

NATIONAL HUMAN RIGHTS COMMISSION OF THE GAMBIA



COMMUNICATIONS STRATEGY

2020 - 2025

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1. INTRODUCTION

In line with the terms of reference provided, this communications strategy provides a framework for an effective, efficient, coherent and consistent strategic communication that accurately reflects the mission, vision and objectives of the NHRC. The strategy is set to assist the NHRC in delivering the right message to the right audience, by the right person(s), through the best available mediums, at the right time, many times over while ensuring that no persons are left behind.

2. BACKGROUND

The National Human Rights Commission (NHRC) was established under the National Human Rights Commission Act, 2017, passed by the National Assembly in December 2017 and the President, His Excellency Mr. Adama Barrow, duly gave assent on the 13th of January 2018. Its purpose is to establish an independent commission for the protection and promotion of human rights and other connected matters. The NHRC has 12 functions to fulfill as stipulated under Section 12 of the NHRC Act. These broadly emphasize:

- Investigation and consideration of allegations of human rights violations by any person or entity within The Gambia;
- Engagement with the public to provide sensitization on human rights issues;
- Engagement with other non-governmental public sector stakeholders such as NGOs and international organizations;
- Engagement with the government to participate in the process of reviewing, creating and critiquing human rights policies and laws;
- Engagement in other activities concerned with the promotion and protection of human rights in The Gambia.

In light of the foregoing functions, communications are an essential and critical aspect of the work of the NHRC, hence the development of this strategic communication plan. This communications strategy is a living document reflective of the current communication landscape in The Gambia and, as such, should be evaluated periodically and as other opportunities arise for better messaging and communications.

2.1 NHRC Vision

A Gambia where everyone enjoys human rights and freedom.

2.2 NHRC Mission

To promote and protect the fundamental human rights of all through monitoring, advocacy, awareness-raising, capacity building, and partnerships together with the Government of The Gambia, the people of The Gambia, Civil Society Organizations (CSOs) and the international community.

2.3 NHRC Core Values

- Independence
- Integrity
- Inclusivity
- Accessibility

3. PURPOSE OF THE COMMUNICATIONS STRATEGY

The purpose of this communications strategy is to effectively and efficiently communicate the strategic vision and mandate of the NHRC in promoting and protecting human rights in The Gambia. It is also set to guide the effective implementation of the communication plans of the various departments within the NHRC in order to provide a consistent message both internally and externally that helps to accurately represent the Commission's work.

3.1 Objectives

- To ensure that the work of the Commission is visible to all stakeholders in order to act as an effective deterrent to human rights abuses, inspire funding from external and internal donors.

- To ensure that the Commission engages with all its audiences following the AIDA (Awareness, Interest, Desire and Actions) model as effective engagement will begin with creating awareness such that all stakeholders become aware of the existence, mandate, role, and functions of the NHRC and are able to access the Commission.

- To ensure consistent, clear, unified and strategic messaging of the Commission's communications to partners, stakeholders and communities it serve.

4. SITUATIONAL ANALYSIS

From January 2017, The Gambia entered what is generally considered to be a period of transitional justice, following the ouster of ex-President, Yahya Jammeh, whose regime is accused of perpetrating a wide range of human rights abuses. Since then, a lot of emphasis has been placed on providing justice for the victims of past human rights violations and ensuring the protection and promotion of human rights and guarding against any further abuse. The NHRC is one of several transitional justice mechanisms.

The protection and promotion of human rights is not a foreign concept to The Gambia's legal system, as chapter four of the 1997 Constitution (and chapter six of the draft Constitution 2020) provides an extensive range of human rights protections for the people of The Gambia. In

addition, The Gambia is also a party to several international and regional human rights instruments such as the United Nations Charter, the International Covenant on Civil and Political Rights, the International Covenant on Economic and Social Rights, and crucially, the African Charter on Human and Peoples' Rights (Banjul Charter).

