



COMMUNICATION STRATEGY
September 2014
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Privacy International Communication Strategy

COMMUNICATION PURPOSES

1. Leading and promoting the conversation on privacy and surveillance
2. Building the advocacy capacity of our partners
3. Influencing key decision makers to protect the right to privacy
4. Strengthening the internal communications and processes of the organisation

STAKEHOLDERS & AUDIENCES

Media, Politicians, Government officials, Other NGOs, Our Partners, Funders, Public, Community, PI Staff

COMMUNICATION OBJECTIVES

- To [verb associated with purpose] for [audience] using [method & media] in order to [outcome, if possible measurable]

METHODS & MEDIA

Website, Blog, Media appearances, Surveillance Industry Index, Press releases, Opinion pieces, Privacy 101, Reports, Social media, Newsletter, Event, Workshops, Conference/panel appearances, Masterclasses, Staff meetings, Staff Guides, Partner materials, Internal briefings, Policymaker briefings, Relationship building

OUTCOME METRICS

Website analytics, social media following, newsletter subscribes, number of donors, media monitoring an appearances, dissemination of partner materials

1 INTRODUCTION

Privacy International's Communications Strategy sets forth a coherent set of purposes and objectives in order to ensure that the organisation's communications and advocacy are effective. All things the organisation does must start and end in advocating for the right to privacy, and communicating its work and aims is critical as Privacy International grows in both size and scope.

PI is uniquely placed to play a leading role in public awareness-raising and network building. The organisation was founded in 1990, and has a deep breadth of knowledge on current and historical privacy and surveillance issues. It has a current network of over 20 partner organisations in 13 countries around the world. We bring a sophisticated and rigorously up-to-date understanding of privacy and technology to our work. As the privacy field continues to rapidly transform, action is urgently needed to help increase understanding.

This strategy is designed to serve as a decision-making guide for everyday communications, not just solely for the Communications team but also across the entire organisation. Communications are akin to advocacy, and all staff should give considerable thought into how they communicate their work. It is an essential element to their jobs.

This strategy is also a reflection piece to ensure that future communication efforts can be monitored and improved. Communications of all sizes, whether blog posts or international campaigns, must be continually evaluated throughout and at the end of the process.

We also recognise the importance of aligning the Communications Strategy with the organisation's theory of change. At the present time, Privacy International is developing a strategic plan for 2015 until 2018. Based on this planning, the organisation is discussing an organisation-wide theory of change which reflects this strategic planning, but at the present is not finalised to be incorporated into the Communications Strategy.

The strategy was developed with a view to making a systematic review of existing practices to ensure continuity. This strategy is an expansion and continuation of Privacy International's Communication Strategy Principles, which gives staff a nine-step process to go through when embarking on a communication initiative.

2 STRATEGY DESIGN PROCESS

2.1 BACKGROUND

Privacy International began the process of developing a Communications Strategy in the autumn of 2013. In the past, communications of the organisation's activities and goals were

successful but done mainly on an ad-hoc basis. After bringing on a full-time Communications Manager in the spring 2013, and in consultation with other staff, it was decided that a cohesive, clear communications strategy for the organisation would be beneficial.

Figure 1 below summarises the first five steps in the design process followed for this strategy's design. The notion of readiness refers to the extent to which the team is committed to the planning and implementation of a Communication Strategy. Privacy International was well-prepared to undertake such a process, and believed it was time for the organisation to have such a strategy.

Situational analysis addresses the internal context (existing activities, organizational separation of duties, organizational culture, and internal relations), as well as the external environment (relations of trust, global policy). The organisation since 2012 has doubled each year – from four staff to eight, then from eight to 16. The large and quick expansion of Privacy International has proved a challenge in terms of how it manages its communications. Combined with the fact that the largest leak of classified documents in the history of the United States by Edward Snowden dealt specifically with privacy rights and surveillance, the organisation has been presented with many opportunities over the past two years to expand its influence. There is no better time than now to get a proper Communications Strategy in place.

