



Social Welfare and Rehabilitation Organization

## Social Welfare and Rehabilitation Organization (SWRO)

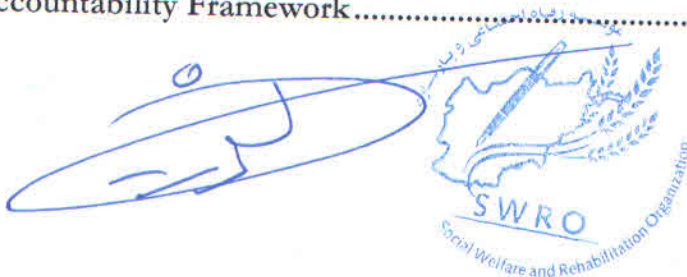
**External Communication and information  
sharing to Affected Population Policy**

Approved by:  
SWRO SMT  
SWRO  
Social Welfare and Rehabilitation Organization

## May 2019

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### Update History:

| Revisions          | Dates    | Major Changes | Remarks                           |
|--------------------|----------|---------------|-----------------------------------|
| Date Initiated:    | 2019     |               |                                   |
| Date first Review: | 2019     |               | Review by (ACBAR Twining program) |
| Next Review:       | Jan-2022 |               |                                   |

### Implementation:

Provincial Manager, Focal Point, Project Manager, filed staff.

SWRO appoint a focal point for AAP for every project both humanitarian and Development, the focal point is responsible for the implementation of the policy all concerns and complaints related to this policy will be refer to the focal point. He is responsible to follow up the complaints including investigation furnishing the result of the complaints to the responsible committee, informing all parties from the decision make. All performances in activities in relation to AAP policy are documented and recorded. After project completion the documents are kept for next three years with SWRO administration.

### Acknowledgement:

The materials in provision included this policy some of them are obstructed from source available in the internet. The obstructed materials are adopted to SWRO Context and Performances and integrated with SWRO Self-developed policies in project implementation process.





## Introduction

### About SWRO

Social Welfare and Rehabilitation Organization (SWRO) is a non-governmental, non-profit and non-political organization, engaged in multi-sector programs in the realms of education, Livelihood, community development, capacity building, human resource management, emergency response health and water supply systems (WASH).

SWRO, established in 2017, aims to be a catalyst for promoting peace, stability and development, alongside the Government of the Islamic Republic of Afghanistan, by targeting the marginalized, women, girls, youth and children, the illiterate and the poor in rural communities.

Over time, SWRO has established an extensive field presence and has implemented projects in five provinces of Afghanistan. Today, SWRO continues to keep its presence to support most vulnerable Afghans in four regions in northern, western, eastern and southern regions of the country. Though the organization is fairly new, but has already secured and entered into partnership to implement project with GIZ, and secure long term institutional capacity building through Twinning Program (ACBAR- supported by by UKAID). SWRO applies rights based approach to development, working with community-based organizations, as well as relevant sub-national government bodies. Additionally, SWRO is an active member of major national civil society networks.

**Vision:** Prosperous communities in which everyone, understanding and enjoying their rights, benefit from sustainable livelihoods and high quality basic services, while participating in the decision-making process.

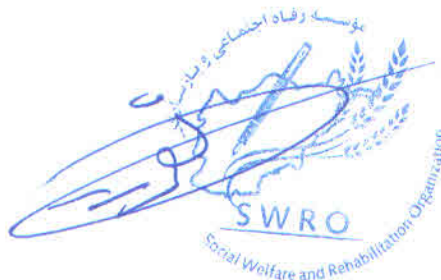
**Mission:** SWRO is dedicated to delivering community development projects in order to empower the rural poor to improve their living standards and claim their rights.

### Purpose of this policy reference manual

This document is a general policy for Social Welfare and Rehabilitation Organization (SWRO) external communications and outreach. This policy document sets out a normative framework for communications and outreach for SWRO. It sets out the general principles, guidelines and protocols regarding external communications SWRO has committed to follow.

This policy reference manuals covers four chapters as follows:

- Civil Society Organizations and External Communications;
- Establishing External Communications Baseline;
- Establishing External Communications Framework; and
- Outreach and accountability to affected population



# Chapter 1: Civil Society Organizations and External Communications

## 1.1 CSOs and external communications

Civil Society Organizations tend to take a back role in their approach to their external communications as they relate to their public identity or branding. In some cases CSOs are of the view that their humanitarian or human rights work will eventually speak for itself, or be followed up by the mainstream media as a result of the same. The significance of external communications strategies for CSOs is therefore with regard to their own ability to communicate to external audiences without an intermediary (mainstream media or outsourced media/communications company).

