

Communications Strategy & Plan for Right to Life.

December 2016

Executive Summary:

Top priority recommendations

The full Communications Strategy & Plan (CSP) that follows provides detailed sections on objectives, strategies, target audiences, messages and recommendations for Right to Life (R2L). Subsequent sections lay out processes for evaluating the Plan's results and prioritizing recommendations to make the best use of human and financial resources.

As a preview to the details that follow, here are top priority recommendations for actions R2L can take to have the most immediate and profound impact on marketing the organization to donors and the broad community:

- *Undertake message development training with staff and key personnel to create an organization "elevator speech" and supportive messages to help lend focus and consistency to marketing and communications all throughout the outlook of R2L*
- *Enhance the Communications (Unit) capacity to better manage internal and external communications and marketing.*
- *Commit to developing an active employee communications program.*
- *Beginning of a volunteer program*
- *Equip staff, volunteers and staff to articulate and promote agency messages by providing them with tools and training.*
- *Invest in a complete professional redesign, reorganization and rewrite of the website.*
- *Revitalize and redesign publications.*
- *Take advantage of cross marketing opportunities – capturing participants in one program as a premise to inform them of other products of the organization.*
- *Provide more training and time towards enhancing the R2L brand on Social Media aimed mainly at brand promotion and donor contribution.*
- *Invest in a payment's portal that would attract donors and possible individuals in order to enhance public donations.*

Purpose and background

The purpose of this CSP is to provide a focused, integrative approach to marketing and communications in support of the mission of R2L. It was developed following personal interviews and meetings with the Senior Management & staff members; an in-depth review of dozens of reports, surveys, publications and other documents; a scan of local news media coverage over the past two years; and general observations, expertise and experience.

The observations, objectives, strategies, messages and recommendations that follow set an ambitious agenda for communications work. Given the realities of human and financial resources, along with other organizational priorities, it should be understood at the outset that R2L likely will be unable to follow every recommendation in this Plan over the next year or even two or three years. Therefore, the recommended processes and recommendations that follow should be prioritized to more strategically align communications activities with the organization's short- and long-term overall goals.

A final section of the Plan sets forth a process for prioritizing the recommendations within realistic resource parameters.

Organizational analysis

In the initial onset of the organization's outlook, the words "Right to Life" sparks an awareness of right to live, meaning of an organization that is working towards defending the right to life of all human beings from conception until natural death. It does not initially spark a view on human rights per say. This in return provides an additional challenge to R2L in promoting its core values and principals to the public to raise awareness on its core beliefs and activities. It is also evident that in Sri Lanka the need for an organization like R2L is purely based on the fact that the human rights record for Sri Lanka is poor. An organization that provides information on human rights in the grassroots level is vital hence upholding the need for an organization like R2L. However it is important to note that with advocacy by R2L to the Government of Sri Lanka and in return ensuring that the human rights system develops better, the need for R2L itself diminishes. This poses a serious risk to the organization's lifespan hence it is vital to have a relook at the organization's core values and goals to reflect towards a model of providing a long lasting service to the public of Sri Lanka.

After initial discussion with the Senior Management and Staff Members it was evident that the pool of human resources at the organization is scars, mainly several people

tackling many jobs towards the success of the program. Thus far analyzing the work done in terms of public awareness and communications, it needs to be emphasized and celebrated the hard work of the current employment at the organization that has done a tremendous amount of work with little resources. However it is vital to understand that this trend has only bore a certain amount of results and the objective of this plan is to enhance that results beyond further, hence prompting towards tweaking its approach and outlook to ensure that it can reap better benefits.

After analyzing much of R2L's work and programs its evident that R2L through the years has expanded upon its traditional core mission to meet emerging needs. New programs have developed, while the traditional core-mission programs have become virtually free-standing entities. As all these programs have evolved, they have taken on their own goals, communication styles and marketing activities. "Silos" have developed among certain principals towards work and as a result, R2L as a whole lacks a cohesive identity.

Add to these factors the typical nonprofit issues of not enough money, time or staff to get the job done, and the challenges of creating a recognizable local brand identity and a strong marketing communications program are heightened.

