# FAROF COMMUNICATION POLICY

FAROF Strategic Communication Plan.

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This document details the communication strategy and publicity plan of the Freehearts Africa Reach Out Foundation (FAROF). It outlines the key messages to be communicated, communication channels to be applied, visual identity, target groups to be reached, and tools to be used.

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## 1. INTRODUCTION

This document describes the Foundation's procedures for an effective Communication system within FAROF (programs, stakeholders and staff), providing details on the strategy that shall ensure awareness and high visibility of the activities carried out in the Foundation's projects.

The Freehearts Africa Reach Out Foundation (FAROF) has a responsibility to impact public perception, the image of the foundation, our target community and specifically improve public understanding of the realities and complexities of our sector paying attention to the inequalities, injustices and poverty we are working to overcome, alongside the capacities and resilience of the people who do the work as well as those we work with. As such we are duty-bound to better understand the wider impact of our communications on our audiences.

The stories we collect and choose to disseminate have the power to impact the way audiences view our sector, the country and the world; including themselves in relation to the rest of the world. As such, we must therefore actively work to embody and relate the true picture of the realities of our operational environment and the people with whom we work; not given to sentiments that perpetuate stereotypes but an image that recognises the increasingly global nature of communications and assumes that our outputs could be seen anytime by anyone, anywhere.

The primary goals of our communication efforts are:

- To give the foundation's project high relevance and visibility in order to create awareness of its deployment.
- Raise awareness and interest among relevant stakeholders and Beneficiaries such as children, young women and their parents on a specific thematic area of FAROF's programs and work opportunities.
- Enhance entry into a specific community structural system through positive imaging and awareness campaigns
- To encourage open dialogue with relevant communities about the Foundation's projects aims, methods and outcomes.
- To communicate with other similar or complementary projects and initiatives.

**Our communications objectives as an organisation are based on:**

- Sharing Information
- Communicating Impact
- Education and Development
- Measuring and Follow-up

**How we communicate**

We will invite our audiences (everyone interested in our work and the influence we wield in the sector) to subscribe to receive our newsletters, emails about news of our activities.

The benefits of communicating our project will not only be relevant for the participating regions, which is why our projects are committed to communicating and promoting our concepts widely to make this knowledge available to other regions and thereby pave the way for a further roll-out of the project methods. The communication strategy will be carried out by use of various communication tools, channels and activities, all further described in this document.

We will communicate as widely as possible using:

- Advertising – Posters & Flyers
- Press – Advertisements, Press releases & Appearances / Interviews
- Annual General Meeting (AGM)
- Workshops and Focus Groups
- Emails
- Face-to-face meetings
- Whatsapp
- Virtual meetings
- Telephone
- Our website at www.farof.org and social media platforms on Facebook, youtube and X @FAROFNIGERIA and Instagram @freeheartsafrica to gather feedback and to provide detailed information
- Media briefing through news releases and writing articles

## 2. PROJECT OVERVIEW AND PURPOSE OF THIS DOCUMENT

This communication plan supports FAROF to create an awareness of all her programmes amongst various stakeholders in diverse region across Nigeria and other Africa Continent in order to arouse interest and gain their support in implementing the Foundation's programmes. At the same time, the plan will raise the visibility of all outcomes of her project, its impact and will acknowledge relevant partners and donor agencies in supporting development in the targeted country and/or regions.

### 2.1. Purpose of the communication plan/Policy

The purpose of this Communications Policy is to provide a framework for the Freehearts Africa Reach Out Foundation's (FAROF) dealings with all communications, media and privacy considerations in keeping with its commitment to integrity, inclusivity and respect for all.

This policy/plan further provide the framework, guiding principles and key elements of FAROF communication and publicity interventions. It also defines the implementation, coordination and monitoring of these interventions across diverse states in Nigeria and emphasizes the effective involvement of key stakeholders at all levels.

This plan identifies audiences, communication channels, frequency, messages, feedback, and standards. The framework ensures that FAROF provides relevant, accurate, and consistent information while increasing awareness of all her projects at the state and national level

### 2.2. Objectives

Our aim is to influence community members in underserved and hard to reach areas to work together towards an all-inclusive programmes in the targeted regions, while creating a medium where knowledge, learning and wider awareness of her programmes are guarantee for all, particularly in the underserved communities and ensure an all-inclusiveness of marginalize children and women groups in the targeted regions.

Our specific objectives include:

1. To establish regular communication through creating radio programs that promote gender equity and social inclusion of marginalized women and children to developmental programmes in the state.
2. To increase collaboration by engaging stakeholders to take action in increasing information on the prograammes for underserved communities through consultative meetings.
3. Develop a publication that Increase the knowledge of the rights of marginalized women groups and children to the foundation's programmmes and policies.
4. Expand and improve program social media pages through regular posting of project implemented events and sharing lessons learnt.

### 2.3. Communication Standard

The Freehearts Africa Reach Out Foundation (FAROF) will not publish content that would constitute discrimination or harassment of any kind, defamation and threats, profanity and similarly inappropriate language, or content that violates copyright and trademark law, promotes illegal activity.

## 3. OUR COMMNICATION PRINCIPLES

As an organisation, we are guided by principles that respect the constitution of the Federal Republic of Nigeria 1999 and the Freedom of Information Act 2011. Our reverence of these principles guide the way that we operate and share information to our audiences across our various platforms keeping in mind that

1. **We will lead an active dialogue** – Freehearts Africa Reach Out Foundation (FAROF) looks to create content that encourages commitment, work satisfaction, and responsibility, passion for development and truth through a good internal and external dialogue. We want to communicate with our target audience(s) first – especially on decisions affecting them, seeking their opinions as it affects them and the sector at large. We share our knowledge and seek out knowledge contributed by others, in order to create better results.
2. **We will be open and accessible –** With respect to the two-way principle of effective communication, we will show willingness and ability to collaborate and communicate, provide communication resources in ways that are open and ethical – providing

background, data and facts that are verifiable and accessible to all, also in situations surrounding information which may not be in our immediate favour.

