



Twinning Project “Implementation of the best European practices with the aim of strengthening the institutional capacity of the Apparatus of the Ukrainian Parliament Commissioner for Human Rights to protect human rights and freedoms (Apparatus)”

No. EuropeAid/137673/DD/ACT/UA

Activity 2.2.3. Drafting recommendations as regards increasing the efficiency of the activities of the ombudsperson on elimination of detected human rights violations, control procedures over fulfilment of ombudsperson’s recommendations, response to the Ombudsperson’s acts of submission on elimination of detected human rights violations

Title of Document	Communication Strategy
Short description of document	The communication strategy provides for guidelines on how to make the activity of the Ukraine Parliamentary Commissioner for Human Rights public and visible. The policy discusses the challenges of real communication and offers techniques and means for effective communication. Furthermore, it elaborates on the message to be conveyed, identifies the audience and specifies the outreach tools for the effective communication with the different stakeholders.
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Communication strategy

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1 Introduction

1. A communications strategy, or plan, is a document that expresses the goals and methods of an organization's outreach activities, including what an organization wishes to share with the public and whom the organization is trying to reach. Generally presented as an internal document, a communications strategy should serve as a guide for any media and public relations activities in which the organization is engaged.
2. Strategic communication is about linking the **right message** with the **right target audience** in the **right manner**. Communicating is a two-way process and a successful communication requires an audience-centered approach towards that ensures responsive feedback as opposed to one-way information relaying. Strategic Communications is a management approach whereby communications become a tool for an organization to reach its current or future goals.
3. Before creating a communications strategy/plan there are a few considerations to take into account:
 - a. **Budget:** Despite there being a variety of free communications channels on the market, it often takes money to communicate effectively with large audiences.
 - b. **Capacity:** Does the institution have the staffing ability to create, maintain, and use a communications plan? While a communications strategy is an essential part of any organisation no matter its size, the institution must have a champion on the team to lead this process in the long-run.
 - c. **Executive will:** Does an executive team believe in the value of a communications plan? It is necessary to ensure they are on board before getting started with any workshop or planning.

2 Strategic Overview

2.1 Brief description of the institution

4. The Ukrainian Parliamentary Commissioner Ukrainian Parliament Commissioner for Human Rights (established in 1998) is an independent constitutional body exercising parliamentary control over the observance of all human rights and fundamental freedoms in Ukraine (at the moment there is no specialized NHRIs in Ukraine). The Commissioner

has a national status. The whole territory of Ukraine falls within the jurisdiction of the Commissioner. The Commissioner is elected and appointed by the Parliament of Ukraine.

5. The Commissioner is not accountable to any public body or official. According to Article 4 of the Law 'On the Ukrainian Parliament Commissioner for Human Rights' (Law on the Ombudsman), the Commissioner shall be independent of other state bodies and officials in the exercise of his or her functions. The authority of the Commissioner cannot be terminated or restricted in the event of expiration of term of the authority of the Parliament of Ukraine or its dissolution (self-dissolution), declaration of martial law or the state of emergency in Ukraine or in its separate areas.
6. Interference from bodies of state power, bodies of local self-government, associations of citizens, enterprises, institutions, organizations, irrespective of their forms of ownership, their officials and officers into the activity of the Commissioner is prohibited (Article 20 of the Law on the Ombudsman).
7. The Office of the Ombudsman of Ukraine exercises functions of the National preventive mechanism, antidiscrimination body, personal data protection body, body of control over observance of the right to petition (under the Law of Ukraine 'On petitions of citizens') and the right to access to public information (under the Law of Ukraine 'On access to public information').
8. The Ombudsman of Ukraine is accredited with 'A' status by the International Coordinating Committee of National Human Rights Institutions for the Protection and Promotion of Human Rights (re-accredited in 2014).

2.2 Situation analysis

9. The success of the activity of the Ukrainian Parliament Commissioner for Human Rights depends on different aspects of communication including internal and external communication mechanisms. The lack of harmony between vertical and horizontal communication may lead to miscommunication and trigger further negative developments. Therefore, there should be a mechanism set to ensure smooth vertical and horizontal internal communication between different members of apparatus of the Ukrainian Parliament Commissioner for Human Rights.
10. The communication team should be a part of a daily planning process. By positioning itself as an expert in messaging the COMM team should be involved in each activity of the Commissioner, so they could share their insights and critical views and ensure even

communication. Furthermore, the COMM team should assess and monitor the flow of communication and be prepared to respond to unforeseen situations.