## 1.2 What is external communications in a civil society organization context?

External communications refer to messages and messaging from SWRO to an external audience.<sup>1</sup> The latter can be a specifically targeted external audience (for example: potential stakeholders such as government officials, private businesses, religious leaders, young people, donors, International Non-Governmental Organizations (INGOs), coordination networks of NGOs and bodies etc.) or the general public. These messages can be multi-themed in order to meet the specificities of the target audience's preferences or to influence them to join or support a specific cause or campaign as determined by SWRO.

<sup>1</sup> See Shaw M 1996. *Civil Society and Media in Global Crises. Representing Distant Violence*. Pinter Press, London.





## Chapter 2: Establishing the External Communications Baseline

### 2.1 How to establish an external communications baseline

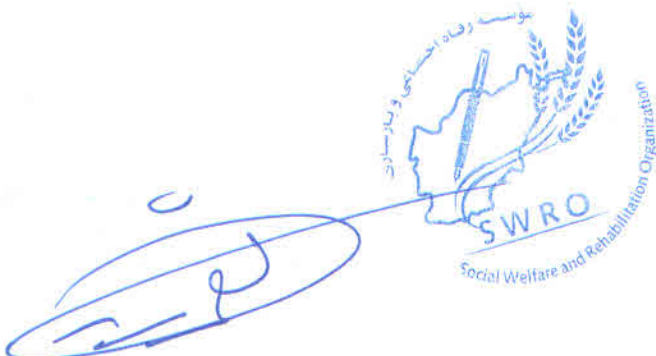
In order for SWRO to have a specific external communications strategy, it must first crosscheck an often overlooked element. This being its internal communications framework and how it prepares it for its external messaging.

This would entail the following:

- a. Board members, employees/staff, members of SWRO are all in sync and knowledgeable about the vision, mission, values and objectives of the organization.
- b. That there are internal rules of communication within SWRO. These are as they relate to internal (board, members, staff) meetings and their frequency, an internal communications system such as email, mobile and fixed telephony, storage and recording mechanisms of internal documents or resolutions and internal communications mechanisms for dispute resolution.
- c. Establishing, if necessary, a staff unit or internal expertise to handle, store and record internal communications.

The baseline for external communications strategies is to have an internal communications strategy that is cogent and reflects the vision, mission, and values and ensures that there are clear mechanisms of communication between structures/ departments of SWRO. For example, a membership based CSO must establish mechanisms of communications between members that enable the organization to better achieve its vision, mission and values.

Where SWRO is certain of the latter it is better able to navigate the terrain of externally communicating the same.



## Chapter 3: Establishing External Communications Frameworks

### 3.1 Introduction

Based on the full knowledge the SWRO has of its work (vision, mission values, objectives) as outlined above and in tandem with having an effective internal communications strategy or infrastructure, it is then imperative that it begins to enable its effective external communications.

In order to be able to tell the outside world what SWRO is about, it needs to be clear on at least two issues. These being the mediums of external communications that it will use, and to aggregate the target audience according to the same.

### 3.2 Mediums of External Communications

In contemporary communications the main mediums of the same are as follows:

- a. The mainstream news media (radio, television, newspapers, fixed telephony); and
- b. New Media (the internet, mobile telephony and social media).

### 3.3 Exploring Mainstream Media and Methodologies of Interaction

The mainstream media is still very important for external communications of SWRO. In order to engage the mainstream media, SWRO has to engage different methodologies to maximum effect.

These can be outlined as follow:

- a. **Television and Radio:** For these mediums of external communication, it is important to have approaches that reflect their news-cycles.

**Radio:** This is still globally the most ubiquitous form of media that can be used. It has a more regular news cycle and requires messaging that is more tuned to the ear (audio) than to the eye visual. It is also a medium that can be used for advertisements and short audio- documentaries though at cost. According to Inter-news 73 percent of Afghans own a radio and of these 52 percent are in the rural areas and use the radio daily<sup>2</sup>. With over

<sup>2</sup> <http://data.internews.org/af-media/>





170 radio stations, radio is still an important source of news and entertainment in the country though it's losing its popularity to other sources such as the television<sup>3</sup>.

**Television:** This medium for external communications has a much slower news cycle than radio but is highly effective because it is audio-visual. It is also a medium that goes beyond a news cycle approach to communication in that it can distribute content such as documentaries, advertisements and short edutainment films. Television is one of the most important source of news and entertainment with over 200 local and international television stations in the country, 96 in Kabul and 107 in other provinces<sup>4</sup>.