Competitors

To best distinguish itself from these competitors, R2L must articulate (a) the unique and defined need it meets in our community and (b) how R2L addresses that need better than anyone else. Human Rights Information awareness among grassroots are core services that give R2L a competitive edge when it comes to (a). The organization has a long history and solid reputation that rivals its competitors' in this area. The question of (b) requires deeper analysis as part of the organization's strategic planning process. Can R2L venture into new areas of focus? Can it provide more information to different groups? Can it attract the youth market in Sri Lanka? Can it provide more information to the middle income families and provide a platform for them to raise their questions?

While some of these questions will be addressed in this document recommendations, the viability of programs and services are best determined by R2L ongoing long-term strategic and financial planning processes.

Objectives

- Add consistency and cohesiveness to communication activities and messages across all programs and departments of R2L.
- Identify the unique “products” of R2L – what the organization does better than anyone else – and mechanisms for selling it to targeted audiences.

Position R2L as...

- ... a human right’s organization that meets local needs, while maintaining the connection to the broader national and international human rights agenda of similar Global entities (Asian Human Right’s Commission)
- ... the premier organization the community turns to in to when their basic human rights are violated for provide more support towards enhancing the knowledge of human rights in key demographics.
- Assist in meeting organizational goals of developing stronger relationships with donors and the community, diversifying the fundraising base, retaining staff and introducing a mechanism for volunteers, and continuing excellent service delivery.

Strategies

- Provide a foundation for developing clear and compelling messages that can be delivered consistently by Management, staff, volunteers and other supporters.
- Create a structure, processes, training and tools for ensuring more consistent communications that recognize limitations of resources.
- Tear down silos and foster better communication and cooperation across departments.
- Enhance cross-marketing of programs and services to meet multiple objectives and audiences.
- Enhance donor funding and donor base

Audiences

The CSP emphasizes the following key audiences:

- People who are in need of human rights information
- Victims of Torture
- Victims of Labor disputes and human rights violations
- General Public
- Human rights activists

To those audiences we add the broader audience groups of:

- Donors and prospective donors
- Clients
- Corporate Sector
- Ethnic Communities
- Younger donors
- Youth & School Children
- University Students

Messages

R2L leadership, employees, volunteers and advocates must be able to articulate messages that clearly convey the benefits and impact of the organization on critical community needs. To ensure that these messages best reflect those benefits, as well as reflecting the passionate commitment of those who speak them, they can only be developed by those who know and love the Organization best.

These messages below are just examples. These needs to be developed collectively with all interested parties concerned. These internally-developed messages might include elements of the following:

- *If you are person who's human rights have been violated by anyone, we'll be here to advise you, help you and assist you in order for you to claim your rights.*
- *Right to Life aims to promote respect for human rights across Sri Lanka*
- *When your rights are violated Right to Life will be your guiding force.*
- *Respect Human Rights, they are about you.*
- *Your contribution to Right to Life will help us to intervene for many who's human rights are violated.*

Methodology

general recommendations

1. Logo (Something to think about)

The current Logo of R2L is providing the organization visually some limitations. The logo currently used is confusing to people mainly because there is no consistency. If you look at the website of R2L there is no sight of the original logo of R2L which depicts a world in a red square. Instead of that you have a logo which spells out the word "reform". Once you click on the Facebook Page you have another logo which not consistent with what is there on the website. More so that particular logo looks as something that was taken out from Microsoft Word clip art. These types of visual elements specially for the organizations logo or identity makes it hard approach towards a professional market.

A logo should be created with the organization's view at hand where everyone who's currently are at the workforce take the time to identify as to what should represent them and their work. Below are some items to think about when designing a new logo.

- Your organization's logo offers the world a glimpse of who you are and what you do. It should not just be instantly recognizable but also offer a clear and compelling narrative that people will remember.
- Too often, nonprofits attempt to do too much with a logo, or they use generic, ubiquitous, and clichéd visual motifs that ignore what makes a group special.
- Use shapes that have meaning.