3. **Our message will be purposeful:** We always communicate with a purpose. Communication must be incorporated early on in our work with for instance new projects, programmes, strategies, tasks, laws, bills and acts. We deliberate why, what, with whom, how, and when we communicate to ensure efficiency.
4. **We will be credible** – Our credibility is crucial to our audience's trust in us and to the trust of the general public. This means that we rely on our ability to coherent and cohesive especially in ensuring a direct link between words and action. We communicate correctly and timely.
5. **Our message will be intelligible** – We communicate comprehensibly to ourselves and to others. It is our responsibility that other people understand our messages that we use clear, concise, and correct language.
6. **We will be proactive and reactive** – We take initiatives and actively set appropriate agenda for correct and adequate civil society discourse. We are alert and prevent the emergence of rumours and myths. We follow up on misunderstandings, and give true accounts of stories both around civil society issues and issues that affect citizens and the world in general.

## 3.1. INTEGRITY

Freehearts Africa Reach Out Foundation (FAROF) is committed to the values of partnership, respect and honesty and to the long-term effectiveness of aid and development. As such all public materials are quality checked by the Strategic Development Manager and head of Communications to ensure accuracy and quality; reviewed by a third party; and then forwarded to the CEO for final approval before publication.

The Strategic Development Manager and head of Communications has primary responsibility for ensuring that all Freehearts Africa Reach Out Foundation (FAROF) publications and communications are accurate, up-to-date, accessible, respectful and compliant with Freehearts Africa Reach Out Foundation (FAROF) policies (such as the *Child Protection* and *Development and Non-Development Policies).* The Strategic Development Manager and head of Communications also ensures that all public communications comply with appropriate State and Federal laws.

Freehearts Africa Reach Out Foundation (FAROF) ensures that the use of images and messages portraying primary stakeholders is appropriate, accurate and consensual. Images used by FAROF of women and men, boys and girls in their communications will respect the dignity, values, history, religion and culture of the people portrayed. **(Refer to Annex A : FAROF *Guidelines for the Use of Images and Messages)*** . Children will be portrayed positively as part of their community.

All Senior management Team, staff, volunteers and contractors and project partners must seek the appropriate permission and consent of primary stakeholders or their adult guardians when collecting images, taking photos and documenting stories in the field. The FAROF *Image Release Form* and Children's personal story, photograph and audiovisual consent form **( Annexes B and C )** will be used in such instances unless verbal permission is deemed

more suitable. In these situations, advice should be sought from project partners on the appropriate permissions and on any potential risks related to using images and case studies. Records of the origins of images and case studies, permissions and copyright releases, as well as key details including name, age, location, date, program association and form of consent gained must be kept on the **FAROF COMMUNICATION FOLDER** in the CEO's office.

### 3.2. ACCESSIBLE INFORMATION AND STAKEHOLDER ENGAGEMENT

An Annual Report will be prepared and presented to the Strategic Development Manager for review, after which send to the CEO for approval and shared with the Board of trustee during the general meeting.

The Annual Report will also be published and shared publicly on the FAROF website and with all FAROF supporters and donors via quarterly newsletters and social media.

FAROF will also keep all Members, supporters and the broader community informed of its activities via: donor reports; the news section of the FAROF website; quarterly newsletters; quarterly Member communications; flyers and brochures; social media (refer Annex E: *Social Media Policy* ). **Volunteers' and other partners contributions will be highlighted in FAROF's newsletters/website as appropriate.**

All publicity, associated press releases, fundraising proposals and other fundraising documentation will be prepared to reflect this Policy and will describe FAROF's work and operations with honesty, integrity and accountability.

## 4. MEDIA

FAROF appoints a number of high-profile and youth as volunteers to publicly promote its work and achievements.

The CEO and FAROF Chair are the key spokespersons authorised to speak to the media on behalf of FAROF. Where information or public comment is requested or required by other FAROF personnel, the Strategic Development Manager and Head of Communications shall determine the most appropriate person to respond. Other staff, Board members and volunteers are advised to ensure they are properly briefed and guided by the Strategic Development Manager and Head of Communications, CEO or Board Chair before talking to the media on any issue.

Staff, Board members, volunteers and third parties are encouraged to deliver public presentations that discuss FAROF's work and its goals, provided that they make it clear where such presentations are or are not authorised by the Foundation.

Significant statements on behalf of FAROF shall be made as authorised by the Strategic Development Manager and Head of Communications, CEO or Board Chair as detailed above. It should always be made absolutely clear whether the views put forward regarding any issue relating to FAROF are those of the organisation or of an individual. At all times consideration should be

given as to how the correspondence may affect FAROF's reputation. Any filming or taping of FAROF's programs or of the organisation's proceedings by the media is subject to prior permission by the Strategic Development Manager and Head of Communications, CEO or Board Chair.

Where media queries involve requests for information that will require substantial staff resources, such work must be authorised by the CEO. It will usually be necessary to provide information in addition to that which is requested in order to set the facts and figures in context. Requests for detailed information of this nature, whether from the local or national media, should be referred to the Strategic Development Manager and Head of Communications.

## 5. PRIVACY

FAROF is committed to protecting the privacy of personal information that the organization collects, holds and administers. Personal information is information which directly or indirectly identifies a person. FAROF recognises the right of individuals to have their information administered in ways which they would reasonably expect – protected on one hand, and made accessible to them on the other.

