

# MEDIA & COMMUNICATION POLICY



**KBM Care  
Foundation**

# MEDIA & COMMUNICATION POLICY

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## Introduction and Background

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In this challenging context, where both humanitarian and non-humanitarian players vie for media and donor attention, humanitarian organizations must adopt a coherent and credible approach to their public communication. Frequently, their public communication activities will need to be diversified and targeted to the “home” public, ranging from donor government(s) to the general public, as well as to the various players at the field level. Public communication has become a strategic management function in recent years. While this has been well acknowledged by commercial enterprises, the non-profit sector, including humanitarian organizations, has frequently been slower in the application of public communication concepts. This is reflected by the lack of available literature and limited information on public communication policies and outcomes presented on the websites of these organizations. This lack of information, however, does not mean that these organizations do not employ public information policies or communication strategies.

But many humanitarian players carefully guard their communication policies and results, because public communication is a strategic and sensitive area for any organization that needs to present itself in a positive light. Humanitarian organizations also face several unique challenges that most commercial and other not-for-profit organizations do not confront. In particular, a humanitarian organization needs to:

## 1. KEY OBJECTIVES OF THE POLICY

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- 1) Explain its humanitarian principles and core beliefs, as well as its objectives and activities, to differentiate itself from other humanitarian organizations and “good” causes. In this respect, different humanitarian organizations may stress varying secular principles and religious beliefs;
- 2) Raise funds from donor governments, the general public, foundations, and other funding agencies;
- 3) Communicate its goals, advertise employment activities, engage volunteers, and publicize the outcomes of its humanitarian work;
- 4) Raise awareness of both loud and silent humanitarian emergencies and carry out broader advocacy campaigns concerning, for example, small arms control or the fight against poverty;
- 5) Create possibilities for either influencing donor governments or governing elites or for acting independently from them; and Explain at field level the principles and activities of

the organization to rally local support and involve communities in humanitarian tasks.

## **PURPOSE OF THE POLICY**

- 1) The purpose of this policy is to enhance the ability of KBM CARE to deliver messages effectively and consistently in both crisis and non-crisis situations, in a manner that fosters the organization's goals, objectives, and image.
- 2) The ultimate goal is to harness the public's respect for KBM CARE to recognize its humanitarian endeavors and instill therein an image of credibility.
- 3) The policy's main focus will be to foster a humanitarian culture in the Foundation to attract people to become volunteers and help generate funds.

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## **SCOPE OF KBM CARE'S MEDIA & COMMUNICATION POLICY**

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This policy covers all KBM CARE media and communication activities, both internal and external, through all forms of media. Required for the KBM Care Foundation's effective image building. The policy also applies to all KBM CARE personnel at headquarters, branches, and field levels.

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## **INTERNAL, EXTERNAL & BENEFICIARY COMMUNICATION**

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### **Internal Communication**

This will comprise communication not only between programs but also with chapters/branches with the board members and volunteers of KBM CARE. Any member of staff can initiate such communication, using the various tools available. Copies of the communication should be made to all relevant parties within KBM CARE. The message senders will use any of the various tools available to them, depending on the needs of their target recipients.

The following issues are covered herein:

- a) Ensure that all provincial and state branches pass general information from headquarters.
- b) Ensure that information from headquarters is passed on to the concerned people.
- c) To keep the CEO/Secretary informed of one's activities and abreast of what others are doing and opened to working with others, sharing one's knowledge and skills in a transparent way.

**Aim:** The aim is to properly coordinate the activities of KBM CARE to ensure that all staff members fully support the KBM CARE mission, vision, mandate, and have information to perform their tasks while communicating to the appropriate target publics in a befitting manner.

### **Internal Audience**

- a) **KBM CARE Trustees/Board of Directors** – it is an important audience because it determines the policy and direction of the organization and it needs to know what

is happening.

**b) All Program managers/officers**

c) **Other staff/employees** – The organization’s employees need to know what is going on and need to be motivated to attain its mission.

d) **Volunteers** – Volunteers must know how they can serve; they need to be motivated and to be updated about the Foundation’s activities.

e) **Members** – They need to know their obligations and to know why and how they can contribute to the activities.