Under the existing legal framework, The Gambia Police Force in collaboration with the Ministry of Justice, is in charge of investigating and recommending the prosecution of any violations of human rights. This approach is problematic as human rights violations are typically committed by the government or its agents, which frequently includes the police force itself. The African Commission on Human and Peoples' Rights recommends, following Article 1 of the African Charter that states parties set up and maintain National Human Rights Institutions for the protection and promotion of human rights at the domestic level. The Gambia's NHRC is an independent body that is able to investigate, search, collect evidence, and consider allegations of human rights violations with the same standing as a high court of The Gambia.

4.1 THE NHRC

The NHRC's mandate to promote and protect human rights is critical to the peace and stability of The Gambia given the history of human rights abuses between July 1994 and January 2017. Before the setting up of the NHRC, citizens had little to no recourse in reporting human rights violations given that these violations were mostly perpetrated by state authorities themselves. The NHRC, since its establishment, has already started receiving human rights complaints, established a social media footprint and engaged the government in mediating incidents related to rights violations. The Commission received several complaints of rights violations and is already at work looking into these allegations.

4.2 The Media and Communications Landscape

This communications strategy recognizes that anyone can be a victim of a human rights violation. Therefore, while the audience may be unlimited on a broader level, the strategy segments the audience by prioritizing affected groups as the target groups based on the type of complaints received by the NHRC since its inception. Additionally, the strategy notes that as important as the audience is, the resources used for outreach, including the personnel utilized to communicate to the audience, rationality of message and motivations of those being

communicated to, hold similar significance. In that regard, the mediums of communication in this strategy are not limited to conventional media platforms and the profiling of the audience includes those who may be opposed, apathetic, persuadable and supportive of the NHRC.

Between 1994 and 2017, it was mostly the online media that managed to remain engaged and vibrant while the newsprint, radio and one public television toed a line of caution in order to remain operational. After 2017, the media landscape has been ever more vibrant and serves as a great tool in disseminating information throughout The Gambia. However, this communication strategy includes other forms of communication such as oramedia, textual, visual and performance modes of communication instead of solely focusing on the media as the only mode of outreach. As of March 2020, The Gambia's conventional media landscape consists of operators across TV, radio, print, and online media as follows:

Radio

There are 23 private radio stations and one state-owned station in The Gambia and of these, 22 stations operate within the contiguous areas of The Greater Banjul and Brikama, with 1 in the North Bank. In addition to these, there are nine community radio stations with one in the Lower River Region, four in the West Coast Region, and two each in the North Bank and Central River Regions. It is important to note that radio is the best and quickest form of medium to reach a wider audience in The Gambia because it is the most accessible medium and for the fact that most people get their news from the radio.

Television

There are two operational nationwide TV stations. Of these, one is state-owned, while the other is privately owned. Also, there is one privately-owned online TV station, with two new TV stations expected to commence operations soon. The two TV stations have wider reach than the online stations because they both only require an antenna whereas internet TV service is beyond the reach of most people especially in the provinces where internet service is also very poor.

Print Media

There are eight privately owned print media outlets and one state-owned print media house. All of these operate in the Greater Banjul Area. In addition to these, there are four privately owned magazines in operation, with a distribution that is based in the Greater Banjul Area.

Online Platforms

There are six major online media platforms focused on The Gambia. Of these, five publish content in a mix of English and the local languages, and the other publishes in English alone. These online platforms often serve as the sources of information for the citizens of The Gambia based outside of the country.

Oramedia

Oramedia is mostly projected towards the outskirts of the Greater Banjul Area and gains relevance with farther travel away from the main towns. This medium is generally done in a language that the audience is most familiar with. These include traditional songs, festivals, drama and stories. These forms of communication represent not only the rural dwellers but also, individuals who may have a different ability of understanding human rights messages packaged in conventional communication mediums.