FAROF will:

- Collect only relevant information that the organisation requires for its primary function.
- Ensure that stakeholders are informed as to why information is collected and administered.
- Use and disclose personal information only for primary functions or a directly related purpose, or for another purpose with the person's consent.
- Store personal information securely, protecting it from unauthorised access.
- Provide stakeholders with access to their own information, and the right to seek its correction.

All staff, Board members, volunteers, consultants project partners must observe these privacy approaches in regards to any public information presented to the media or general public.

## 6. COPYRIGHT

All material created by employees, volunteers and consultants of FAROF in the course of their engagement, irrespective of whether it is created using FAROF facilities or materials, or during normal working hours, will belong to FAROF. What constitutes the course of engagement will be determined by: the employee's/volunteer's position description and usual duties; or the consultant's contract.

Staff and volunteers of FAROF should ensure that every publication of FAROF including any books, newsletters, brochures, forms, reports and computer software contains the following statement: © ***FAROF, Nigeria, [Year of creation of material]***

## 7. PARTNERSHIP RECOGNITION

FAROF is committed to promoting and recognising Nigeria Government, private sector And, corporate and individual donor support for its international projects and programs. Examples include:

● encouraging and inviting visits by both Nigerian and international officials and major donors;
● ensuring beneficiaries understand where support is coming from;
● labelling and badging of project materials using donor partners logos;
● ensuring signage used in-country features partner support; and
● ensuring that media releases refer to activities and achievements supported by partners.

## 8. COMMUNICATION TEAM

The CEO and Board of Trustee of FAROF is responsible for ensuring that all forms of communication carried out by FAROF meets with the demands of the communications policy. All employees have co-responsibility for communication. Managing staff members have a special responsibility to create an efficient internal and external communication and to lead with good example.

The Communications team is headed by the Chief Executive Officer of the organisation and managed by Strategic Development Manager and Communications officers whose content must be approved by the CEO before dissemination. Communications officers include:

- social media managers,
- content creators,
- graphics designers and,
- website developers.

## 9. STAKEHOLDERS (TARGET AUDIENCES)

In order to optimize communication and dissemination efforts, it is important to identify and define the target audience interested in our projects. The term 'target audience' implies all stakeholders/ groups of people that could have an interest in the activities and results of the foundation's programmes. The primary target for this communication campaign will be Marginalised women and children from both rural, peri-urban and urban settings in order to effectively share the core message about the relevance of FAROF's programmes in the country which will result in high interest among the targets and subsequently high partnership rate amongst stakeholders. Communication activities shall also focus on other target audiences listed below, mostly stakeholders relevant to FAROF's project, but overlaps to the main target audiences for dissemination will occur, especially in the project's online presence (website and social media).

For communication activities, the target audiences will mainly be:

- ✓ Government officials/Community leaders
- ✓ NON-governmental organization implementing similar project
- ✓ The private sector
- ✓ Young Women
- ✓ Press and media

- ✓ Employees and volunteers including committee members
- ✓ Partner organisations and supporters
- ✓ Funders
- ✓ Donors & Sponsors
- ✓ Regulators
- ✓ Public representatives
- ✓ The general public

## 10. COMMUNICATION STRATEGIES

### 10.1. THE STRATEGIC FOCUS AREAS

**THE STRATEGIC FOCUS AREAS FOR THE COMMUNICATION POLICY ARE:"**

10.1.1. Internal communication**:** Using English Language, our internal communication will strengthen cooperation and sharing of technical know-how with a view to joint goals, among other things, in order to ensure work efficiency among our employees. We will make information accessible, timely, clear and comprehensible such that the message is differentiated as well as adapted to our recipients.
**Target:** Employees
**Channels:** Employee official emails, Employee Closed Social Media Group, Instant Messaging Apps, Staff Meetings.
**Tools:** Memos, Emails, Instant Messages.

10.1.2. External Communication: We will comminute in English language and when necessary translate to local languages (pidgin, Yoruba, Igbo and Hausa), use illustrations (graphics, infographics) to emphasize our messages, analyze and clarify our points. We will make sure of monthly newsletters, letters, policy briefs, reports, social media posts and campaigns to disseminate information to our audience.

**Target:**

- General Population
- Collaborators/Implementing Partners
- Media Relations
- Crisis Communication.

**Channels:** Website, Organisation's Official Email, Organisation's Phone Number(s), National Dailies, Organisation's social media accounts.
**Tools:** Emails, SMS, Phone Calls, Social Media Posts, Policy Briefs, Newsletters, Memos, Live Chats, Instant Messaging, Opinion Editorials, Feature Articles

- **General population**

We will communicate through face to face meetings / events, virtual meetings, emails, calls, instant messaging as well as text messaging. We will ensure that our messages are direct, clear and credible. Using the two-way communication model, we will set up polls and issue

questionnaires/evaluation forms to get the opinions of citizens. In addition, our phone lines and emails will remain open to receive calls and messages from 9am to 5pm on weekdays. We will also ensure that citizens are able to get quick responses to enquiries via Instant Messaging Apps (WhatsApp, Facebook Messenger and Twitter).

- **Media Relations**

We will develop good relations with target media organisations (Television, Radio and Print) in a way that gives journalists and media organisations the best possible conditions to communicate our issues and messages to the public by being accessible, offering full cooperation and providing all relevant information required by the media within the limit of our capacity.