- b. **Social Media and the Internet:** This is by a long shot the most dynamic and evolving of media platforms that are available for use by CSOs including SWRO. Encompassing websites, electronic mail and popular social media applications such as Facebook, YouTube, Instagram, and Twitter, it is a medium that is designed for high speed multi-media content. It is exceedingly popular with young audiences but is also however rapacious in its desire for content, and regularly so. It is increasingly integral to any external communications strategy for CSOs. Afghanistan has over 80 percent mobile phone penetration<sup>5</sup>, though internet users are still below 18 percent<sup>6</sup>. Understanding the limitations of internet usage also helps SWRO set realistic targets for social media reach of its information and outreach products.

### 3.4 Using Mainstream Media for External Communication<sup>7</sup>

In order to place external communications content on mainstream media platforms such as newspapers, radio and television, there are specific tactics and methodologies that are deemed to be best practices. Mainstream media basically accepts the following practices as means through which to disseminate news and content:

<sup>3</sup> <https://www.bbc.com/news/world-south-asia-12013942>

<sup>4</sup> <https://www.revolvy.com/page/Television-in-Afghanistan>

<sup>5</sup> <http://www.theprospectgroup.com/afghanistan-mobile-penetration-internet-users-open-access-policy-82289/>

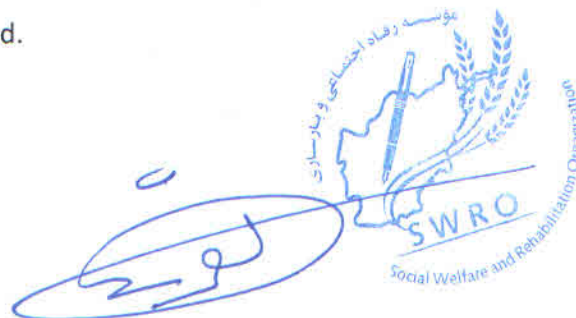
<sup>6</sup> <https://www.internetworldstats.com/asia.htm>

<sup>7</sup> Who Makes the News? Mission Possible: Gender and Media Advocacy Toolkit [http://cdn.agilitycms.com/who-makes-the-news/Imported/advocacy\\_toolkit/toolkit\\_module\\_6.pdf](http://cdn.agilitycms.com/who-makes-the-news/Imported/advocacy_toolkit/toolkit_module_6.pdf)





- a. **Press Statements:** Press statements are brief summaries of events, activities that SWRO is undertaking. These are for the consumption of mainstream media. They are basic outlines that follow the journalistic practice of 'four W's and an H' i.e. who, what, when, why and how. They must also within the context of SWRO's work briefly explain what happens next.
- b. **Press Conferences:** A press conference is a platform through which SWRO can invite journalists of the mainstream media to a venue to give a live briefing of its activities or issue on the basis of urgency and importance. These press conferences are preceded by an invitation or written message to the media that explains who is calling them together and informing them about the issue. In order to do this effectively, SWRO must have all the contact details of all mainstream media houses in its area of operation as well as building a reputation for professionalism, punctuality and ethical behavior with the mainstream electronic and print media.
- c. **Media Interviews:** SWRO can also utilize mainstream media by regularly availing its Board, staff and program participants for interviews on issues that they are experts on. For all interviews, SWRO representatives must be well prepared by practicing how to respond to specific questions as well as how to be succinct and on point in their messaging.
- d. **Advertisements:** Not all media houses will carry or publish a story of SWRO. Editorial decisions on the importance or newsworthiness of a press statement or conference are beyond the ethical control SWRO. Despite this and across all media platforms (radio, television, and print newspapers) there is scope for advertising the SWRO's agenda. It can come at great cost but it helps put SWRO's agenda in the public domain. The key is to select the most impactful media in which to advertise in order to reach a larger target audience. In most cases advertising on radio is the most effective because of its reach. Television advertising is the most expensive because of the nature of audio-visual content required.



- e. **Documentaries/Edutainment:** For radio and television it is important for SWRO to create its own content that can be published on mainstream media. Documentaries that are professionally done on specific issues that SWRO tackles which are of public concern are one such way to utilize mainstream media platforms. SWRO may not have the capacity to produce such documentaries professionally and may therefore require a partnership with content creation experts. Documentaries can also be done in partnership with a mainstream media house. In the same vein, SWRO can sponsor entertainment programs such as soap operas with themes that are relevant to their work. With so many television stations soap operas, mainly from India (such as *Kyunki Saas Bhi Kabhi Bahu Thi*<sup>8</sup>) and Turkey (such as *Valley of the Wolves*<sup>9</sup>) have been popular<sup>10</sup>

### 3.5 Harnessing Social Media<sup>11</sup>

Social media is comprised of websites and applications found on the internet or world wide web that allow users to interact via new technologies such as computers/laptops and more significantly mobile telephony. Social media has changed the way human beings communicate and work to the extent of blurring the difference between the virtual and the real. For SWRO social media is the equivalent of the new frontier, i.e. unexplored communications territory in relation to development work. It is therefore important for SWRO to harness the power of social media in their external communications strategies.

