The functionalities include:

- WordPress Admin Panel
- Dashboard
- View Site
- Write
- Management
- Design
- Comments
- Gallery
- Comments
- Links
- WordPress Development Blog
- Plugins
- Other WordPress News
- Content Management
- Settings

Below we can get an idea of what the EFHR panel looks like:

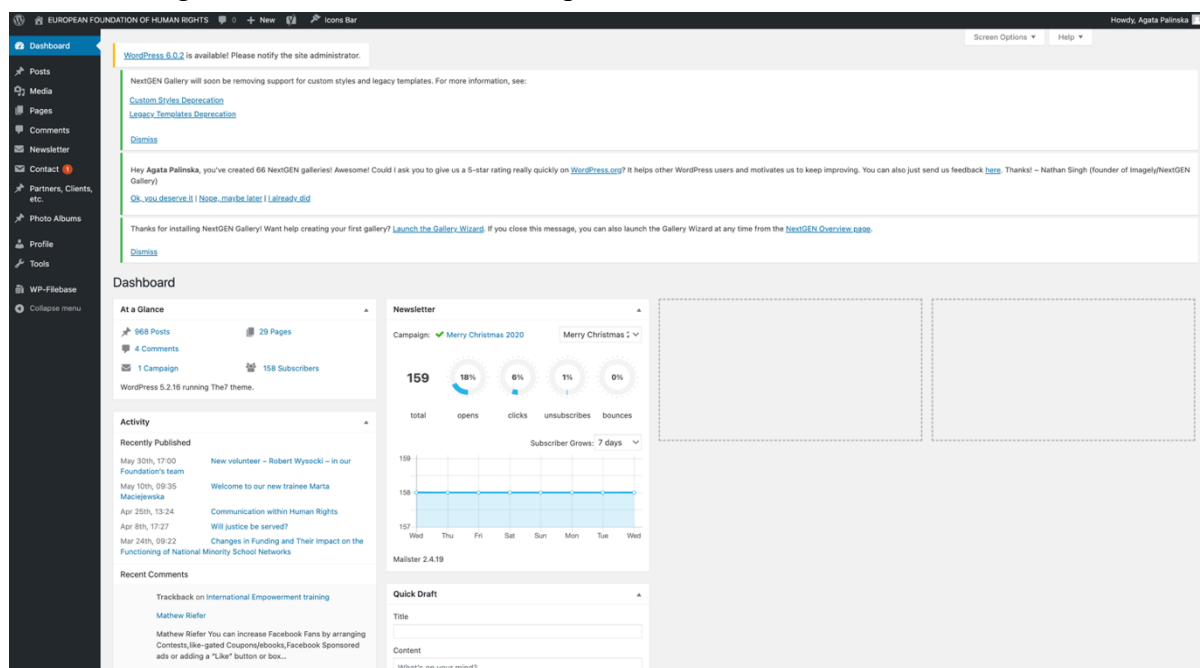


Figure 10-Overview of wordpress site

It was given a deadline for the reports and the articles that I had to write, since it required some research on my part. A large part of my days was spent researching the various issues that the organization had to deal with. Every time the organization needed a new article from me they would put the assignment in Teamwork and depending on the accomplishment of the article I would let the team know about my research.

Throughout the Curricular Internship I was also able to accompany international guests, in the scope of conferences, which were held on the social impact on society. In that field, I had to **assist in marketing campaigns, organizing events, seminars and lectures**; Several conferences were attended during the three-month internship, and in addition to active participation, the interns' job was often to produce reports for the grassroots organization. You can find one of these reports in the attachments of this work. In these events it was also possible to have contact with international people with experience in various social areas. I would like to highlight the Diskusijų festivalis „Būtent“ – tiesioginė transliacija iš Tvari Lietuva scenos (Figure 7). The initiative to hold discussion festival in Lithuania was inspired by the examples of Democracy festivals in all Scandinavian countries as well as Latvia and Estonia. The festival's mission is to contribute to building a democratic welfare state by fostering a culture of discussion, concord and tolerance. This festival is an annual assembly of people from political, business, academic, cultural, non-governmental organizations and other sectors, where they discuss the most important topics of the development of the state, share ideas and forge new collaborations. Some of the topics discussed were: “How have we managed to rebuild our lives here? Refugees who stayed in Lithuania”; “If not me, then who? How civil societies mobilize during crises in Lithuania and the Nordics”; Full digital Jacket. Civil society fight against the digital regimes; “Dead planet vs Green transition: do we know the real price?”; “How to Make Tech Work for Democracy?”.



I Develop, with a *Figure 11-Festival Cover* supervisor, where necessary, program planning to facilitate decision making regarding management; For example, at every

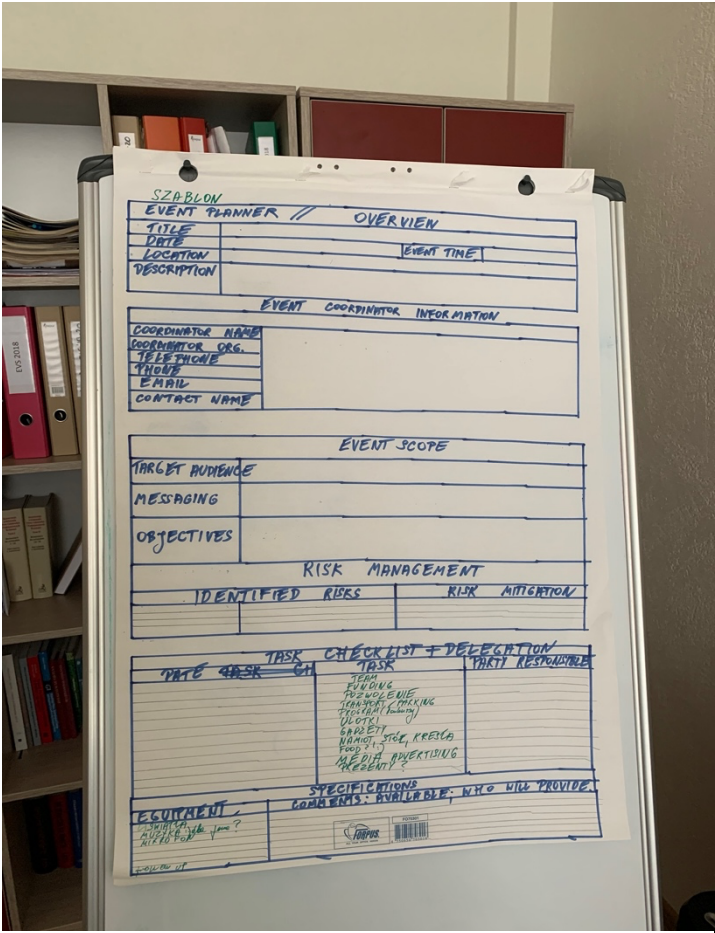


Figure 12- Outline of each event plan

conference, as a team, we had to make reports to file internally. Each conference was analyzed with the following scheme.

Regarding the issue of hate speech EFHR implemented one project¹³² focused on hate speech and hate crime in Lithuania, during that project in 2021 they prepared an analysis on the situation in Lithuanian and organized a conference¹³³, other project is being implemented right now.¹³⁴ Besides that, EFHR has been submitting complains to the prosecutor's office on hate speech since the date it was founded¹³⁵. So my job was very much to send and receive emails reporting certain situations to be analyzed by the legal department. As my dissertation explores, sensitive communication should be one of the points we should focus on when working in a third sector, and so the communication to represent the company should be thought out and have a certain line of protocol, not forgetting sensitive communication, because we never know who is going to receive the email. Corporate email is an important communication tool in companies. Widely used to document what was said in a conference or phone conversation, schedule meetings, send data, request and send information. Corporate email has some characteristics that are different from the emails that we send to your friends or from your communication on social networks. Just as important as the behavior in the workplace is the way you express yourself through your corporate e-mails. It is considered a document and the way you write it reflects your professional attitude and can build or damage your image.

During the internships I had the opportunity to interview two members of the Lithuanian assembly. Thanks to Ms. Ieva Pakarklytė it was possible to get her perception of her idea of human rights and to combine it with the political ideas it was also possible to collect the opinion of Mr. Tomas Vytautas Raskevičius. We discussed how sensitive communication is important and how

¹³² Hate Crimes and Hate Speech. Accessed 26 September 2022. Available at https://lt.efhr.eu/wp-content/uploads/2020/12/HATE-CRIMES-AND-HATE-SPEECH-OVERVIEW-OF-THE-SITUATION-IN-LITHUANIA.pdf?fbclid=IwAR2AmuNu-0yVPsZNxcmRltn7bDf98EA7vUZHgHP_SPtgJb-674JNUZTprWM

¹³³ Internacional Conference on Hate Crimes. Accessed 26 September 2022. Available at <https://en.efhr.eu/2020/11/27/on-december-10th-an-international-conference-on-hate-crimes/?fbclid=IwAR3mMEWXhpyEbM1PKhBz0RzBSxRY7CJz0ZPcg7KuUgK7GISIJrmTRi4qv1U>

¹³⁴ Be Hate Free. Accessed 26 September 2022. Available at https://lt.efhr.eu/2021/04/07/be-hate-free-startuojaprojektas-siekiantis-spresti-pagrindinius-neapykantos-kalbos-keliamus-issukius/?fbclid=IwAR3jN1Qll6J5y_reyiLxTIkP7vIHU9IeUdx_PGjVKcaMjbj0NJAHz7V_q5Y

¹³⁵ Hate speech. Accessed 26 September 2022. Available at <https://en.efhr.eu/2018/07/05/hate-speech-there-are-fewer-comments-but-the-view-do-not-change/?fbclid=IwAR3mMEWXhpyEbM1PKhBz0RzBSxRY7CJz0ZPcg7KuUgK7GISIJrmTRi4qv1U>

communication can influence human rights. It's possible to find the interview in the attachments 3 and 4, the answers from both were different but they meet in the conclusion. When talking about people, we will never fully understand their perception or interpretation. It is important to prevent communication and use sensitive communication/culture so that all groups feel good and are treated in a way that they do not feel forgotten. In the conversation, it was possible to get a sense of how, as members of the assembly, communication is studied and valued. If as politicians they think this, why shouldn't institutions think the same? It was one of the questions that stuck with me as an intern, when we deal with social problems and debate what is going on in the world we think more and more that inclusion is the solution.

However, overall, there has been weak development within the institution in the communication-based functions, since EFHR has a very strong legal department and that is where the best results for the success of the foundation come out. Due to limited access, its usefulness was reduced since it was not my area of work, since most of the work done at the foundation is on the legal system. It is understandable why EFHR does not provide a less limited access to its trainees, as it is a high risk function, due to the amount of information available about its clients and where professional secrecy has to be the watchword, as such only lawyers can hold it. The large influx of legal aid to this organization negatively influences the communication department since all the available resources of the organization go to the legal department, giving no room for strategy and innovation for the communication department. In order to be able to increase the results and the satisfaction of the EFHR, it is suggested to improve the communication strategies, since the organization is not well known by most of the target audience, and in this way they could also reach new stakeholders.