- **Crisis communication**

In situations of crisis, we will communicate openly, promptly and credibly, internally as well as externally. The management will have a clear overview of what is reported to the media and only the appointed spokespersons (top management) make public statements. At times of major crises, the usual rules of communication may be suspended, and procedures for crisis communication come into force. This means that we work with the following procedures will take effect:

- **Proactivity:** We inform as much as possible – as soon as possible.
- **Priorities:** We give priority to delivering current and exact information to the public through issuing a statement on our organization's letterhead with the signature of the Executive Director on our social media handles.
- **Accessibility:** We make it as easy as possible for the media, relatives, and others to gain overview,
  knowledge, and information on the ongoing crisis situation by providing immediate response to direct questions.
- **Employees:** We give priority to information of our employees. Also in times of crisis it is essential
  that our employees know what is happening and are prepared to take co-responsibility for the problem-solving.

## 10.2. STRATEGIC APPROACH

The Foundation's Communication and Publicity rests its overall strategic approach on the socioecological model, which recognizes that behavior is influenced by knowledge at the personal level, by the actions of close individuals like family and friends, by community norms and actions and at the wider society by environmental structures and factors. Based on this model, the strategy will employ three key strategies to achieve its purpose and objective.

### 10.2.1. Advocacy

To bring change to the current situation, advocacy will be an important intervention. It will entail a continuous and adaptive process of gathering, organizing, and formulating information into arguments that can convince the government, donors and development partners, the private sector, policy makers, community leaders, and industry members to prioritize challenging issue. Advocacy will target these audiences for increased participation and support that promotes a

positive image of the foundation's programmes in the country. Within communication and publicity activities, advocacy efforts will aim to:

- Advocate for the establishment of more diverse committees to support the communication of the foundations programmes in underserved areas of the state
- Place the Foundations programmes on each targeted state developmental agenda.
- Gain support for and ensure visibility of the Foundation's programmes as described in the Programme's implementation plan

### 10.2.2. Social mobilization

Social mobilization will tackle individual and community norms that are barriers to effective programming. Events will be held to increase participation and ownership among individuals and community members by engaging social groups like women, men and other organized groups. It will deepen and normalize positive individual and community actions. To accomplish this, a number of activities can take place at the community level supported by the main national campaign. These activities will include community consultative meetings, community interactive radio, and dialogues. Special mobilization for female audiences will be enforced by employing women led organizations and networks in Nigeria to encourage female to participate in community development programmes, including in formal and non-formal skills development courses and to break gender stereotypes related to technical careers.

### 10.2.3. Awareness Campaign

To change individual mindset, perceptions and attitudes by targeting them through interactive and participatory activities as well as a limited mass media campaigns.

We will continue to engage the use of a branded state and/or national mass media campaign, using radio stations, developed with the main focus of bringing a positive image of the Foundation's programmes. The campaign will segment and target the primary and secondary audiences and ensure accurate and understandable of the Foundation's programme information is available for the audience. The campaign will be the umbrella for messaging that all other interventions will follow. It will be developed to phase in new messages during the course of the programme to keep the momentum.

Mass media activities like radio shows, will be carefully planned to minimize cost alongside the production and distribution of visibility materials including booklets, posters, leaflets, T-shirts, face caps, arm bands, etc. Social and digital media will also be used to ensure thorough visibility of the programme. Various partnerships are envisioned with other agencies that have activities in rural areas so that, for example, messages about literacy are enhanced with messages about opportunities for technical training.

## 10.3. OUTLINED KEY COMMUNICATION STRATEGIES

We shall adopt the use of new media towards establishing valuable relationships and earning stakeholders trust, while building and increasing branding awareness and publicity, especially in underserved and hard to reach communities.

our Key strategies include: the use of local radio stations platform, which entails the development of radio program in local language that is aimed at increasing their community knowledge and awareness, create programme access and a voice through which underserved communities could be identified as an additional means,

The radio programs development will be a joint effort with workers of radio station and selected program beneficiaries, this will include initiative that increase programmes policies knowledge, access and its need for the state to establish one where there isn't.

We shall also leverage on our existing social media platforms (facebook, X, instagram and others) and websites to promote the foundation's Programmes while tagging our activities with other partners and development partners social media sites, this is aimed to bring down communication cost to the minimal.

As recognition, we will ensure to build in Donor partners logo/emblem in all FAROF's events.

We will build partnership and relationships with reporters and editors and securing favorable coverage. Most often through their involvement during consultative meetings, including project review meetings to aid wider reach of information dissemination.

Finally, we shall produce a communicative brochure containing success stories and other key edifying reports that is both FAROF's and her donor Partners project goal oriented. These success stories will also be shared through our various social media platform, including the Foundation's website.

### 10.3.1. Communication Channels

A well-coordinated communication mix for the campaign will be executed targeting specific stakeholders with the overall objective of reaching at least 75% of the targets through various mediums.
The following channels are considered as the most appropriate for reaching the target audiences for raising the profile and visibility of the Foundation's programmes in the country. Radio is the most powerful, with the widest outreach possibilities and most democratic in terms of providing information to all social groups despite different literacy levels, languages spoken and social status.

### 10.3.2. Website

FAROF website will be updated and act as the central online location to obtain and disseminate information along with other news, success stories, activities and announcements. However, the website will have relatively low number of visitors. To increase the number of visitors it is imperative to build a strong linkage between the website and social media channels.
The web site content will include at least:

- General information about the Foundation's programmes;
- News, announcements;
- Resource center where all her policies and programme reports, including financial audit reports are placed/stored for reference.
- Status and plans regarding the project capacity building and other activities initiatives;

- Photo and video gallery to illustrate the project and the partners activities
- Brochures
- Library with project presentations and guidelines produced by the project and other sources;
- Project partner information, all relevant project documents (reports, analytical notes, recommendations, training programs, etc.);
- Contact details;
- Links to other relevant websites

### 10.3.3. Social media (Facebook, X formally called Twitter, Instagram)

The use of social media and networking services such as Facebook, instagram, X, etc., have become an integral part of many people's daily life. Social networking services actually play a vital role in delivering educational outcomes; facilitating supportive relationships, identity formation, and promoting a sense of belonging and self-esteem.