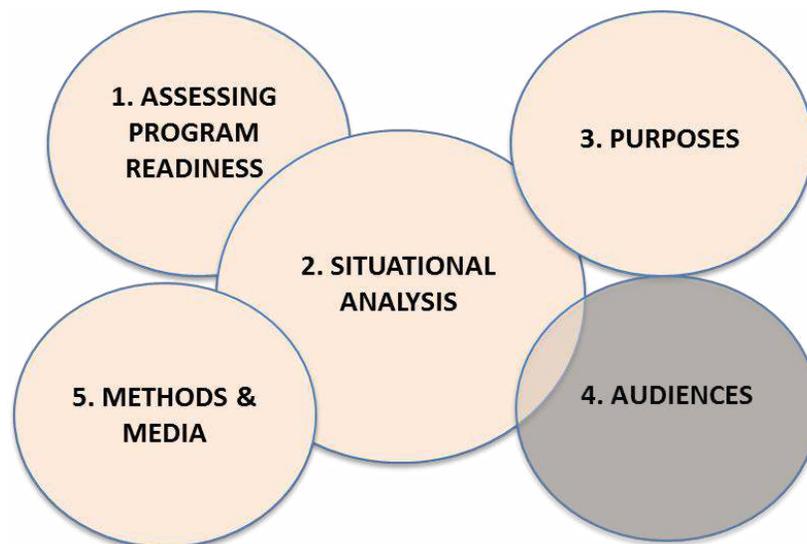


Figure 1: Five communication design steps

Determining Privacy International's audiences is crucial to its communications work, but it is important to recognise that the organisation also faces challenges in this field. Privacy International is an organisation committed to the right to privacy, and any data the organisation collects must be done in a strict and privacy-respecting manner. This can cause difficulty from time to time, since many of the most modern tools of data collection are privacy-invasive, such as email and website tracking or survey websites.

However, audience research is critical to communications success, so all avenues must be explored in order to collect this information. For instance, Privacy International hosts surveys locally on its server to prevent third parties from collecting data, and informs users of the data it is collecting and for what purposes.

Figure two below shows the complete steps leading to the communication strategy design. While all of the involved steps are intertwined and connected to one another, further sections in this document will provide additional information on purposes, methods and media, and objectives.

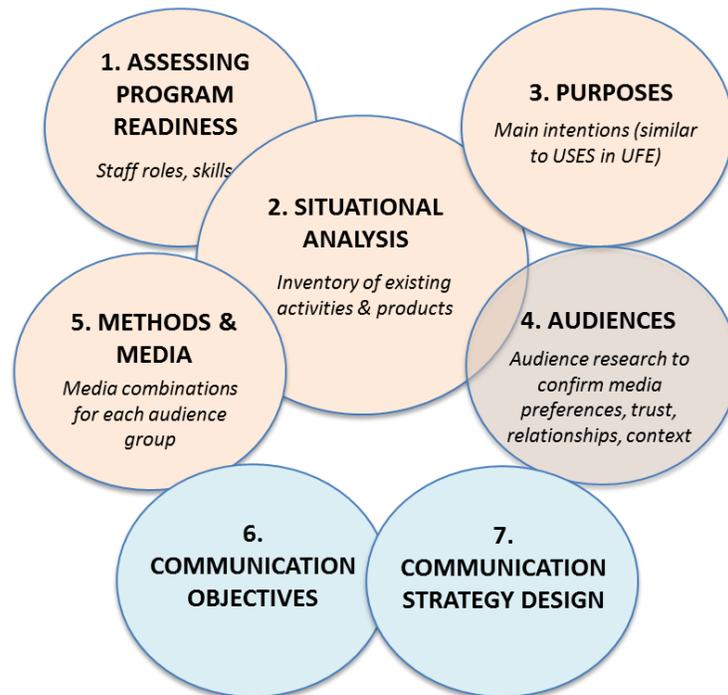


Figure 2: The steps leading to communication design

2.2 THE COMMUNICATIONS PRINCIPLES

After it was determined that a more explicit communications method was needed for the organization, Privacy International wanted to ingrain certain communications principles into the staff's work.

The following principles were developed by the Communication Manager with select staff members in October 2013 and distributed to staff in order to have them begin implementing thoughtful communications into their work. This is meant as a step-by-step process in which staff should undertake before communicating their work.

1. Purpose/intent: Before anything, think about the purpose or intent behind communicating. Always ask yourself "Why are we doing this", before moving onto what the communication will be and the method of communication. This will help

focus your work. It is important here to think about the function of the communication. These functions can include public relations, information awareness, behaviour change, creating participation, building coalitions, and changing policy. This helps set goals from the start, so you know when you achieve them or need to keep working.