Another possibility to improve the organization's performance is to redefine the media priority in order to be able to plan efficient strategies. As soon as the target audience justifies, it would be a good idea to invest in social networks such as Instagram and Twitter, as they are two current and visual tools. For being an institution that works with current social problems of our society these two networks can be a good strategy to create awareness.

All social action derives from the ways of thinking and acting present in society, and individuals are the main contributors to these social structures. Being the Third Sector a micro society of the society where it is inserted, all communication as action, ends up being a social practice, and the impact of the presence of the trainee as a Public Relations professional is seen as a social impact.

To the social impact mentioned above are added the various impacts on a practical level, this in the sense of an active presence and collaboration throughout the curricular internship.

In conclusion, since every human action is potentially an action of transformation, starting from the idea that no one is born taught, it is necessary to practice and exercise in order to develop new skills and human rights sensitive communication should be something present in my society.

As a child, I was asked what I was going to be when I grew up and I always answered: "I'm going to be big", of course I didn't know what I was actually going to be, but today I have a new meaning for "being great". I am not one of those people who from a young age dream of a certain profession and actually follow and pursue that dream for the rest of their lives. I decided to choose first communication, then, in my master's degree, I took a risk in Strategic Management of Public Relations as a way to enrich my academic background, and now I see that through this area I can one day be "big", just as I wanted. And today, after the internship, I see myself in my future profession. This report is the culmination of a journey of hard work, but also of a lot of learning, where I tried to synthesize in a clear way the tasks, I performed during these four months and articulate them with the theoretical knowledge I acquired during the bachelor's and master's degrees and the knowledge I acquired during the internship.

Appendices number 2- Lithuania

Noruega

Lithuania in Brief

Official Name: Republic of Lithuania

Area: 65,200 km²

Population: 2.8 milion

Currency: Euro

Capital: Vilnius (population 540,900)

Official language: Lithuanian

Form of Government: Parliamentary democracy-
The majority of Lithuanians are Roman Catholics.
The Republic of Lithuanian is a member of the European Union, the Schengen Area, NATO and the OECD. Lithuanian is in the Eastern European Time Zone.

Practical Information

Transport

You can fly into Lithuania at three different cities: Vilnius (the capital), Kaunas and coastal Palanga.

You can easily drive through Lithuania in one day. Speed limits are 50km/h in urban areas; 90km/h on main roads; 110km/h in winter and 130km/h in summer on highways.

Permitted blood alcohol level for drivers: 0,4.

Wi-fi

Lithuania is a country of fast internet and reliable mobile phone connections. They have some of the fastest public Wi-fi connection speeds in the world.

Paying

Most shops, restaurants, hotels and other services accept international credit cards. It's better taking cash when travelling to the countryside.

Suécia

Finlândia

Helsínquia

São Pet
Санкт-П

Talín

Estocolmo

Estónia

Oceano Báltico

Riga

Letônia

Lituânia

Vilnius

Minsk
Мінск

Bielorrússia

Varsóvia

Hamburgo

Berlim

Polónia

Alemanha

Praga

urgo

Eslováquia

Budapeste

Hungria

Moldávia

Chişinău

Suiça

Roménia

Milão

Croácia

Belgrado
Београд

Increasingly developed after its entry into the European Union, Lithuania is a pleasant surprise in Eastern Europe. Full of historical buildings and exuberant nature, it is a great country to visit.

As part of the Baltic States, Lithuania borders Latvia, Estonia, Belarus, and the Russian exclave of Kaliningrad. Its territory includes numerous small lakes, marshes and a vast flat area. The airports in Vilnius and Kaunas are the most important in the country.



Lithuania has about 2.8 million inhabitants and the official language of Lithuania is Lithuanian. However, some other languages are also widely spoken in the country, such as Russian, Polish, and Ukrainian. The currency used is the euro. As for the country's predominant religion, Christianity is the main religion of Lithuania, but there is a minority of Protestants and adherents of the Orthodox Church. Over the centuries Lithuania has been through several wars, and today the country's independence is celebrated twice: on February 16, when the country freed itself from German rule after World War I in 1918, and on March 11, the date of the celebration of the restoration of independence.

According to the KNOEMA¹³⁶ website GDP per capita is about 19,917 US dollars and the poverty level is 0.9 %. The size of the country is around 65,300 km² and its population density is around 44.6 people per km. As for the human development index, a composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living. 1—the most developed, Lithuania has 0.88%. And the country's literacy rate is around 99%.

To get to know Lithuania beyond the stigmas, we need to know a little about the current political situation. Because of long-standing conflicts, it is common to have a distorted image of the country. Today the political situation in Lithuania is democratic, and it is getting closer and closer to the European nations, both culturally and economically.

¹³⁶ Knoema accessed in <https://pt.knoema.com/atlas/Litu%c3%a2nia> on 15/09/2022

However, Lithuania is a very old country that first appeared in records in the year 1009, with great relevance since the Middle Ages, and its political landscape is always under debate. The main cause for this debate is the proximity and issues with Russia, as the Baltic countries, such as Lithuania, have had a contentious relationship with the Russian country since they broke free from the USSR (Union of Soviet Socialist Republics) in 1990¹³⁷.

They made a series of agreements, aiming to boost their economy and reduce the political and economic relations with the Russian Federation, a fact that became concrete with the non-membership of the Commonwealth of Independent States (CIS) - a bloc formed by the nations of the former Soviet Union¹³⁸.

The new geopolitical posture of Estonia, Latvia, and Lithuania allowed for greater rapprochement with other European nations, including integration into the European Union, a fact that boosted the economy of the Baltic States¹³⁹. The industrial sector expanded and underwent a rapid process of diversification, with emphasis on the food, electro-electronic, textile, heavy mechanics, metallurgy, chemical, etc. segments.

Lithuania became a member of the WTO in 2001 and joined the EU in May 2004. Despite EU membership, a significant part of Lithuania's trade is conducted with Eastern European countries and in particular Russia.¹⁴⁰

The Lithuanian economy experienced, from the end of the 1990s, a period of rapid expansion with the GDP growing, between 2004 and 2008, at an average rate of 7% thanks mainly to domestic demand, supported by the exponential growth of bank credit and financial resources generated by high employment rates and the continued rise in wages. During this period, growth in private consumption, fixed capital investment, and imports was in double digits.¹⁴¹

¹³⁷ My Government accessed in <https://lrv.lt/en> on 15/09/2022

¹³⁸ My Government accessed in <https://lrv.lt/en> on 15/09/2022

¹³⁹ My Government accessed in <https://lrv.lt/en> on 15/09/2022

¹⁴⁰ Inter-Parliamentary Union accessed in <https://www.ipu.org/> on 15/09/2022

¹⁴¹ Ministério da Economia accessed in <http://www.gee.min-economia.pt> on 15/09/2022

Political Regime¹⁴²



Chief of State: President Gitanas Nausėda



Head of Government: Prime Minister Ingrida Simonyte

Politics of Lithuania takes place in a framework of a unitary semi-presidential representative democratic republic, whereby the President of Lithuania is the head of state and the Prime Minister of Lithuania is the head of government, and of a multi-party system.

The Government consists of the prime minister and 14 government ministers. The prime minister is appointed by the president, with the assent of the Seimas (Seimas of the Republic of Lithuania- the unicameral parliament of Lithuania). The prime minister then forms the rest of the cabinet, with the assent of the president, and the Government and its programme are subject to approval by the Seimas.

Lithuania's cultural development has been strongly influenced by Poland, Russia, and Western Europe. These influences affected the development of educational and religious institutions, art, literature, architecture, and social thought. During the final years of Soviet oppression, many of the intelligentsia and the youth of Lithuania began to collect and preserve as

¹⁴² Lithuanian Presidency accessed in <http://www.president.lt> on 15/09/2022

much folklore as possible, to include songs, tales, names, and household and folk crafted articles, which they stored in the Institute of the Lithuanian Language and Folklore. Consequently, little of their culture was lost during the occupation, and 600,000 songs were preserved, to include the sutartine, a method of Lithuanian singing. Choral singing remains popular in Lithuania, as well as symphonic, ballet, chamber, and opera music. Opera and ballet are particularly significant within Lithuania's national culture; both were supported under the Soviet system as well, though religious activities such as choral singing were not. Lithuania's support of the arts attracts world-renowned dancers, artists, and musicians. Most Lithuanians are reserved, but they are also sincere, patient, and diligent. Masking feelings is their way of maintaining privacy. They respect skill and intelligence. Lithuanians are critical of their own personal faults, and are openly critical and distrustful of public institutions. This is mostly due to their time under Soviet rule. They value thrift, but regard extreme thrift as stinginess. Lithuanians also value education, family, music, and loyalty to nationalism.

Attachments

**Attachment number 1 – Report about the conference for the Public Sector
“Learning to be open: inclusion and diversity in the organization”**

Conference for the public sector "Learning to be open: inclusion and diversity in the organisation"

Briefly about the event:

Open Public Governance encompasses a range of good governance principles, one of which is inclusiveness and diversity in organisations. International experience shows that the implementation of this principle makes a significant contribution to the achievements of each organisation.

The conference presented the principle of inclusion and diversity in the organisation, its benefits, and shared practical experiences on how this principle is applied in public and private sector organisations. The event provided participants with insights on where to start in creating an inclusive organisation and advice on what to look for in a work environment that not only ensures equal opportunities but also reflects the diversity of society.

Based on international experience, the implementation of the principle of inclusion and diversity in an organisation makes a significant contribution to the achievements of each organisation. The implementation of this principle is recommended in both the private and the public sector.

The event consisted of two parts: presentations and discussion.

- Presentations were given by a representative of the Office of the Equal Opportunities Ombudsman and Donatas, Head of People, Diversity and Inclusion at Ignitis Group (an international energy company).
- The discussion was attended by representatives of the public and private sectors and experts: a representative of the Office of the Ombudsman for Equal Opportunities, a representative of the Ignitis Group, a representative of the Ministry of Social Security and Labour, a representative of the Lithuanian Diversity Charter Association, and a representative of the Vilnius City Municipality Administration.

PART I: PRESENTATIONS

My comment on the first report: **the** first report starts with first steps on where to start when thinking about climate and atmosphere alignment in your work, in your organisation, and the second report will already give concrete examples.

Presentation by the Equal Opportunities Ombudsperson on "Steps towards mainstreaming equal opportunities":

We have been advising both the public and the private sector for several consecutive years now, and to this end we have prepared the following steps for the integration of Equal Opportunities, which I would like to present to you today. To begin with, Equal Opportunities is about each and every one of us, because each of us has our own set of different identities. Identity is what I identify with, but it is also what others judge us by. Because some identities, like gender, for example, they can be immediately visible. But when it comes to some other identities, sometimes they are visible, sometimes they are not, depending on the context. For example, physical abilities, sexual orientation, and a bunch of other identities that we are unlikely to know about until we get to know the person better. And some of these identities are innate, and some of them have taken some effort to achieve, and some of them we sometimes face different treatment, and sometimes we just find ourselves in a position of privilege. This is where the main difference comes in, that it is no longer enough to understand equal opportunities as non-discrimination (we are saying that we will not discriminate against people, or that we will treat them equally, regardless of their gender, language, age, etc.), but that it is also important to gather enough information, knowledge and statistics to be able to take into account the different social needs of people. This means that the whole process, and the creation of any organisation, requires first and foremost an understanding of the challenges that people may face because of their identities.