11. The current situation when the COMM team is not involved in decision-making processes or are not invited in the meetings where issues related to the dissemination of information are discussed does not contribute to the smooth communication and jeopardise it by causing miscommunication.
12. The lack of communication between different departments and existing top-down hierarchal structure also do not contribute to better communication processes. Furthermore, it prevents COMM team from being active and creative in framing and conveying messages.
13. The Ukrainian Parliament Commissioner for Human Rights will take into account the following strengths, weaknesses, opportunities, and threats (SWOT) in relation to the operating environment for the strategic communication:

<p>Strengths</p> <ul style="list-style-type: none"> • Resolute ombudsperson • Support to the leadership from the Parliament and the President 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Turbulent political environment • Weak capacity of communications staff • Poor communication with Government and other stakeholders • Lack of preparedness of the state to counter propaganda
<p>Opportunities</p> <ul style="list-style-type: none"> • To establish a dialogue with state institutions • Increase effectiveness of cooperation with newsrooms 	<p>Threats</p> <ul style="list-style-type: none"> • Political and security instability • Weak governance and fragmentation within line ministries • Media sensationalism and inaccurate reporting • Lack of media infrastructure, especially in rural • Intrusion of a foreign state into domestic life of Ukraine

2.3 Objectives

2.3.1. General Objective

1. The Communication Strategy will provide a basis for the Ukrainian Parliament Commissioner’s Strategic Communications and the advancement of development results as defined in the Strategic Plan of Activity of the Ukrainian Parliament Commissioner for Human Rights. The strategy will operate to increase the capacity of the communication team of Ukrainian Parliament Commissioner for Human Rights to be able to speak with clarity to target audiences.

2.3.2. Strategic Objectives

2. Improve public perception of the Ukrainian Parliament Commissioner for Human Rights among society and key media groups.
3. To raise public awareness of human rights and freedoms to drive society to be active in defending human rights.
4. To increase the awareness of the activities of the Ukrainian Parliament Commissioner for Human Rights in disseminating decisions, recommendations and outcomes of human rights monitoring visits.
5. To encourage the dialogue between society and authorities by promoting good governance principles.
6. To give publicity to human rights violations, which were observed in different detention places.

2.4 Target Audience

7. This strategy aims to reach out to the following target audience:

External	Internal
1. Government (Executive, Parliament, Judiciary)	1. The staff of the Ukrainian Parliament Commissioner for Human Rights
2. Authorities and civil servants	2. Parliament members the Committees of the Parliament and staff of the Parliament.
3. Civil Society Organizations (CSOs)/NGOs	3. Representatives of the Ukrainian Parliament Commissioner for Human Rights in the regions
4. General public, youth, communities and beneficiaries	
5. Media Practitioners/Media Houses	
6. Opinion leaders	
7. Research and educational institutions	

8. Stakeholders (international organizations, representatives of foreign countries, etc.)	
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2.5 Promote the image of the Ukrainian Commissioner for Human Rights

8. Organizations must strike the right balance in using all the tools at their disposal to create a positive image of an institution. There are so many avenues available for the leadership of institutions they represent to reach out to their audiences. Still, the Web and social media have offered in helping organizations get their message out, it has made it easier for the audiences (stakeholders and public) to get information easily. However, this information should be well managed and processed:
 - a. **Active Social Media Presence** - Every organization in the modern world needs a social media presence. This is more than just throwing up a Facebook or sending out self-promoting Tweets on occasion. Social media allows for targeted groups and interaction. Someone inside your company should be populating any social media presence regularly. They should be responding and interacting with the community. And they should be pushing out content that is both educational and relevant and aligns with your activity of the institution.
 - b. **Website Appearance** - A website may be the first impression a potential visitor has with an organization. The website should be dynamic, contain updated news or information of the activity carried out, and include any relevant content feeds or blogs. It's a platform for someone to get to know Commissioner's office better. The website should invite them to come in and learn more. Having a poorly designed or out-of-date, stagnant website will turn away any of concerned visitor.
 - c. **Thought Leadership** - Take a close look at the content your team is conveying out. Smart organizations use these avenues to push out educational content— news on human rights achievements, analysis, research, etc.
 - d. **Culture of an Organization** - Word spreads fast nowadays. Employees who have a positive work experience share it through their own social media channels and word gets around. Conversely, employees who are treated miserably or feel taken advantaged of also share. How you lead the organization is on display for the world to see. Stakeholders will want to do collaborate with like-minded organizations that share the same values.