Social Media channels such as Facebook, instagram and X, are extremely useful and cost-effective platforms that could be utilized to communicate to sections of society. The Foundation's programmes will utilize the social media to continue to disseminate information, key messages and results both in the form of text and visuals including photo, video and infographics.

FAROF Facebook, instagram and X accounts will be updated and used to target the urban and semi urban affluent audience. Social media pages will be used to share updates in the Foundation's programmes as well as share quotes by inspirational figures. Content will also include press statements, success stories, etc.

In an effort to encourage open dialogue with stakeholders, and to reach a broad audience while showing that the project is dynamic and active, the following social media accounts "Instagram, facebook and X" which has already been created will be updated with the user name "#project name".

An embedded timeline of the Foundation's programmes social media accounts has been added to the Foundation's website. The purpose is to catch website visitors' attention and make them follow the project on the foundation's Social media pages.

In addition to X formally called Twitter (and possibly other platforms, such as LinkedIn, depending on relevance) a different and more content-rich form of social media will be applied in the project.

The website will be enriched with a blog featuring posts diving into the many interesting and complex subjects that form the basis of the foundation's project.

The blog will add life to the website and clearly display who we are as a project, what we do, and why. Also, the blog will be interactive and provide a direct channel for partners and external stakeholders alike to communicate and share their extensive knowledge on implementation.

### 10.3.4. Radio Programmes

Project team members will seek opportunities to take part in radio programmes that discuss issues that are important to women and children.

### 10.3.5. Media coverage

- Engaging journalists during different activities in order to achieve unpaid communication coverage.
- Providing journalists with ready-made information about the Foundation's programmes so as to increase the likelihood of featured articles.

### 10.3.6. Flyers/brochures

Flyers/brochures will be printed both English and local language and distributed through key resource centres like the Foundation's social media platforms, public libraries, community centres, etc. They can also be handed out during community events and other related activities. These will be produced in both English and local language since majority of the people in hard to reach communities may not understand English.

### 10.3.7. Newsletter (s)

Newsletter will be introduced to document and publish. It can be published in electronic and/or printed form. It will aim to inform the target audiences on major project results, activities, initiatives and events of the foundation. In this respect, the themes addressed in the Newsletter will be of immediate relevance to the Foundation's programmes and other interested parties.

### 10.3.8. Reports/journals

Meeting and events reports will also be published to give the stakeholders status and progress of the project. These will help build trust and transparency and promote participation.

### 10.3.9. Quarterly review meeting

The Foundation's programmes will plan, carry out and host project quarterly review meetings, which will aim to gather important stakeholders for knowledge sharing and presentations of the project's results in order to increase visibility, as well as trigger the uptake.

The review meeting will have its focus on communicating and promoting the aims, progress, and intermediate results and impact of the Foundation's programmes as well as allowing for input and feedback from relevant stakeholders.

The end of each project review meeting will showcase the actual results and impact of the project, while engaging relevant stakeholders and setting the scene for the life of these beyond the project lifetime.

### 10.3.10. Face-to-face meetings

Apart from the above-mentioned communication channels and media, the Foundation's programmes will of course also spread its news through face-to-face meetings whenever possible and relevant. This is the most traditional, but still very effective, way to communicate and spread information, as it allows targeting the message and obtaining direct feedback from the interlocutor.

### 10.3.11. Messaging

Proper messaging is a vital component of the communication efforts to build a positive image of the Foundation's programmes. The communication strategy on Foundation's programmes proposes evidence-based messaging to resonate with the respective participant groups to attain the desired outcomes. The purpose of developing key messages for particular audiences is to facilitate effective and focused interaction. The messages will also serve as an expression of what the Foundation's programmes is doing in Nigeria and how it is contributing to national and sustainable development goals.

## 11. ROLES AND RESPONSIBILITIES.

In all communication with the public, FAROF will act in an honest and transparent way. FAROF is committed to accounting for cultural and social sensitivities in its communications and will be inclusive and respectful of all the people it works with.
All documents produced, for both internal uses and wider circulation, will comply with appropriate State and Federal laws.

11.1. Communication Deliverables- The following deliverables are applicable:

- It is the responsibility of all employees of FAROF, including volunteers, contractors and program partners to ensure that they comply with this Policy.
- It is the responsibility of the CEO to ensure that:
  - Board members, staff, volunteers, Advisory Committee Members, contractors and in-country partners are familiar with their obligations under this Policy; and
  - any breaches of this Policy coming to the attention of management are dealt with appropriately.

### 11.1.1. Approval of Messages

- **The CEO** or assigned Representative of the Foundation by the CEO, such as the program manager will be responsible in delivering all communications to Donor Partners and/or relevant stakeholders.

- **The Strategic Development Manager** is the primary contact for the Foundation for managing the website, social media, day to day e-mail, telephone and postal correspondence with all stakeholders, and is responsible for day-to-day communications

and the circulation of documentation, also subject to the approval of the CEO.

- **The chairperson** is ultimately responsible for all Management Committee Communications.

### 11.2. Medium of Communication

Medium of Communication with all key persons, including staffs, beneficiaries, Project facilitators and other stakeholders shall be carried out daily, weekly, monthly or quarterly through the use of internet, emails, phones and/or video conference for instant feedback, while other communication amongst community stakeholders, project staffs and other implementing Partners shall be in the form of consultative and/or review meetings to share lessons learnt and validate records.

