Annex A

Communication Plan

A Communication Plan is an overarching strategic approach identifying key audiences, key messages by audience, and channels and actions detailing how you will implement the plan.

There are a number of associated Annexes which form part of the Communication Plan:

- **Timetable – Annex A1**
- **Stakeholder Database – Annex A2**
- **Stakeholder Engagement Strategy – Annex A3**
- **Media Statement – Annex A4**

To draft a Communication plan:

- Define what the Communications Objective is, for example:
  - ‘To position the <your institution> with the people of <your state> and with key stakeholders - as a unique institution and a leader – the national human rights institution for <your state> with an over-arching remit across all issues and all groups’

- Identify your Communication Priorities, for example:
  - We will focus scarce resources on strategically chosen stakeholders and issues, since spreading resources across all stakeholders would dilute impact
  - We have sought the views of our stakeholders, learning from this we want to work together to deliver mutual outcomes given our common interests, and such issues as scarce resources
  - We will seek to encourage others to amplify our messages by showing how we can help them and add value for them

- Identify and agree your Key Audiences, for example:

<table>
<thead>
<tr>
<th>General Public/ Communities/ Media</th>
<th>Government</th>
<th>Oversight Bodies</th>
<th>Inspectorate Bodies</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSOs (Regional)</td>
<td>Religious Organisations</td>
<td>Staff</td>
<td>Other human rights organisations/legal</td>
</tr>
</tbody>
</table>

- Develop your messages for each audience
  - Once you have identified your audiences, the next task is to break down your objectives into relevant messages for each of those audiences
  - Start with the audiences that are the highest priority
  - Remember that your messages should be relevant and appropriate to the audience
    - You might want to speak to the general public with less legalistic or technical language than you would use when engaging for example with government
Remember that it is very important that there is a continuity across the messages.

It is important that all of your stakeholders understand what kind of organisation you are, so your messaging needs always to link back to your organisational values.

- **Select your Communication Channels**
  - For each audience identified, you should now indicate the most appropriate channels for communicating with them.
  - These might include an e-bulletins, one-to-one meetings, conferences, media statements, or wider methods such as social media (e.g. Facebook, Twitter, Instagram) and your website.

- **Review and Evaluate**
  - What does success look like and how will you know when objectives have been met?
  - Indicate the tools you will use to evaluate your communications
    - These could be simple measures such as monitoring any changes to government policy that you have been advising on, website hits or media coverage; not only in terms of quantity, but also on whether your message was the lead in any subsequent media coverage.

An example of a Communication Plan is contained on the following page:
# Communication Plan - UNIVERSAL PERIODIC REVIEW

## Key Audiences

<table>
<thead>
<tr>
<th>State</th>
<th>Civil Society Organisations CSOs</th>
<th>UN Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parliamentarians</td>
<td>NGOs</td>
<td>Special Rapporteurs</td>
</tr>
<tr>
<td>Government Departments</td>
<td></td>
<td>UN OHCHR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GANHRI</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Regional bodies where relevant)</td>
</tr>
</tbody>
</table>

## Key message by audience

| NHRIS are here to offer expertise and advice | Encourage CSOs to produce parallel reports & to engage in process | Highlight Pertinent recommendations |

## Channels & Actions

- Events and outreach – See [Stakeholder Engagement Strategy – Annex A3](#)
- Letters - See [Stakeholder Database – Annex A2](#)
- Engage media - See [Media Statement – Annex A4](#)