If you are going to use multiple shapes, colors, etc., then know why you are doing what you're doing. Every element counts, and you should be able to explain to anyone what each piece means.

- Personality matters.

When designing see whether the logo matches what you are telling to the world. When talking about human rights your logo cannot look like an advertisement for barbie dolls. The subject matter and the visual element of the logo should go hand in hand to depict the content of what you are professing to the world.

2. Conduct "Heart-and-Soul" message training for the leaders and employees and stakeholders of R2L.

In the first phase of this training, the management, and stakeholders work together to articulate "from the heart" the benefits and impact of R2L in our community and how to convey that message to different audiences.

The results of this session should be to generate a (1) standard boilerplate language that can be used in printed materials to describe R2L and (2) a suggested verbal "elevator speech" that can be personalized by each individual to deliver a consistent message.

In the second phase, employees/departments & Volunteers develop their own elevator speeches to describe the way their work uniquely advances the organization's mission. By learning to more vividly articulate their roles in the broader R2L mission, employees become more effective spokespeople for the organization in both their professional and personal lives.

3. From the messages developed through “Heart-and-Soul” message training, craft overall organizational messages.

The results of the first phase of training described in #2 will fuel comprehensive message development. These messages can then form template language that can be included in individual program communications to constituent audiences. While messages to different audiences will certainly vary depending on the purpose of each communication – a donor appeal won’t be the same as a flyer marketing workplace presentations to employers – the overall themes, tone and descriptions of R2L impact will remain consistent.

4. Equip Management, volunteers and staff to articulate and promote R2L messages by providing them with tools and training. Activities might include:

- a) Conduct public speaking training.
- b) Train staff and volunteers on how to identify compelling beneficiary stories to use in profiles that tell the R2L’s story through its impact on people and our community. Also train them in how to ask beneficiary to participate.
- c) Develop a presentation that can be delivered to community groups.
- d) Create, manage and promote a speakers database.
- e) Produce a general R2L brochure with a new consistent design. *No single publication currently exists to describe R2L and its programs/services to broad and multiple audiences.* This limits the ability of formal and informal advocates to widely promote the organization’s to potential donors, partners and clients.
- f) Cross-market R2L’s services and programs by distributing the new agency brochure at every opportunity – to class participants, activists, meetings, possible donor meetings, mailing lists, the web, social media & through volunteers & staff.
- g) Develop a one-page R2L fact sheet that describes Who We Are, What We Do, How We Do It, How We Got Here, Who Leads the Way and Where to Find Us.
- h) Print business-card-size cards with the new R2L’s elevator speech on one side and key messages on the other that can be carried in wallets or pockets.

5. Expand the capabilities of the Communication Department to better coordinate internal and external communication.

It's vital to think about ensuring appointing a single person along with several volunteers to assist in this department. Despite this might prove to be an added challenge in finding suitable funding in order to ensure a continuity of a person for a longer period of time, it is vital that there's consistency of having at least one or two dedicated staff in order to manage the public and donor communication.

While assigning tasks of communications to normal staff members, who do a good job in reaching its priorities, little time remains to devote towards enhancing donor relations and brand building. As a result, individual departments fend for themselves, often resulting in inconsistent and unprofessional communications.

Responsibilities for a communications officer and an assistant might include:

- Overall departmental management and strategic communications planning
- Training of Comms volunteers
- Fundraising event support (videos, speechwriting, message development, etc.)
- Brand management – Review and oversight of all major communications vehicles, including fundraising appeals
- Implementation of other Marketing/Communications Plan tactics
- Enhanced and regular proactive media relations
- Reactive media relations
- Coordination of community events (centralized scheduling and support for employees and volunteers who staff booths, make presentations, etc.)
- Support for other departments' communications activities
- Newsletter (planning, writing, editing, coordinating production)
- Website (overseeing redesign, regular updates, writing, coordination)
- R2L's publications such as program brochures, event flyers, annual report, etc. (writing and/or editing, coordination of production)

6. Create and implement an advertising campaign to market services and build awareness of what R2L means to our community.