- e. **Leadership Access** - Just as every employee is an extension of his or her organization name, the same is true for the executives. The leadership should be working with promotion to get the name and face out as a trusted human rights leader. This should include social media, speaking engagements and accessibility to the press. The leadership should be speaking at human rights conferences, participating in roundtables and discussions.
- f.

European ombudsperson Emily O' Reilly on a daily basis speaks at the different conferences and organizes different events to promote ideas and values of European ombudsman institutions. Furthermore, she is expected guest to give keynote speeches and addresses. Please see address by Emily O' Reilly to Irish Women Lowers Association <https://bit.ly/2PZwpFD>

2.6 Key Messages

- 9. Key messages are the foundation for all Ukrainian Parliament Commissioner for Human Rights messaging. The content of messages depends on the level of knowledge of audiences, their expectations and the purpose of the communication. Communication will be tailored as follows:
 - a. The Ukrainian Parliament Commissioner for Human Rights is a human rights institution aimed at human rights promotion and observance of human rights in the country.
 - b. Every single person is important and so each complainant is given due attention and time.
 - c. The Ukrainian Parliament Commissioner for Human Rights seeks that each public authority serves the people seeking the solution of the complainants' problems through joint effort.
 - d. The Ukrainian Parliament Commissioner for Human Rights are against bureaucracy for person's right to good public administration.
 - e. The Ukrainian Parliament Commissioner for Human Rights promotes democracy, human rights and upholds with the aim of upholding the rule of law in Ukraine.
 - f. The Ukrainian Parliament Commissioner for Human Rights in partnership with the NGOs and other stakeholders lead to a collaborative, more efficient observance of human rights in the country.

- g. The Ukrainian Parliament Commissioner is committed to promote Good governance principles with the aim of preventing bureaucracy with an abuse of power by officials.

2.7 Channels and Tools

10. By Implementation of this strategy requires the use of different channels and tools, both traditional and new ones. Selection of the most suitable communication vehicles depends on what message or issue needs to be addressed and what audience is a target. A list of communication channels includes but not limited to:
 - a. Traditional media: Radio, television, newspapers;
 - b. Internet based media: News websites, social media - Facebook, twitter etc;
 - c. Ukrainian Parliament Commissioner for Human Rights website;
 - d. Events: Press conferences, campaigns, launches, workshops, field trips, trainings, open-days, advocacy meetings;
 - e. Publications: Newsletters, magazines, books, etc.;
 - f. Face-to-face communication: at various events, trainings, meetings, phone calls;
 - g. Direct dissemination of publications, reports and other information materials: through email, launches, workshops, round tables, etc.

See the channels/audience matrix in Appendix 3.1.

2.8 Planning an awareness raising campaign

11. Most awareness raising campaigns will involve multiple audiences, objectives and approaches, tight deadlines that have to be met, and some measure of accountability for resources employed: for example, funds provided by government or civil society. To give a campaign the best chance of success therefore, it is critical to undertake careful and detailed planning.
12. Think back to MAST (Message, Audience, Strategy and Timing) and consider now the following simple questions in relation to your campaign:
 - a. What is **the central message** or messages of the campaign?
 - b. What are the **goals or objectives** of the campaign - what will a successful campaign be seen to have achieved when it is complete?

- c. Is government, civil society or community **authority** or endorsement required to run the campaign nationally and locally?
- d. Who will comprise the **target audience** or audiences for this campaign?
- e. What will be the overall **reach** of the campaign - realistically, how many people in the target audience or audiences will be exposed to the central message of the campaign?
- f. What **communication strategy** will be most effective for reaching the intended target audience or audiences - to increase the reach of the message and enhance audience understanding?
- g. How much **information** should be provided in support of the message? Our aim should be to inform and educate our audience, not overwhelm them with spurious facts and figures.
- h. What **level of public involvement** will be necessary to ensure success?
- i. What **influence over** the campaign is the target audience likely to want or need in return for their endorsement and/or involvement?
- j. What **timeframe** is involved - when will the campaign begin and end?
- k. How will the stakeholders responsible for the planning and delivery of the campaign know that it has been a **success** - how will the campaign be monitored and evaluated?

See Campaign Action Plan Template in Annex 3.4.

