COMMUNICATION PLAN

2026
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open world Foundation

Opening up the world of those in need

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OPEN WORLD FOUNDATION

COMMUNICATION PLAN

Executive Summary

Open World Foundation (OWF) is a legally registered Ugandan non-profit organisation committed to empowering communities and transforming lives through inclusive, practical, and community-driven interventions. The organisation's work is anchored in its core programme pillars of Health, Education, and Livelihoods, with Institutional Capacity as a fourth, cross-cutting pillar, and a strong focus on vulnerable and underserved youth.

As OWF continues to grow and strengthen its communications, the development of a communication plan is essential. This plan provides a strategic framework for enhancing the organisation's visibility, stakeholder engagement, and information-sharing in support of its mission and development programmes. Its purpose is to ensure consistent, clear, and effective communication, both internally and externally; strengthen OWF's public image; improve stakeholder relationships; increase awareness of programmes and achievements; support resource mobilisation; and promote transparency and accountability across all activities.

The plan maps OWF's key audiences, the key messages intended for each, the channels and formats used to reach them, and the frequency of communication. A content strategy built around OWF's four programme pillars guides what OWF publishes, how content is created, reviewed, and approved, and the tone OWF uses across every channel.

The plan also defines roles and responsibilities for executing the communication plan, sets out a crisis communication protocol, establishes how OWF will monitor and evaluate its communication, provides a communication calendar of global and national observance days aligned to OWF's four pillars, sets success metrics and benchmarks, and recommends a schedule and frequency for posting across daily, weekly, monthly, and annual channels.

1. Background

A communication plan is a strategic management tool that enables an organisation to communicate deliberately rather than reactively. For non-profit organisations in particular, effective and coordinated communication underpins stakeholder engagement, resource mobilisation, brand equity, and organisational accountability; it determines whether an organisation's mission, results, and integrity are understood, trusted, and supported by the donors, partners, beneficiaries, and communities it depends on. In the absence of a documented plan, organisational messaging tends to be fragmented, inconsistent, and reactive, which weakens public trust, limits fundraising potential, and leaves the organisation poorly prepared to respond during a crisis.

OWF developed this plan for these same reasons: our communication was not always consistent or strategically coordinated. We needed a structured framework to engage our key stakeholders, donors, partners, beneficiaries, government agencies, and the public with accurate, timely, and consistent information about our mission, activities, and impact. This plan will strengthen OWF's stakeholder relationships, raise public awareness, ensure message consistency across every channel, and increase the visibility of our work in health, education, livelihoods, and institutional capacity.

2. Introduction

This plan lays out how OWF communicates: what we say about our mission, programme results, partnerships, and impact, and how this is presented clearly, professionally, and consistently to every audience. It translates the rationale set out in the Background into a practical framework, the objectives, target audiences, key messages, channels, content strategy, roles, crisis communication protocol, and monitoring and evaluation system detailed in the sections that follow.

3. Communication Goal

The overall goal of the OWF communication plan is to ensure effective, consistent, and strategic communication that supports the organisation's mission, strengthens stakeholder relationships, and increases the impact of its programmes.

4. Objectives

4.1 General Objective

To strengthen Open World Foundation's visibility, stakeholder partnerships, accountability, and brand identity through effective communication, stakeholder engagement, documentation, and resource mobilisation.

4.2 Specific Objectives

1. Build strong, sustained relationships with donors, partners, beneficiaries, government agencies, and the media.
2. Support fundraising, partnership development, and resource mobilisation.
3. Increase public visibility and recognition of OWF's work.
4. Document and disseminate programme results, success stories, and lessons learnt.
5. Promote accountability, transparency, and community engagement.

6. Build a strong and consistent OWF brand identity.

5. Target Audiences, Key Messages and Communication Channels

OWF engages many different groups of stakeholders, each for a different reason. This section brings together who they are, why we engage them, the key messages we share with them, the channels through which we reach them, how often we communicate, and the response we hope to secure, this single reference is what a communicator needs to plan or check any piece of outgoing communication at a glance.

The table below identifies each audience, the purpose of engagement, the core message, the channels used to reach them, the recommended frequency, and the desired response.