Identities: origin, nationality, gender, race, mental ability, age, religion, sexual orientation, nationality, physical ability, family responsibilities, social status, education, work experience, professional interests, leadership style, personality traits, mother tongue, geographical location.

Grounds for prohibited discrimination:

Gender, race, sexual orientation, religion, language, nationality, age, citizenship, origin, social status, views, religion, ethnicity, disability, party membership.

So in terms of the first step, when we were working on the steps for mainstreaming Equal Opportunities, we realised that it is very important that the first thing that needs to happen in organisations is an understanding of what Equal Opportunities is all about, how it affects each and everyone of us.

Steps to mainstreaming equal opportunities

Step 1 - understanding. What is equal opportunities? How does it affect each of us personally?

It is therefore very important to look at how gender stereotypes affect the lives of both men and women, for example in terms of taking parental leave, whether there is a pay gap, and all sorts of other aspects, perhaps related to religion or ethnicity. She had shown on the screen data from a study published by the Institute of Ethnic Studies in 2021. The survey was about who among certain groups of people you would not want to work with in the same workplace (2020, %). This was mainly people with mental disabilities (40%) who did not want to work with them, followed by Roma (37%) and people coming out of prisons (35%). It also showed data showing that national minorities - Roma, Poles, Russians and Jews - are found in as many as 72% of all mentions of hate speech in the Lithuanian media (research conducted by Mediaskop, 2021). [Inês, you can look for information from an institute that every year tries to measure the so-called social distance that we feel towards the other person, which also has a huge impact, as well as the media's perception of ethnic groups]. This first level (step 1) is very important. Well, organisations understand that in step 1 it is important to declare that commitment that we will support equal opportunities, and that this will be a priority in our organisation, and that we are ready for an equal opportunities policy. This is a description that declares that commitment, writes down all the important concepts, and focuses on prevention itself, both of discrimination and of psychological violence. And it is important to describe how we, as members of the organisation, will react when we observe such behaviour or when we are confronted with it. More specifically, what is important to include in an equal opportunities policy:

Developing an equal opportunities policy (aspects to think about):

- **Commitment to** gender equality and non-discrimination
- areas covered **by** equal opportunities policies

- definitions of **harassment, sexual harassment**
- commitment to preventing **psychological violence**
- procedures for lodging and handling **complaints**

Steps to mainstreaming equal opportunities

Step 2 - Situation analysis. How do employees feel about the organisation? How are equal opportunities guaranteed?

But every organisation is unique, and situations can be very different, so step 2 is what we call a situation analysis, which allows us to see how we are, what are the vulnerabilities in our organisation. Here, organisations are invited to use the Equal Opportunities ruler tool to do this (you can see the four basic building blocks of what it consists of below).

There are four blocks - organisational communication culture, employment relations processes, the ability to recognise discrimination, and the evaluation of equal opportunities policies (Equal Opportunities Ruler).

As far as the Equal Opportunities ruler tool is concerned, the survey may include a question such as whether the person has heard such comments or jokes from their superiors or from subordinates. [e.g. a person receives comments in the context of ethnicity, gender or age - maybe e.g. they receive various comments that create an unfriendly and hostile environment - as if in the form of a joke, certain messages are conveyed that "you are somehow less valuable, or maybe less welcome in the organisation"].

In simple terms, it is just a tool - like a survey - to measure how employees see themselves, how they see themselves, how they are able to recognise discrimination, how they see the work culture, whether they receive any comments on certain identities, how they see their experiences in the employment process, whether they have encountered any inappropriate questions in the recruitment process. And it is important that they are given the opportunity to express their views on how they view the documents and policies relating to equal opportunities in their organisation. It takes 10-15 minutes for the employees to fill in the form, and then the organisation, having received some insights from the experts of the Equal Opportunities Ombudsman's Office, can see the gaps, where we should start from, and to prepare an action plan, so that it can take more proactive measures in order to address the issues that come to the fore.

Steps to mainstreaming equal opportunities

Step 3 - Planning. How to develop an equal opportunities policy and action plan?

Developing an equality plan:

- Priority areas
- Links to the organisation's strategic objectives
- Compatibility with the legislative framework
- Estimated resources
- Measurable indicators
- Clear deadlines

Of course, there can be many challenges facing an organisation, it is enough to identify the priority areas that the organisation will focus on in the next one or two years, for which a plan is usually drawn up. Of course, it is important that these areas are linked to the organisation's strategic objectives so that there is consistency. And it is important that we can ensure that we have the resources, and clear indicators of how we will measure that ambition, i.e. whether we have achieved that objective. Well, clearly in terms of time, that has to be clearly articulated. There may be a range of equal opportunities measures, and these may relate both to addressing the challenges of gender opportunities and to reconciling work and private life, which touch on gender issues as well as on the situation of each individual worker, which may be more personal in nature.

Measures to reconcile personal life and work

- Remote working
- Flexible working hours
- Part-time work
- Career advice
- Awareness-raising campaigns
- Childcare in the workplace
- Benefits for families
- Benefits for personal matters

Steps to mainstreaming equal opportunities

Step 4 - Implementation. What to look out for when implementing the Equal Opportunities Action Plan?

It is also the case that organisations are reviewing their recruitment procedures, because the biggest challenges, the biggest challenges, the biggest challenges in ensuring diversity in an organisation are at that first level of the recruitment process. It is therefore very important for organisations to focus on this. Well, and of course reviewing their various processes, what are the possibilities for promotion, for career advancement, and also focusing on creating a safe and respectful working environment, so that all employees are aware of what behaviour is appropriate in our workplace, what behaviour is inappropriate, and so that there is a space to safely discuss it, to talk about it, and of course to know what to do if we are confronted with such behaviour.

- Inclusive recruitment procedures
- Creating a safe and respectful working environment

Below are some insights into the common mistakes employers make in this process.

What mistakes do employers make?

- Thinking that having a diversity and inclusion/equal opportunities policy is enough
- Managers do not take care of their Diversity Management competences
- Misses the awareness-raising phase
- The expectation of one prescription
- The empathetic leadership gap

This is perhaps one of the aspects where organisations think that they have done enough in the field of equal opportunities, when preparing an equal opportunities policy, it should be remembered that a policy is only a commitment - a passive tool that does not automatically drive the process within the organisation. It is therefore very important to identify priorities, and to identify proactive measures - what we plan to do in the organisation in terms of concrete actions to address these issues. It is also observed that it is often the case that the heads of organisations delegate this issue to someone else and do not participate in the training themselves. Diversity management is a very important competency that should be possessed especially by top managers/leaders, because without empathetic leadership from the top, it is very difficult to bring

about any change on diversity, inclusion, equal opportunities. It is also observed that organisations sometimes want to take initiatives as quickly as possible, but they forget that it is important for employees to understand the context, and to understand what equal opportunities, diversity and inclusion are, because otherwise employees are often simply not engaged. For example, from a gender perspective, often men don't even associate themselves with either the word 'gender' or 'equal opportunities', they think it's not about them. It is therefore important to find a communication solution that touches everyone. And of course the expectation of a single recipe can be there, but often does not work, because organisations are very different. Not because they operate in different sectors, but even more in terms of experience, context, mentality and preparedness for the topic, which is why the processes are very different - some organisations in practice start with policy preparedness, some start with training, some start with some initiatives that invite, for example, to open up a topic one year, the next year a different topic.

Step 5 - Evaluation/assessment. What are the organisation's changes and achievements in terms of equal opportunities?

And the fifth step on that path of steps, or as with any strategic plan for change, it is important to stop and take stock, and see how we have done here this year and last year in implementing the Equality Plan (as an example), and measure what we have achieved. And then re-plan a new action plan based on that. In order to encourage organisations to take pride in their initiative, the "Equal Opportunities Wings" initiative has been created, and it allows them to assess their achievements in the field of equal opportunities according to certain criteria (they fill in a questionnaire, they are included in the list, and the organisations are publicised). Thank you now for your attention.

"Report by the Head of People, Diversity and Inclusion at Ignitis Group (an international energy company) "Diversity and Well-being at Work" - what do these words mean for Ignitis Group?"

I want to start my report at the beginning of my work. I started in my position 7-8 months ago, and I remember vividly the first expectation that employees had when I joined the company. It was as if I could feel when diversity, inclusion and well-being were such fun initiatives, according to employees. Something that allows us to celebrate our diversity, maybe someone imagined that we would eat rainbow cupcakes every month and celebrate that diversity. But I came with a slightly different expectation for the organisation, and for myself. I came with the expectation of getting diversity data on who is working in this organisation, what the selection processes look like, who

is coming in, who is going out, who is coming in, who is going out, what are the people like in terms of gender, in terms of age, in terms of city, in terms of all sorts of different cross-sections. I wanted to know how people feel in different dimensions and in different cross-sections. We had an employee experience survey, but it was never looked at through the prism of gender, it was never looked at what experiences women and men have in the organisation. So the diversity data was the first thing I wanted to look at, and something that had not yet been developed so strongly in the organisation. Diversity data is one of the first and essential steps to take into account - to make sure that the organisation's selection processes, working conditions, working environment, communication and development, and anything else - is inclusive.

If we try to cover the whole group of employees, meaning that statistical portrait, the 'statistical employee', we imagine that there are many of us, but still something unites us, and what unites us is that 'statistical employee'. If we focus on that person and design our working environment, our processes according to that person's portrait, then we can leave a lot of things behind. Our statistical worker is: a man called Vytautas, Lithuanian, 44 years old, without disability, an expert engineer. I have nothing against Mr Vytautas, and he is part of our organisation, and we have to take him into account, but it is very important to see that diversity, because it is only through diversity data that we can make sure that we are really creating a working culture that is inclusive and inclusive of all. We need diversity data to get to know the people in our organisation, because we don't need to rely on that single picture. Collecting diversity data, it plants that idea of whether we are really taking into account the fact of who we are different in everything we do, in building the organisation.

To sum up:

- Diversity data helps to create an inclusive, inclusive work culture
- Diversity data is a way of getting to know people in your organisation
- Diversity data creates a habit of asking, have we really taken into account the fact that we are different?

Looking at our surface layer of diversity data, we have more men working here, energy is still perceived as a male field, but we also have women. If we rely on that average statistical worker, the portrait of the average worker, then we are forgetting a very large number of our female employees. We also have a fairly wide age range in the organisation, we have employees with

disabilities, albeit a very small percentage, but we still have to think about how our working environment, how our working processes meet the needs of employees with disabilities. We also have a strong geographical diversity, different countries, different cities, different professions. This is already quite a lot of information that is important to take into account when shaping our work culture and organisational processes.

