Communication Strategy Template

Situation analysis
What is the humanitarian situation on the ground?

Programmes
What emergency programmes is your agency implementing?

Programme objectives
What are your programme objectives? Are these objectives specific, measurable, attainable, relevant and time-bound (SMART)?

Communication objectives
How will your communication activities support your programme objectives? Are your communication objectives SMART?

Information needs and access
Which channels of communication are still functioning? How do members of the affected population share and receive information now? What are the information needs of the target population? Have you included vulnerable and or excluded groups? Who are their trusted sources?

What do you want to say?
What information do you want to disseminate to the affected population? What are your key messages?

Who is your target audience?
Who do you want to communicate with?
1. Primary audience
2. Secondary audience (people who act as spokespeople or representatives)

Communication methodology
How will you deliver your messages?
- Which channels will you use?
- How will you hear back from the affected population?
- How will feed back received inform programmes?

Monitoring
How will you monitor whether your communication strategy is being implemented according to plan? e.g. Do you have the staff and supplies required to carry out your communications activities? Are you reaching the people you intended to reach with the right information, at the right time? Are they able to reach you? If not, how should you change course? Which SMART indicators will you measure (on a daily, weekly or monthly basis) in order to answer these questions? What methods will you use to collect the data? Do you have the resources and capacity to collect the required data?

Evaluation
How, and when, will you evaluate the results of your communication strategy in order to learn lessons or make decisions about whether the activities should be continued, scaled-up or closed down? e.g. Have you seen the changes in the communities and/or in your programmes, that you expected to see? Why or why not? Have you seen any unexpected changes? Why or why not? Can you say that the changes happened because of your
communication activities? Which SMART indicators will you measure in order to answer these questions? What methods will you use to collect the data?

**Partnerships**
Who will help you to communicate with crisis-affected communities?

**Enabling factors**
What factors, both within your agency and external to it, will help you communicate? e.g. Good relationship with local media.

**Barriers/Challenges**
What are the barriers or obstacles that prevent you from communicating effectively? e.g. Lack of finance and support from senior managers, logistics, lack of capacity, or cultural beliefs and practices of local population.

**Plan of Action/Steps**
What steps do you need to take to achieve the above?
(This can include developing contact lists of local media, becoming fully briefed on all humanitarian programmes in the area, meeting regularly with key partners to improve coordination of information provision to and receiving feedback from affected populations, preparing and pilot testing key messages, developing Information, Education and Communication (IEC) materials based on agreed messages, and developing SMART indicators to support your monitoring and evaluation activities).