In order to do so, SWRO must strategically consider the following:

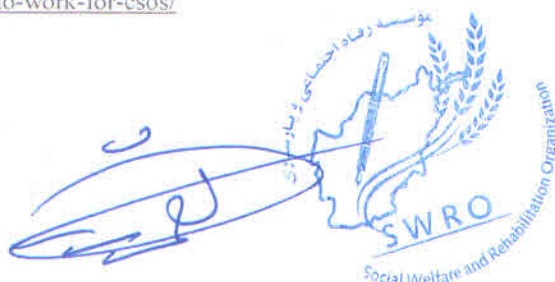
- a. **Understanding social media for CSOs:** Social media is essentially a personal/individual experience. It is therefore imperative that SWRO begin by building its social media identity which is clear and succinct about who they are, their mission, vision and objectives, and to prioritize their social media platforms depending on their target audiences. This means that SWRO must disaggregate its priority social media platform depending on the impact SWRO intends to make. It can be Twitter, Facebook or WhatsApp.

<sup>8</sup> <https://www.orfonline.org/expert-speak/india-influential-soft-power-afghanistan-giving-edge-over-pakistan/>

<sup>9</sup> <https://www.bbc.com/news/av/entertainment-arts-26659672/turkish-soap-opera-fever-in-afghanistan>

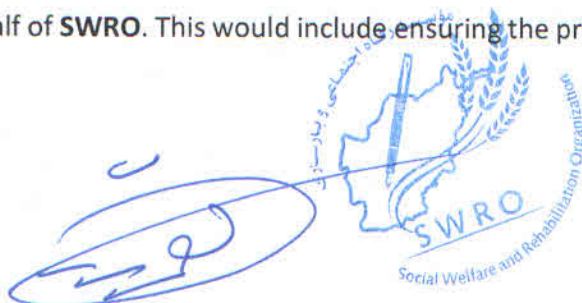
<sup>10</sup> <https://medialandscapes.org/country/pdf/afghanistan>

<sup>11</sup> Hivos Southern Africa. *Getting Social Media to Work for CSOs* <https://southern-africa.hivos.org/news/getting-social-media-to-work-for-csos/>





- b. **SWRO's messaging for Social Media:** Social media platforms are different from press statements or press conference. They are designed in such a way as to be interactive, and with a great sense of immediacy. SWRO therefore, in utilizing its preferred social media platforms, must be aware of the fact that social media requires regular content for consumption by its targeted audiences. Such content must essentially be multi-media (no one is going to read an annual report on Facebook or Twitter) and to the point. Once a frequency of such content is established, it must be maintained. What is of paramount importance is that SWRO's preferred social media account must never be dormant for long. Content is king/queen, and so is interaction and feedback with the targeted audience.
- c. **Measuring Impact of SWRO's Social Media Presence:** Social media platforms have mechanisms to measure their impact on target audiences. Depending on the intention of SWRO's social media accounts (i.e. to reach a greater number of people, to motivate on the ground action, to draw the attention of public officials), measurement of the impact of social media should essentially be organic to the vision, mission, values and objectives of SWRO's. In other words, big numbers of likes may not matter as much as the policy impact of social media posts.
- d. **Engaging social media experts/staff:** Managing social media platforms is not an easy task. It requires expertise and knowledge of how social media works in contemporary times. It is therefore important for SWRO to ensure that they have staff or experts that are dedicated to keeping their social media accounts active and interactive. These experts will keep SWRO relevant and engaging on specific development issues that the organization is tackling.
- e. **Safety and Security on Social Media:** Social media is basically a new window through which SWRO's imparts and receive information. It is also a window through which the state and adversaries can view the organization's activities and issues. It is therefore important to ensure that there are security guidelines as to how social media operates on behalf of SWRO. This would include ensuring the protection of passwords to social media





accounts, encryption of specific data sent to members, utilization of virtual private networks (VPNs) in the event of an internet shut down, and two-step authentication of social media accounts.