### 11.3. Dissemination of project reports/results

Dissemination of project reports/results for publicity "information delivery channel "shall be through emails and/or existing social media platforms (facebook, Instagram and twitter) while tagging relevant Partners, including printing of hardcopies to state level partners with no access of internet

## 12. COMMUNICATION IN A CRISIS (Crisis Management & Communication)

Communications in a Crisis: What is a crisis? A crisis is any situation concerning the Association that is threatening or could threaten to harm people or property, seriously interrupt the work of the charity, significantly damage an organisation's reputation and/or negatively impact the financial viability of the foundation. Examples of a crisis would be: a fire or significant storm damage to charity building(s), financial wrong-doing; inappropriate behaviour on the part of an employee or a volunteer; a scandal involving a member of the Board; a sudden dramatic loss of funding as a result of a perceived problem; or an investigation into the charity by a regulator or other public body e.g. on foot of a complaint.

**In responding to any crisis, FAROF will:**

• Head off any potential crisis through the established risk analysis procedures
• Ensure that the key spokesperson is the most appropriate person to deal with the specific crisis. **Note:** the CEO or Strategic Development Manager the the primary contact for the organisation but may not necessarily be the best spokesperson depending on the particulars of any potential crisis
• Notify all Management Team and committee members
• Establish if the crisis is being discussed in the public domain. If so, formulate a plan to monitor what is being said and prepare a formal response
• If approached by the media or other third parties before a formal response is finalised a variation on one of the following statements may be appropriated:

◦ The FAROF Management committee have been made aware of the situation regarding ..... An investigation is underway and a formal statement will be released by the chairperson in the coming days. FAROF remain committed to their mission, vision and core values.

◦ This is an evolving situation. There are a number of statutory organisations involved in the investigation and it would be inappropriate to comment at this time. FAROF is committed to being as open and transparent as possible and will release a full and frank formal statement in due course.
◦ The recent...events... have resulted in..... The management committee are assessing the impact of this on the organisation and are formulating a plan to..... The MHCA remain committed to serving their charitable purpose and fulfilling their charitable objectives for the benefit of the people of "Location of crisis" and all of our stakeholders.

## 12.1. Crisis Communication Channel Preparation Best Practices

1. Be prepared to use a unique web site or part of your current web site to address crisis concerns.

2. Be prepared to use the Intranet as one of the channels for reaching employees and any other stakeholders than may have access to your Intranet.

3. Be prepared to utilize a mass notification system for reaching employees and other key stakeholders during a crisis

## 12.2. Roles and responsibilities of a crisis management team

The formation of a crisis management team that includes members with diverse skills can help organizations respond quickly and decisively to a crisis.

## 12.3. CRISIS MANAGEMENT TEAM

The most qualified members of the crisis team to represent the foundation as a spoke person shall be carefully selected from the following categories: as public relations, legal, security, operations,

finance, and human resources. However, the composition may vary based on the nature of the crisis. For instance, information technology would be required if the crisis involved the computer system. Time is saved because the team has already decided on who will do the basic tasks required in a crisis.

## 13. RESPONDING TO STAKEHOLDER COMMUNICATIONS

Upon receipt of any relevant stakeholder communications such as a request for information, a call for action on the part of FAROF or a complaint, FAROF will aim to reply in a timely manner. At a minimum, an acknowledgement of receipt should be sent within 5 working days with a full written response to follow within 15 working days of receipt of the original correspondence.

13.1. Requests for Information Requests for information regarding any FAROF's programme activities or events should generally be replied to immediately upon receipt. Requests for information regarding third party services may take additional time or require that the request be forwarded on. Where a request is forwarded on to a third party the stakeholder should be contacted and advised of this upon receipt.

13.2. Calls to Action where a communication is received requesting that FAROF take action on behalf of a stakeholder or take action to address any specific issues, such as Gender Base violence cases or Child abuse cases, etc., due consideration should be given to the organisations mandate and charitable purpose before making any commitments and responding. It may be more appropriate to redirect such requests to other third party or statutory organisations who are better placed to act.

13.3. Complaints: FAROF views complaints as an opportunity to learn and improve for the future, as well as a chance to put things right for the person or organisation that has made the complaint. Our policy is:

• To provide a fair complaints procedure that is clear and easy to use for anyone wishing to make a complaint.
• To publicize the existence of our complaints procedure so that people know how to contact us to make a complaint.
• To make sure everyone within the association knows what to do if a complaint is received.
• To make sure all complaints are investigated fairly and in a timely way.
• To make sure that complaints are, wherever possible, resolved and that relationships are repaired.
• To gather information which helps us to improve what we do.

**Definition of a Complaint**: A complaint is any expression of dissatisfaction, whether justified or not, about any aspect of FAROF or her community.
**Who can Make A Complaint**? Complaints may come from any User, hirer, contractor or member of the local community and may be received by telephone, email, in writing or in person.
**What Might a complaint be about?** FAROF recognises that, despite its best efforts, there may be occasions when a group or individual may wish to complain about the foundation/

Centre's actions or lack of actions. A complaint may be about the quality of the facilities, safety of the users, the handling of a particular situation or issue, the handling of personal data, or any other matter.

## 14. PUBLICATION OF POLICIES & PROCEDURES

A statement detailing FAROF Complaints Procedure is displayed clearly on the Foundation's notice board in her office and on the website. A digital copy of this policy document is also found on FAROF website.