**External Communication**

The KBM CARE is present in the public domain. It has a national responsibility. The KBM CARE external communication is intended for the public i.e. media relations, website, marketing activities, campaigns, and production (print, electronic, and social media). This will comprise communication with the targeted audience outside the KBM CARE internal domains. All communications going out to such target groups must be approved by the CEO/Secretary. Copies of such communications must also be made to all relevant units.

**Aim:** The aim is to aware public of KBM CARE's mission/services and activities to galvanize their support for volunteerism and donations.

**Target Areas**

a) Decision makers and influential personalities whose conduct, opinions, and decisions have a direct impact on the KBM CARE’s activities and respect for International Humanitarian Law (IHL). Youth and students who can play a positive role in the future.

b) The primary objective is to maintain at all times the KBM CARE credibility among the public to enable them to understand and support its activities.

c) For this purpose, the media policy should have a strategic role in all activities including crisis management.

d) Current and potential users of KBM CARE services.

e) Potential volunteers – who need to know “why they should be volunteer.”

f) Potential members – who want to know, “what the KBM CARE can do for them if they join.”

g) People and organizations that work closely with KBM CARE.

h) Schoolchildren and the youth – the future generation and a potentially active and dynamic base of volunteers, who also have many needs, some of which can be addressed by the programs.

- i) District administration, CEO Health, CEO Education, press club, law enforcement, rescue service, chamber of commerce, bar association, trade union, and civil society actors for effective coordination and rapid information sharing during disasters, providing support to KBM CARE in its humanitarian endeavors.
- j) Critical interlocutors like law enforcement agencies and combatants are among the many who need to understand the organization's important message toward a better humanity.
- k) The Print and Electronic Media – journalists and editors – they develop public opinion and have the potential to enhance or hinder the cause of KBM CARE through their media organizations.
- l) Donors who support KBM CARE and expect results.
- m) Government, local political, religious leaders, members of the parliament, Ministries of Health, Social Welfare and Education.
- n) The general public should know who benefits, when, why, and how to benefit.
- o) Corporate organizations/business tycoons/overseas Pakistanis need to know what the KBM CARE is doing to support the organization's fundraising drives.

Although a lot of communication goes on between KBM CARE and these various groups, the absence of a Media & Communication Policy leaves communication activities unguided. The practice has been that each program decided on how to design its messages; it has not been clear who should speak to the press and often protocols are not observed. It is against this background that this media policy has been developed.

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### **Beneficiary Communication (BEN-COMM.)**

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People need information as much as water, food, medicine, or shelter. Information can save lives, livelihoods, and resources or even diffuse potentially insecure situations. It may be the only form of disaster preparedness that the most vulnerable can afford. Lack of information can make people victims of disasters. At the same time, affected people's contextual knowledge is crucial for the relief to reach those most in need. Therefore, beneficiary communications are a two-way exchange of vital information.

**Aim:** To provide timely, relevant, and accurate information to effectively communicate with targeted communities, raise awareness, imparting knowledge and skills to enable communities to understand their risks and have knowledge to protect themselves.

The KBM CARE Beneficiary Communication encompasses following recommendations and emerging guidelines for volunteers and staff in the Foundation on how to incorporate BCA into emergency response, recovery and development work;

- a) DM department in coordination with Media & Communication department shall

develop a program with identified goals and target groups, and identify communicators to conduct beneficiary communications.

