Project: Flood Refuge Site

Communications management approach

**Describing the communications activities and stakeholder interactions for the project**

UNHCR/FLOOD/COMM/V1.0

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# Introduction

A communications management approach contains a description of the means and frequency of communication with parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bidirectional flow of information.

The project board (specifically the Executive) will be responsible for ensuring there is a suitable communication management approach in place.

# Communication procedure

(Example provided based on PRINCE2 approach, if there is a suitable Organizational procedure in existence we should use this).

The following procedure will be applied:

Identifying Stakeholders

Assessing the information needs of the stakeholders

Planning actions to meet the needs of stakeholders

Implementing the actions

Monitoring & reviewing effectiveness

# Tools and techniques

Workshops and review of previous project information will assist in the identification of stakeholders.

Interviews will be held with key stakeholders to determine their information needs.

Information will be displayed using a project internet site and through the use of social media.

# Records

A project filing system will be set up to maintain correspondence and report between stakeholders.

# Reporting

Communication to internal stakeholders and to corporate/programme management will take place using the PRINC2 defined management reports:

Checkpoint Reports

Highlight Reports

End Stage Reports

End Project Report

Exception Report

Appropriate methods of communication will be use to engage with external stakeholders such as the use of websites and social media.

# Timing of communication activities

The project manager will ensure that an audit of the effectiveness of stakeholder engagement takes place at least once per stage, usually towards the end of the stage (including during Closing a Project).

# Roles and responsibilities

Project Management Team Roles as per the Organization Theme and Appendix C.

We will engage with the Corporate Communications team who will facilitate communications with tv and press media.

UN senior regional management will maintain communication at the higher levels of the host government and senior NGO management.

# Stakeholder analysis

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| --- | --- | --- | --- | --- | --- |
| **Stakeholder** | **Current Relationship** | **Desired Relationship** | **Interfaces** | **Key Messages** | **Notes** |
| Government Health Agency | Interested | Involved | Senior Management | Numbers needing medical attention | - |
| UNHCR HQ | Involved | Involved | Senior Management | Numbers arriving on site |  |
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# Information needs for each interested party

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Stakeholder/ or interested party** | **Info required from Project** | **Info required to project** | **Provider and recipient** | **Frequency of Comms** | **Means of Comms** | **Format of Comms** | **Notes** |
| Government Health Agency | Updates on the number of refugees using site medical facilities | Availability of trained medical personnel from host country | Chief Medical Officer (senior user) & Health Minister | Fortnightly | Formal  Written | Report | - |
| UNHCR HQ | Updates on rate of refugee influx | Advice on availability of additional UN resources | Regional Director (executive) & UNHCR senior management | Weekly | UNHCR internal comms system | Email | - |
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# Guidance on how to complete

***(Note: following completion of the Communications Management Approach the pages beyond this point can be deleted)***

## Purpose

A communication management approach contains a description of the means and frequency of communication with parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bidirectional flow of information.

## Composition

A communication management approach includes the following:

* **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the approach.
* **Communication procedure** Describes (or refers to) any communication methods to be used. Any variance from corporate, programme management or customer standards should be highlighted, together with a justification for the variance.
* **Tools and techniques** Refers to any communication tools to be used, and any preference for techniques that may be used, for each step in the communication process.
* **Records** Defines what communication records will be required and where they will be stored (e.g. logging of external correspondence).
* **Reporting**  Describes any reports on the communication process that are to be produced, including their purpose, timing and recipients (e.g. performance indicators).
* **Timing of communication activities** States when formal communication activities are to be undertaken (e.g. at the end of a management stage), including performance audits of the communication methods.
* **Roles and responsibilities** Describes who will be responsible for what aspects of the communication process, including any corporate, programme management or customer roles involved with communication.
* **Stakeholder analysis** , including:
  + identification of the interested party (which may include accounts staff, user forum, internal audit, corporate, programme management or customer quality assurance, competitors, etc.)
  + current relationship
  + desired relationship
  + interfaces
  + key messages
* **Information needs for each interested party** , including:
  + information required to be provided from the project
  + information required to be provided to the project
  + information provider and recipient
  + frequency of communication
  + means of communication
  + format of the communication.

## Derivation

A communication management approach is derived from the following:

* the corporate, programme management or customer communications policies (e.g. rules for disclosure for publicly listed companies)
* the programme’s information management strategy
* other components of the PID; in particular, the project management team structure, risk management approach, quality management approach and change control approach
* facilitated workshops/informal discussions with stakeholders
* stakeholder analysis.

## Format and presentation

A communication management approach can take a number of formats, including:

* a stand-alone product or a section of the PID
* a document, spreadsheet or mind map
* an entry in a project management tool.

## Quality criteria

The following quality criteria apply to a communication management approach:

* All stakeholders have been identified and consulted with regard to their communication requirements.
* There is agreement from all stakeholders about the content, frequency and method of communication.
* A common standard for communication has been considered.
* The time, effort and resources required to carry out the identified communications have been allowed for in stage plans.
* The formality and frequency of communication is reasonable for the project’s importance and complexity.
* For projects that are part of a programme, the lines of communication, and the reporting structure between the project and programme, have been made clear in the communication management approach.
* The communication management approach incorporates corporate, programme management or customer communications facilities where appropriate (e.g. using the marketing communications department for distributing project bulletins).