## 15. COMPLAINTS

FAROF welcomes feedback from its members, supporters, Beneficiaries, the community and partners and stakeholders in the countries in which it works. **FAROF's *Complaints Policy*** provides a mechanism to register feedback, concerns and complaints and receive a response through an accessible and safe process. The Policy is distributed to all management Team, staff, volunteers, and program partners. It is also communicated to primary stakeholders as a part of in-country project activities. When working in communities FAROF will endeavour to translate the Policy into the local language. A link to this Policy can be found on the homepage of FAROF website. FAROF also has a **child-friendly Complaints Form for children.**

## 16. MONITORING AND EVALUATION

The monitoring and evaluation of the communication efforts are part of the overall M&E framework built into the Foundation's programmes design. Monitoring involves periodic assessment of implementation and performance of Foundation's programmes activities; whereas evaluation focuses on the results in terms of relevance, effectiveness and impact in promoting Foundation's programmes and in raising visibility of Donor Partners, and the Government of Nigeria. The Foundation's programmes M&E system will provide answers on the progress and impact made by the communication campaign in achieving the project's outputs and outcomes.

Communication and visibility efforts will be described in Quarterly reports by the project team to the Donor Partners Delegation to Nigeria, and at least once a year in annual progress reports.

An annual review will focus on the measurable outcomes of joint communications activities and on the outcomes of those activities on target audiences. Reports will be prepared to evaluate performance and to ensure that corrective action to meet outstanding communication needs is included in the Foundation's programmes work planning cycle for the coming year.

The following methods will be considered for use to evaluate communication effectiveness:

- Pre- and post-testing of messages;
- Opinion polls to measure changes in knowledge, attitudes and practices (KAPS surveys)
- Content analysis to gauge media attitudes, tone and coverage; (Press clips, Radio, social

media)

### 16.1. Key Performance Indicators

Indicators provide parameters against which to assess project performance and achievement in terms of quantity (how many/how much?), time (when?), target group (who?) and quality (how good?). Indicators can be quantitative, (number of people, % of adoption), semi-quantitative (scale or ranking), or qualitative (perceptions, opinions, categories). Several metrics will be analyzed to evaluate the success of the Foundation's programmes/initiatives depending on each channel's aim and target group. These include:

- Feedback received through various platforms such as SMS, emails, phone calls.
- Positive Media Coverage through newspaper, radio and online news articles
- The frequency of reporting of FAROF. To be done through media monitoring - press clippings, TV/Radio and social media clips,
- Quality of reporting of FAROF - To be done through Media monitoring - press clippings, TV/Radio and social media clips,
- Likes/following and conversations on social media pages
- Survey Results (to be conducted at the end of the project

## 17. COMMUNICATION MATRIX

Targeting communication efforts and means according to stakeholder groups is crucial in order to establish contacts and get the message across. When applied for communication of the project, each means is therefore designed with the specific target group(s) in mind. Target groups and communication means have been paired in the matrix below. Thus, the matrix constitutes a visual reproduction of the communication plan.

| | Government officials/community leaders | NON-governmental organization implementing similar project | *Private sector* | *Young women* | *General population* | *Press and media* |
|---|---|---|---|---|---|---|
| **Website** | *X* | *X* | *X* | *X* | *X* | *X* |
| Social media | *X* | *X* | *X* | *X* | *X* | *X* |
| Radio Programmes | *X* | *X* | *X* | *X* | *X* | *X* |
| **Media coverage** | *X* | *X* | *X* | *X* | *X* | *X* |
| **Flyers/brochures** | *X* | *X* | *X* | | | |
| **Newsletter (s)** | *X* | *X* | *X* | | | *X* |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Reports/journals** | X | X | X | | | X |
| **Quarterly review meeting** | X | X | X | | | |
| **Face-to-face meetings** | X | X | X | X | | X |

**Table 1. Target groups paired with main communication means**

The matrix will be reviewed at regular intervals, as the status of stakeholders as well as communication means may change over time and over the progress of the project.

***This policy is signed and approved by:***

| **Chairman Board of Trustees:** | ***Chief Executive Officer*** |
|---|---|
| *Date: 17th December 2023* | *Date: 17th December 2023* |
| *Signature* | *Signature:* |

Next Scheduled Policy Review June 2027

**Review & Revision Policy** –

The Data Protection Policies contained in this document will be reviewed every 4-years or earlier, as soon as practicable, if there is a material change in any matter referenced.

## ANNEX A- FAROF Guidelines for the Use of Images and Messages

**FAROF Guidelines for the Use of Images and Messages**

● Present photographs, films, videos, DVDs and messages of women and men, boys and girls in a respectful manner, honestly portraying their personal experience and context and as partners in the development process.

● Avoid images or messages that manipulate the story to portray people in a pitiful way.

● Children will be portrayed positively as part of their community and in a dignified and respectful manner.

● Do not create images of children where they are not adequately clothed and in poses that could be seen as sexually suggestive.

● Ensure images are honest representations of the context and facts.

● Ensure file labels, meta data or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images in any form.

● Portray participants in activities which reflect their daily lives.

● Convey the context and complexity of the situations in which local people live. Images of people in vulnerable situations should focus more on the reasons for and the context of a situation, rather than on an individual's suffering.

● Honestly portray the diversity of local people including age, disability and other marginalised groups.

● Inform key persons in images of what the image is being used for and obtain their permission. In the case of a child, obtain informed consent from the child and a parent or guardian before photographing or filming. An explanation of how the photograph or film will be used must be provided

● Show some examples of the kinds of materials that are produced so that those involved understand how their personal details and story might be used.

● Ensure that the identification of or use of images of local people will not bring them into any danger.

