



## Workers Rights Watch

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## COMMUNICATION STRATEGY

This strategy sets out a framework for the organisation's Communications and Media Relations. It gives direction to all new and traditional media, internal, external, marketing and branding, publications, public relations and communications activities.



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## 1. FOREWORD



## 2. ABOUT WORKERS RIGHTS WATCH

Workers' Rights Watch (WRW) is an independent, non-profit, civil society organization founded in 2009 under the society Act (Laws of Kenya). We exist primarily to promote a healthy work environment in Kenya's horticulture and other businesses. Our work is based around four thematic areas namely; Responsible governments, responsible businesses, responsible organizations and responsible citizenry. WRW grew out of an association of shop stewards and key leaders in Kenya, created out of a concern that social ethical business practices were not being followed in the industries despite there being voluntary systems of self-regulation by way of audits and labour inspections.

Our mandate is to foster collaborative dialogue between workers and actors who affect and those affected by their work. In promoting this dialogue, we have always believed that complimentary role exists between Non-governmental organizations and other stakeholders. It takes cognizance of the restrictive nature of the current provision of the rights to organize and that workers representatives especially at the shop floor level are vulnerable to intimidation by both the management and top union leadership.

### **Our vision:**

Influence and inspire businesses to establish work places free from violation of workers' rights. "Business, Government and employees in Kenya, strive to create a healthy, fair and productive work environment"

### **Our mission:**

To provide workers and their host communities with sufficient knowledge to participate in the promotion of a right based approach founded on dignity, equality, vibrancy and justice for all.

## 3. COMMUNICATION STRATEGY & OBJECTIVES

### a) **Introduction**

Communication is a social process that is essential for building sustainable development initiatives and creating environments in which participants share an understanding of the purpose and goals, and implement measures to achieve them. WRW's communication strategy puts users in the centre of the communication process, uses established



guidelines for building relationship, to promote communication between the organisation and users, and aims to build key relationships with primary stakeholders.

This Strategy will create the platform to capture, collect, produce, manage, brand and share information that is generated throughout the organisation's lifecycle.

To effectively support WRW programmatic interventions, this Strategy has the following objectives:

**b) Overall Objective:**

The overall objective of this communication strategy is to raise the visibility of WRW, to allow its impact and effective engagement with stakeholders, in order to have a greater impact on national, regional and global decent work agenda policies and practices. The goal is to ensure that the organisational programs and interventions are well understood by the audience.

**c) Specific Objectives:**

- i)** To position WRW to be viewed as a leading source and disseminator of information and knowledge on effective approaches and practices aimed at influencing and inspiring businesses to contribute towards work places free from violation of workers' rights.
- ii)** To support participatory action research processes that can sustain healthy, fair and productive work environment and catalyse transformative change by integrating strategic communication principles, tools and methods into program implementation.
- iii)** To influence local, national and global audiences to engage the decent work agenda related challenges and opportunities in the lives of WRW - dependent actors by communicating Program activities and results in ways that will engage and influence them.
- iv)** To help foster a strong program team leading to stronger program performance and improved outcomes through effective communication and information systems.
- v)** Design and produce WRW communication package (including the Brochure, Reference Manual, Communication Strategy, posters, stickers, and any other promotional material for creation of the visual identity).



- (1) Enhance internal communication by increasing WRW organisational visibility and collaboration within the organisation.
- vi) Enhance external communication (National, Regional and global levels)
  - (1) Promote advocacy on labour rights, freedom from sexual exploitation and gender based violence and decent work agenda (e.g. High Level meetings, national sensitization seminars for policy makers).
  - (2) Inform and engage data users (e.g. sensitisation forums and user seminars).
  - (3) Encourage participation of existing user community through discussion groups and other users attracted through social media.
- vii) Enhance relations with resource partners
  - (1) Enhance existing resource partner relations.
  - (2) Raise visibility and draw the attention of other potential resources partners.
- viii) Sensitisation of the global audience/community
  - (1) *Raise visibility of WRW among labour rights movement, government agencies, non-state actors and other institutions of interest (through WRW website, newsletter, Twitter).*
- ix) Strengthen key partnerships and increase collaboration.
  - (1) *Ensure regular coordination with WRW key partners and constantly inform them about organisational program interventions activities and events.*

#### d) **Guiding Principles**

To ensure effective and consistent strategy implementation, the following principles will be used to guide the organisational program's communication activities and work plans

#### **Quality**

WRW is committed to producing high quality and credible program interventions that are guided, designed and pursued by the audiences in which the organisation engages. All communication products and processes will be produced and shaped by content that is scientifically rigorous.





