



KARAMOJA TUMAINI NETWORK · KTN

Advocacy and Communications Policy

Speaking with dignity, evidence and one clear voice

Policy Category Governance Policy · Classification: Public

Adopted by the Board of Directors April 2026

Status Version 1.0 · Effective April 2026 · Next review April 2029

OUR COMMITMENT

Karamoja Tumaini Network commits to speaking truthfully, plainly and with dignity, in its own voice and on the evidence of its own work. We will advocate for the children of Karamoja without party politics, tell stories only with informed consent, and never trade a child's dignity for a donation. We will keep one clear brand and one accountable voice across every channel we use.

We will protect the people in our communications and the people who follow them: safe digital spaces, honest fundraising, personal data guarded, and falsehood corrected. We will measure our performance, report it to our Board, and improve year on year.

WHY IT MATTERS

KTN works on a subject Uganda has heard about for thirty years and stopped hearing. A second hearing is earned through credibility: evidence over adjectives, dignity over pity, consistency over noise. And communication here carries real risk: a photograph can expose a child, a careless claim can damage a family, a partisan word can close a door for every child KTN serves. How KTN speaks is not decoration. It is protection, and it is the advocacy itself.

WHERE IT APPLIES

Every person who speaks, writes, posts or publishes for or about KTN: board members, staff, volunteers, consultants, partners and suppliers. Every channel: print, radio, media interviews, the website, social platforms, proposals and reports, at every office and field location, regardless of the source of funding.

HOPE · HEAL · EMPOWER

Behind every number is a child with a name.

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Policy Approval

This Advocacy and Communications Policy was considered and approved by the Board of Directors of Karamoja Tumaini Network in April 2026 and takes effect from that date as a governance instrument of the organisation. Compliance with it is mandatory for everyone within the scope set out in Section 2.2. It is the policy by which KTN keeps faith with the children it speaks for and the public that trusts it, and it sits above the reach, funds or attention of any campaign or story. The resolution reference and the signatures below complete the formal record of adoption.

Field	Detail
Policy status	Approved
Approval authority	Board of Directors
Approval date	April 2026
Effective date	April 2026
Version	1.0
Board resolution reference	KTN/BRD/RES/2026/____

The Board Secretary enters the resolution number from the minutes of the approving meeting before the signed copy is filed.

APPROVAL SIGNATURES



Chairperson, Board of Directors

Karamoja Tumaini Network · April 2026

A Statement of Commitment from the Board

Karamoja Tumaini Network exists to speak and act for children who are too easily ignored: the children of Karamoja who end up far from home on the streets of Uganda's towns, and the families and communities behind them. Much of what keeps these children on the streets, the poverty that pushes them, the way they are treated when they arrive, the laws and budgets that fail them, and the attitudes that allow their exploitation, will change only when someone with credibility says so, in public, to those who can act. KTN is one of those voices. The Board regards that voice as one of the most valuable things the organisation has.

It is also one of the most dangerous. A child whose face, name or story is shared carelessly can be exposed, shamed, rejected or put in danger, long after the campaign has ended and the image has spread beyond anyone's control, and the harm is done in the child's name by the very organisation meant to protect them. An exaggerated claim, a careless post, or a crisis handled with spin can destroy in a day the trust KTN took years to earn, and an organisation that is not trusted cannot speak for anyone. The Board does not treat communication as presentation. It treats it as a test of whether KTN can be trusted with the power that speaking for children gives it.

This policy is how the Board answers that test. Two commitments sit above everything else and are never traded away for reach, funds or attention: a child is never harmed for a story, and KTN never knowingly says what is not true. Around those two, the policy builds the ordinary disciplines of a serious organisation: speak with one accountable voice, get genuine consent, protect a child's identity and dignity, base advocacy on honest evidence, stay out of party politics, govern the media and the digital space with care, and let those KTN serves be heard rather than only spoken about. Safeguarding comes before any communications or fundraising goal, every time.