## Chapter 4: Accountability to Beneficiaries and Communities

### 4.1 What is outreach?

Outreach for CSOs refers to the latter's ability to undertake activities outside of the confines of its own offices or its own internal communications processes. It is also a strategy for the SWRO to create its own media and content for its own external activities.<sup>12</sup>

It is linked to what SWRO it does in order to reach its wider target audience outside of its interaction with the mainstream media.

### 4.2 Outreach programs

Outreach programs are essentially designed in order to publicize the organization's vision, mission and objectives as well as its activities. They can be participatory i.e. geared toward using internal membership structures and staff to directly carry out activities in aid of the public branding of the organization. Or they can be outsourced to a professional organization that will focus mainly on external communications and publicity as outlined in section 2 above.

It is therefore characterized by the following:

- a. **Branding:** A branding of SWRO that relates to its desired public identity. That is its logo, mission statement and outlining of its vision and objectives. It is the external persona to the public.

<sup>12</sup> See White S et al. 1994. Participatory Communication, Working for Change and Development. Sage Publications, New Delhi.

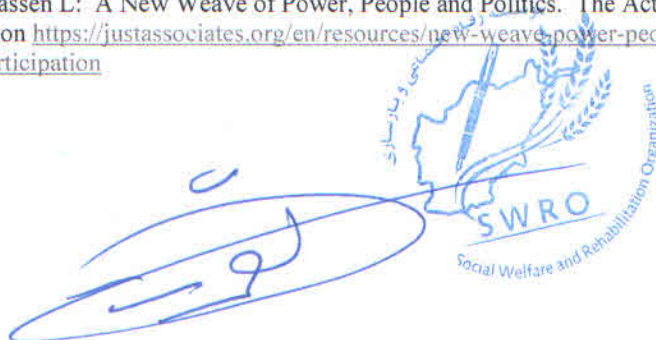


- b. **Projects and Programs:** Program or project specific activities that are in tandem with the broader objectives, mission, and vision of the organization. Each program/project will therefore have its own specific branding and messaging that promotes the activities as they relate to their implementation and documentation/recording for public consumption.
- c. **Enabling outreach:** The mechanics of outreach by SWRO are reliant on its internal structures and their ability to carry out their mandate or agenda. These structures include the employees, memberships and board members of SWRO. All of these members have a part to play in the outreach of the organization's programs. These include the holding of public meetings, distribution of organizational promotion flyers and paraphernalia such as t-shirts and caps. Depending on the structure of the CSO, outreach programs are run by a dedicated team and can be campaign of specific issue in relation to a project or the general vision and mission of the organization.
- d. **Outreach as Advocacy:** Outreach programs are basically part of advocacy strategies for SWRO.<sup>13</sup> Advocacy is policy lobbying work of SWRO where it engages with government, parliament and the public to push for democratic or other reforms.

This outreach process would normally involve the following aspects:

- i. Understanding the vision, mission and objectives of SWRO or its specific project/program;
- ii. Understanding the problem that SWRO seeks to address and those who would be most affected or mapping of key stakeholders who would be able to solve the problem. Or mobilize in order to get a responsible authority to effect policy changes that will help to solve the problem;
- iii. Planning effective activities by SWRO's internal structures on addressing the problem, for example public meetings, petitions and civic education programs;

<sup>13</sup> VeneKlassen L: A New Weave of Power, People and Politics. The Action Guide for Advocacy and Citizen Participation <https://justassociates.org/en/resources/new-weave-power-people-politics-action-guide-advocacy-and-citizen-participation>





- iv. Establishing a media and publicity campaign for the outreach/advocacy campaign which is directly linked to the external communications strategy (press conferences/statements, social media presence, websites and campaign paraphernalia (t-shirts, flyers, caps, advertisements); and
- v. Periodically monitoring and evaluating the impact of the campaign as it progresses and deciding on how to proceed with the outreach/campaign.

#### 4.5 SWRO Accountability Framework:

This section is focused on how SWRO can be accountable to communities and beneficiaries and other stakeholders. It is meant to be used in tandem with the Project Management Policy and Procudres on Stakeholder Analysis as well as guidance on Complaints Response Mechanism. In addition, SWRO also encourages rights-holders and beneficiaries to hold duty bearers to account.

In this section we use the term 'beneficiary accountability', but it should be noted that some organizations and donors may use different terms e.g. community, downward or social accountability. Here we define community / beneficiary accountability as being a combination of beneficiary accountability and other stakeholder accountability. Beneficiaries are the people meant to benefit from the project. There can be some overlap between beneficiaries and stakeholders. Both beneficiaries and other stakeholders are mainly present in the communities that the project is targeting. Beneficiaries and other stakeholders have the right to be aware of SWRO's social policies and commitments as well as the specific project interventions.