2. Stakeholders: Who are the stakeholders and audience for the communication? In order to effectively communicate, you need to identify all of those you wish to reach. This can be the public, policymakers, corporations, academics, other NGOs, the media, etc.
3. Audience research: Research the stakeholders/audience so you know how to best reach them and how to frame the communication. Not only will you have to vary your communication between stakeholders, you will have to adapt it to subsections within each audience. The media in the UK are different than media in US, for instance, and different from media in our partner countries, and should be pitched and approached differently. Privacy International must be aware that the manner and method in which it collects data is done in respect to the audience's privacy. For instance, certain commercial analytics that are common in monitoring survey answers should not be used.
4. Methods and media: Often, this is the first thing to be thought of. "Let's write a letter/press release/blog post"! However, the method and media can only be determined after you go through the first four steps. Depending on the function and audience, you will want to select different methods of communication to make it effective.
5. Field test: To the best of your ability, try out the communication in small batches to see if it works, and reassess if not successful. This may not be possible in all cases, but if you can, test the communication with sections of the audience/stakeholders before it goes to the full group. Some forms of field testing, such as tracking email open rates, should not be used due to privacy concerns.
6. Implement: Implement the communication action.
7. Assess and adjust: After implementing the communication initiative, assess its effectiveness and adjust if needed. Rarely do communications go 100% well. Even if it's successful, identify places where small tweaks can be made to make it even better.
8. Tell the story: It is important to capture the stories of going through this process. Chart what was done in each step. This helps you in future communications, and can aid in replicating past successes. It also allows you to juxtapose successes against failures and help you not repeat past mistakes.

In addition to these principles, the communications team in conjunction with other staff members is reminded to take into account where the organisation is at the time. This way, it is easier to plan and assess what needs to be done. (What is already being done? What are Privacy International's resources, both in time and money? What other staff or organisations can help?)

CASE STUDY: Stopping surveillance exports from Switzerland

In late summer of 2013, Privacy International discovered through media reports that UK surveillance company Gamma International had opened up a sales office in Switzerland in order to export their technology from the country. In the previous year, Gamma had received negative attention within the UK for selling their technology to repressive regimes. It also came to light that the export of this technology from the UK might have been done without proper export licenses.

After some research, we discovered that export licenses for Gamma's technology were waiting to be approved, so the organization had to act quickly in order to prevent the export to go through.

Relevant staff members met and discussed options for what we could do. We looked to the communication principles to map out the next steps.

The purpose of the campaign was to prevent surveillance technology from being exported out of Switzerland. The audience and stakeholders were politicians, governments officials, the Swiss media, and the public. We performed audience research in order to frame the issue to appeal to them and motivate action.

Privacy International wrote letters to export officials asking them to reconsider granting the export licenses, appealed through calls and letters to politicians to speak out, coordinated with local media to write about the topic, wrote blog posts on our site, and deployed a social media campaign to get more people talking about the issue. We unfortunately did not have time to field test, since the approvals of the licenses were imminent, but used past experiences for similar campaigns as a guide.

We received an amazing response from media and continued with follow-up stories not only on Gamma but other surveillance companies who were also looking to export their technologies from Switzerland. With regulators putting the licenses on hold and politicians posing questions before Parliament, companies began to feel the pressure and Gamma eventually closed their sales office.

3 STRATEGY

The Communication Principles serve as a good foundation for a more detailed Communications Strategy. It was determined by the Communications Manager and

management that a comprehensive document outlining its Communications work would be necessary as the organisation grows.

This strategy is composed of purposes, audiences, methods and media, objectives, and metrics.

3.1 PURPOSES

The four general purposes that underpin the communication work are:

A. Leading and promoting the conversation on privacy and surveillance

As one of the oldest ¹and most prominent privacy organisations in the world, Privacy International is in a unique position to drive conversations around privacy, surveillance, and human rights. It is important that we recognize our leadership role in this space, lead by example, and promote our goals through all communications. This must be at the forefront of our minds when communicating our campaigns, research, and public appearances.