- b) Use of local media: television, radio, and newspapers to disseminate messages. Depending on the context of the disaster, the widest distribution will probably be through radio or mobile phones (SMS). Developing a relationship with telecommunications companies is essential if SMS messaging is going to be used. Other forms of electronic communication such as Social Media platforms including Facebook, Twitter, YouTube, and WhatsApp channels should also be considered.
- c) Don't only use news programs, but also take advantage of spot announcements and material given to on-air announcers and hosts. If possible, consider creating a radio show on a popular station.
- d) Use of low-tech solutions such as signs, posters, megaphones, songs, games, and other culturally appropriate forms of communication.
- e) Volunteers from KBM CARE, in addition to being useful information distributors, could help by distributing flyers or talking to people on a one-to-one basis. However, remember that in the early days of a disaster, the Foundation's staff and volunteers will probably be stretched to the limit.
- f) Look at particular segments of the population including women, children, minorities, and livelihood groups, and think of ways to reach each target group to ensure their needs are not overlooked.
- g) The people most affected by the disaster may have poor literacy skills or not be able to read at all. Work closely with local administration and through local volunteers to devise effective ways to get the necessary information to low-literate groups, and to avoid marginalizing them in the relief operation.
- h) Gender and diversity-sensitive programming is a fundamental part of being accountable to beneficiaries. Therefore, how we use beneficiary communications approaches to deliver accountability should be gender and diversity-sensitive
- i) BEN-COMM. can support us to make sure that we are reaching and listening to everybody, that we are fostering the participation of everyone, that we are providing information transparently to everyone, and that everyone has the opportunity to give us feedback.

Beneficiary communications allow us to better understand the needs of affected people, address their vulnerabilities and give affected communities a voice and decision-making power. It does not have to be difficult or expensive.

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## THE KBM CARE IMAGE-BUILDING POLICY GUIDELINES

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### **Model of communication:**

The KBM CARE will, depending on the circumstances and nature of activities, embark on different models of communication. The various models of communication or their mix shall be used to facilitate effective operation and uphold the good reputation and image of the organization. These models will include:

#### **1) Information model:**

Information will be disseminated widely, to create increased awareness, knowledge, and understanding of KBM CARE and its activities. Members will inform objective about the organization to the public. This may be during orientation sessions, dissemination sessions, or public information programs in mainstream media.

#### **2) Two-way asymmetric model:**

Members will employ scientific persuasion. They will take a reasonable time to understand the attitudes and behavior of the target groups and based on those, persuade them to accept the organization's point of view and to behave in a way that supports the organization e.g. social mobilization for community-based health activities as well as fundraising activities.

#### **3) Two – way symmetric:**

Members will serve as mediators between the organization and its various publics. The goal is to ensure mutual understanding. The persons involved in the implementation of the policy will spread the faith of the organization; using different tools/channels. At all times, members will avoid disseminating distorted, half-true information or propaganda.

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## **Publications and Productions**

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- 1) These are among the key tools of communication for both internal and external purposes. They may include books, booklets, magazines, newsletters, brochures, greeting cards, calendars posters, fact sheets, fliers, dairies, badges, souvenirs, documentaries, short videos, program promos, TV spots, etc. These will primarily be in Urdu and English depending on the needs of the target recipients, other languages may also be adopted.
- 2) Different programs can at any point in time, initiate the production of a publication. However, consultation will be made with the information/communication programs for technical advice on layout, design, etc.
- 3) All publications should not violate the principles of the KBM CARE and should always bear the logo, motto, mission, vision, and full address of the KBM CARE.
- 4) The empowerment of youth to understand and disseminate the activities of KBM CARE

shall be a key operational objective of the communications program.

- 5) The KBM CARE information/communication Program staff will take responsibility and participate in developing, designing, integrating, implementing as well as giving Relations and Media activities.

### **Website**

The communications program shall be responsible for the maintenance of the KBM CARE website. The communication staff will also be responsible for information gathering from all possible sources including program staff, branch staff, members, and volunteers to keep the website constantly updated. The current news section will be updated at the same time as the news or pictures of any of the activities are released to the media so that anybody who accesses the website can also read the news on the website.

### **Social Media**

This program will be looking after the KBM CARE presence on popular social media platforms. The Media and Communication Staff will gather all the data regarding the events, latest happenings, and performance of KBM CARE and ensure the same is posted regularly on social media sites. Also, a maximum number of individuals will be accessed and made members of the site. Various blogs and articles will also be made part of the social media sites. A separate Blog site will also be established having various points of view regarding the workings of the Foundation.