In summary, the strategic orientations are:

- (re)recognising diversity learning about/accepting and increasing inclusiveness
- Maintaining well-being

We have very naturally developed two strands in the way we work on diversity and well-being: we have separate areas for maintaining well-being and for increasing diversity and inclusion. I'll look briefly at the area of wellbeing - our main focus here is that we are currently building an ecosystem of emotional wellbeing. From an employee perspective, an employee can get both professional emotional support, they can access self-help tools, and they can get peer support if they are facing emotional difficulties. And from the organisation's perspective, this started to emerge with the beginning of the COVID-19 pandemic, and like other organisations, we saw then that employees were facing emotional difficulties, social isolation, uncertainty about the future, long-term stress, and that's where we offered professional emotional support, and we also introduced the possibility of managing crisis situations. Even now, we are still combating these residual phenomena, we are developing all this 'burnout' prevention, we are reacting to 'burnout'. We could have ended our mission there - we saw that quite a few people turned to the emotional helpline for help at the very beginning, but after a few months, everything went quiet. Theoretically, we could have "put a patch on it" and let it go. But there was this other qualitative realisation that emotional health is very important in an organisation, and we started to build the skills with different methods, and finally - we moved to an even greater maturity - we started to create a culture of emotional openness by the hands of the employees themselves. We have well-being mentors, who are colleagues who are interested in emotional health, who want to help their colleagues, and who have been trained in how to provide emotional support. These people just mentor other colleagues, provide peer support, and have about 10 conversations a month. This is what we will continue to develop in this emotional wellbeing ecosystem.

To sum up:

- 1) professional support
 - **Response:** professional emotional support, crisis management, burnout intervention.
- 2) Emotional self-help
 - **Skills building:** in terms of **practice**, this could be mindfulness exercises, a challenge lab, a health month. In terms of **education**, this would include talks by internal speakers, expert seminars, video bites, blog, burnout prevention, training.
- 3) Collegiate support
 - **Building culture:** mentors for prosperity

Of course we have other plans, such as financial well-being through financial literacy, work-life balance. We are already working on monitoring, prevention and intervention for burnout. We are trying to involve the segment of the workforce that goes on parental leave, which is often followed either by a tendency to leave the organisation or to change jobs.

More on further destinations here:

Future directions for prosperity:

- 1) Physical - emotional well-being:
 - a) Ecosystem development
 - b) Mobility initiatives
 - c) Prevention of mobbing, psychological violence, harassment
- 2) Financial well-being
 - a) Financial literacy competences
 - b) Financial management initiatives
 - c) Investment knowledge
- 3) Work-life balance:
 - (a) Burnout monitoring, prevention and intervention
 - (b) Strengthening the family-friendly workplace
 - (c) Inclusion of workers in the LPA

Further topics on diversity and inclusion

- 1) Communication inclusion

- a) Inclusion of "field staff" and English-speaking colleagues in terms of information, communication, education
- 2) A friendly environment for people with disabilities
 - a) Adaptation and evaluation of working conditions
 - b) Re-adaptation of workers with emerging disabilities
- 3) Inclusion of people of different ages
 - a) Standardising digital competences
 - b) Changing the provisions of the Act
- 4) Awareness of LGBT people
 - a) LGBT awareness-raising communication, education initiatives
 - b) Survey on LGBT workers' work experiences and expectations

How do we measure our performance?

- 1) Staff experience
 - a) Number of employees in eNPS - 57.4
 - b) Equal opportunities ruler - 8.9
 - c) "After" surveys
- 2) Strategic indicators
 - a) Women account for 27% of senior management positions.
 - b) The share of women in engineering and IT positions is 19%.
- 3) External evaluators
 - a) Top Employer certificate
 - b) 3 Equal Opportunities Wings
 - c) ESG Sustainalytics

PART II: DISCUSSION

Moderator's question:

For those organisations, especially in the public sector, that have not yet made decisions on the levels of decision-making on diversity and inclusion, or how to improve that openness in their organisation, the first reaction from the bottom of the organisation may be that "that sounds great,

but we don't care about it", because e.g. "our organisation is already very open, there are no challenges here". So I would like to ask: how do we actually show, without pressing, that maybe things are not really that good, but maybe we are just not thinking?

Comment from the Equal Opportunities Ombudsman's Office: the starting point is probably that it looks like why pay attention here, like everything is fine here, we are not angry, and it looks like we are not discriminating against anyone here. The phrase 'we do not discriminate, we treat everybody the same' is heard very often. But here is the problem: we cannot meet the needs of Vytautas (the statistician), who has just been mentioned. And perhaps it is the awareness-raising, the understanding of how these different identities affect the lives of all of us, both personal and professional, that is most eye-opening. This is why organisations often organise such introductory training sessions, where you can have a discussion and see the whole context - what is this equal opportunity, what is this diversity. So, at least in my experience, I find that it becomes clearer when it appears that this is an issue that touches each and every one of us, and then it is easier to understand why it is important to invest in inclusion.

Moderator's question: what is the situation in the public sector in Lithuania - can we say in general terms how much diversity and inclusion is already there and how much is really lacking?

Comment by a representative of the Lithuanian Diversity Charter Association:

Organisations often say that "everything is fine". I would like to respond to the first question of the debate (already partially answered by the Equal Opportunities Ombudsman). We, the Diversity Charter Collective, often meet with the employees themselves, and the various events, sessions, seminars, different formats, where we interact with the employees, the employees usually do not have this opinion (they do not hold the opinion that everything is fine). There is a lot of diversity in the workforce, and from these individual interviews, we see that the employer or the organisation often does not respond to this diversity, does not talk about it, does not support it, and does not show in any way its interest in creating a safe and secure workplace for all. That aspect (that everything is fine as it is) may be heard more with people in managerial positions, but when you start talking to the employees, you realise that their motivation is sometimes very high.

Comment by a representative of the Lithuanian Diversity Charter Association:

On the overall situation: this is a difficult question to answer, hardly even possible, because there are no such measurements or studies on diversity in organisations, and we are only now starting

to do them. The Equal Opportunities Ombudsman's Office is doing it, and so are we. For example, members of the Diversity Charter, or other organisations that have adopted the Diversity Charter, are sometimes doing these surveys for the first time in the life of their organisation. And when they have those results, they see things they didn't even know existed. That is, they have one idea of what these employees are like (as in the example of 44-year-old Vytautas), but the data show something completely different. For example, it turns out that there are about 10% of the people in the organisation who belong to the LGBT community, and no one knows how they feel. Or, for example, you see that we still ask questions about family planning in job interviews, even though it seems like it hasn't been done for so many years, but the data shows that women still get those questions. Or, for example, they see that sometimes people think that there are no disabilities in their team, and it's usually because there is no visible disability, or people associate disability only with mobility disability, but 80% of disabilities are invisible, and through the data the employer is sometimes aware that they have a disabled employee. So we need to do this kind of research, collect this kind of data and ask about it.

Moderator's question:

However, what are the specific examples of, for example, what processes in the organisation that might indicate that diversity is lacking or not sufficiently ensured, and that more attention needs to be paid to it? That not everything is going as well as some managers might think? After all, is it not enough to see people of different identities working in an organisation (which is not immediately "diversity" and is not an already achieved result)?

Comment from the Equal Opportunities Ombudsman:

When we collect data, we get a lot of those insights, especially from a gender perspective, for example, on what access men and women have to the same tools for reconciling work and private life (which may also differ), or what challenges they face. It is also important to look at how the employees themselves feel, maybe we have no idea how, for example, because of their ethnicity, gender or age, they receive various comments that create an unfriendly and hostile environment - as if in the form of a joke, certain messages are being sent out that "you are somehow less valuable, or maybe less welcome in the organisation".

The more an organisation delves into these topics, the more it opens up these different areas, because in terms of disability, we just don't even think about how even small investments that have

already improved the situation can be. For example, if there is a job position where a person with a hearing impairment, for example, can participate and can work, the detail of not forgetting to invite a sign language interpreter or something like that to the job interview. Things like that broaden our view and then we can see that wider field and ensure that there is more inclusion in the organisation.

Moderator's question:

How should we convince the people in the organisation that now, by taking up issues of inclusion and diversity, it does not mean that there will now be a lot of extra work to be done, the benefits of which may not be felt by the rest of the organisation?

Comment from the Ministry of Social Security and Labour:

This is apparently a two-sided problem for the public sector. On the one hand, the bureaucratic machinery is large, but on the other hand, we never want to create more bureaucracy and make the work of the organisation and the work of the individual employee more difficult. It is obviously very important here to show where the benefits lie, and there is obviously a big difference here, because the private sector normally looks at these benefits precisely in terms of bringing in additional profits, in terms of retaining employees. Some of this is also true in the public sector, but in this way we have to realise that in a public sector organisation, by ensuring diversity and inclusion, we bring benefits both internally and, in a broader sense, for society as a whole, in terms of the field in which the public sector organisation works.

Moderator's question:

How are the benefits felt? Because I understand that, for example, one of the very striking aspects, which I really think public sector organisations, too, can feel very quickly, is decision-making. That is, the more diverse the organisation, the more varied the experiences of its employees, and the better they feel, the better the quality of the decisions themselves. What is the link here? Can you explain?

Comment from the Ministry of Social Security and Labour:

Yes, in fact, these are the two big blocks of how those benefits manifest themselves. It is, first of all, when we have diversity within the organisation, we have diversity of employees, they bring a lot of different experiences that they can bring to the work environment. How this leads to decisions in the public sector, for example, when it comes to legislation, when it comes to

administrative decisions, we can avoid any discrimination at an early stage, because people who perceive discrimination in their lives, and who work on these administrative decisions, can take into account the dangerous aspects which may lead to discrimination in the future when applying a certain piece of legislation or when taking a certain decision. The other thing, which I think is also very important, is that people bring these different experiences to the common table, to the common decision-making table, and much more quickly they find new, innovative solutions that a 'statistical worker' would not be able to see because they have not had such unique experiences.

Moderator's question:

also in relation to the money, I understand there is another link. The more open an organisation is, the more it cares about diversity, the less corruption there is. And this is apparently an important consideration in the strategic objectives, both for public organisations and for managers in general. So how is this interconnected?

Comment by a representative of the Lithuanian Diversity Charter Association:

On the benefits: yes, one is related to preventing corruption. But before that, I would like to share one example, also about benefits. I had a conversation last week with an employer who told me that he had hired someone with a visual impairment. And during the one day that he was there, the employer realised that the texts that the organisation was putting on its website were completely inappropriate for people with visual impairments, and that the person was not even able to read anything.

On preventing corruption, what is involved:

Yes, the public sector understands and tries to prioritise this, that in general we will not even be aware of possible corruption or abuse unless it is reported by people who have information or who have been involved in certain cases of corruption. In Lithuania, according to new data, 20% of people have been in such situations, and they are aware of such situations, but only 5% of people have chosen to report them. This is a very low figure, and Lithuania is aiming for a higher figure. Why don't people report? Because they do not feel safe and they are afraid. A person will never report any abuse or possible corruption if they feel unsafe, if the workplace does not create an atmosphere where you can raise uncomfortable issues and report them through safe channels. So if the workplace does not first of all ensure, in terms of diversity and inclusion, that employees feel comfortable, that they feel brave to raise uncomfortable issues, then we will continue to be unaware of the myriad of problems that the organisation is running into. In Lithuania, there are only a few percent of people who report, and the rest are afraid, and that percentage has not

changed year after year in Lithuania. This is because we do not change anything in our working atmosphere, we do not invest in making our employees, whatever they are, feel good. Once we start working in that direction, I think automatically the other indicators will improve.