As noted earlier, most people know – or *think* they know – what R2L does. But the public perception that the organization and more so towards enhancing donor contributions the information and service provided by R2L need to be stipulated and made aware of. It is possible that a local campaign could be built upon a National ad campaign, whose theme is “Respect Human rights they are about you...” which could be publicized through brochures, videos, social media and the website.

7. Follow a planning process and use a design template to add consistency to program brochures and flyers.

Many individual programs produce their own brochures and flyers and booklets, contributing to the organization’s lack of consistent messaging and branding. Ideally, all these materials would be centrally written, designed and produced. Whether resources allow such centralization or whether program staff continue to produce their own materials, a planning process should be used to better focus messages. A planning process would be facilitated by the communications unit and would take staff through these questions:

- Why do you want to develop this publication? What is the purpose?
- Who is the primary audience? Who are the secondary audiences?
- What do we want these audiences to do and/or know as a result of reading this publication?
- What is the single most important main message we want to convey?
- What are two or three secondary messages we want to convey?
- How can we creatively execute the messages?
- How long should we expect to use the publication? What is its shelf life?
- What is the budget for a publication?
- What choices of design, color or paper will best execute the message(s)?
- What quantity of publications will we print?
- What is the target completion date?

- What is the review process for the publication? Who must sign off on content and design?
- Are there any other important considerations?

In addition, a design template that sets basic standards (such as including the logo and boilerplate language in all brochures) should be created in Word to lend design consistency. The graphics designer who produces a general agency brochure can create this Word template to reflect design elements of the agency brochure.

Similarly a design process should take place for digital mediums as well. When promoting videos and documentaries the below questions needs to be address along with the one's asked above.

- Who's the target audience ?
- What type of information should we include in this?
- What type of video should we do? Documentary? Explanatory? Cartoon?

8. Combine databases to enhance cross marketing.

It is vital that all departments of the organization, be it programming, logistics or service delivery of R2L, everyone have their contacts and connections. All these needs to come to one database that has all the information and can be accessed by anyone. Potential donors, stakeholders and beneficiaries all their information should go into one database, eventually allowing you to cross promote your work among these masses.

Website

9. Redesign, reorganize and rewrite the web site.

R2L's website is functional and informational. Its strengths are its depth of information and the ability for readers to search for as an archive of information of past events. Its weaknesses lie in its cluttered appearance, difficulty of navigation (it takes too many "clicks" for readers to find what they're looking for), and its failure to make an emotional impact on the reader. Most of the time the stories are written in a political aspect rather than the human aspect. The main disfunction of the website lies with the fact that it does not appear to be under the name "Right to Life" as the website has been renamed to "Reform", which confuses anyone. A decision by the management has to be taken as to whether this could be changed to the name of the organization or whether there would be an alternative. Also the attempt to provide information in dual languages have failed immensely as the English component of the site (which would be the ultimate donor reference) does not include current and adequate information on activities like the one in the Sinhala website. A decision too has to be made on this as to whether both languages are been covered or whether you would choose to one language and manage it better.

R2L should invest in a total professional makeover of its web site. Content should be rewritten to reflect the messages developed in #2 and #3. Navigation should be enhanced by more efficiently organizing the site with fewer home page headers and buttons. Instead of allowing individual programs and departments to create their own updated pages, responsibility for maintaining and managing web content should be centralized to the Communications Officer and a process developed to ensure consistent messaging and regular updating.

Consulting with a professional firm for a makeover will provide detailed suggestions for improving the design and navigability of the site. Here are a few initial ideas:

- Rewrite content to add more vivid descriptions of R2L's impact on our community. Approach content from a "what's in it for me" perspective – showing how the different programs, services and opportunities meet people's needs instead of simply providing information or describing programs.
- Edit home page buttons/content areas to better attract readers. <http://www.amnestyusa.org> is a good example of using the visual medium in human rights activities. It's choice of colors and images provides a good visual impact to the visitor while ensuring that the topics you are passionate about are exchanged with the visitor.