The Board therefore commits to lead on this. We will approve and back this policy, approve the most significant advocacy positions, fund the capability it needs, and stand behind any member of staff who refuses to expose a child or to mislead the public, even when a story or a donation is lost as a result. We will expect honest measurement and honest reporting, including of our mistakes and of anything that put a child at risk, because an organisation that reports only its reach is not measuring what matters. This policy binds every one of us, from the boardroom to the field and to every account that carries KTN's name, because speaking truthfully and protecting children in how we speak is how we keep our promise to the children of Karamoja.

Chairperson, Board of Directors

Karamoja Tumaini Network

Adopted by resolution of the Board of Directors, April 2026.

Document Control

Field	Detail
Policy title	Advocacy and Communications Policy
Registered name	Karamoja Tumaini Network Limited, a company limited by guarantee without share capital, Reg. No. 80034272074698, incorporated on 1 July 2025 under the Companies Act, 2012 (Cap. 106); permitted to operate as a Non-Governmental Organisation by the National Bureau for Non-Governmental Organisations under permit number INDP000745-NB, file number MIA/NB/2026/06/7454
Version	1.0
Status	Approved and adopted by the Board of Directors
Approval date	April 2026
Effective date	April 2026
Policy owner	Karamoja Tumaini Network, acting through its Board of Directors
Policy custodian	The Communications and Advocacy Focal Person, on behalf of the Executive Director
Applies to	All board members, staff, volunteers, interns, consultants, contractors, photographers, content creators, agencies and partners who communicate, advocate, create content or represent KTN, in every channel and place; covering all external communication, advocacy, brand, media, digital and public engagement, and all content featuring children, communities or KTN's work
Reads alongside	The Strategic Plan 2026 to 2030; the Child Safeguarding Policy; the PSEA Policy; the IT and AI Use Policy and the Data Protection standards under the Data Protection and Privacy Act, 2019 (Cap. 97); the Code of Conduct; the Human Resources and People Management Policy; the Gender Equality and Social Inclusion Policy; the Complaints and Community Feedback Policy; the Whistleblowing Policy; the Health, Safety and Security Policy; and the Procurement and Asset Management Policy
Definitions	Key terms are defined in Section 3.2; acronyms and abbreviations are listed at the front of this document
Review frequency	Every three years, or earlier where required by a change in law, a donor requirement, organisational restructuring or growth, a revision of the Strategic Plan, a serious communications or safeguarding-in-communications incident, the adoption of significant new channels or technologies, an audit or evaluation finding, or the direction of the Board (Section 14.3)

Next scheduled reviewApril 2029

Version Control Register

Version	Date	Description of change	Approved by
1.0	April 2026	First edition. Full policy developed, benchmarked against Ugandan law, the United Nations Convention on the Rights of the Child and the African Charter, and recognised international standards for ethical communication about children, reviewed and adopted as a governance instrument of Karamoja Tumaini Network.	Board of Directors

Amendment History Register

No.	Date	Section(s) affected	Summary of amendment	Approved by
			Completed by the policy custodian as amendments are approved under Section 14.3. Amendments are listed below in the order they are made.	
1	15 August 2026	Contents; annex titles; cross-references throughout	Presentation and cross-reference rebuild. Contents rebuilt as three live, hyperlinked fields (front matter, the policy, the annexes); annex titles renumbered Annex A to Annex P; every internal section cross-reference remapped from the superseded flat numbering to the current chapter numbering; closing page added. No change to any policy requirement, threshold, responsibility or approval level.	Executive Director, as an administrative update under Section 14.3

Distribution List

Recipient	Format	Date issued
Board of Directors	Electronic copy and one signed print copy for the corporate record	April 2026
Executive Director and all staff	Electronic copy; included in the staff induction pack; signed acknowledgement (Annex A) returned by those with a communications or content role	April 2026
Authorised spokespeople and content creators	Electronic copy, with the spokesperson matrix, consent forms and checklists (Annexes D, G, H, I, J)	April 2026
Agencies, contractors and partners	Relevant extracts and this policy's clauses issued with their agreements	With each agreement
Donors	Full copy in due diligence and assessment packs	On request
Public	Published on the KTN website, www.karamojatumaini.org	From adoption

The policy custodian keeps this list current. The authoritative version of this policy is the signed copy held by the custodian; numbered electronic copies carry the same text.