Moderator's question:

I would like to ask why it was important for Vilnius City Municipality to strive for diversity, inclusion and openness in its organisation? And what was the beginning, what were the main sources of motivation perhaps?

Comment by the representative of Vilnius City Municipality Administration:

Vilnius City Municipality is the only municipality that is a member of the Diversity Charter. The municipality has adopted a safe working environment policy. We have set up a "Working Together" group to promote equal opportunities. We have passed the Equal Opportunities ruler test, scoring 8.5 out of 10. We intend to repeat this survey next year. The assessment is free, accessible and easy to use. Important areas include the protection of personal data, customer service - customers are different and they must be equal. We have changed the toilet signage on the first floor, and a gender-neutral icon has now appeared. It doesn't matter the gender or the gender identity of the Vilnius resident. We invite institutions to join the Diversity Charter.

Moderator's question:

People work for the organisation, not scores. and people's experiences matter most. Have you had any specific examples that show that the situation in the organisation is imperfect, or have people complained about not feeling safe because of their identity in the organisation, or feeling discriminated against?

Comment by the representative of Vilnius City Municipality Administration:

We have set up a "Working Together" group, and the group works in a very confidential way, and we maintain confidentiality. When a worker faces any form of discrimination, he or she can contact the members of the Working Together group. We don't just listen, we try to solve problems.

Moderator's question:

How should the organisation communicate the changes ahead to its employees?

"Comment by a representative of Ignitis Group:

I wanted this question to come organically. I introduced myself to the staff through a blog on the intranet. I wanted a simple human approach to this topic. Some people find a corner of diversity, of inclusion, in their assignment and come to me for advice on how to ensure diversity in that assignment. For example, when we did a presentation shoot. The person who was responsible for planning that photo shoot had the question, how do I reflect that diversity in the photos? How do we show that we are diverse and that we welcome diverse people? It's difficult to portray it in the traditional sense, it's not all there in plain sight. But maybe we can look for other solutions, for example to show diversity through appearance. Or another example - it happens that someone who is reviewing a procurement process asks: how can we maintain equality of opportunity in procurement processes so that we can work with organisations that respect equality of opportunity, that ensure diversity, that take into account gender balance, that take into account the inclusion of people with disabilities and so on? In the same way, in such everyday situations, for some people, well-being is perhaps a delicious coffee in the regions, and for others, well-being is being congratulated by a supervisor on an anniversary, on a work anniversary, when a supervisor comes from another city to visit the department that the employee works in, or simply makes frequent office visits. There are a lot of those needs, and it is good that people see their own angle on this subject. It is important that these long-term sustainable initiatives are based on dialogue with the employee, on talking. We show the direction, but we give the employees themselves the opportunity to discuss, to consult, to share their ideas.

Listener's comment: please specify which tool you use for evaluation and where you found it?

Comment by the representative of Vilnius City Municipality Administration:

We have worked with the tool of the Office of the Equal Opportunities Ombudsman, the Equal Opportunities ruler. It is based on a detailed questionnaire. It is a survey of employees, employees answer the survey anonymously, and for this tool you should contact the Equal Opportunities Ombudsman's Office, which is very good at giving advice and guidance. We are planning another survey for employees, to establish a home-work balance. Based on the results of such a survey, we are planning certain actions, such as the preparation of certain memos, the sending of information letters to employees and, of course, various initiatives and training.

Moderator's question:

To follow up on the point that was made, it is necessary to have discussions with staff so that the strategy is not top-down, but is really about what people need, what people want. So how do we develop that dialogue in order to speak to people? Is it just anonymously, through all those lines of assessment, or is there some other way to create that atmosphere so that we know where we are going, what the challenges are in the organisation? So that the strategy is not just a piece of paper that can be hung and framed on the wall

Comment from the Ministry of Social Security and Labour:

It depends very much on the culture that already exists in the organisation itself, because as has already been mentioned, perhaps in one organisation, especially where there is a strong use of intranets, a diary format will be very appropriate. Another organisation may be used to this more formal but effective communication. But of course, when a document is sent out for information, then people have time to look at the document in question and respond to it, either by letter or whatever, depending on the stage. But the very first stage has to be that steering group, and that is to identify those activists in the organisation who would like to work on the issue. It is those active people in the organisation who should find effective ways of communicating, how they can involve other people in the organisation who would have that opportunity to have their say. The Ministry also used the Equal Opportunities Lines tool to take stock and it was a very good tool to start that discussion, because the employees could react both in the Lines survey itself. I, as the coordinator of that process, had staff calling me and sharing their experiences, which we were then able to use, and not necessarily reflected in the Liner report, but we already had those experiences and we were able to take them into account, even more than what the Liner showed.

Moderator's question:

What would be your advice on how to make sure that it is not just a declarative document, but that it is useful in practice? How to ensure that it is not just about gender equality? Because it is often the case that it is limited to this one aspect. And then the other aspects of diversity are sort of sidelined, because maybe they are less comfortable talking about them in public.

Comment by a representative of the Lithuanian Diversity Charter Association:

I would say that gender equality should certainly not be confined to gender equality, but it should not be left out either. Because there is still a lot to be done in this area. Most organisations start

with gender equality, which is something that we already understand, and work from there. Everything is fine with that, because it is important. From a gender perspective, if we talk about gender equality but we do not talk about disability, it means that we will be thinking about men and women without including their health aspects, without including their disability aspects. If we talk about gender equality but do not talk about LGBT inclusion, it will mean that we will try to include and create a good workplace for heterosexual men and heterosexual women and leave other women and other men out. It is only through the prism of gender equality that we can see how the other aspects integrate nicely.

In order to make sure that it is not really a declaration, or that it is a document to be approved that the organisation will work on diversity and inclusion, even before it is done, it is important to remember that it is not enough just to think about what could be in such a document, but it is much better to do a survey of the employees first, to understand what the problems are. I know of a number of cases where organisations have imagined that they are concerned about one aspect, and when they do an employee survey, they find that they are actually concerned about quite different aspects. And in the end, they had to change their action plans quite radically. In order for the document to be alive and for us to really make a difference, we need to create it for ourselves first, we need to understand what is important to us.

I would say it's important to start by talking to your employees first, for example there are examples of online coffee with managers now. Managers know that they can ask them anything, but they first communicate that ask, we are ready to answer all your questions as far as your well-being is concerned. And when employees hear that sincere and not just declarative statement from managers, they start to choose to have tea or coffee together and ask questions. Other organisations have for example done formats they call 'Uncomfortable Conversations', where uncomfortable issues related to the workplace can be raised in a group and employees have the support to do so. Management can also initiate such a group and leave it to the employees once it is formed.

Moderator's question:

It is very important to measure how we will know that the goals we set and the work we did have the results we expected. So what are some of the ways of measuring this, and can you give some examples of what has been achieved in your work with organisations?

Comment from the Equal Opportunities Ombudsman:

We see a gap both in Lithuania itself and in Europe, where there is no legal regulation obliging countries to develop such measures. But when we drew up the Equal Opportunities Plan, and when

we set out the measures, it is important that it does not say, for example, that 'x number of training sessions per year'. Because it is not about impact. We need to know what we want to achieve with the training. Therefore, it should be that, for example. "All A-level managers have increased their competences in such and such an area". So that it is an assessment that gives us a clearer idea of what we are trying to achieve, not just a 'plus' for having paid attention to this issue.

Comment from the Equal Opportunities Ombudsman:

I thought about how issues of diversity, inclusion, how they are then reflected in general thinking and additional ideas emerge, such as. We have a policy in the service that we don't use the new *times* font in our official documents, because it is not suitable for all people, we recommend using *arial, calibris* fonts. Edge alignment can also be inaccessible to people, especially those with visual challenges, because of uneven spacing between words, etc. For example, we prepare our official documents by aligning the text on the left-hand side rather than on both sides. And when we organise events, how do we ensure that diversity is represented, e.g. gender and age are the usual aspects, but we should also look at cultural and ethnic diversity. As was mentioned during the discussion, the important detail about the marking of toilets, because toilets are for toilet purposes, not to measure our gender identity every time we want to go in. Another aspect is our traditions and the organisation of celebrations. For example, celebrating birthdays, how people feel when a group of people go to hug the birthday boy or girl, these are issues that are worth discussing and discussing those privacy issues, because not all people like to be touched. It depends on how we involve staff in these issues and whether we know their needs and what is important to them.

Moderator's question:

how can you measure that change, how can you measure that one, two, three, four times you've made an organisation more diverse, more open?

Comment by a representative of the Lithuanian Diversity Charter Association:

Last year, we at the Diversity Charter decided that this is one of the most important questions - are specific initiatives making a difference and having an impact? Organisations accordingly use the Equality Ombudsman's tools, which are publicly available to all. Any organisation can become a member of the Diversity Charter, it is open to the public and there is no cost for public sector bodies. We do detailed, in-depth, comprehensive assessments for any member who wants to do one. And we measure employee attitudes, we look at what stereotypes are prevalent in the workplace, we measure experiences, whether or not there has been a situation where an employee,

for example, didn't know whether or not there was a harassment case, whether or not they had experienced discrimination, whether or not they would feel safe to report it internally, whether they would know where to go. Sometimes an organisation even has a channel, receives a report and then doesn't know what to do with it. We measure it like this. We do these detailed assessments for each member, and we repeat them a year later. So those who have passed the assessment this year will see next year whether there has been a shift or not. And then we will know whether we have been successful or whether we have stayed where we were. Of course, we should not expect change to happen very quickly. Naturally, it is a long process, but at the same time it is important to follow the process and to see if there are any changes.

Moderator's question:

In summary, the stereotypical thinking in the public sector is that there are a lot of demotivated and unhappy people working in the public sector who think that nothing will change, that they are not visible and not welcome, and that the best professionals are in the private sector. To what extent can organisations really change this stagnant attitude through inclusion, through openness?

Comment from the Ministry of Social Security and Labour:

It's no secret that the private and public sectors are highly competitive. Unfortunately, the main criterion for a worker to choose between the public and private sector is salary. The public sector is usually not comparable to the private sector, and that is true, but the public sector can compete on other terms, and in particular on working conditions. The family package that has recently been adopted in Parliament on children's rooms, on additional guarantees for the care of young children, on reconciling family and work commitments. It is also important to communicate that a particular public sector organisation recognises diversity, encourages diversity within it, so that if a person is attracted to such a public sector organisation, he or she can be confident of getting a job. Also, if the organisation allows for a work-life balance, then the person will certainly be more motivated to apply for a particular position than for an organisation that does not communicate at all, has no additional guarantees, etc. Then the salary that the public and private sectors are competing for will not be such a crucial criterion, because there will be many other guarantees that can be of benefit to the in

Attachment number 2 – Interview to Dr. Agata Palinska

Interview

Human rights are a set of indispensable rights for us human beings to make up an organized and civil society because they are linked to freedom, equality, and dignity. This interview aims to evaluate the topic of sensitive communication, covering human rights. This interview will serve as an object to the study of Human Rights Sensitive Communication. Thesis produced by Inês Paiva that draws several conclusions about this social theme as a Public Relations professional and has as a practical case study the European Foundation for Human Rights in Vilnius.