- Add beneficiary profiles and personal stories to each of the pages that describe services. Also think of adding the stories of people who work at R2L giving an internal perspective to the visitor.
- Provide more easy-to-find information that invites readers to browse useful tips such as "What are your rights at the office," "Know what to do if you are a victim of torture, and so on.
- Invest in a donation's portal. This is vital in order to gain public funding for programming. This topic needs to be discussed by the management of R2L and a decision should be taken immediately. The main reason for donations on a website is to allow people from all around the world to donate to R2L when they see a passionate story on the website. And the donations needs to be secured and used and accredited by an accepted bank in Sri Lanka.
- Add a **Donor Honor Roll** page that recognizes major donors.
- Offer corporate donors the ability to place their logos on key pages for specific contributions; include logo placement on the web site as added value for major event sponsorships.
- Include testimonials from donors on the Donate page to better articulate to potential donors the value of supporting the cause of R2L.
- Open up a sign up page to accept volunteers. By allowing a volunteer program for R2L would enhance the ability of people across the world who are passionate about human rights and who wants to spend their time productively to choose R2L for their service. This would also allow you to meet new people with various capacities from across the world.
- Include testimonials from volunteers on the Volunteer page to better entice people to sign up.
- Add a staff directory organized by department containing telephone numbers and email addresses of all employees. Include photos and short bios of senior management staff.
- Ensure all social media sites used by R2L is clearly displayed with links to them allowing people to engage. Also ensure that when writing stories at the bottom of the page to have the social media sharing tabs so that stories can easily be shared on visitor's social media sites.

10. Publications & Newsletters

All publications needs to follow a template. A design that is clearly identified as a part of R2L publications. It should have a very distinct bold design. This designing process can be part of the initial discussion when deciding on the logo.

Switching to an e-newsletter would allow the ability to share the story and the content with much ease. Utilizing a site like MailChimp would allow you to share your newsletter with a larger audience and could be used to share the same with potential donors outside Sri Lanka.

11. Social Media

The importance of using social media in today's world is nothing much to emphasize. Everyone knows the impact it can have and how much its vital to today's non profit organizations. To R2L social media can be used to tell and share the story of people that R2L assist and ensure that your message goes beyond the shorelines of Sri Lanka.

It's vital to note that Social Media cannot be a stand alone function. It should be integrated to daily communication work of R2L and it should be part of every program that is been carried out by R2L.

Here are something to consider then engaging in Social media.

- Determine What You Want to Accomplish
- Identify your target audience - youth, school children, other similar organizations, potential donors, individual giving.
- Choose the right network - don't exhaust all avenues. See which would work best for your organization. Wether its Facebook or Twitter or another.
- Decide how you would be disseminating the message and at what frequency.
- Ensure that your posts are call for engagement and allow people to be part of it rather than trying to make it like a media release.
- Track and measure your results.

Donor relations/fundraising

11. Launch R2L's own donor appeal program.

As many non profit organizations who have a legitimize cause now do have an appealing system in order to generate funds for their causes. After discussing initially with the R2L staff it's evident that they were part of the Asian Human Right's Commission's appeal process who they tag along with in order to generate certain amount of funds to causes in Sri Lanka. The time has come for R2L to think of their own appealing process and how this could be done. When an incident or a cause is determined by the organization then use the database of contacts (earlier suggested) to send in this appeal. These appeal can have the story of the cause, an action plan and activities and a methodology of how people can donate back. With the website used as a key portal in collecting donations, the appeal can generate more funds locally and internationally. Appeals can be launched to various causes that R2L choose to pursue.

- Vary the look of the appeals, while still maintaining brand consistency. Because there are so many, sometimes even two a month, donors may grow bored with them or inured to their impact. A change in look – adding color, highlighted quotes, boxed client stories, photos – to appeals could help them stand out.
- Describe R2L's impact through stories about the people it has helped. If many donors are unaware of the R2L's services, why not include a profile a person who was tortured and how R2L helped him/her to regain his/her rights.
- More directly personalize, localize and specify the "ask." Emphasize the local impact and more specifically describe the way donor money changed people's lives.