SWRO: Principles for information and communications in order to improve transparency and accountability and minimise risk to staff and organisation. Please refer to annex 1 for SWRO accountability framework.

Social Welfare and Rehabilitation Organization (SWRO) is committed to principles of accountability and transparency and we strive for open and honest communication about our activities, where and how we carry out our mission and how financial and human resources are utilised. We aim to communicate openly with the public, donors and authorities, our constituency, partners, individuals and groups that become involved and engaged.

SWRO as part of CHS principle is committed to ensuring that its staff, people it aims to assist and other stakeholders have access to timely, relevant and clear information about the organisation and its activities.

The organization shall define and document processes for sharing information, covering:

1. *Commitment to accurate and timely information sharing*
2. *What information it will share with the people it seeks to assist and other stakeholders*





3. *How decisions will be made on when and how to share information*
4. *Criteria used for deciding not to share information.*

#### **Purpose of these principles:**

#### **Staff**

SWRO believes that greater transparency with our stakeholders will strengthen our relationship with them and help us improve what we do. The principle should be to provide all stakeholders with sufficient information so that they can understand the background, purpose, achievements and challenges of SWRO and how to engage with us. In order to live up to our commitments of accountability and transparency we need to be open about both **what** we do and **how** we do it.

We will not publish everything we produce or air legitimate confidential information. Instead our information disclosed should be guided by three questions:

- 1) What do rights-holders, host communities and other stakeholders need and want to know?
- 2) How are we able to meet their information needs?
- 3) How are we able to meet these requirements in a way that does not put unnecessary risk on staff and/or the organisation?

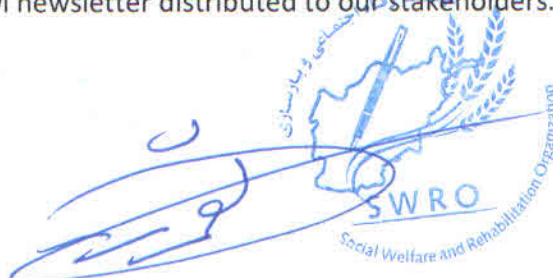
These principles should help us to achieve the following:

- Greater understanding of SWRO's principles and objectives.
- more open, public reporting on the outcomes and impacts of SWRO's work – successes, setbacks, ways of working and future plans
- better engagement of supporters with the issues we are working on
- better engagement with partners (and through them the people living in poverty, marginalized situations and conflict, in whose name SWRO works) increasing their understanding of SWRO, enabling us better to hold each other to account for our mutually agreed commitments, and supporting their increased participation in SWRO's decision-making processes that affect them
- clearer understanding among supporters, staff and partners as to how SWRO seeks to exercise transparency and accountability to rights-holders within its partnership approach to work and in operational projects
- A practical way of implementing our commitment to accountability through transparency ensuring that the key information listed below is always accessible.

#### **What to inform about**

#### **What we will make public:**

The fundamentals about SWRO's work in Afghanistan will be made available publicly, either on request, or directly or indirectly (by signposting) on SWRO's website and by production of an *annual* newsletter distributed to our stakeholders. Contact details will be provided telling



people where they can find out more if needed. Other channels of public disclosure may also be employed. These fundamentals include:

the basics about SWRO

- governance and management information
- organizational policies
- strategies, plans and budgets
- information on our finances and our performance<sup>14</sup>
- mechanisms by which stakeholders can give feedback and make complaints.
- PR information and information about our campaigns

Much of this is already public. We're not talking about all information going public. Disclosure will be phased in, with a process agreed for managing its release. A process of risk assessment and exoneration may be put in place in contexts where security or access considerations may limit generic information being made available as listed above. SWRO must be aware of its target audience all written communication, ensuring that documents distributed are produced in a language recipients will understand.

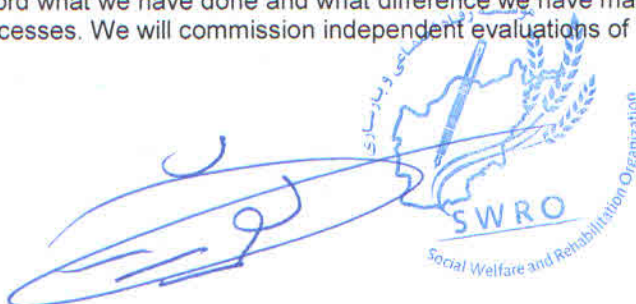
**We will not make public:**

- Personal details of supporters, partner organisation staff and ARORSS staff unless they have given their approval to take part in campaigns etc.
- Intellectual property or other information disclosed or provided to SWRO under obligation of confidentiality or which is subject to legal disclosure restrictions
- legal advice and matters in dispute or under negotiation including disciplinary and investigative information generated in or for SWRO
- Information dealing entirely with internal administration or operating systems