Agata is one of EFHR's collaborators and she will help us to understand this subject better.

I-Agata, can you give us a definition of human rights?

A- Human rights are moral principles or norms for certain standards of human behaviour, standards that recognize and protect the dignity of all human beings and are regularly protected in municipal and international law. Those are rights we have simply because we exist as human beings - they are not granted by any state. Human rights are rights inherent to all people, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, with no exception. Human rights law obliges governments to do some things and prevents them from doing others. Individuals also have responsibilities: in using their human rights, they must respect the rights of others. No government, group or individual person has the right to do anything that violates another's rights. These laws are universal and inalienable, also indivisible.

I-Can you please, provide an example of a time when you successfully advocated for someone who was being treated unfairly.

A- Acting as a Legal Administrator at the European Foundation of Human Rights, I have prepared a number of publications on the situation of Polish schools and nurseries in Lithuania to raise awareness about the issue. A particular area of intervention of the European Foundation of Human Rights were the plans and subsequent decision of the Trakai Self-Government to reorganise two Polish schools in Old Trakai and Palyknys. This concerned the Andrzej Stelmachowski Primary School in Old Trakai and the Longin Komołowski Middle School in Paluknys, which were transformed into branches of other schools. In this case, the EFHR is involved in legal assistance and is representing parents' interests in court.

I-Human rights officers often work in high-pressure environments. They must be able to handle stress while completing important tasks, such as investigating human rights violations and writing reports. How well do you handle stress while completing demanding tasks?

A-I think I can cope well with working under pressure. I believe it serves more as a motivation than something to petrify me. Of course, so far I've only been exposed to having to work under time pressure - whether it's the obligation to meet deadlines for cases as a Legal Administrator, or simply short deadlines concerning administrative work, stress is something omnipresent and I don't think it's something detrimental to me.

I- What made you work for a European human rights foundation?

A-As cliché as it may sound, I have always wanted to be able to help another human being to some extent. This was also the main reason why I ended up in law school, to be able to help others who might be exploited by their lack of knowledge. It all started with a situation in which one of the people close to me was taken advantage of by her age and ignorance. At that point, it hit me emphatically that I wanted to help as many people as possible to avoid similar situations by helping them in whatever way I could. I believe that helping another human being in need in the best way we can should be everyone's responsibility, because otherwise our talents are to some extent wasted. This is also why I chose to work for the Foundation - to be able to do something good and use my skills for a useful purpose.

I-Which human rights are you most passionate about?

A-I think to a large extent my biggest area of interest is the freedom of speech. In my view, it is crucial that everyone has the right to the freedom of expression, which includes both the freedom to hold views, but also the freedom to receive and communicate information and ideas without interference from public authorities. Often access to information greatly influences people's views and beliefs, hence it is crucial that sources of information are not biased and tainted by often political narratives. It is also extremely important that after receiving information from independent and objective sources, people are able to express their opinions, including those critical of the government or various organisations.

I-What do you think is the most important role that a human rights officer can play in an organization?

A-In my opinion, the most important role of a human rights officer in organisations is to identify and investigate violations such as, for example, discrimination in the workplace. Moreover, perhaps even more importantly, the prime role of a human rights officer is to promote human rights and to constantly remind people of certain standards set by them, which are sometimes easily forgotten, even though they seem obvious to us. This is all the more essential as some of the functions that the state used to perform have been privatised and often now depend on private multinational companies to enforce the said specific human rights standards.

I-Do you think Communication should be inclusive?

A-Yes, definitely. I think inclusivity of communication is the key to creating an environment where everyone feels properly valued and therefore can contribute to by bringing *a diverse range of skills and qualities*. We all have different ways and styles of communicating, as well as the needs involved, and by using inclusive language, active listening, as well as empathy, we can bring out the greatest version of each person in the best possible way. But even more importantly, by doing so, we can make the person feel understood and appreciated, which is why communication should definitely be inclusive.

I-Do you think that it's important for organizations to have a more inclusive culture and communication?

A-This should be one of by far the most important issues for the various organisations. Do unto others as you would have them do unto you. The golden rule is part of the human compact, and it is important in this context because *nobody likes being excluded*. Everyone wants their core values to be respected and at the same time everyone wants to be accepted as they are, which is a very important aspect for organisations looking at the fact that only then can the best version of a person be brought out. All organisations should want everyone to have a sense of belonging in them and a more inclusive culture and communication helps enormously in creating a similar feeling. Not to mention, exclusionary practices lead to lower performance, including lower revenue, productivity, and problem-solving capabilities.

Attachment number 3 – Interview to Mr. Tomas Vytautas Raskevicius

Interview

This interview aims to evaluate the topic of sensitive communication, covering human rights. This interview will serve as an object to the study of Human Rights Sensitive Communication. Thesis produced by Inês Paiva that draws several conclusions about this social theme and has as a practical case study the European Foundation for Human Rights in Vilnius.

I- Do you authorize the recording of this interview?

T.- Yes

Mr. Tomas Vytautas Raskevičius

Tomas Vytautas Raskevičius, Actively engaged in LGBT movement in Lithuania; one of the key organisers of the Baltic Pride march Už lygybę! (For Equality) in 2013 and 2016. Initiator of strategic proceedings in 2017 following which personal identification documents for transgender people are changed without any compulsory medical procedures. Highly experienced in the area of prevention of hate crimes as he represented applicants in the case of Beizaras and Levickas v. Lithuania brought before the European Court of Human Rights regarding hate speech on the Facebook social media platform. Winner of the National Equality and Diversity Award 2018 for his contribution to the protection of human rights of LGBT people. Elected to Vilnius City Municipal Council in 2019 as the first ‘professional gay’ in self-governance.

- Age? 34
- Gender? Male
- Race? White
- Religion? No religion
- Can you tell us a little bit of or professional background? Degree on political science and Human Rights Law.

I-What are human rights?

T- For me the Human Rights it's the possibility of attaining personal happiness without enduring undue interference by the state.

I- Where do they come from?

T- First of all comes from the Human dignity and for legal terms it comes from the constitution of the country.

I-Why "should" anyone respect them?

T- People don't have fix identities and they can change during our life, under certain circumstances, you can belong to the majority but in case, when the circumstances change you can find yourself into the minorities. So, it's an interest of every citizen to ensure the minimum standards because they never know when it will apply to them.

I-Why do some groups require special human rights? Does this mean that they have more rights than others?

T- I wouldn't agree with the frame of this questions because I believe that special rights doesn't exist, all of them are basic Human Rights, but when we talk about individually not everyone is included, and it is society's duty to create an inclusive environment. For example, if we have a mirror at the same level that we are, no one will look at him but if the mirror is high everybody looks at him. So human rights should be a mirror than everybody can look at it.

I-Why do we talk about human rights and not human responsibilities?

T- Because human Rights is something that people have regarding who they are, it doesn't matter what is your skin color, your sexual orientation, what is your education, you had a basic human right is regardless, that is why is human rights and not human responsibilities, because you don't have to do anything to have it, just to be born and you have it.

I-Who looks after human rights?

T- I think it should be Council of every city, for and for must is a responsibility of the politicians. There a force in the society and the society is where the political leaders understand Human Rights, they choice every difficult task, we can see what is happening with Russia nowadays.

I-Are human rights only a problem in non-democratic countries?

T- No, I think is a continuous conversation in every society. Is a continuous work also because 20 years ago we weren't discussing topics and issues that we are talking now. Human nature is very diverse and very dynamic, and I am pretty sure that when human rights will change and rise in the future but for the moment, currently, we are not aware of. For example artificial intelligent is going to compassed to Human Rights. Human Rights will Definity change in a few years.

I- Have we made any progress in reducing human rights violations?

T- The progress in Lithuanian was being incredible. I can say that Lithuanian is a Human Rights miracle because we always wanted to compare yourself to the countries with more stability, in a democratic track record, it's very nice to wish to have standards of human rights as they have in France, Portugal but you know Lithuanian as only be independent for 30 years, and it always good to make some social contrast. You know if you look for other countries, that are in the east coast of Lithuanian all of them made a incredible progress in a field of Human Rights.

I- Do you think Communication should be inclusive?

T- It's should be inclusive in a sense in public discourse you shouldn't be use words certain groups find offense. For example, if black community are offended by the "n" word it shouldn't be use, if gay people feel offend by faggot word it shouldn't be use. Certain people, certain words are regarded as uncomfortable we should have it in consideration.

I- Do you have any situation that you can tell that the communication was a barrier between you and the other person? If affected your way to see the situation?

T- The word communication is a really a broad term. I do believe that what works is to correct people, sometimes it works if we talk in personal, social media can be a problem, that's why we should talk more in real life. Our perspectives can change if we talk directly in our daily life's.

I- Do you think that it's important for organizations to have a more inclusive culture and communication?

T- Yes, organizations should be mindful, considering this thing internally, the language that they use also responded not only to the perspectives of the employers but also to the community that they served. More inclusive business more economically profitable.

I- Having various connections with various people and cultures, what strategies have you used to be inclusive?

T- I think that the most inclusive thing that you can do, if someone not belonging to a certain group, is listening to the needs of that group, to not imply that you know it better but let affected community, affected people tell what it really matters.

I-Describe a time when you had to be careful talking about sensitive information. How did you do it?

T- It's a very broad question, it's a political skill to be able to find a certain communication that does not make opponents angry and sound like a compromise but actually you get what you want.

Attachment number 4- Ieva Pakarklytė

This interview aims to evaluate the topic of sensitive communication, covering human rights. This interview will serve as an object to the study of Human Rights Sensitive Communication. Thesis produced by Inês Paiva that draws several conclusions about this social theme and has as a practical case study the European Foundation for Human Rights in Vilnius.

I-Do you authorize the recording of this interview?

I-Yes

Ieva Pakarklytė is member of the Seimas from 11/13/2020 and it was nominated by Laisvės partija and elected by list. Her Political Party is Freedom Party. She is experienced Chief Of Staff with a demonstrated history of working in the government administration industry. Skilled in Crisis Management, Grassroots Organizing, Political Strategy, Management, and Policy Analysis. Strong community and social services professional with a Master's degree focused in Public Policy Analysis from Vilniaus universitetas / Vilnius University.

- Age? 33
- Gender? Female
- Race? white
- Religion? No religion
- Can you tell us a little bit of or professional background? Before SEIMAS I was Head of staff to Mayor of Vilnius. I worked on Vilnius City Municipal for 6 years and prior to that I used to work as an assistant/adviser to Member of the SEIMAS, office of the SEIMAS. I graduated from Vilnius University, International Relations and Political Science school. I did my bachelor in Political Studies and my master in Public Policy Analysis.

I-What are human rights?

I-Basic rights of humans, that consist of dignity. Start on more abstract values like human dignity going to more specific values like freedom of speech, freedom of religion. I would say that this is the every bases of society, human rights are the base of society. From physiologic point of view, human rights is the thing that distinguish us from animals, because we have morality.