4.3 TARGET AUDIENCES

Human rights are a concern to every citizen and resident of The Gambia as well as national and international organizations focused on human rights issues. The audience is segmented in order to prioritize and to develop effective messaging techniques for each audience

Internal Audience

An important segment of the target audience is the internal audience of the Commission itself. The entire staff of the Commission, at all levels, should be au fait with the mission, vision, mandate and objectives of the Commission.

External Audience

The external audience is segmented into the following:

- Government - Executive Level

The executive office is very frequently directly responsible for the commission or permission of human rights abuses. Human rights abuses are mostly committed by the security apparatus of the state, which typically act in furtherance of an official or unofficial policy objective, or in the interests of a person who holds an executive office. Therefore, messaging directed towards this

group of stakeholders must inform them of their duties, the limits of their powers and inform them of the consequences for violators of human rights.

➤ Government - Legislative Level

The legislature is responsible for making laws and exercises some degree of oversight over the executive branch. Therefore, targeting this group must reinforce the message that the legislature should create laws that promote and protect human rights.

➤ Government -Judiciary Level

The judiciary is the body entrusted on making decisions on human rights violations. Therefore, engaging the judiciary at all levels is critical to the mandate of the Commission especially in regard to the protection of rights.

➤ Government - Security Agencies

Security agencies are an implementing body under the control of the executive branch. The security landscape of The Gambia is as follows:

- The Gambia Police Force (GPF)
- The Gambia Armed Forces (GAF)
- The Gambia Immigration Department (GID)
- Drug Law Enforcement Agency (DLEAG)
- The Gambia Fire and Rescue Services (GFRS)
- The Gambia Prison Services (GPS)
- The Gambia Revenue Authority (GRA)
- State Intelligence Services (SIS)

➤ Persons Resident in The Gambia

Indeed, all individuals are primary beneficiaries of human rights protection and they should be made aware of their rights to help in the promotion and protection of human rights. This audience is further segmented into the following and not necessarily in priority:

- Family members
- Faith communities
- Local authorities at the Alkalo level
- Local authorities at ward level
- Local government authorities at the council level
- Authorities at the regional level (chiefs and commissioners)
- Academic/educator and expert groups
- The media
- Professional skill organizations (lawyers, doctors, engineers, etc.)
- Skilled labor practitioners (carpenters, metal workers, etc.)
- Unskilled labor practitioners (cleaners, guards, farmers, etc.)
- Persons with Disabilities
- Youth groups
- Schools and tertiary institutions
- Traditional leaders and structures in place
- Civil Society Organizations

Non-governmental organizations and civil society organizations are dedicated to the promotion and protection of human rights and are important partners in the promotion and protection of human rights. Importantly, some of these organizations can also be leveraged to assist in the funding of outreach efforts and where necessary, assist in dealing with particular cases of human rights violations.

➤ International Partners

International partners include the international organizations such as the African Union, African Commission, the ECOWAS Court of Justice, the African Court, the European Union, and the United Nations, which may have an interest in the enforcement of human rights in The Gambia. International human rights organizations such as Human Rights Watch, Amnesty International etc. are critical partners that should be engaged on the mission and vision of the NHRC. Messaging targeted towards this group must reflect the progress that is being made in the implementation of human rights promotion and protection.

5. COMMUNICATION APPROACH

5.1 *Internal Communications*

Internal communications is a critical aspect of the NHRC's daily operations in that it helps build credibility and trust in the NHRC as an institution. It must be developed such that it helps foster a team mentality that enhances the identity and values of the NHRC. All staff of the NHRC must be empowered to be brand ambassadors of the Commission and must be able to articulate the vision, mission and objectives of the Commission.