2.9 Tactics /Ground Rules for Communicating as One

13. In Communicating as One, the staff of the Ukrainian Parliament Commissioner for Human Rights should:

- a. Emphasise on the shared values, norms and standards of the Ukrainian Parliament Commissioner for Human Rights;
- b. The messages should be consistent with agreed position of the Ukrainian Parliament Commissioner for Human Rights and should complement joint aims of the institution;
- c. Share responsibilities to ensure consistent and coherent messaging and communications;

- d. Coordinate and share timely information with all members of press secretary of the apparatus of The Ukrainian Parliament Commissioner for Human Rights, particularly on joint activities and specific communication activities covering critical or sensitive issues or issues that may have wide implications.
14. The strategy also promotes coordination of a series of common support functions to synchronise media practices. Some of the common support functions include:
- a. Media contact list;
 - b. Media reviews and monitoring;
 - c. The Ukrainian Parliament Commissioner for Human Rights perception survey;
 - d. Event calendar/ The Ukrainian Parliament Commissioner for Human Rights priority days;
 - e. Harmonisation of media practices and training (alliance with media).

2.10 Identify effective channels

15. Communicators need reliable channels for reaching decision-makers, disseminating messages and distributing materials. To identify the best available messaging pathways, communicators should analyse the audience's access to different channels and its preferences. When developing communications strategies, Commissioner's communicators should consider a channel's reach and influence, for example:
- a. mass media channels, such as radio, community billboards, and posters on public transportation, have broad reach and can increase issue awareness;
 - b. the effectiveness of mass media channels can vary depending on the target audience and the presence of mass media in their community;
 - c. local radio can be a good channel for disseminating urgent public health information in specific locations; and
 - d. interpersonal channels are especially important when trying to influence attitudes and encourage wider adoption of health behaviours.

The Danish institute for Human Rights (NHRI) has developed a Communication and Visibility Plan which contains a communication strategy (chapter 1), an action plan for implementation (chapter 2) and an overview of allocated communication resources (chapter 3). Please see <https://bit.ly/2O9phVH>

2.11 Effective communication with stakeholders and media

16. Effective interaction with the Parliament:

- a. presentation of the annual and special reports and carrying out of monitoring of implementation of the recommendations given by the Commissioner;
- b. providing conclusions concerning the laws adopted in the first reading, and the registered draft laws which are of considerable public interest;
- c. conducting joint activities with the parliamentary committees, MPs and the parliamentary staff.

17. Effective cooperation with the international governmental and non-governmental organizations, human rights coalitions and networks:

- a. submission of reports on observance of human rights in Ukraine, including fulfilment by Ukraine of international obligations in the sphere of human rights;
- b. organization of joint events (participation in events and programs, engaging into events of the Commissioner) with the international governmental and non-governmental organizations, human rights coalitions and networks.

18. Public awareness and education on human rights:

- a. Work with professional and target groups (judges, employees of penitentiary system, heads of places of deprivation of liberty, representatives of the local self-government bodies, journalists, students) to increase their professional level in the sphere of human rights by carrying out training programs in the sphere of human rights and providing relevant explanations.
- b. Work with public and civil society organizations with an aim to increase the level of legal culture and legal knowledge by general informing (mass media, printed materials, site, social networks etc.)
- c. Preparation of op-eds to raise awareness on human rights and inspire a dialogue within society.

19. Strengthening the existing ties with media organizations and news outlets and keeping the media informed of Commissioner's work. Positive media coverage is what shapes the public perception towards an organization. To achieve positive, favourable and accurate media coverage of activities, events and activities of Commissioner, it is essential to build

strong and close ties with the media organizations, while also understanding the vibrant political culture within the Ukraine and how the media operates in the country. Lessons learnt suggests that any shortcoming in this end results to undesirable results such as inaccurate media reports, poor or no visibility of activity of the Ukrainian Commissioner Human rights in joint initiatives and wrongful representation of the Ukrainian Commissioner for Human rights.

20. Enhancing the visibility of the Commissioner by communicating results, ongoing projects and messages through media interviews, press releases, open-editorial articles, website stories, informative videos amongst others. External communications and information dissemination, specifically those relating to ongoing projects and activities, should always be an ongoing process. Therefore, it is important to have updates and future initiatives planned on a specific project or program on a regular and consistent basis presented in the form of news stories, press releases, op-ed articles, Facebook posts, tweets and if possible, videos and visual presentations.
21. Utilize social media channels to further expand the Commissioner's outreach and to disseminate messages, results and activities. Ukraine has a large internet penetration, with a significantly large community regularly or on a frequent basis access popular social media channels such as Facebook and Twitter, etc. Utilizing social media networks to relay the Commissioner's information allows the COMM team to tap into this audience and by using existing marketing tools offered by such social media services would further allow COMM team to increase Commissioner's outreach for a minimal expense.