## **Partnership**

WRW will be an active participant in shaping and implementing system wide communication strategies and activities. Additionally, it will collaborate with its partners, to establish and implement plans to increase its communication reach.

## **Knowledge sharing and learning**

WRW will embrace a culture of knowledge sharing and learning that sustains productive relationships, partnerships and networks. To support this, strengthen the performance of program participants, and better achieve program outcomes, it will design and adapt innovative knowledge-sharing and learning practices. This will support the delivery of outcomes of other parts of the Program by catalyzing knowledge sharing and learning by and among partners and stakeholders. It will require integration of information management, monitoring and evaluation and communication processes and activities

## **Open access**

A wide range of audiences and communities the organisation will engage with may be excluded either technologically or economically from obtaining program related information and learning. As part of its implementation, the communication activities will strive wherever possible and practicable to allow open access to WRW-related information.

## **Focus**

WRW will remain attentive to the current and future communications needs of its targeted internal and external audiences and will aspire to deliver the:

- ❖ **Right message** (credible content, results, best practices and good stories) communicated in the
- ❖ **Right form** (approach has to be relevant and appropriate) to the
- ❖ **Right person** (identifying and tailoring for the target audience) using the
- ❖ **Right channel** (suitable and diverse range of tools and channels ) being mindful of the
- ❖ **Right context** (take into account relevant external and internal trends) with the



❖ **Right support** (ensure required skills, knowledge and understandings)

e) **Target Audiences**

For communication to be effective, the message must be clear and strong. Furthermore, it is important to carefully identify the recipients of the message. Essentially, the target audience is a specific group of people whom the message is specifically aimed at.

**Priority target audiences of WRW are:**

- a) WRW Secretariat Team, Communication Focal Points and Officials from National and Regional Institutions trade unions;
- b) Duty bearers and decision-makers involved in labour rights and decent work agenda policies;
- c) Producers/growers, certification bodies, governments and labour inspectors, civil society organizations and workers' groups in Kenya and East Africa;
- d) Local and International resource and project partners; The Hivos Foundation, Women Working Worldwide (WWW), The Kenya Human Rights Commission (KHRC), Ufadhili Trust, HakiMashinani, Fida, Global Horticultural Women Network (GHOWERN)
- e) Media (national and international);
- f) Academic environment and Universities (national and international);
- g) International Community (ILO, International NGOs);

To assist this Plan to maximize success and remain focused, the following key internal and external audiences (listed in no rank order) have been identified together with an analysis of the communication needs and how these will be met. These stakeholders will be reviewed on an annual basis to ensure they remain relevant.





Target Audiences		What are their Communication needs?	Face to face/virtual	Outreach events	Workshops	Annual Reports	Website	Program, research, impact, updates	Social media	Multimedia	Activity policy briefs
	implementing accountable, robust and inclusive systems and practices that guarantee decent work and enhance participation for all workers.	processes									
<b>Key Implementing Partners</b>	Organisations that are essential for success because of their capacity for implementation, demonstrated successes and the specific value they will add. These key partners include CSOs and other relevant non state actors. They include; The Hivos Foundation, The Kenya Human Rights Commission (KHRC), Ufadhili Trust, HakiMashinani, Fida	To have an understanding of WRW and its approach together with partnership engagement frameworks with agreed objectives, plans and evaluation processes	X	X	X		X	X	X	X	X
<b>Policy makers, influencers and opinion leaders</b>	Those who can influence, set or advise on policies and practices that promote accountability,	Appropriate and non-technical information that provides them with the	X		X	X	X	X	X	X	X