The Directorate of Communications must be equipped with a broad knowledge (not necessarily deep) on all issues affecting the Commission so as to allow them to align the NHRC's messaging with its aims and objectives and to position the NHRC as the leading authority on matters concerning human rights. Any engagement with external and internal audiences must be channeled through the Communications Unit in order to ensure message alignment, efficiency and effectiveness. To that end, the following internal communication guidelines should be adopted:

- All staff (including commissioners) of the NHRC should undergo onboard training (and periodic training) in communications and media engagement
- An internal routine communication briefing for all staff to ensure employees are kept abreast of all developments within the NHRC in the form of weekly or biweekly emails or during periodic all-staff meetings
- Any staff or commissioner of the NHRC prepared to engage the public on behalf of the NHRC should conduct a dry run with the Communications Directorate prior to said engagement
- The Communications Directorate will coordinate all communication responses by overseeing message development along with senior staff of the NHRC before approval
- All departments to work with the Communications Directorate in developing key information messages relevant to their department
- All NHRC staff must be equipped to understand the mandate, values, mission, objectives and policies

5.2 *External Communications*

The success of external communications requires planning, management and coordination with all departments within the NHRC. Given the broad nature of the external audience of the NHRC, this communication strategy adopts a listen first approach in order to learn more about audience values, what matters to them and what makes them tick. Prior to engaging any external audience, the NHRC should identify how its mandate and objectives fit in the value system of such audience. To build trust with the public in general and some particular audiences, it is imperative that the NHRC initiate trust-building mechanisms centered on shared values. Moreover, the core values, objectives, oversight role of the NHRC and how to lodge complaints on human rights violations should be prioritized and communicated through:

- Media: whether to use local or international media; should the messaging be through print, broadcast or social activities
- Branding: website, brochures, performance, fliers, TV commercials
- Events: symposiums, lectures, trainings and conferences
- Lobbying: non-governmental organizations, government, partners, funding bodies, etc.

The following guidelines should be implemented in order to effectively communicate with external audiences:

- All senior staff of the NHRC (input should be invited from all staff) will review the action plan attached herein for implementation and monitoring
- A standard operating procedure should be developed, and it must spell out the role of the Communications Directorate and provide guidance on who speaks on what, procedure on responding to media enquiries and public concerns
- A standard process of message development and the roles of staff in this process (who, what, when, how, and where)
- Identify all the public relations officers in the private and public sectors of The Gambia for coordination and partnership
- Identify the centers of influence in all major regions for coordination, planning and partnership

5.3 Message Development

Once a particular communication objective has been determined, the communication approach should be based on having the right message delivered by the right person through the right medium and language, at the right time with the right mechanism in place for feedback and an after-action review plan:

- Right message (encoding) - the right message is designed by the team
- Right medium (channel) and language - the right medium is used to deliver the message
- Right person - the right person is chosen to deliver the message
- Right time - the right time is selected to deliver the message
- Right audience (receiver, decoding) - the message is appropriate and fit for the audience
- Right feedback mechanism - there is a way for feedback on the message delivered

Right Message

At the source, the message is any information transmitted from one body to another. Therefore, any information from the NHRC and its staff to its internal or external audiences is a message. For a message to be effective and efficient, it has to be timely, credible, relevant, understandable and importantly, accessible and actionable. All these characteristics must be considered in formulating messages in order to attain the desired result. Questions that should be included in formulating the message include:

- What is it that the NHRC wants the audience to know?
- Is this the right time to deliver the message?
- What is the best way to deliver this message?
- Is the message understandable?
- Will the audience have access to the message in a timely manner?
- Is this message actionable? Meaning, will it spur someone to take action?

Right Medium

Before any message is delivered to any audience, a determination should be made on the mode of delivery based on whether the mediums available or chosen, are the preferred information sources of the audience. The socio-demographic profile of the audience should weigh heavily when choosing the medium of communication and a determination of what the audience is already aware of should be assessed in order to not only assist with message tailoring but also, in selecting the appropriate medium for communication. Other questions to consider for the right medium include:

- What is the best (meaning clear, concise, timely, actionable and appropriate) way to reach this audience: Radio, WhatsApp Audios, TV, Facebook, Lectures, Trainings, Conferences, Debates, Kanyelleng groups, Talk Shows, Drama, Ceremonies, Religious gatherings, Football Games, and the like?
- Does this medium provide an avenue for feedback from the audience?
- Is the purpose of the message to provide information, educate, influence behavior change, etc.?