Contact Information

Field	Detail
Policy owner	Karamoja Tumaini Network
Policy custodian	The Communications and Advocacy Focal Person, on behalf of the Executive Director
Report a concern about content involving a child	The Designated Safeguarding Lead, immediately, under the Child Safeguarding Policy
Report a communications concern or online harm	The Communications and Advocacy Focal Person, or your line manager; serious matters reach the Executive Director (Sections 9.1 and 9.3)
Media enquiries	Directed to an authorised spokesperson (Section 4.2, Annex D)
Kampala office	Da Joy House, Room JS05A, Waliggo Road, Komamboga, P.O. Box 10066, Kampala
Napak office	C/o Matany Trading Centre, Matany Town Council, Napak District
Email	info@karamojatumaini.org

Websitewww.karamojatumaini.org

Acronyms and Abbreviations

Acronym	Meaning
ACRWC	African Charter on the Rights and Welfare of the Child
AI	Artificial Intelligence
CAFP	Communications and Advocacy Focal Person
CHS	Core Humanitarian Standard on Quality and Accountability
DPA	Data Protection and Privacy Act, 2019 (Cap. 97)
DSL	Designated Safeguarding Lead (as named in the Child Safeguarding Policy)
ED	Executive Director
GESI	Gender Equality and Social Inclusion
IP	Intellectual Property
KTN	Karamoja Tumaini Network
MEAL	Monitoring, Evaluation, Accountability and Learning
NGO	Non-Governmental Organisation
PSEA	Protection from Sexual Exploitation and Abuse
SHIELD	Safeguard, Heal, Integrate, Empower, Lead, Data: the framework of the KTN Strategic Plan
UCC	Uganda Communications Commission
UNCRC	United Nations Convention on the Rights of the Child

Key terms used in this policy are defined in Section 3.2.

Executive Summary

This is Karamoja Tumaini Network's authoritative framework for how it speaks, advocates and presents itself in public. It governs everything KTN says and shows to the outside world: its advocacy and influencing, its media and public statements, its brand and visual identity, its website and social media, the stories and images it shares about children, and the way it engages communities, government, partners and donors. It was reviewed and adopted by the Board of Directors in April 2026 and applies to everyone who communicates, advocates or represents KTN, in every channel and place.

KTN exists to speak and act for children who cannot speak for themselves: the children of Karamoja who end up on the streets of Uganda's towns, and the families and communities behind them. A voice for children is the most valuable thing KTN has, and also the most dangerous. Used well, it changes laws, shifts attitudes, and brings children home. Used carelessly, it can expose a child to harm, mislead the public, damage the trust KTN depends on, or break the law. This policy exists so that KTN's voice is powerful and safe: truthful, evidence-based, respectful of the children at its heart, and worthy of the trust of everyone who listens.

The policy does five things. First, it states KTN's communications and advocacy commitments and the principles behind them, with child rights and safeguarding placed first. Second, it sets out who may speak for KTN, on what, and with whose approval, so that the organisation speaks with one accurate voice and no one commits it carelessly. Third, it builds firm protections around the children in KTN's content, requiring genuine consent and assent, protecting identity and dignity, and prohibiting the exploitative, pity-driven storytelling the sector calls poverty pornography. Fourth, it governs the higher-risk areas of media, social media, crisis communications and the use of artificial intelligence, where reputations and safety are quickly lost. Fifth, it establishes the governance, monitoring and review arrangements that let the Board, donors and the public see that the commitments are kept.

The policy is deliberately proportionate. KTN is a young, growing Ugandan organisation, and the controls here are ones it can operate at its current size and that scale as it grows. Where a role is named, one person may hold it alongside others, provided the safeguards hold. Where KTN does not yet have a capability in place, the policy says so and sets a direction. Two rules sit above everything else and are never traded away for reach, funds or attention: a child is never harmed for a story, and KTN never knowingly says what is not true. That discipline is a KTN value, and it runs through every section that follows.