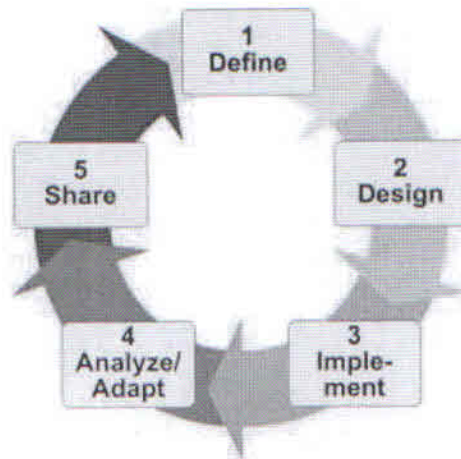
In exceptional circumstances (i.e. security situations), SWRO may temporarily suspend part or all of this policy, subject to directorate approval.

Suspension of the policy will be clearly explained with reasons to affected audiences and the general public through the usual communication channels. In situations of insecurity, threat and vulnerability to the organization, staff, SWRO may choose not to share any or selected information for a specified period. Similarly, if sharing of certain information in specific local situations will make staff and the organization highly vulnerable, the relevant SWRO office may choose not to share the particular information for a specified period. Senior managers will need to ensure that this 'security call' is not abused.

<sup>14</sup> SWRO is committed to reporting our performance annually against clear and measurable targets that record what we have done and what difference we have made, reporting failings as well as our successes. We will commission independent evaluations of our major programmes to verify what we say.







SWRO information Sharing and engagement of Communities in project cycle

### Risks

Misuse of information. We recognise that information can be used against us maliciously and as such we retain the right to exercise our judgement as to whether or not to disclose information if its disclosure would encourage malicious attacks.

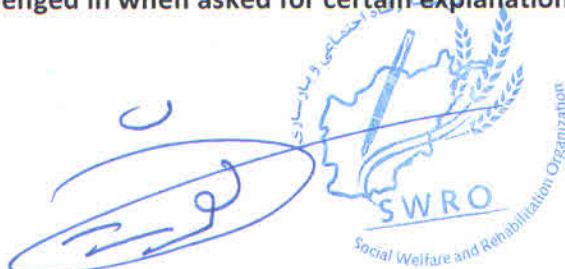
- Costs of disclosure. We will need to consider how the potential reputational gains from disclosure eg greater stakeholder confidence and trust, greater opportunities for raising awareness, positive profile and improved learning would weigh up against the costs of ensuring we live up to it, such as maintaining up-to-date information, handling enquiries it may generate, eg through the supporter relations or the media division.
- Consistency with local legal frameworks. We will need to pay attention to legal obligations affecting information disclosure. These may require additional disclosures or preclude disclosures.

### How to communicate with stakeholders and those who raise question about SWRO

*In General SWRO will use the information sharing brochure produced by ACBAR*

- a. Explaining to people what an NGO is and why one is working for an NGO. By extension of this, it may be difficult to explain the difference between working for an NGO and the government of Afghanistan
- b. Explaining what the meaning is of the acronym, SWRO.
- c. If one explains what each letter stands for in the acronym, difficulties can arise in explaining the work that SWRO does and subsequently having this explanation accepted and understood.
- d. Defending SWRO after deliberate false or misguided information is put in the public domain.

**The following are guidelines that SWRO staff are encouraged to adapt if they feel challenged in when asked for certain explanations.**





## What is an NGO?

We are a national non-profit organisation that has its own principles and goals that are not set by any government. We are not part of the government of Afghanistan but instead use funds that come from the donor agencies to help those in Afghanistan that have been identified as needing our assistance. Our policy is that we will help people irrespective of culture, gender or ethnic background.

- Maintain mutual openness to constructive criticism and feedback

## We are committed

- To make information public at the appropriate level the names of our NGO, main activities and a financial summary of funded programs
- make needed information available to rights-holders, host communities, partners and other stakeholders in order to secure rights-holders informed content and participation at all stages of a project and so that the partner can be held to account.
- make sure information about back donor of a project is provided along with information as to how rights-holders can contact SWRO and if needed back donor as well.

## SWRO feedback and Response Mechanism:

SWRO as transparent and accountable organization will place its feedback and complaint response mechanism in all project area where SWRO operates. Please refer to SWRO feedback and Complaint Response Mechanism for details.