Right Person

The message to be delivered is as important as the person or entity delivering it. It is therefore important that the right person or institution is selected to communicate a particular message. Secondly, as an institution that prides itself on impartiality, it is important that members of the Commission reflect this core value in all their interactions and public utterances and pronouncements.

In determining the right person, the following considerations should be taken into account:

- Does the person/institution have credibility with the audience?
- Will the audience relate to the person/institution?
- Does the person/institution have a previous relationship with the audience?
- Is the person a good communicator?
- What makes them the right person for this message?
- Do they have recognized authority with the audience?

Right Time

The prevailing circumstances may dictate when to communicate a message to an audience because a message delivered at the wrong time tends to be ineffectual by being either stale or premature and thereby becoming far less successful. In determining the timing to send a message, it is important to note the optimal time, reach and interaction of each channel, medium or platform of communication utilized. The following questions should be considered on the timing of a message:

- Will the time selected allow the NHRC to reach most of its identified audience?
- Is it urgent or time-sensitive?
- Will the time chosen for message delivery allow enough time for feedback?
- Is the selected the best time to send the message?
- Are all the important facts available?

Right Audience

In selecting the right audience for a particular message, audience segmentation should be the primary consideration. It is important to understand the socio-demographics of the audience as well as what information they are already aware of regarding the message to be delivered. These measures reduce communication blunders such as delivering the right message to the wrong audience, which defeats the purpose of communications. The following considerations should be noted:

- Where does your message fit in the human rights landscape of this particular audience?
- Is the audience supportive of a Gambia where everyone enjoys human rights and freedom?
- Is the audience opposed or apathetic to the commission or the message?
- Is the audience persuadable by the message?
- Does the audience have any engagement with the commission?
- Where possible, is there a feedback mechanism for the audience?

Right Feedback Mechanism

The NHRC's mandate of protecting and promoting human rights requires robust outreach efforts that must also be accompanied by a mechanism for the audience to provide feedback on these efforts in order to determine effectiveness of the messages communicated. There are different feedback mechanisms that can be adopted prior to engaging a particular audience. The feedback mechanism singled out should be drawn in a way that it is future focused in order to connect current actions/understanding of human rights with future results. Where possible, the feedback should be designed to allow for acknowledgment, foster trust and allow the audience to freely express themselves. This can be done through surveys, radio call-in engagements, symposiums, community dialogues and calls for position papers.

6. BRANDING

The branding of the NHRC must be based on a full-spectrum operation that covers internal and external communications and must be reflective of the Commission's mission, values and objectives. All verbal, non-verbal, written and visual channels of communications must be optimized to always reflect the values of the NHRC in order to accurately and consistently reinforce the mission and objectives of the Commission. To that end, all internal communications channels (e-mails, intranet, newsletters, notice boards) must be within accepted formats developed by the Communications Directorate and external communications utilizing radios, newspapers, televisions, social media platforms and oramedia engagements must all conform to the appropriately developed communications plan.

6.1 Style Guidelines

E-mails

Guidelines will be developed and implemented for the following on e-mails:

- Header text
- Preheader text
- Body text
- Signature block

Logo

The logo of the NHRC should set the tone and represent the mission, values and vision of the commission. Logo guidelines ensure that the logo is used properly and is always reflective of the objectives of the commission. Logo guidelines will be developed and implemented on the usage of the NHRC logo with regards to:

- Usage on wearables
- Usage on print materials and other visuals (cars)
- Color palette
- Typography
- Versions
- Bad logo usage

Typography

Guidelines will be developed and implemented on the acceptable fonts to use on all correspondences. The guidelines must also outline specific instruments including, but not limited to, consistency as a key element of branding, especially to external audiences; the use of typographical emphasis to strengthen certain words for example, such as capitalizing the 'H' in human and the 'R' in rights; and the production of E-templates of the NHRC letterheads for all stationery and mobile office livery. To ensure the required standards are applied, all promotional and campaign materials, banners and display boards must be directed through the Communications Directorate before final release to the public.