1

CHAPTER ONE

INTRODUCTION

*Why the way KTN speaks is part of how it protects children,
and how this policy is organised.*

1 Introduction

Karamoja Tumaini Network Limited is a Karamojong-led, child-focused organisation incorporated in Uganda as a company limited by guarantee and licensed by the National Bureau for Non-Governmental Organisations to operate as an indigenous NGO. It works to break the cycle that pushes children from the Karamoja sub-region onto the streets, and to give those already on the streets a credible, culturally grounded route back to school, family and a stable life, organised under the six pillars of the SHIELD framework: Safeguard, Heal, Integrate, Empower, Lead and Data.

Much of what KTN is trying to change cannot be changed by direct service alone. The reasons children leave Karamoja for the streets, the way they are treated when they arrive, the laws and budgets that shape their protection, and the attitudes that allow their exploitation, are matters of public policy and public opinion, and they shift only when someone speaks. KTN speaks. It advocates for better policy and practice, it brings evidence to those who decide, it tells the public what is happening to these children, and it gives the children themselves a safe way to be heard. That public voice is central to the mission, not an add-on to it.



Figure 1. Why KTN's public voice matters, and why it must be governed. A large, largely voiceless constituency, and a fast, public, digital space in which to speak for it.

States Parties shall assure to the child who is capable of forming his or her own views the right to express those views freely in all matters affecting the child.

UNITED NATIONS CONVENTION ON THE RIGHTS OF THE CHILD, ARTICLE 12

With a public voice comes a duty of care, and it falls hardest on the children KTN serves. A child whose face, name or story is shared without genuine consent, or shared in a way that strips their dignity, can be exposed to ridicule, rejection, renewed exploitation or danger, long after the campaign has ended and the image has spread beyond anyone's control. The harm is real and often irreversible, and it is done in the child's name by the very organisation that exists to protect them. KTN therefore treats every story and image of a child as carrying a risk to that child, and places safeguarding ahead of any communications or fundraising goal. No reach, no donation and no headline is worth harming a child.

Trust is the other thing at stake. KTN is believed by donors, communities, government and the public because it is seen to be honest, accurate and fair. That reputation takes years to build and can be lost in a single careless post, a single exaggerated claim, or a single mishandled crisis. This policy protects KTN's integrity as deliberately as it protects children, because an organisation that is not trusted cannot advocate for anyone. It reads alongside KTN's other governance documents, in particular the Child Safeguarding and PSEA Policies, which protect children in all of KTN's work including its communications; the IT and AI Use Policy and the Data Protection standards, which govern digital channels and personal data; and the Code of Conduct, which sets the standards of behaviour. Where those documents set the detailed procedure, this policy points to them rather than repeating them. Where any donor agreement or Ugandan law is stricter than this policy, that requirement prevails.

2

CHAPTER TWO

PURPOSE, SCOPE, STATEMENT AND COMMITMENTS

What this policy is for, who and what it binds, the stand KTN takes in public, and the commitments the Board can be held to.

2 Purpose, Scope, Statement and Commitments

2.1 Purpose

This policy exists to:

1. establish a single, Board-approved framework for all of KTN's advocacy, communications, brand, media, digital and public engagement, across every channel and audience;
2. place child rights and safeguarding at the centre of everything KTN says and shows, so that no communication, campaign or story ever harms a child or compromises their dignity, identity or safety;
3. make clear who may speak for KTN, on what, and with whose approval, so that KTN speaks with one accurate, consistent and accountable voice;
4. ensure that KTN's advocacy is evidence-based, truthful, non-partisan and lawful, and that it influences for children without misrepresentation or manipulation;
5. set rigorous standards for ethical storytelling and the use of images and stories of children, including genuine consent and assent, the protection of identity and dignity, and a clear prohibition of exploitative, pity-driven content;
6. protect and govern KTN's brand, visual identity and reputation, and manage the risks that media, social media, crises and new technologies bring to both;
7. govern KTN's digital and social media presence safely, including digital safeguarding, the handling of misinformation and disinformation, and the responsible use of artificial intelligence;
8. enable genuine participation by children, communities and stakeholders, so that those KTN serves are heard rather than spoken about; and
9. set clear responsibilities, honest indicators, and reporting and review arrangements, so that KTN's communications and advocacy can be assessed by its Board, its donors, its regulators and the public.