2.12 Evaluation

22. Evaluation of communication can be conducted at any point along the logic model and can include finding answers to the following questions:
 - a. Were communication activities completed? (Activities).
 - b. Were the required numbers and types of products developed? (Outputs).
 - c. Did audiences take recommended actions or demonstrate new awareness/skills? (Outcomes).
 - d. Were health goals achieved? (Impact).

23. Evaluation at different points in the process of a campaign or multi-step communication intervention can inform next steps and future outreach. Ideally, monitoring and evaluation should be embedded from the very start of planning as a core element of a campaign.
24. There may be three core steps to evaluate the success of the communication:
- a. Formative or baseline evaluation is carried out before a project is implemented. This type of assessment is conducted to establish the existing status of the target audience and informs the focus of the campaign or intervention.
 - b. Mid-point evaluations are conducted as the project progresses. They establish if a activity is advancing towards its goals. Mid-point evaluation can help build confidence in the project among organizational leadership and partners, increase support for its continued implementation or expansion to other sites. Mid-point evaluation can also identify problems or barriers in the project, pointing to needed corrections or modifications.
 - c. Summative evaluation is conducted at the end of an activity to compare outputs and outcomes with baseline measures. Its purpose is to establish project success and can support success stories and lessons learned.

3 Annexes

3.1 Appendix: Channels/Audience Matrix

Channels & Tools		External Audience								Internal Audience		
		Govt	DPs	CSOs/ NGOs	Public	Media players	Opinion Leaders	Research/ education institutions		Staff	Committee on Human rights	
Traditional media	Radio	•	•	•	•	•	•	•	•			
	Television	•	•	•	•	•	•	•	•			
	Newspapers	•	•	•	•	•	•	•	•			
Internet media	Social media						•					
	News websites						•					
	Commissioner's Website	•	•	•		•	•	•	•	•		
	Emails	•	•	•		•	•	•	•	•	•	•
Events	Meetings/ launches/ trainings, etc.	•	•	•	•	•	•	•	•	•	•	•
Publications/ EC materials	Newsletters, reports, info packs, posters	•	•	•	•	•	•	•	•	•	•	•
Face-to-face	At events, phone calls etc.	•	•	•		•	•			•		

Note: Choice of channel depends on type of audience and message.

3.2 Appendix: Communications Strategy

1. Strategic Objective No 1.: Improve public perception of the Ukrainian Parliament Commissioner for Human Rights among society and key media groups.								
OUTCOMES	OUTPUTS	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT	BUDGET/ COST
			2019	2020	2021			
1.1: Commissioner 's results-oriented materials	1.1. 2019 Joint Desk Calendar (Results-Oriented focus)	Government, diplomatic corps, development partners, civil society, private sector	500 copies produced & distributed	500 copies produced & distributed	500 copies produced & distributed	4th Quarter	COMM team	Ukrainian Parliament Commissioner for Human Rights
	1.1.2: Annual UN holiday greeting card	Government, diplomatic corps, partners, civil society, private sector	500 copies produced & distributed	500 copies produced & distributed	500 copies produced & distributed	4th Quarter	COMM team	Ukrainian Parliament Commissioner for Human Rights
1.2: Media briefings and trainings for national journalists	1.2.1: Media briefings on emerging issues/ national development priorities/ key thematic areas	Media (national, international)	A minimum of 10 journalists attend each quarterly briefing	A minimum of 15 journalists attend each quarterly briefing	A minimum of 15 journalists attend each quarterly briefing	Quarterly	COMM team	Ukrainian Parliament Commissioner for Human Rights
1.3 Press releases and speeches distributed	1.2.3: Press releases, speeches distributed to the national media	Media, civil society, general public	6 Press Releases per year	1 N Press Release per month (12/yr.)	1 Press Release per month (12/yr.)	Ongoing	COMM Team	1.3 Press releases and speeches distributed