## Conclusion

External Communications and Outreach are always directly interlinked. The brand of the organization begins with the process of establishing internal communications structures of the SWRO, which in turn comes up with external communications strategies for the SWRO's projects and programs as aligned to its vision, mission and objectives.

Outreach then also emanates from sound internal and external communications strategies. It is, however, more reliant on the internal objectives of SWRO per project or holistically in relation to its vision, mission and objectives. The key, however, is to keep communications and outreach programs as simple and straightforward as possible, and to also ensure that they measure up to a local context and organizational values, vision, mission and objectives.



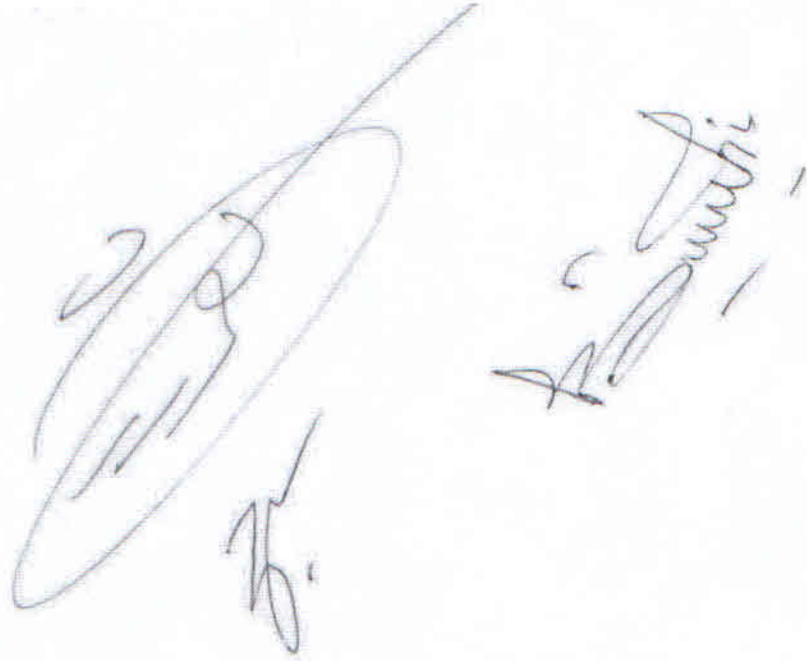
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Two handwritten signatures in blue ink. The signature on the left is large and stylized, while the one on the right is smaller and more compact.



## Annex 1: SWRO Stakeholder Engagement and Accountability Framework

| Stakeholder                                                          | Type of beneficiary: ultimate, proximate, intermediate or negatively affected (where applicable).   | Level of participation: when and how you will engage each stakeholder. (N.B. these are illustrative examples, for each stakeholder the level of participation will vary but at the very least all stakeholders should be informed and consulted about the project) |                                                                                |                                                                     |                                                          |                                                                                                     | Feedback mechanism                                                                                            |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
|                                                                      |                                                                                                     | Inform                                                                                                                                                                                                                                                             | Consult                                                                        | Involve                                                             | Partnership                                              | Empower                                                                                             |                                                                                                               |
| Community Leaders and representatives                                | Ultimate                                                                                            | Notice board with info about SWRO and the project<br><br>Verbal updates at regular meetings.                                                                                                                                                                       | On project plans on annual basis.                                              | In design, monitoring and in evaluations                            | In co-creation and co-management of the overall project. | Throughout the project to be able to manage project approaches by themselves by                     | Public Hearing and Public Audits annually.<br><br>Informally during field visits<br>Local grievance mechanism |
| Women, men and people with disabilities engaged in the SWRO projects | Ultimate                                                                                            | Notice board in communities with info about SWRO and the project<br><br>Verbal information about project provided at start and on annual basis.                                                                                                                    | Interviewed / focus groups during evaluations                                  | In design of appropriate projects; in monitoring and in evaluations | In co-creation and co-management of the overall project. | Throughout the project to be able to manage project approaches by themselves by and take ownership. | Informally during field visits.<br><br>Local grievance mechanism.                                             |
| Other community members for policy changes                           | Ultimate<br><br>Possibility of some community representatives and people being negatively affected. | Information about project provided at start and on annual basis                                                                                                                                                                                                    | Groups representing community people are consulted on proposed policy changes. | In evaluations                                                      | In lobbying and advocacy                                 | To affirm their voice in representing their communities to those in power                           | Grievance mechanism.<br><br>Policy dialogue workshops.<br>Formal consultations.                               |