B. Building the advocacy capacity of our partners

As an international organization promoting the right to privacy around the world, strengthening the advocacy capacity of our partners around the world is critical to our mission. We are only one organisation, but through our trainings and workshops, we can help equip other human rights defenders around the world with the advocacy tools to fight for the right to privacy in their regions.

C. Influencing key decision makers to protect the right to privacy

We are an organization that advocates for policy and legal change to protect the right to privacy. One of the most effective ways to achieve these changes is to directly influence those who make these decisions – politicians, government bodies, and influential public figures.

¹ Privacy International was found in 1990, and it's the first international organization to advocate for the right to privacy. It was implemented and been successful in many campaigns, including striking down ID card laws, stopping communications surveillance policy, and advising governments on the implementation of export controls on the sale of surveillance technology around the world.

When communicating our research and work, we rely on the ODI RAPID (Research and Policy in Development) framework (Figure 4). The framework underlines the importance of: understanding the policy-making context; packaging evidence; networking strategically; and seeking windows of opportunity in the policy environment.

Much of this framework has been adapted into our Communication Principles, which the organisation adopted in October 2013.

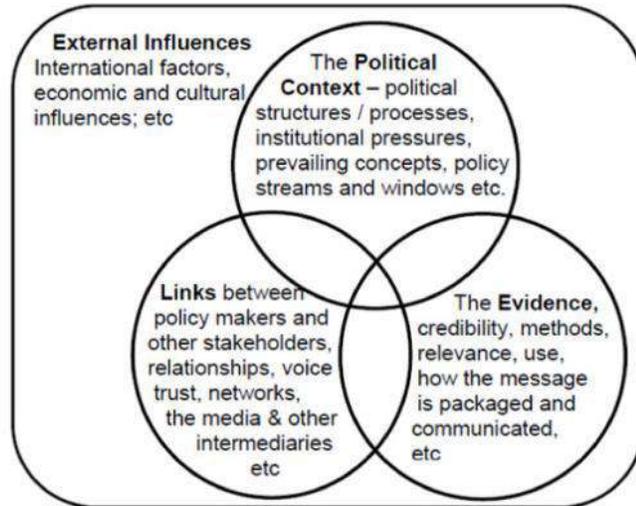


Figure 4. The RAPID Framework (ODI)

D. Strengthening the internal communications and processes of the organisation

The only way Privacy International can be an effective advocacy organisation, especially when it comes to communicating our work externally, is to have strong, efficient communication channels within the organisation.

3.2 AUDIENCES AND STAKEHOLDERS

The following are the main audiences for Privacy communication. These are not listed in any order of priority and may change (added to or subtracted from) over time.

- Media
- Politicians
- Government officials
- Other NGOs²
- Our Partners³
- Funders
- Our community
- The general public
- PI staff

² There are many other organisations that work within our space, both traditional human rights organisations like Amnesty International, or digital rights groups like the Electronic Frontier Foundation. PI often collaborates or helps build advocacy coalitions with these groups. We also are a point of reference for their work, and also reach out to them to improve ours.

³ Privacy International has nearly 30 partners in 13 countries, ranging from more traditional human rights groups to newly formed digital rights organisations. They are located in South America, Middle East/North Africa, Eastern Africa, and Southeast Asia. We work with them to build capacity for research and advocacy on privacy rights and surveillance law.

For many communication purposes, these audiences will overlap but we must take care to tailor our communications to reach specific audiences. Even within certain audiences, we must be aware there may be sub-sections, and each sub-section should be targeted directly. As mentioned previously, any research into or data collected from audiences must be done in a privacy-respecting fashion.

3.3 METHODS AND MEDIA⁴

The following are products that Privacy International uses to communicate its work. They are not listed in any order of priority, are not comprehensive, and are subject to change:

- The PI website
 - The website is one Privacy International's most valuable communications methods. It contains many communication outputs such as blog posts, research and reports, press releases, and educational materials such as Privacy 101.
- Media appearances
 - One of the best ways to reach large audiences of the general public and policymakers is to appear in media articles related to our work. We strive to get our work into the media, write guest opinion pieces, and serve as a reference point for stories related to privacy.
- Surveillance Industry Index
 - Privacy International hosts on its website one of the largest databases pertaining to the commercial surveillance industry, which details the technologies companies sell and brochures they use to market to governments.
- Social media
 - The organisation utilises social media to share and disseminate information about the organisation, respond quickly to current events, and engage with communities interested in our work. Currently we use Twitter, Facebook, and YouTube, and post regularly to message boards like Reddit.
- Newsletter
 - Privacy International has a mailing list it maintains and sends out monthly newsletters to subscribers about the organisation's work and upcoming events.
- Events
 - The organisation both individually and in partnership with other organisation frequently holds events to encourage public participation on these issues. These events include meetups with our members, panel discussions on the right to privacy, and appearances at conferences and debates.
- Partner workshops
 - Staff members travel to partner countries/regions and hold workshops on advocating for the right to privacy. We also supply training materials to partners so they can then hold workshops with our organisations within their area.

⁴ Privacy International recognises that the methods and media it uses at the present time is not backed up with data collected from its audiences or stakeholders. As stated previously, the organization is somewhat limited in the data that it collects. However, in 2015 it intends on developing a series of privacy-respecting tools that allows for information to be obtained that can inform its decision on what methods and media to employ for its communications.

Privacy International also hosts an annual partner workshop in London so our partners can meet and share experiences with one another.

- Staff meeting/Masterclasses
 - Once a week, PI staff meets in order to facilitate better internal communications. Following this, a staff member of PI presents to other staff members on issues they are working on or a subject matter they are familiar with. This encourages cross-team participation in work and knowledge sharing within the organisation.
- Staff guides
 - Internal guides are given to staff on how to speak with the media, write blog posts for the website, and write opinion pieces.
- Partner materials
 - Partner organisations are given materials explaining surveillance and privacy law, surveillance technologies, and campaigning and advocacy tips.
- Policymaker briefings
 - After performing research or writing reports, shorter briefing are prepared for policymakers that are digestible and targeted to their sensibilities.

3.4 PURPOSES AND AUDIENCES

There is a correspondence between purposes and the audience and stakeholder groups:

PURPOSE	AUDIENCE/STAKEHOLDER
Leading and promoting the conversation on the right to privacy	Media, Politicians, Government officials, Other NGOs, Our Partners, Funders, Our community, The general public
Building the advocacy capacity of our partners	Partners
Influencing key decision makers to protect the right to privacy	Media, Government officials, Politicians, Other NGOs, Funders
Strengthening the internal communications and processes of the organisation	PI staff

3.5 OBJECTIVES

The Communication Objectives are the main drivers of the strategy and each objective is associated with a particular purpose. The communication objectives represent the strategic and measurable statements that guide the design of the Communication Strategy.

The objectives for the organisation were determined based on an analysis of our mission, what we hope to achieve, and what forms of advocacy the organisation is effective at.

Objectives for each communication initiative will vary based on what is hope to be achieved specifically for each instance and the audience. However, below are some examples of current objectives and their associated purposes, methods/media, and audiences.

PURPOSE	AUDIENCE/STAKEHOLDER	OBJECTIVES	METHODS/MEDIA
Leading and promoting the conversation on the right to privacy	Public/Community	To educate and inform public on privacy issues in order for them to take social action	Website
	Media	To inform public and decision makers via media in order to raise awareness on issues we work on	Press releases
Building the advocacy capacity of our partners	Partners	To train partners on privacy issues and advocacy methodology in order to for partners to work on privacy issues in their country	Workshops
Influencing key decision makers to protect the right to privacy	Government officials/Politicians	To effectively communicate research to officials in order to change policy	Relationship building, reports, personal meetings, conferences,
Strengthening the internal communications and processes of the organisation	PI Staff	To spread knowledge and continually educate staff in order to reduce silos and create sustainable organisation	Masterclass

3.6 MONITORING AND EVALUATION

Privacy International recognises the importance of tracking actual outcomes. It is critical to

understanding the effectiveness of any given communication, and helps measure impact while also informing the organisation on any changes that may be necessary.

The following is a selection of the Communication Objectives in addition with their Method and relevant metrics to track (metrics for an objective will be dependent on the method in which the communication takes place). Privacy International must be strict in the manner in which it collects data or metrics for a communication output. Check with management before implementing any new data collection method to ensure that it is performed in a privacy-respecting manner.