Who (Audience)	What (Key Message)	Why (Purpose)	Where (Channels / How We Reach Them)	When (Frequency)	How (Desired Response)
Donors and funding partners	OWF is open, accountable, and delivers programmes that create lasting change.	• Showcase our impact and how we utilise their resources • Build and sustain strong relationships • Mobilise support for our interventions	• Email updates • Newsletters • Reports (donor, annual, quarterly) • Donor meetings • Impact stories	As needed, with reports timed to quarterly and annual donor deadlines	Keep funding us, build partnerships, and support our work.
Government agencies	OWF supports national and local development through collaboration, accountability, and community empowerment.	• Establish stronger partnerships • Advocate for supportive policy	• Formal meetings and workshops • Policy briefs and reports • Email / official letters • Dialogues	As needed	• Work with us and support helpful policy (simpler NGO registration, licensing, and access to public facilities) • Help us access grants or co-funding • Encourage local government to work with NGOs
Civil society organisations and NGOs	OWF values partnership and working together to solve community problems.	• Establish partnerships and work together on activities •Disseminate learnings	• Email • Networking meetings • LinkedIn • Newsletters	As needed	Work with us on programmes, advocacy, and knowledge sharing.

		• Jointly advocate for change.			
Private sector and corporate partners	OWF offers credible, high-impact opportunities for corporate social investment that deliver measurable community change.	• Identify strategic partnership and co-investment opportunities • Mobilise financial, technical and in-kind support • Demonstrate opportunities for corporate social investment.	•Business meetings • Proposals • Email • LinkedIn •Networking events	As needed	Partner with us, co-invest in programmes, and provide financial, technical or in-kind support.
Media	OWF is making a real, positive difference through its community programmes and the stories behind them.	•Increase visibility of OWF programmes and results •Promote accurate public understanding of OWF's work •Generate credible media coverage and amplify impact stories	• Press releases • Interviews • Media briefings • Social media • Website	As needed (press releases/interviews); weekly (social media); continuous (website)	Give the organisation and its impact more media coverage and help raise public awareness of our services.
General public	OWF is improving lives and creating opportunities for vulnerable communities.	• Build awareness and trust in OWF • Increase visibility of programme impact • Encourage public support, advocacy and participation	• Social media • Website • Community events • Radio • Television • Newsletters	Weekly (social media); quarterly (radio, community events); continuous (website)	Follow and share OWF's work on social media, donate or fundraise on our behalf, volunteer at community events, and speak up for youth empowerment in their own networks.
Beneficiaries / communities	OWF works closely with communities to provide solutions that fit and last.	• Increase awareness and uptake of OWF services and opportunities • Promote participation and	• Community meetings • Flyers • Social media • Broadcast media	Quarterly (community meetings); weekly (social media)	Attend community engagement sessions, access OWF's health, education, and livelihood services, and share feedback

		community ownership • Facilitate feedback and accountability.			to help us improve our programming.
Board of directors and staff	OWF values professionalism, honesty, teamwork, and accountability.	Strategic alignment, organisational coherence and effective internal coordination on OWF's goals, policies, programmes and activities	• Staff meetings • Internal memos • Email • Planning sessions • Reports	As needed	Represent OWF well, live our values, and take part actively in our programmes.

6. Content Strategy

This section explains how OWF will plan, create, and share content to tell the story of our mission, programmes, and impact across health, education, livelihoods, and institutional capacity.

6.1 Content Pillars

Everything we publish should link back to one of our four programme areas, or to building trust in OWF as an organisation. The table below shows what each pillar covers and gives sample content types and ideas.