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## **Social Media Guidelines**

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***Communities have the power to make the world a better place.***

The use of social media tools such as Facebook, Twitter, Pinterest, Google+, Instagram, WhatsApp, and YouTube, etc. – is a popular means for showing pride. It can also be used for communicating with and inspiring our stakeholders (donors, clients, partners, fans).

While communication on behalf of the organization is the primary responsibility of the Media & Communication department, the senior management team recognizes that other staff members can also further the organization's goals by using social media networks. The purpose of the Social Media Guidelines is to ensure social media users engaging on KBM CARE social media platforms, act responsibly, and exercise judgment when participating in these communities.

### **Who these guidelines are for**

If you are using social media tools such as Facebook, Twitter, Instagram, WhatsApp (Involving conversation with external public/stakeholders either individually or in groups) or YouTube, if you have your blog, or if you are posting comments on other people's blogs, then these guidelines are for you.

### **Why "personal" and "private" are not the same**



While communication through social media networks is primarily a personal matter, this is not the same as it being private. In a lot of cases, written conversations inside these networks can be found through search engines such as Google. Even in cases where only your contacts can see what you write, there is a possibility that one of them will forward what you say and make it visible to a wider audience. As a result, personal conversations within social media networks should be considered public rather than private.

These guidelines consist of two parts: first, best practices and recommendations by the communications department. This is followed by a summary of the rules and obligations that are already in place and how they apply to staff use of social media.

### **Media Relations**

- 1) At the headquarters level, the Secretary is the main liaison for the print and electronic media and will primarily be responsible for disseminating information to the media.
- 2) The KBM CARE logo/symbol should not be worn in inappropriate places or when engaged in activities that would show KBM CARE questionably or negatively.

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## **CRISIS COMMUNICATION**

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The KBM CARE will establish a Crisis Communications Plan to guide personnel in the event of a crisis or emergency operations. Individuals who become aware of a potential crisis are appropriate department heads and are available to assist in gathering facts. The KBM CARE spokesperson, coordinating with the appropriate administrative officials identified in the Crisis Communications Plan, will release factual information through press releases, news bulletins, briefings, or an official spokesperson. Some of the basic guidelines during crisis communication will include:

### **The DOs:**

- 1) Gather all the facts and disseminate them from one central point.
- 2) Speak with one voice, consistently via a spokesperson.
- 3) Select credible spokespersons train them and make sure they are well informed.
- 4) Be accessible to the media so they won't go to other sources for news.
- 5) Tell the story quickly, openly, and honestly to avoid suspicion and rumors.
- 6) If you can't discuss something openly, explain why.
- 7) Provide sufficient evidence of statements.
- 8) Record events as the crisis evolves including photographs and videotapes so later you can present our side of the story.
- 9) Update the crisis plan regularly.

### The DON'Ts:

- 1) Don't debate the subject.
- 2) Don't attempt to assess blame; rather address and solve the problem at hand.
- 3) Don't overreact and don't exaggerate the situation.
- 4) Don't deviate from the organizational policy or agreed-upon crisis procedures.
- 5) Don't make "off the record" statements.

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## LEGAL CONSIDERATIONS

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At all times the KBM CARE pass on of information shall be conducted in such a manner that does not cause legal liability to the organization. All members developing different types of information must be constantly watchful for pictures, and statements that might break the laws.

### 1) **Defamation:**

Libel (published or written defamation and slander (spoken defamation) that diminish respect, goodwill, confidence, or esteem; or produce other adverse feelings about an individual or an institution. To avoid this, all information emanating from the KBM CARE must always be truthful, made as fair comment, or privileged.

### 2) **Privacy:**

Many people we deal with, as partners or beneficiaries are concerned about protecting their private lives. The KBM CARE information must thus avoid intrusion (upon individuals' seclusion or solitude or into their private affairs), public disclosure (embarrassing facts about individuals); publicity that places individuals in a false light; and appropriation of individual names or likeness, for the advantage of KBM CARE.

### 3) **Ethics:**

All information coming from the KBM CARE shall meet the ethical communication standards.