I-Where do they come from?

I- I would say that the came from of the definition of human being, thinking of human being, human rights are closely connected to the human beings so individually freedom. So, it starts from the moment that the person is born.

I-Why "should" anyone respect them?

I-Because is the prior resource of our society. If there are no basic human rights that society is an dictatorship basically that human beings are not being respected and not treated in the rightness way.

I-Why do some groups require special human rights? Does this mean that they have more rights than others?

I-Usually they are less rights than the other. In Lithuanian case for instants we are discussing same sex civil union and the people who are against they are saying that homosexual people want more right, while the truth is the other way around, because they don't have the basic rights, it's the same rights, it's the same level of rights to everybody.

I-Why do we talk about human rights and not human responsibilities?

I-It's closely connected because rights always came with responsibilities. For me as a liberal is quite clear from the very begging that freedom comes with responsibilities so does as human rights.

I-Who looks after human rights?

I-The government should look after the human rights and at least my party are doing this. We are stand for human rights and then NGO of course. In Lithuanian we have a lot of professional NGO working in human rights field and I think that society in general should care about human rights because the moment you stop guard basic human rights, you stop protesting the things that you see that going against human rights, you are slowly losing you because is the same with freedom, it's a "war" day by day. It's a process. Everyone should take care of human rights.

I-Are human rights only a problem in non-democratic countries?

I-No, Lithuania is a democratic country, and we still don't have basic human rights for some minorities in our society. From some countries that are non-democratic countries, in some cases they have more human rights than in Lithuania for instance Cuba, which recently adopted the law in sex partnership, they are one step ahead of us. Cuba is not democracy and Lithuania is democracy. It does not necessarily mean if you are democratic, that all the minorities are protected by the law.

I-Have we made any progress in reducing human rights violations?

I-Yes, especially in the past 20 years, or even less, society progress towards that. Like 50, or even more, depends on the countries, we have a discussion about women rights because women were still not allowed to vote in some countries and in some European countries even in the 80's women weren't allowed to vote, Switzerland was the last country, I think, last country to introduce women voting. So, there is a huge progress, starting from child abuse because child labor was also legal, a long time ago, but still. Women, children, now we have ethnic minorities, we have sexual minorities, it's coming step by step. The topic that we have right now in Lithuania is same sex union, this is something similar to women rights vote, the process is even similar.

I-Do you think Communication should be inclusive?

Of course, the language makes the difference. Even when you are publishing a position in your workplace and job advertising, they should be inclusive. In Lithuania we have very gender sensitive language, if you write that only male works for that position, science shows that then the man will apply to that position. The language is extremely important. The way we communicate says a lot about us, in Lithuania we still have this thing, when it comes to drug abusers, the titles are not sensitive, and this is an issue of health care system. If we want to help these people, we need to be sensitive with them. If we want them to come and receive help we need to have a sensitive communication. It forms how do we think and another way around as well.

I-Do you have any situation that you can tell that the communication was a barrier between you and the other person? If affected your way to see the situation?

I-Yes, because communication is a process when both parts, when both agents, have willing to listening not only to talk and to say their requirements but also to listening. If only one agent is listening, the other is not, so it's basically a failure.

Of course, that were some situations where that we had this protest last summer in Lithuanian, where people protesting about everything, some people were demanding somethings but then when you are telling “look we have this and this and this”, they aren’t listening, they were just demanding. It’s very difficult to dialog when the dialog starts with insults, with bottles coming into your head, it’s very complicated to have a peaceful dialog when the start of the dialog is not peaceful. When people are not listening.

I-Do you think that it’s important for organizations to have a more inclusive culture and communication?

I-Sure, especially for governmental organizations. It’s extremely important cause some parts of society they can be insulted, they could feel left alone, that they aren’t include in that communication. Especially when it comes to the topic of women rights and equal opportunities between man and women, it’s a very sensitive topic as well. Governmental institutions should be more inclusive because you believe that the state wishes you well, good services, in health care to be health, in education system to get competed education, so the language is important. I haven’t seen that much data in Lithuanian institutions and there languages but what in my point of view is getting better and better, at least institutions are trying. Of course, it’s depending on the institutions, sometimes we have some fowls but still.

I-Having various connections with various people and cultures, what strategies have you used to be inclusive?

I-Lithuanian is not a diverse country. Basically, we are quiet homogenic country. We don’t have race diversity; we have some ethical minorities, but they levied for many years is Lithuanian and physique they are quite similar to us. Of course, we use different strategies for different groups, if I am speaking with my grandma, I am going to use different put, different examples, when I am speaking with young generation I can talk with more relaxed way, you can say this. Your language, the way that you communicate, diverse, your ideas and opinions are the same, but the way you put them, the examples that you are trying to show they can be shaped. Now we had this international day of older people couple days ago, if I would talk to them about sex union in this day, they wouldn’t understand me, you must pick an occasion as well and you must be careful about that. The ideas remain the same but the examples, the words, maybe they would be different. Some basic rules are the same for all the audience, you have to be clear, you have to be honest, and you have to find the rights examples to solve the problem. These rules are universal for all the groups.

Attachment number 5- Website Reports

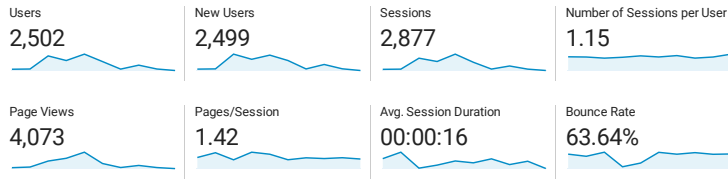
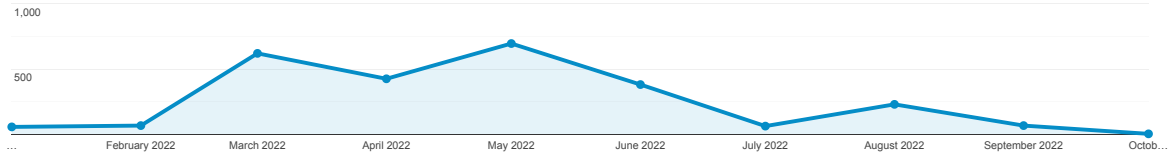
Audience Overview

1 Jan 2022 - 5 Oct 2022

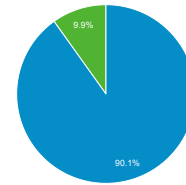
All Users
100.00% Users

Overview

Users



New Visitor Returning Visitor



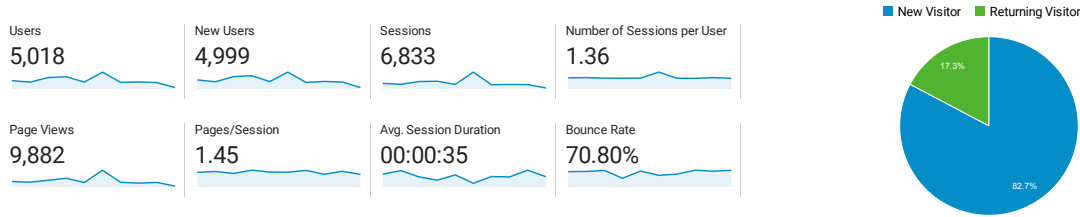
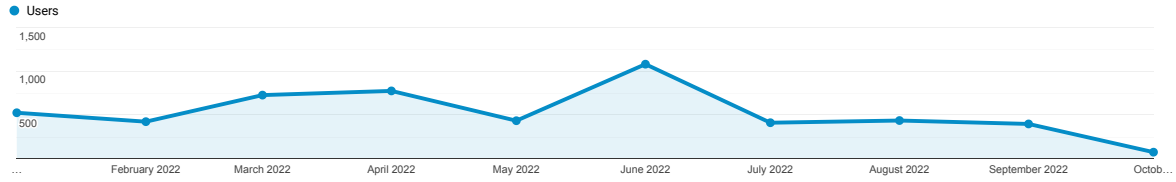
Language	Users	% Users
1. en-us	1,492	59.61%
2. en-gb	244	9.75%
3. ru-ru	177	7.07%
4. ru	117	4.67%
5. en	42	1.68%
6. id	27	1.08%
7. pl-pl	25	1.00%
8. es-es	23	0.92%
9. fr-fr	22	0.88%
10. de	21	0.84%

Audience Overview

1 Jan 2022 - 5 Oct 2022

All Users
100.00% Users

Overview



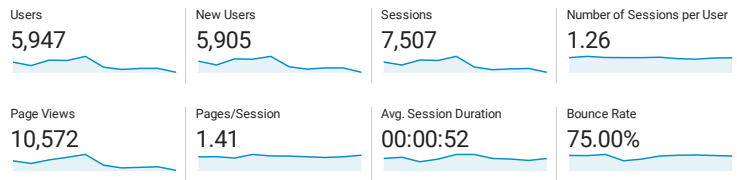
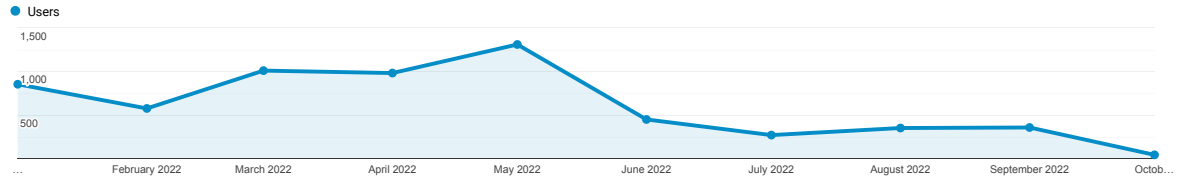
Language	Users	% Users
1. en-us	1,963	39.07%
2. en-gb	1,080	21.50%
3. en	195	3.88%
4. it-it	146	2.91%
5. pl-pl	110	2.19%
6. fr-fr	102	2.03%
7. de-de	96	1.91%
8. ru-ru	95	1.89%
9. es-es	83	1.65%
10. pt-pt	75	1.49%

Audience Overview

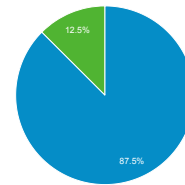
All Users
100.00% Users

1 Jan 2022 - 5 Oct 2022

Overview



■ New Visitor ■ Returning Visitor



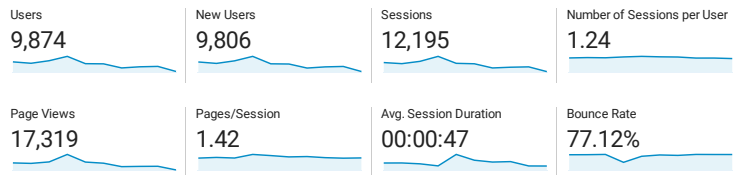
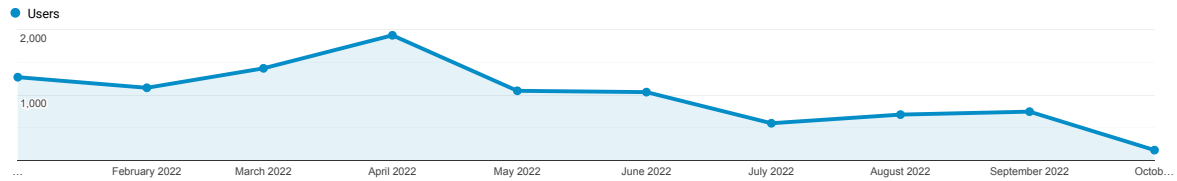
Language	Users	% Users
1. en-us	1,828	30.70%
2. en-gb	1,205	20.24%
3. it	1,186	19.92%
4. it-it	690	11.59%
5. ru	165	2.77%
6. ru-ru	134	2.25%
7. en	126	2.12%
8. pl-pl	74	1.24%
9. zh-cn	66	1.11%
10. it-it	39	0.65%