Pillar	What It Covers	Content Types	Example Ideas
Health	Physical and psychosocial wellbeing, menstrual hygiene, WASH, and nutrition	•Success stories & beneficiary testimonials •Project updates, photos, videos & infographics	•Recovery stories from beneficiaries • Health awareness posts • Menstrual hygiene and mental health day features
Education	Access to and completion of quality education	•Success stories, testimonials, photos and videos •Project updates, photos, videos & infographics	• Back-to-school stories • Scholarship and support stories • School partnership features
Livelihoods	Secure and sustainable incomes in place that help young people earn a living	•Success stories, testimonials, photos and videos	• Skills training and business start-up stories • Income growth testimonials • Youth-led business features
Institutional capacity	Strengthening OWF's own systems and partnerships; content that builds our brand	•Milestone updates, announcements &	• Staff training updates •New partnership announcements

	and credibility across all pillars	behind-the-scenes stories	• Organisational milestones • Annual review highlights • Donor and partner thank-yous • Behind-the-scenes and team stories

6.2 Procedure for Developing and Approving Content

To keep our content accurate and consistent, every piece follows the same steps:

1. Spot the idea: the Communication, Media and Partnerships Officer identifies a story from the communication calendar, a programme update, or a field visit.
2. Gather the details: work with the Research and Documentation Officer and the Projects Officer to collect facts, quotes, photos, or data. If a beneficiary's story is being told, their consent is obtained first.
3. Draft the content in the right format: a post, article, report excerpt, press release, and so on.
4. Check it: the Programmes Team Lead verifies the facts, and the Executive Director signs off on anything sensitive.
5. Publish it on the right channel(s), using the Channels and Frequency columns of the table in Section 5.
6. Review performance against the goals in the Monitoring and Evaluation section, and use what we learn to plan the next piece of content.

6.3 Communication Style and Tone

- Warm but professional: friendly language that reflects OWF's community values.
- Honest: everything we say is backed by facts and real results.
- Respectful storytelling: we always seek consent from beneficiaries before sharing their stories, and we protect their dignity and privacy.
- Consistent: the same logo, colours, and tone across every channel and material.

7. Content Formats

The channel is where content is shared (for example, LinkedIn). The format is what the content actually looks like: a post, a video, a report, and so on. Picking the right format helps the message land well.

Format	What It Is	What It's For
Text posts	Written updates, stories, and announcements	Share news and raise awareness
Articles / blog posts	Longer written pieces on the website	Explain a programme or its impact in more detail
Images / photos	Pictures of activities, beneficiaries, and events	Show our work in a real, visual way
Videos	Short clips of stories or activities	Grab attention and show impact vividly

Infographics	Simple visuals showing data or facts	Make key facts easy to understand at a glance
Testimonials / stories	Personal stories from beneficiaries	Build trust by showing real change
Social media posts	Posts on X, LinkedIn, Facebook, and similar platforms	Reach the public and grow our visibility
Reports (activity, monthly/quarterly/annual)	Formal documents on progress and results	Show donors and partners we are accountable
Newsletters	Regular updates sent to subscribers	Keep people engaged with what we're doing
Press releases	Official statements sent to media	Announce big news, events, or achievements

8. Roles and Responsibilities in Executing the Communication Plan

This section sets out who is responsible for what in delivering this communication plan, so that OWF's messaging is produced, approved, and shared consistently and on time.

Role	What They Do in Executing This Plan
Board of Directors	• Provide oversight and final approval for OWF's brand, positioning, and any high-risk or reputation-sensitive communication • Approve the crisis communication protocol and act as the decision-making body during a major crisis (see Section 9)
Executive Director	• Acts as OWF's principal spokesperson for the media and external stakeholders • Signs off on sensitive or high-stakes content before publication • Champions the communication plan and ensures it is resourced and followed
Media, Communication and Partnerships Officer	• Owns day-to-day execution of the communication plan: content creation, channel management, and the editorial calendar • Coordinates with the Programmes Team Lead and Research and Documentation Officer to source content • Builds and maintains relationships with media houses and partners • Monitors channel performance and reports against the metrics in Section 10
Programmes Team Lead	• Fact-checks programme content before publication •Flags programme updates, milestones, and results worth communicating
Research and Documentation Officer	• Supplies case studies, success stories, data, and evidence for content and donor reporting • Maintains an organised archive of communication materials and reports

Monitoring & Evaluation Team	• Supplies verified programme data and results used in communication content • Supports tracking of communication performance against targets
Projects Officer	• Flags project activities and stories from the field as they happen • Supports fact-gathering and beneficiary consent processes at project level
Finance and Administration Officer	• Processes budgets and payments for communication activities and materials • Supports logistics for events, campaigns, and field visits

9. Crisis Communication Plan

This section prepares OWF to act quickly and calmly if something goes wrong, so we protect the trust that donors, partners, beneficiaries, and the public place in us.