1.4 Professional networking with the national and regional press	1.4.1 Compilation of common list of media contacts	Media	50% compliance	75% compliance	100% compliance	Quarterly	COMM Team
	1.4.2 Joint field missions with national journalists	Media, general public	1 field mission for 2019 3 stories run in national press	2 field missions per year 4 stories run in national press	One field mission per quarter. More than one story per quarter run in national press	Quarterly	COMM Team
1.5 Content for Commissioner's Social Media accounts	1.5.1: Content created for all Commissioner's social media accounts	Media, General public, civil society organizations	3x weekly content posted on Facebook 2 Tweets per day on Twitter	4x weekly content posted on Facebook 4 Tweets per day on Twitter	7x weekly content posted on Facebook 5 Tweets per day on Twitter	Ongoing	COMM Team

2. Strategic Objective No 2.: To increase the awareness of the activities of the Ukrainian Parliament Commissioner for Human Rights in disseminating decisions, recommendations and outcomes of human rights monitoring visits.

OUTCOMES	OUTPUTS	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT
			2019	2020	2021		
2.1 Consistent Commissioner's position on key national development challenges	2.1.1 Placement of op-eds, joint statements in national and regional press	Government, Journalists and Stakeholders	1 op-ed per quarter (4)	More than 1 op-ed per quarter (at least 6)	More than 1 op-ed per quarter (8 maximum)	Ongoing	COMM Team
	2.1.2 expertise showcased on Commissioner's website with articles attributed to Ukrainian Commissioner for Human Rights	All stakeholders	2 posts per year on a website	1 post on a website per quarter	2 posts per quarter on a website	Quarterly	COMM Team
2.2: Hold an International Human Rights Day celebration	2.2.1 Organize International Human Rights Day with partner organizations	All stakeholders	International Human Rights Day 2019	International Human Rights Day 2020	International Human Rights Day 2021	Annually	COMM Team

3.3 Appendix: Social Media Guide

Follow UPCHR Online	Relevant Hashtags
	Main hashtag: #UkrainianCommissioner
 www.facebook.com	Other hashtags: #StandUp4HumanRights #HumanRights #HRD / #HRDs #NHRI / #NHRIs
 www.twitter.com	
 http://www.ombudsman.gov.ua	

Speakers/Moderators/ Stakeholders on Twitter

Speaker/ Moderator/ Stakeholder	Twitter Handle
UNDP in Ukraine	@UNDPUkraine
United Nations in Ukraine	@UN_Ukraine
Permanent Mission of Ukraine to the UN	@UKRinUN
Fundamental Rights Agency (FRA)	@EURightsAgency
The United Nations Human Rights office	@MBachelet @UNHumanRights

Examples of Tweets

Example from ENNHRI

Today at @ENNHRI General Assembly in Athens, we're discussing the European regional action plan for implementing the Marrakesh Declaration on #NHRIs and #HRDs! See: bit.ly/European-NHRIs-Marrakesh #GANHRIMarrakech2018 #StandUp4HumanRights #HumanRights @Ganhri1

Example from UN High Commissioner for human rights

UN Human Rights Chief @mbachelet urges #SaudiArabia and #Turkey to reveal everything they know about the disappearance and possible extra-judicial killing of Saudi journalist #JamalKhashoggi after he visited his country's consulate in Istanbul.

Example from the Ministry of Foreign Affairs of the Republic of Lithuania

Meeting @LithuaniaMFA with #Ukraine's Commissioner for Human Rights L. Denisova. Lithuania strongly supports Ukraine's activities in promotion of #humanrights & public advocacy to free illegally imprisoned Ukrainian citizens in #Russia "FreeSentsov #FreeKolchenko #FreeBalukh [PICTURE]

3.4 Appendix: Campaign Action Plan Template

Communication Strategy: Education	Name of Campaign: “Teaching Human Rights young professionals”
Action (describe in detail)	<p>To design, write and deliver an online professional development course in teaching human rights to young people under the age of 26;</p> <p>The course will be delivered via the Internet using web pages, file downloads of lesson planning templates and reading materials, email contacts with lecturers and chat-room 'tutorials';</p> <p>The course will be designed for completion in no more than six hours of continuous learning;</p> <p>The intended target audiences will be young professionals at public institutions</p>
Outcome	<p>Enhanced understanding of the principles of human rights and their application in a daily work</p>
Responsibility	<p>Leader, Training Team, apparatus of Ukrainian Commissioner for Human Rights, other stakeholders (if any).</p>
Timeframe	<p>Completion by the fourth week after the start of the course.</p>
Resources	<p>Online course writer and Internet developer (40 hours) Access to the Internet for all participants Lecturing and tutorial staff (20 hours)</p>