12. An annual event to celebrate the hero's of human rights.

Host an annual event (dinner / award ceremony) that would provide a meeting place to various interested parties of R2L and give them a cause to celebrate. Most NGO's around the world host an annual charity dinner where a plate of food for that particular night is sold at a higher price which will be channeled towards a worth cause. R2L can also recognize business and individuals who are out from the R2L circle who have worked hard for human rights of Sri Lanka or a small event that a person or an organization has done in order to ensure better human rights. Not only does this elevate the persons interest in working with R2L, it also creates a better image for R2L with various parties.

13. Create a Video to use at various occasions, with major donor asks, at events and more.

A brief (7 or 8 minute) overview of the impact of R2L – told through beneficiary stories – can have many uses. It can succinctly set the stage for a personal appeal to a major donor, introduce discussions about R2L involvement/donations at a event, orient new staff and volunteers, and so on.

14. Partner with various organizations out of your human rights circle.

Make an attempt to share the R2L story with various organizations that has nothing to do with human rights. Despite their non partisan to the cause they can be major donors of the organization. Many big corporates wants to be affiliated with causes that aids people in order for them to look better. Their CSR programs are targeted in order to ensure that they do not see as just money makers but eventually giving something back to the community. R2L can capitalize on these aspect by partnering or allowing discussions with such organizations.

Public relations

15. Create topical presentations for delivery to businesses and civic groups.

Business and community groups are more likely to respond positively to a request by R2L to give a presentation if the topic is of broad interest. Instead of asking, "Can we come to speak to you about R2L?" develop presentations on topics that hold wider appeal: "Keeping Your Employees Safe at Work", "What rights do your employees have?" etc. Include messages about R2L when discussing these issues. Use the video recommended earlier to describe "our organization's proven-effective approach to solving these kinds of social and business problems." Develop PowerPoint presentations for each topic and have a uniformity.

16. Invest in a conference display for events and presentations other than of R2L.

Design and purchase a portable display and equip people with the display and a "kit" with a banner, table skirt, brochures and other materials that will enable them to present a professional image of R2L at events other than the ones organized by R2L. See where you can be part of in other organizations and their events. And when you have been requested to be part of someone else's event, ask to see whether you are allowed to put up a stall of your own or whether you can share some materials that would enhance the R2L brand.

17. Organize a public forum on the status human rights in Sri Lanka or another topic that would attract the attention of the people.

Invite key opinion leaders, human resource directors and CEOs of major businesses, government officials, and leaders among other nonprofits, philanthropy, education, human services and media. Gather and present facts, figures and statistics. Organize the event into presentations/questions/answers on both problems and solutions. Have a high-profile person to discuss further on the matter. What this does is it create an awareness of the R2L brand among the masses that R2L would be bound by in approaching.

18. Present a report to the Government and the news media on "Human Right's Record for that particular year."

Base the written report on the findings and comments that result from the public forum. Highlight R2L programs and services approach as part of the solutions. Unveil the report at a news conference and distribute it to donors and prospective donors, potential workplace training clients, government officials and more.

19. Take part in public forums on human rights and other causes of R2L.

Seek towards various medias in order to see the possibility of taking part in public forums organized by them. Here discuss the importance of the work carried out by R2L and how important it is for the public to be more aware and to get to know about their rights. The Radio show and the paper article on Ravaya suggested during the initial meeting can be of a good example.

Media relations

20. Create a database of contacts of media personnel in Sri Lanka and abroad

Its vital that a database of this sort is maintained. All people who have personal or professional connections can pitch in to create this database that would allow the communications unit to disseminate the key messages of R2L in a moment's notice. This would also allow the unit to be more flexible in pitching what type of stories to what type of media.

21. Publicize Local Heroes and human interest stories through individual news releases.

Get more mileage out of coverage by targeting individual feature articles, with photos, to specific newspapers. Send articles on people of minorities to publications serving those communities – Tamil daily news papers, Muslim Regional newspapers.

22. Media visits

Once you identify a group of journalists who are more sensitive to your cause through the database, then invite them to activities when you are carrying them out. Take them with you to the site so they can witness as to what you do on the ground and how to help to get your story out. This will allow the journalists to foster a better story, rather than to follow a media release.

