# Template 5 – Communication Strategy

*Please see section 3.5 of the MOWIP methodology for details on completing this template.*

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| Target audience | **Goal**, *concerns* and key messages | Method and *timeline* | Materials needed |
| 1. ACCESS: People who have the authority to grant access to people / data needed for the assessment
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| Minister of Defence (MoD); Chief of the Armed Forces | **Grant access to necessary data and personnel, buy-in to the process, access to information, commitment to implementing the recommendations***Potential reputational damage; sharing of classified information** Assessment will make positive contribution to international reputation (if MoFA initiated process, outline their specific motivations);
* Implementation of recommendations could involve donor financial and technical support, enhance deployment prospects;
* Validation workshop will allow institution to review findings and recommendations before they are made public; sensitive data not shared.
 | Formal letter, meetings*Inception phase, before validation workshop* | One pager on methodology; sample of fact-finding Form, Key decision-maker Interview and Representative Survey questions; Key Takeaways documents from prior assessments.[[1]](#footnote-1) |
| Commanders of military bases | **Grant access to personnel and support to conduct interviews and survey, give instructions to subordinates***Repercussions from superiors, distraction from core mandate** Assessment has top-level endorsement from MoD and MoFA – this is an opportunity to support them;
* Data will be de-identified: this is not an evaluation of the commander;
* Assessment team needs to select the criteria for who to survey / interview;
* Request commander to reassure respondents of no repercussions.
 | Formal letter, meeting; *Prior to survey & interviews* | One pager on methodology; sample, Key decision-maker Interview and Representative Survey questions, informational document survey and interview (who, where, how long). |
| 1. ENDORSEMENT: People whose endorsement you need to conduct the assessment (potential spoilers)
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| Minister of Foreign Affairs (MoFA) | **Support to the assessment process and recommendations, public endorsement.***Potential reputational damage in peace operations community** Assessment will make positive contribution to international reputation;
* Potential opportunities to apply for financial and technical support to implement recommendations.
 | Formal letter, meetings*Inception phase, after validation* | One pager on methodology, Baseline Study[[2]](#footnote-2), background on Elsie Initiative. |
| Head of Peacekeeper Training Centre, Head of Gender Unit | **Support to the assessment process & recommendations***Assessment team encroaching on mandate, reputational damage** Assessment has potential to improve deployment prospects;
* Important role in validation workshop, development and implementation of recommendations;
* Potential for sharing good practices regionally.
 | Formal letter, meetings*Inception phase, regular updates, once report drafted* | One pager on methodology, Baseline Study, background on Elsie Initiative. |
| National Security Bodies and Intelligence Institutions, Research Bodies | **Tacit or active authorisation of the assessment process and release of report***Violations of laws and policy on official secrets and research ethics.** Assessment will be conducted transparently in full compliance with national laws and policy;
* No interest in non-compliance as this will undermine the objectives of the assessment and other Troop and Police-Contributing Countries (TPCCs) may block future assessments;
* Relevant authorities can monitor how assessment is implemented;
* Survey needs to remain confidential, but data is kept securely;
* Validation workshop provides an opportunity to redact sensitive information.
 | Memorandum of understanding, formal letter, meetings, applications for permission*Inception phase, before validation workshop* | Full methodology document with data collection tools, assessment plan, planning documents, MOWIP reports / key takeaways from other TPCCs. |