● Take care to ensure local traditions or restrictions for reproducing personal images are adhered to before photographing or filming a child

● Ensure that those whose situation is being represented have the opportunity to communicate their stories themselves. E.G. Use local spokespersons to show that local people are actively involved in development or humanitarian work.

## ANNEX B- FAROF Image Release Form

# FAROF Image Release Form

The Freehearts Africa Reach Out Foundation (FAROF) seeks your permission to include photographs and/or video images of yourself in our Photo Library. The images may be used by FAROF and/or, with prior permission from FAROF, by Government agencies or stakeholder organisations including the media. Primarily, they will be used to promote awareness of the work of FAROF in publications and other printed materials, on websites, and in social and broadcast media.

**Acknowledgment and Consent**

I or my legal representative (which could include a legal guardian or person with power of attorney):

● Acknowledge that I have read the contents and been given a copy of this form;

● Acknowledge that I am over 18 years of age (for children under 18 years a parent or guardian must sign);

● Consent to the use of the photographs/images described on this form by FAROF now, and at any time in the future, for the purposes outlined above;

● Understand that once any of the images referred to above have been published, AHF has no control over the subsequent use and disclosure of the images;

● Understand that FAROF does not guarantee that the images will necessarily be used in any public awareness campaign;

● Understand that I will receive no payment from FAROF for the use of my image in generally available publications as part of any public awareness campaign; and

● Understand that I can request the removal of my image from the AHF photo library at any time by written request to AHF at the address below.

## CONSENT FORM

| **Name of person whose image is taken:** | **Signature of person whose image is taken:*** |
|---|---|

*For persons under 18 years, parent or guardian can sign consent:

| **Name of legal representative, parent or guardian if individual is under 18:** | **Signature of legal representative, parent or guardian if individual is under 18:** |
|---|---|

| **Address:**<br>**State: Postcode:** | **Email address:**<br>**Phone:** |
|---|---|
| **Description of photo:** | **Date of photo taken:** |
| **If verbal consent was given but the person did not sign the form please tick here:** ☐ | |

## ANNEX C- Children's personal story, photograph and audio-visual consent form

# Children's personal story, photograph and audio-visual consent form

**Can we take your child's photo/interview/audio visual recording?**

People working for or with the Freehearts Africa Reach Out Foundation (FAROF) may want to take your child's photo or make a video or audio recording of your child. We may also ask to interview your child.

The personal story/photo/audio visual recording might be used for the Freehearts Africa Reach Out Foundation (FAROF) newsletters, reports, website or promotional material e.g. video, podcast etc. which may be used on social media, project reporting or at public relations activities. If FAROF staff or representatives are using a camera with an in-built location identifier, we will ensure it is turned off prior to taking the photograph.

FAROF will always ask your permission before we take your child's photograph, record them or interview them. If you do not want photos taken or to be recorded, you child will not be photographed or recorded.

I have read or had explained to me the information about photographs, videos and audio recordings. Yes ☐ No ☐

I am happy for my child's first name to be used with the photo, interview or recording. Yes ☐ No ☐

Are you happy for your child to be photographed or recorded? Yes ☐ No ☐

**Do you have any questions about your child being photographed, interviewed or videoed?**

Write your Name: _____ Date: _____

Sign your Name: _____

Location: _____

Your child's name:

Child's date of birth: _____

Name of AHF staff member, AHF representative or partner organisation seeking consent:

Date:

Contact details:

## ANNEX D- FAROF SOCIAL MEDIA POLICY

# FAROF SOCIAL MEDIA POLICY

**Purpose**

These guidelines have been developed with the purpose of making FAROF discussions online a productive, appropriate and enjoyable experience for the entire FAROF community. FAROF encourages employees, volunteers, partners and the entire management to use social media channels as a way to connect with stakeholders and promote FAROF's work. While social media is important and valuable to FAROF, there are some risks that should be kept in mind when using these tools.

**Protocols**

In the social media world, the lines are blurred between what is public, private, personal or professional. FAROF's various social media profiles (Facebook, X and Instagram) are part of a conversation between real people. As such, activity on these platforms requires guidelines with regards to what is appropriate interaction with the FAROF online community. These include:

➢ Use good judgment

o Employees, volunteers, partners and the entire management should use good judgment in all situations.

➢ Be respectful

o Always treat others (including, customers, non-customers, co-workers, competitors, donors and donation receivers) in a respectful, positive and considerate manner.

➢ Be responsible

o Please have the best interests of FAROF at heart at all times and always remain a positive advocate of FAROF's work. While employees, volunteers and the entire management have the right to express themselves online, they should take individual responsibility for contributions as an FAROF representative on FAROF channels.

o Do not post photos without permission, including photos of children without the permission of a parent or guardian (refer: FAROF Communications and Child Protection Policies).

➢ Tone of voice

o Adhere to a tone of voice that is always educational, inclusive, respectful, neutral and empowering.

➢ Be ethical

o Although employees, volunteers, partners and Directors are approved to represent FAROF in social media, they must specifically state that the views expressed in postings are their individual views.

o Do not respond to negative or insulting commentary. Such comments will be handled offline by AHF Management.

➢ Be humble

FAROF has engaged the professional services of a social media agency to manage most of its social media. As part of this engagement, the agency agrees to abide by these guidelines. FAROF welcomes constructive feedback and makes best endeavours to respond to comments as quickly

as possible. However, FAROF reserves the right to remove any comments that are inappropriate due to inappropriate language, attacks on a single person or group, unsupported accusations, or spam that explicitly promotes a product or service. FAROF also reserves the right to remove people that don't follow this policy from its social media page and report to Facebook. If contact information is available, the FAROF will notify comment authors personally to advise that their comments have been removed. FAROF reserves the right to ban repeat offenders.