Target Audiences		What are their Communication needs?	Face to face/virtual	Outreach events	Workshops	Annual Reports	Website	Program, research, impact, updates	Social media	Multimedia	Activity policy briefs
	robust and inclusive systems by employers and labour facing institutions and duty bearers. e.g. Government Ministers, Certification bodies, trade unions, employers, employer federations, workers, planners, advocates, lobbyists, etc.	evidence to promote and support policies and practices that will benefit workers and create a healthy, fair and productive work environment.									
<b>Communities</b>	Workers, workers unions, etc. within the target ecosystems	To understand the WRW's Programmatic approach and be aware of the pathways for engagement and participation and be encouraged to participate	X	X	X		X		X	X	
<b>Media</b>	International, national and local media (print, radio, TV)	Information and material that will help them tell stories on the	X	X	X	X	X		X	X	X



Target Audiences		What are their Communication needs?	Face to face/virtual	Outreach events	Workshops	Annual Reports	Website	Program, research, impact, updates	Social media	Multimedia	Activity policy briefs
		Challenges, opportunities and the work/results of WRW Programs.									
<b>Governing Board</b>	The Board of Trustees of WRW who have fiduciary responsibility for its programs	Timely and relevant program implementation and governance information	X			X					
<b>Secretariat staff</b>		To remain aware of the program's implementation and results, channels for engagement and opportunities for deepening impact	X	X	X	X	X		X	X	X



#### 4. STRATEGIC INTERVENTIONS

Objective	Key Actions	Expected Output
<p>To position WRW to be viewed as a leading source and disseminator of information and knowledge on effective approaches and practices aimed at influencing and inspiring businesses to contribute towards work places free from violation of workers' rights.</p>	<ul style="list-style-type: none"> <li>a) Coordinate the production and sharing of high quality credible communication products</li> <li>b) Build and maintain appropriate and relevant communication channels/tools</li> <li>c) Collaborate with partners to integrate communications</li> <li>d) Appropriate use of social and multi-media to enable conversations and collaboration with key stakeholders and assist in building a constituency of partnerships</li> </ul>	<ul style="list-style-type: none"> <li>a) High quality credible communication products produced and disseminated</li> <li>b) Robust database of appropriate and relevant communication channels/tools</li> <li>c) Closer collaboration &amp; integrated communication with partners to</li> <li>d) Proactive use of social and multi-media with key stakeholders</li> </ul>
<p>To support participatory action research processes that can sustain healthy, fair and productive work environment and catalyse transformative change by integrating strategic communication principles, tools and methods into</p>	<ul style="list-style-type: none"> <li>a) Integrate communication processes and practices into Knowledge Sharing and Learning</li> <li>b) Build the communication capacity of our people, partners and other actors within country, region and communities in which</li> </ul>	<ul style="list-style-type: none"> <li>a) Integrated knowledge management, sharing and Learning</li> <li>b) Enhanced capacities of workers, partners and other actors</li> </ul>



<p>program implementation.</p>	<p>we engage</p>	
<p>To influence local, national and global audiences to engage the decent work agenda related challenges and opportunities in the lives of WRW - dependent actors by communicating Program activities and results in ways that will engage and influence them.</p>	<ul style="list-style-type: none"> <li>a) Collaborate in creating, implementing and supporting WRW focused Communications Plan</li> <li>b) Build a group of WRW 'Champions and brand ambassadors' (from the secretariat and partners) who will deliver key messages that can influence and inform opinions and decisions that would impact, influence and inspire businesses to contribute towards work places free from violation of workers' rights</li> </ul>	<ul style="list-style-type: none"> <li>a) Deepened collaboration while delivering the WRW focused Communications Plan</li> <li>b) Emergence of WRW 'Champions' (from the secretariat and partners)</li> </ul>
<p>To help foster a strong program team leading to stronger program performance and improved outcomes through effective communication and information systems.</p>	<ul style="list-style-type: none"> <li>a) Develop and maintain an information system to gather and store WRW Program information (products and processes)</li> <li>b) Support monitoring and evaluation processes as a way for internal communication</li> <li>c) Support the use of tools for assisting in collaboration</li> </ul>	<ul style="list-style-type: none"> <li>a) Functional information management system</li> <li>b) Monitoring, evaluation and learning framework</li> </ul>