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| 1. SUPPORT (ASSESSMENT): People whose support you need during the assessment
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| Staff of MoD UN desk | **Assistance in identifying / accessing interviewees, survey respondents, data.***Time consuming, may have to deal with resistance** Assessment forms an important part of desk’s mandate;
* Potential for monetary / technical donor support for recommendations.
 | Written communication; phone / meetings; *Once access granted* | Detailed written information on support required. |
| Key Decision-makers  | **Willingness to be interviewed and to share information***Repercussions from superiors, reputational damage, waste of time** Assessment has endorsement from ministries and head of institution;
* Contribution of key decision-makers is critical to successful assessment;
* Validation workshop provides an opportunity to redact sensitive. information, input into findings and recommendations.
 | Request letter / email, consent form, verbally from interviewer; *Prior to interview* | One pager on methodology, copy of permission letter from superior. |
| Survey takers | **Willingness to be surveyed***Repercussions from superiors, waste of time** Assessment has endorsement from superiors; no repercussions guaranteed;
* Responses de-identified; cannot be accessed by superiors,
* Rare opportunity to share opinions and contribute to recommendations.
 | Info from commander, consent form, verbally from enumerator; *Prior to survey* | One pager on methodology, copy of permission letter from superior, info in survey software. |
| 1. SUPPORT (RECOMMENDATIONS): People whose support will be needed to implement the assessment
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| Human Resources Unit; Staff at Peacekeeper Training Centre | **Willingness to collaborate in the development and implementation of recommendations***Extra work; recommendations may be impossible to implement, past practice may be criticised, resistance from personnel to changes in procedure.** Assessment has the potential to boost staff satisfaction;
* Validation workshop provides an opportunity to input recommendations.
 | Written information, workshop session; *Inception, prior to validation workshop* | Detailed written information on support required, validation workshop letter, draft barrier assessment report. |
| 1. DIRECTLY AFFECTED
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| Personnel expecting to deploy / so far unable to deploy | **Generate support to the process, manage expectations***Recommendations may create winners and losers** Assessment has potential to increase levels of deployment overall;
* Recommendations may take time to implement, but should benefit all.
 | Online information, launch event; *During / after assessment* | Website, barrier assessment report. |
| 1. INDIRECTLY AFFECTED
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| Media / Public | **Generate support to the process, manage expectations***Recommendations may damage the country’s reputation** Assessment will boost country’s reputation;
* Assessment has potential to increase levels of deployment overall;
* Potential for monetary / technical donor support for recommendations.
 | Online information, launch event; *During / after assessment* | Website, press release, barrier assessment report. |
| Civil Society Organizations (CSOs) working on gender equality / UN Security Council Resolution 1325 / National Action Plan on Women, Peace and Security | **Generate support to the process, manage expectations***Report may divert resources from other (non-militarised) gender-related work** Report supports wider demands such as equal opportunities for work;
* Process sensitizes security institutions on gender equality and creates focal points / working groups to engage on the topic;
* Report and follow-up action plans provide an opportunity for CSOs to hold security institutions accountable for their commitments to ensure that their objectives align with other national commitments (e.g. NAP).
 | Online information, launch event; *Before / during / after assessment* | Online information, website, baseline study, barrier assessment report (as well as prior reports from other TPCCs). |
| Staff Associations | **Generate support to the process, manage expectations***Association may be excluded from implementing recommendations, duplication** Assessment aims to contribute to improving conditions for members;
* Association can engage fully in launch event and follow-up discussions.
 | Online information, launch event; *During / after assessment* | Website, press release, barrier assessment report |
| Academics | **Create community of practice***Assessment team in competition with academics, privileged access to information** Academia encouraged to engage in launch event and follow-up discussions;
* Potential role for academia in implementing recommendations / monitoring.
 | Written materials, launch event; *During / after assessment* | MOWIP document, barrier assessment report. |
| International Community | **Support MOWIP process, receptive to findings, good practices in reports***Favouritism of one TPCC; donor competition, pressure to increase UN funding.** Many opportunities to engage with MOWIP process;
* Findings (incl. good practices) are evidence-based; can be incorporated into international policies on gender equality & peace ops;
* Many opportunities to contribute to recommendations;
* MOWIP contributes to more efficient and effective peace operations.
 | Online information, international launch event; *During / after assessment* | Website, barrier assessment report. |

1. See, for example, Implementing the MOWIP Barrier Assessment Methodology with the Zambia Police Service. [↑](#footnote-ref-1)
2. Ghittoni, Marta, Léa Lehouck and Callum Watson, *Elsie Initiative for Women in Peace Operations: Baseline Study* (Geneva: DCAF, 2018), available at: <https://www.dcaf.ch/elsie-initiative-women-peace-operations-baseline-study> [↑](#footnote-ref-2)