Crisis Response Procedure

Whatever the type of crisis, OWF follows the same sequence of steps so that anyone on the team can act quickly and correctly:

1. Detect and assess: whoever first becomes aware of the issue reports it immediately to the Media, Communication and Partnerships Officer and their line manager, who assess how serious it is.
2. Alert the right people: escalate to the Executive Director, and to the Board where the crisis table below indicates, within the response time stated.
3. Verify the facts internally before saying anything publicly.
4. Agree a single spokesperson so OWF speaks with one consistent voice.
5. Issue a holding statement if the full facts are not yet confirmed, then follow up with complete, accurate information as soon as possible.
6. Monitor media and social platforms as the situation develops, and adjust the response as needed.

A holding statement buys OWF time to verify facts without leaving silence for others to fill. It should be short, calm, and factual: acknowledge the issue, state that it is being looked into, avoid speculation or blame, and promise a fuller response within a set timeframe. The example below can be adapted to the specific situation by whoever is designated spokesperson.

Example Holding Statement

"Open World Foundation is aware of [the reported issue] and is treating this matter with the seriousness it deserves. We are gathering the facts and will issue a full and accurate statement within [24 hours]. OWF remains committed to transparency, accountability, and the trust of our donors, partners, and the communities we serve. Enquiries can be directed to [spokesperson name/title, contact details]."

The table below sets out how this procedure applies to OWF's most likely crisis scenarios.

Crisis type (what could happen)	Description (What It Looks Like)	Immediate response Actions (What We Do Right Away)	Responsible Party (Who's in Charge)	Response Time (How Fast)

Negative media coverage	Unfair or wrong reporting about OWF's work, staff, or programmes	•Check the facts internally before saying anything •Pick one spokesperson to speak for OWF • Give a short holding statement, then follow up with the full facts	The Board and Management	Within 2 hours
Misuse allegations (money or resources)	Reports or claims that funds or resources were misused	• Inform the Executive Director and Head of Finance and Administration right away • Give a holding statement while verifying the facts • Only respond publicly once the facts are confirmed	The Board and Senior Management	Within 24 hours
Programme failure or safety incident	A programme doesn't go as planned, or something affects the safety of staff or beneficiaries	• Work out what happened and how serious it is • Tell the people affected directly and quickly • Agree the public response together with the Comms Officer	Programmes Team Lead & Media, Communication and Partnerships Officer	Within 24 hours
Political sensitivity	OWF's work or words get pulled into a political issue	• Keep a close eye on how the situation develops • Don't comment publicly until the Executive Director gives the go-ahead • Talk to government contacts if needed	Executive Director	Ongoing

In every case, OWF follows the same simple rules: one person speaks for OWF so the message stays consistent, we prepare holding statements in advance where we can, we respond quickly with real facts instead of guesses, and we keep watching the media and social platforms as the situation unfolds.

10. Monitoring, Evaluation and Success Metrics

This section is about tracking whether our communication is actually working, using clear targets, tools, and regular reviews. What follows is a starting point; OWF should refine the exact benchmarks and tools that best fit its own priorities as data accumulates.

What We Will Track

What We Track	What It Means	Target
Reach	How many people our communication gets to on each channel	Grow followers/subscribers and website visits by a set percentage each quarter, benchmarked against the previous quarter
Engagement	How many people respond, comment, or share	Maintain or improve engagement rate (likes, comments, shares per post) quarter-on-quarter
Trust / credibility	Growth in media coverage and how much people trust OWF	Increase the number of independent media mentions each year; track sentiment of coverage (positive/neutral/negative)
Support	Funding, partnerships, and participation that our communication helps bring in	Track leads, partnership enquiries, and donations attributable to communication activity each quarter
Internal effectiveness	How smoothly communication runs day to day and during a crisis	Content approved within the turnaround time set in Section 6.2; crisis response times met as set out in Section 9

OWF should review performance against these benchmarks quarterly, using the data to refine messaging, channel mix, and content pillars going forward.