Evaluation measures

Measuring results – the number of media mentions, community presentations, Website hits, new donor relationships, etc. – will be useful in evaluating this CSP.

However, true success lies in determining how communication efforts have advanced R2L's organizational mission and goals. Did the demand for human rights programs for torture victims receive the attention it needs to? Have more employers accessed to educate their employee of their rights? How much of donations are we receiving? These most critical questions cannot be answered by counting news clips. Although marketing and communications are not solely responsible for achieving organizational goals, they should be considered in concert with other program/organizational evaluations to judge overall effectiveness.

From a subjective standpoint, this CSP can be evaluated to help determine if resources devoted to implementing recommendations have produced results. In some cases, this evaluation may be as simple as looking at an activity and saying, "We did it." For example:

- Communications capacity was expanded
- Senior Management and staff are aware of key messages.
- Publications and website were redesigned.
- The new logo is a hit with many mediums

- Social media channels have a uniformity in presenting stories and success of the organization.

Other recommendations lend themselves to more concrete measurement. For example:

- The number of workplace presentations increased by ___% (communications efforts evaluated in conjunction with other organizational activities).
- The number of new donors increased by ___% (communications efforts evaluated in conjunction with development activities).
- Partnerships with other organizations increases and more media cover towards cause of R2L (communications efforts evaluated in conjunction with development activities).
- __ corporate and community presentations were delivered.
- __ beneficiary stories were identified.
- News and feature stories in the media accurately reflected R2L messages.
- More reporters contacted R2L proactively for stories on issues affecting human rights and labor rights.

Ongoing evaluation should be a part of the implementation of every communications methodology. A comprehensive evaluation covering the above elements should occur at least annually and coincide with budget development for the following year's planned activities.

Prioritization process

The strategies and recommendations outlined in this CSP are ambitious. Given existing resources and other organizational priorities, it is unfeasible to think that every recommendation could be implemented within the next year or even several years.

Working with communication consultants, R2L can use the following process to rank the recommendations that might have the greatest impact on one or two top organizational priorities.

Step 1: Review the entire list of recommendations and determine whether they can

be accomplished with current staff, technological and financial resources or whether they will necessitate additional resources.

Step 2: Review the list a second time and assign a priority level of 1, 2, 3 or 4 to each tactic, basing the rating on how significantly the activity will impact organizational objectives.

- 1 = Move immediately to implement this recommendation
- 2 = Once priority 1 recommendations are in place or showing significant progress, begin this recommendation
- 3 = Worth considering if resources exist after we implement recommendations 1 and 2
- 4 = Definitely on the back burner, at least for now

Step 3: When Steps 1 and 2 are complete, secure cost estimates for implementing the highest- priority recommendation and determine an annual communications budget.

Step 4: Create a detailed one-year work plan to implement the highest-priority communications recommendations within the assigned budget.

Prioritization Worksheet			
Rating	Recommendation	Can do now	New Resources

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Action Plan 2017 - 2020

The following will be focused on a 3 year plan as per the recommendations given above in order to achieve the strategies set out in this document.

2017

1. Finalization of the Logo
2. Conduct "Heart-and-Soul" message training for the leaders and employees and stakeholders of R2L.
3. From the messages developed through "Heart-and-Soul" message training, craft overall organizational messages.
4. Equip Management, volunteers and staff to articulate and promote R2L messages by providing them with tools and training.
5. Expand the capabilities of the Communication Department to better coordinate internal and external communication.
6. Create and implement an advertising campaign to market services and build awareness of what R2L means to our community.
7. Follow a planning process and use a design template to add consistency to program brochures and flyers.
8. Combine databases to enhance cross marketing.
9. Redesign, reorganize and rewrite the web site.
10. Social Media
11. Publications & Newsletters
12. Create a Video to use at various occasions, with major donor asks, at events and more.
13. Invest in a conference display for events and presentations other than of R2L

2018

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2019

21. Organize a public forum on the status human rights in Sri Lanka or another topic that would attract the attention of the people
22. Present a report to the Government and the news media on "Human Right's Record for that particular year."
23. Take part in public forums on human rights and other causes of R2L