PowerPoint Presentations

A master slide will be developed by the Communications Directorate to be adopted by all other units within the Commission. NHRC presentations will all follow a particular format where PowerPoint is used indicating:

- Logo placement
- Header fonts and colors
- Color
- Body font
- Consistency

Colors

The colors representing the NHRC will be developed and used accordingly. The NHRC will use colors that represent the values of the commission and use these colors as a design accent on all communications as needed

6.2 Positioning

The NHRC will achieve greater success if it positions itself as a multilateral partner, serving as a crucial intermediary between the complainants and abusers of human rights. Branding and key messaging developed in cooperation with key stakeholders, such as the security agencies, will achieve greater effect as opposed to solely relying on the effort and representation of the NHRC. For effective coordination and collaboration, IEC materials that portray the logo of the NHRC, as well as that of security agencies and other stakeholders should be encouraged to promote inclusion and partnership.

6.3 Key Channels

Social Media

The Gambia has a relatively high rate of social media usage especially in the urban areas with reports indicating that around 60% of the Gambian population is under 25 years old. The common social media channels include Facebook, Instagram, LinkedIn and Twitter and these platforms must be leveraged for constant visibility of the Commission and its work. According to Napoleoncat, a company that specializes on social media usage throughout the world, the social media breakdown of The Gambia is as follows:

“As of March 2020, there were 388 300 Facebook users in Gambia, which accounted for 16.8% of the entire population. The majority of the users were men - 67.3% and people aged 25 to 34 were the largest user group (170 000). The highest difference between men and women occurs within people aged 25 to 34, where men lead by 50 000. There are 66000

Instagram users, 120 Facebook Messenger users and 67,100 LinkedIn users.”¹ Mobile phone platforms like WhatsApp have also become major messaging tools in The Gambia. As of 2016, there were “139.63 mobile subscriptions registered for every 100 people in 2016”² in The Gambia. This is a quick way to reach a lot of people within a short period.

Radio

A radio program that airs periodically featuring legal experts, police personnel, community leaders, etc. will also go a long way in sensitizing the general public. These shows should be based on the types of complaints that the Commission is receiving. Religious leaders, opinion leaders and other influencers should be approached to include human rights issues in their programs.

Physical Engagement

Periodic nationwide tours to sensitize members of rural communities and periodic workshops with both senior and junior members of the security agencies is also another important channel for branding as well as outreach efforts.

Periodic (Monthly or Quarterly) Press Briefings

Regular interactions to provide detailed briefings on the work of the commission, as well as develop positive relationships with members of the press.

Publication of IEC Materials

- Posters and roller banners to be displayed in all police stations informing citizens on their rights upon arrest
- IEC materials to be used at all physical engagement sessions

¹For a further breakdown of these numbers, please see <https://napoleoncat.com/stats/social-media-users-in-gambia/2020/03>

²<https://www.statista.com/statistics/502080/mobile-cellular-subscriptions-per-100-inhabitants-in-gambia/>

- E-fliers/audio to be disseminated through digital channels focusing on three main messages:
 - The nature and functions of the commission
 - The results of ongoing complaints filed before the commission as well as reports on its engagements with other stakeholders
 - The rights of citizens

7. CRISIS COMMUNICATIONS

The NHRC must anticipate instances of crisis and have a plan in place to address such a situation. The Communications Directorate must introduce an effective crisis communications plan in preparation for potential crises on which all staff will be trained and a distinct crisis management team must be identified and trained, accordingly. The crisis communications plan must be clear on the reputation, relationship and task management goals. Upon the identification of a crisis communications team, the following guidelines should be implemented in all crisis situations:

- Verify that there is an actual crisis situation
- Notify the appropriate and concerned parties
- Assess the situation (including reaching out to key personnel of those involved)
- Identify and develop commission messages
- Approve and release messages
- Monitor the situation and conduct after action review

8. RESOURCING THE STRATEGY

Resource mobilization is critical to the success of any strategic objective especially one that involves a high mass of outreach. Given that the NHRC is a relatively new institution, it is critical that outreach efforts are included in all project proposals. The Communications Directorate must be proactive in identifying funding agents, submitting concept notes on communications and outreach efforts along with the cost once a communications plan is approved. Any engagement with any audience is an opportunity to communicate and conduct

outreach and must be seized upon by having the Communications Directorate to be part of all engagements.

9. COMMUNICATIONS EVALUATIONS

It is important for the NHRC to evaluate, where possible, all its communications efforts in order to determine the effectiveness of its outreach functions and mandate of protecting and promoting human rights. This allows for improvement on future messages and activities that the NHRC may embark on. The following steps will be utilized in evaluating the effectiveness of communications:

- Identify an audience that needs to be sensitized/informed/educated
- Identify the appropriate tactic to conduct the sensitization
- Create indicators to measure impact
- Determine a baseline indicator
- Review and refine the indicators
- Conduct the new tactic adopted
- Measure the progress

10. DEVELOPMENT OF ANNUAL WORK PLAN

The Communications Directorate will develop an annual work plan along with an annual communications budget in line with this strategy. Following the guidelines set out in the communications strategy, the annual work plan shall also provide details as to specific timelines for essential communications activities such as periodic media briefings, and so forth.

11. MONITORING AND EVALUATION

The development of an annual plan will help to aid in effective monitoring and evaluation of the NHRC's communications efforts. For details, see Annex 2.

ANNEX 1: CRISIS-RESPONSE MATRIX

Crisis Situation	NHRC Emergency Response
Allegations that the NHRC is not effective	<ul style="list-style-type: none"> ➤ Reiterate the mandate of the NHRC and point to the ongoing work of the commission ➤ Highlight some of the challenges faced by the Commission ➤ Reiterate unwavering commitment to fulfilling mandate
Allegations that the NHRC is an enabler of human rights abuses	<ul style="list-style-type: none"> ➤ Acknowledge awareness of allegations ➤ Strongly deny allegations ➤ Cite legal provision that empowers the NHRC to undertake the alleged action ➤ Reiterate unwavering commitment to fulfilling mandate
Allegations that the NHRC is wrongly targeting members of the executive and their agents	<ul style="list-style-type: none"> ➤ Acknowledge awareness of allegations ➤ Strongly deny allegations ➤ Cite legal provision that empowers the NHRC to undertake the alleged action ➤ Reiterate unwavering commitment to fulfilling mandate
Allegations of wrongdoing leveled against members of the NHRC	<ul style="list-style-type: none"> ➤ Acknowledge awareness of allegations ➤ Assure the public that investigations are ongoing ➤ Cite legal provision that empowers the NHRC to undertake the alleged action. ➤ Reiterate unwavering commitment to fulfilling mandate

ANNEX 2: COMMUNICATIONS ACTION FRAMEWORK

Activity	Objective	Responsible Officer	Timeline	Outcome
Adopt communications strategy	Unify communications in line with NHRC objectives	Communications Officer	1-3 months	Approval of Communications Strategy
Develop annual work plan	Unify communications in line with NHRC objectives	Communications Officer	3-6 months	Approval of annual work plan and budget
Develop key partnerships	Lay the groundwork for effective communications	Communications Officer	3-6 months	At least one key stakeholder interaction
Initiate public relations	Effective communications	Communications Officer	3-6 months	Publication of IEC materials