	d) Develop shared understandings of communication objectives and align work plans	
Design and produce WRW communication package (including the Brochure, Reference Manual, Communication Strategy, posters, stickers, and any other promotional material for creation of the visual identity).	<ul style="list-style-type: none"> <li>a) Enhance internal staff capacity on communication by increasing WRW organisational visibility and collaboration within the organisation.</li> <li>b) WRW Website Overhaul and maintenance</li> <li>c) Produce &amp; disseminate 2020 Annual report</li> <li>d) Produce &amp; disseminate relevant program brochures</li> <li>e) Produce 500 shirts and 500 caps</li> <li>f) Accelerate digital Media presence</li> </ul>	<ul style="list-style-type: none"> <li>a) Secretariat staff trained on effective channels for enhanced internal communication and organisational brand affinity</li> <li>b) Functional and interactive Website</li> <li>c) 2020 Annual report produced and disseminated</li> <li>d) Program specific brochures produced &amp; disseminated</li> <li>e) 500 T-shirts and 500 caps produced</li> <li>f) Active Facebook, LinkedIn and Twitter presence</li> </ul>
Enhance external communication (National, Regional and global levels)	a) Promote advocacy on labour rights, freedom from sexual exploitation and gender based violence and decent work agenda (e.g. High Level meetings, national sensitization seminars for policy makers).	<ul style="list-style-type: none"> <li>a) Increased user engagement through exiting platforms</li> <li>b) Best practices and case studies generated and shared</li> <li>c) Enhanced traditional/ Mainstream media</li> </ul>



	<ul style="list-style-type: none"> <li>b) Inform and engage data users (e.g. sensitisation forums and user workshops/seminars).</li> <li>c) Encourage participation of existing user community through discussion groups and other users attracted through social media.</li> <li>d) Best practice sharing</li> <li>e) Cultivate traditional/ Mainstream media relations</li> </ul>	relations
Enhance relations with resource partners	<ul style="list-style-type: none"> <li>a) Enhance existing resource partner relations.</li> <li>b) Raise visibility and draw the attention of other potential resources partners.</li> </ul>	<ul style="list-style-type: none"> <li>a) Enhanced existing resource partner relations</li> <li>b) Increased organisational brand visibility</li> </ul>
Sensitisation of the global audience/community	<ul style="list-style-type: none"> <li>a) Raise visibility of WRW among labour rights movement, government agencies, non-state actors and other institutions of interest (through WRW website, newsletter, Twitter).</li> </ul>	<ul style="list-style-type: none"> <li>a) Increased organisational brand visibility among labour rights movement, government agencies, non-state actors and other institutions of interest (through WRW website, newsletter, Twitter).</li> <li>b) Seamless and consistent coordination with WRW key partners</li> </ul>
Strengthen key partnerships and increase	<ul style="list-style-type: none"> <li>a) Ensure regular coordination with WRW key</li> </ul>	<ul style="list-style-type: none"> <li>a) Seamless and consistent coordination</li> </ul>



collaboration	partners and constantly inform them about organisational program interventions activities and events.	with WRW key partners about organisational program interventions activities and events.
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## **5. MONITORING AND EVALUATION**

Communications will be monitored on an ongoing basis and evaluated at the end of every 12 month period. Key performance indicators will include, but are not limited to:

- Increased program reach, awareness and recognition
- Changes in target audiences knowledge, perceptions or attitudes
- Extended reach through integration into partner's Communications Plans
- Achievement of activities included in the communication plans
- Meeting communication plan objectives

Evaluation is a necessary element of communication strategy and it serves to monitor the effectiveness of its implementation.

The question we need to ask is: "Are we providing the right communication products to the desired target audiences and are we using the most appropriate communication tools, in a timely manner?"

Frequently used methods for evaluation are the use of questionnaires, surveys, feedback from main stakeholders or external evaluation. While external evaluation may be expensive, on-line surveys or questionnaires that can be sent by e-mail, prove to be an efficient means for obtaining feedback in relation to objectives set and results achieved. A number of tools, such as [www.surveymonkey.com](http://www.surveymonkey.com) can be used for on-line surveys.

## **6. MANAGEMENT**

Primary responsibility for this Strategy rests with the Communications Officer. Strategy Implementation will be led by the Executive Director.

## **7. BUDGET**

Budget is an essential part of every communication strategy. Communication activities should be supported by their own budget linked to the achievement of objectives of the communication strategy.

## **8. RESOURCES**

It is crucial to allocate human resources needed for the implementation of communication activities at WRW secretariat and the field. A Communications Officer



employed on full-time basis is needed for timely implementation of planned communication activities.