Communication Objective+Method	Metric
Educate and inform public on privacy issues through our website	Website analytics
Inform public/decision makers, via media	Number of media appearances, visits to our website
Comment on recent events, promote work through social media channels	Followers on social media, shares/retweets
Spread knowledge of organisation through Masterclasses	Feedback forms from staff
Train partners on privacy issues and advocacy	Feedback forms from partners

4 IMPLEMENTATION

While this document specifies the communication strategy design, the process in which a communication (and the strategy) is designed must remain open and flexible. This work includes: the pretesting of communication materials, the implementation of the Communication Objectives, and the monitoring & evaluation activities. Institutionalization refers to the reflection process that is recommended at the end of a communication cycle to collect lessons learned and adjust them to future plans.

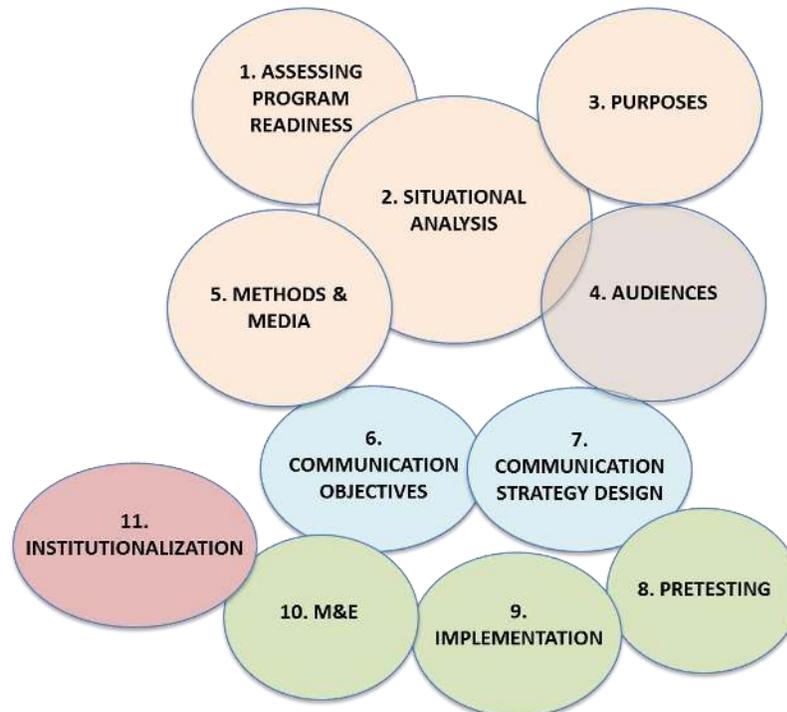


Figure 3: The steps for communication design, implementation and M&E

Effective implementation of a communication strategy requires:

- a) The capacity and operational plan (skilled staff);
- b) An understanding of how the strategy fits with the everyday work that staff are already implementing (communication objectives embedded in work plans);
- c) An Monitoring & Evaluation plan and
- d) A time line and a budget.

From the steps already covered, the skills required within the project include:

- Project management skills to schedule, implement, and monitor communication activities and products
- Writing in a clear, concise style for non-technical audiences
- Timing different channels, products and media activities
- Designing conference events and presentations in line with the communication objectives
- The implementation of the communication strategy will work as a means of internal capacity development for the Privacy International team. Strategic communication becomes a way of thinking. For instance, pretesting communication materials before production to ensure relevance and suitability, becomes second nature. Privacy International often already does this, especially with presentations run by staff before being given to a larger audience.
- This process also applies to building the capacity of policy makers, build relationships, and help them gain the knowledge and skills to seek evidence from research. It is

important that with each communication to an audience we consider how the audience can then disseminate the information we present to them.

- As additional specialized technologies and applications emerge (e.g. crowd sourcing, social media), the project team may welcome capacity development events that could be shared with partners at conferences.

5 CONCLUSION

As emphasized above, the communication strategy serves as a decision-making guide to help Privacy International focus energies on the most effective ways of communicating.

As the organisation grows in both size and ambition, it must continue to reflect on how it communicates its work. Without certain structures in place, the communications of the organisation will vary wildly especially as more staff are added and are tasked with communicating their work. It is critical for our advocacy goals that we remain focused and disciplined in craft, execute, and document the organisation's communications.