Audience Overview

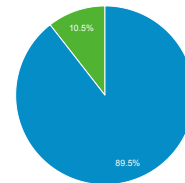
All Users
100.00% Users

1 Jan 2022 - 5 Oct 2022

Overview



■ New Visitor ■ Returning Visitor



Language

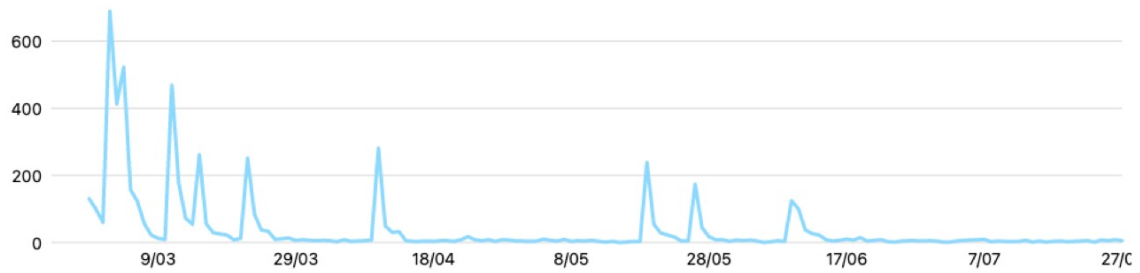
Language	Users	% Users
1. pl-pl	4,275	43.35%
2. en-us	1,962	19.90%
3. pl	1,924	19.51%
4. en-gb	587	5.95%
5. it-it	116	1.18%
6. ru-ru	105	1.06%
7. en	88	0.89%
8. de-de	79	0.80%
9. it	63	0.64%
10. ru	61	0.62%

Attachment number 6- Facebook Reports

Resultados

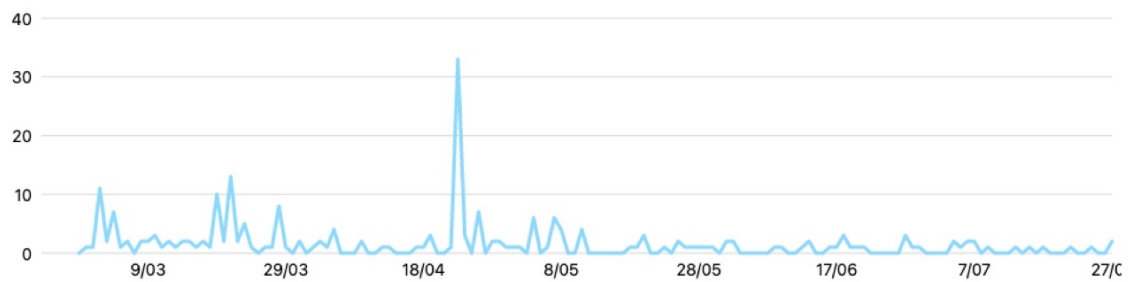
Alcance da Página do Facebook ⓘ

2584 ↓ 69,5%



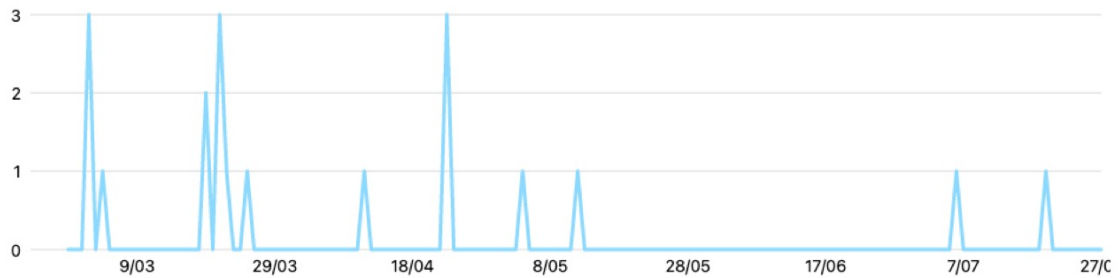
Visitas à Página do Facebook ⓘ

229 ↓ 40,4%



Gostos novos da Página do Facebook ⓘ

18 ↓ 50%



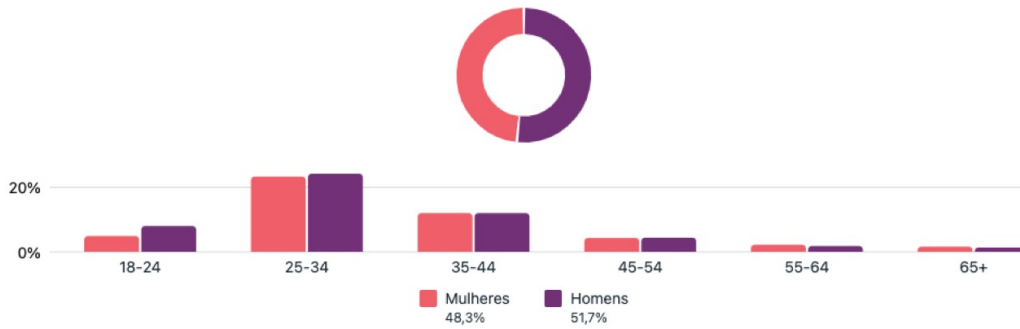
Público

Público atual Público potencial

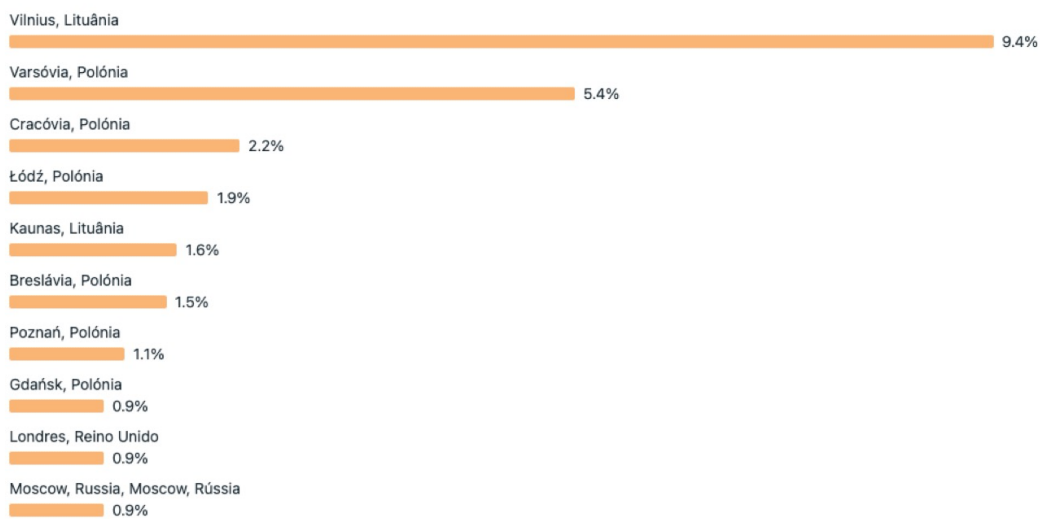
Seguidores da Página do Facebook ⓘ

10 127

Idade e género ⓘ



Principais cidades



Principais países

- Polónia
- Lituânia
- Reino Unido
- Alemanha
- Rússia
- Países Baixos
- Ucrânia
- Estados Unidos da América
- França
- Itália

Público

Filtrar

Público atual Público potencial

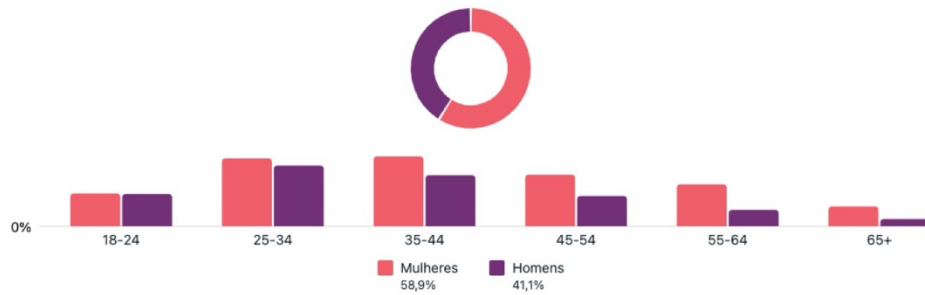
Tamanho do público estimado ⓘ

1 700 000 - 2 000 000

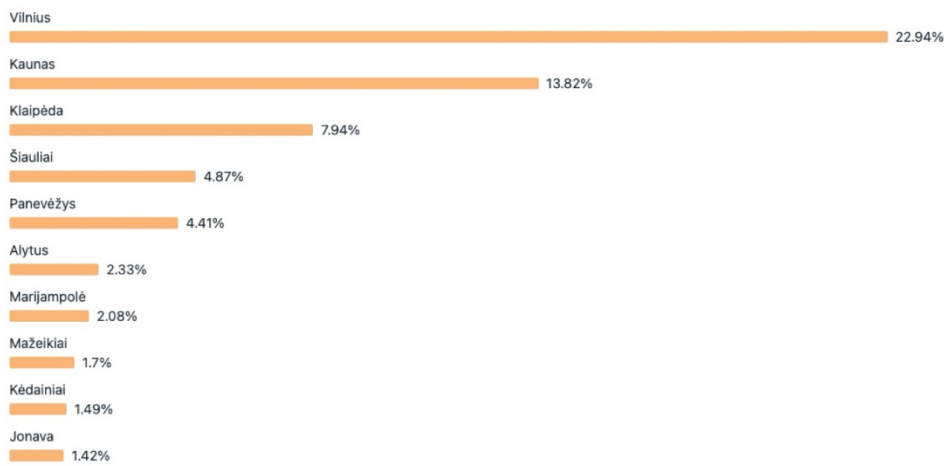
Pessoas no Facebook e no Instagram em Lituânia e 2 outros filtros selecionados

Criar anúncio

Idade e género ⓘ



Principais cidades



Principais países

Lithuania

Páginas principais ⓘ

15min em Site de notícias

DELFI.lt em Site de notícias

Irytas.lt em Site de notícias

TV3 televizija em Empresa de radiodifusão e produção audiovisual

Radio stotis M-1 em Estação de rádio

Neįtikėtini faktai em Interesse

Geriausios Demotyvacijos em Interesse

LRT em Empresa de radiodifusão e produção audiovisual

Lidl Lietuva em Mercaria

Lietuvos policija em Organização governamental