11. Communication Calendar

The calendar below lists global and national days OWF could feature during the year, and shows how well each one fits our four pillars: Health, Education, Livelihoods, and Institutional Capacity, and our focus on vulnerable youth. Each day is marked by pillar alignment and rationale, so the team can focus on the days that really connect to our work, instead of posting on every day on the calendar.

Month	Day / Observance	Pillar Alignment	Rationale
January	24 Jan – International Day of Education	Education	Direct match; access to and continuity of quality education is a core OWF pillar.

February	27 Feb – World NGO Day	Health	General health-equity theme aligns with OWF's mental and psychosocial health work.
March	8 March – International Women's Day	Livelihoods & Health	Many OWF beneficiaries are vulnerable women and girls; ties to both economic empowerment and psychosocial support.
	22 March – World Water Day	Health	Supports hygiene promotion, part of OWF's health pillar.
April	7 April – World Health Day	Health	Direct match with the health pillar.
	22 April – International Mother Earth Day	Cross-cutting	Environmental theme; relevant only if linked to hygiene or health messaging.
	25 April – World Malaria Day	Health	Direct match; disease prevention sits under health.
May	1 May – Labour Day	Livelihoods	Direct match; economic empowerment of vulnerable youth.
	15 May – International Day of Families	Livelihoods & Institutional Capacity	Relevant to work with youth-headed households and family-level economic support.
	28 May – Menstrual Hygiene Day	Health	OWF has direct programming here; the Jinja menstrual hygiene activity is a natural feature.
	31 May – World No Tobacco Day	Health	Fits the mental and psychosocial health pillar.
June	5 June – World Environment Day	Cross-cutting	Not a current OWF programme area; feature only alongside a hygiene/environment tie-in.
	Men's Mental Health Awareness Month	Health	Direct match with the psychosocial health pillar.
July	Organisational theme: women's economic empowerment	Livelihoods	Opportunity to feature ongoing women's livelihood stories; not tied to a specific UN day.
August	12 August – International Youth Day	Livelihoods & Education	OWF's strongest-fit day; it is fundamentally a youth-empowerment organisation.

	19 August – World Humanitarian Day	Institutional Capacity	Good moment to highlight OWF's humanitarian work and partnerships.
September	8 September – International Literacy Day	Education	Direct match with the education pillar.
October	10 October – World Mental Health Day	Health	One of the strongest health-pillar moments in the calendar.
	16 October – World Food Day	Livelihoods & Health	Links nutrition (health) with food security through livelihoods.
	24 October – United Nations Day	Institutional Capacity	Opportunity to spotlight OWF's partnerships and alignment with global development goals.
November	20 November – World Children's Day	Education & Health	Fits child-focused programming across both pillars.
December	1 December – World AIDS Day	Health	Direct match with the health pillar.
	10 December – Human Rights Day (theme: right to mental health)	Health & Institutional Capacity	Combines mental health messaging with institutional advocacy.

12. Time and Frequency

For OWF, getting timing and frequency right matters because our audiences range from time-poor donors and government partners who expect occasional, high-value updates, to community beneficiaries reached through radio and community meetings on a predictable quarterly rhythm, to online followers who expect regular, near-daily activity on social media. This section sets out how often OWF sends out communication, and on which platforms, so that each audience is reached at the right cadence without being overloaded or underserved.

Why a Schedule Matters

- Stops information overload: spacing messages out keeps people from tuning us out.
- Builds trust: regular, predictable updates make OWF feel reliable.
- Helps us plan: the team can plan content, reviews, and approvals ahead of time.
- Gets the timing right: important messages reach people when they need them most.
- Avoids overlap: different teams don't end up messaging the same people at the same time.

How Often	Platform	Type of Content
Daily	X (Twitter) / IG Stories / LinkedIn	Real-time updates from the field, quick quotes
Weekly	X (Twitter) / IG Stories / LinkedIn	Programme updates and highlights

Monthly	X (Twitter) / IG Stories / LinkedIn / TikTok / YouTube and Website	Beneficiary stories, new partnership news
Annually	Newsletter (print & digital PDF)	The Annual Review, a full look back at the year's achievements