2.2 Scope and Applicability

This policy applies to all external communication, advocacy and representation by or on behalf of KTN, in every form and channel. This includes public statements, advocacy and influencing, media engagement of every kind, the website, all social media and digital channels, publications, research outputs and knowledge products, campaigns, fundraising and donor communications, presentations and public events, and the use of KTN's name, logo, brand and visual identity. It covers all content that features children, communities, partners or KTN's work, including text, photographs, video, audio, graphics and material produced with the help of artificial intelligence.

It binds every member of the Board, every member of staff, and all volunteers, interns, consultants, contractors, photographers, content creators, agencies and partners who communicate, advocate, create content or represent KTN, to the extent set out in Section 12.2 and in their agreements. It applies whether the communication is official or personal where it touches KTN: a member of staff posting about their work, or in a way that identifies them with KTN, does so within this policy. It applies at every KTN office and field location and in every online space KTN uses or is represented in.

Where a donor imposes communications, branding or visibility conditions, those apply alongside this policy, and where they are stricter, they prevail; where they would require KTN to act against a child's best interests or its safeguarding standards, KTN does not comply and discusses an alternative with the donor. Where Ugandan law is stricter than this policy, the law prevails. Where this policy is silent, the guiding principles in Section 3.3 govern the decision, and the matter is referred upward rather than improvised, with child safety as the deciding test.

Compliance with this policy is mandatory for everyone within its scope. A breach by a member of staff or a volunteer is handled under the Human Resources and People Management Policy and the disciplinary procedure, and a breach that endangers a child is treated as a safeguarding matter under the Child Safeguarding Policy. A breach by a partner, agency or contractor is handled under its agreement, up to termination. Conduct that is an offence under Ugandan law, including defamation, the unlawful handling of personal data, or a cyber offence, may carry legal consequences for the individual as well as the organisation. No campaign, deadline, donation or opportunity justifies breaking this policy.

2.3 Advocacy and Communications Policy Statement

Karamoja Tumaini Network speaks for children who cannot speak for themselves, and we treat that voice as a trust. We are committed to communicating and advocating truthfully, ethically and in the best interests of children, so that our voice changes their lives without ever putting them at risk.

We will put child rights and safeguarding first in everything we say and show. We will tell the truth, base our advocacy on evidence, and stay independent of party politics. We will protect the identity, dignity and safety of every child in our content, seek genuine consent and assent, and refuse storytelling that exploits suffering for attention or funds. We will speak with one accountable voice, protect our brand and reputation, and use every channel, including new technologies, responsibly.

We will enable children, communities and those we serve to be heard rather than only spoken about, obey the laws of Uganda, honour the rights set out in the Convention on the Rights of the Child, and measure and report our communications and advocacy honestly, including where we fall short. Speaking truthfully and protecting children in how we speak is how we keep our promise to the children of Karamoja.

This statement is displayed at every KTN office and is included in staff, partner and contractor induction materials. It is signed by everyone with a role in communications, advocacy or content creation through the acknowledgement at Annex A.

2.4 Our Advocacy and Communications Commitments

KTN makes the following commitments. Each is developed in the sections that follow and measured through the indicators in Section 13.2 and Annex P.

1. Put child rights and safeguarding first in everything KTN says and shows, and harm no child for any story, campaign or appeal (Sections 6.1 to 6.3).
2. Speak with one accurate, accountable voice, through authorised spokespeople and clear approval pathways, so that no one commits KTN carelessly (Sections 4.1 and 4.2).
3. Tell the truth and base advocacy on honest evidence, never exaggerating, fabricating or misleading (Sections 5.1 and 5.3).
4. Stay independent of party politics and advocate for children and issues, never for a candidate or party (Section 5.2).
5. Protect the identity, dignity and safety of every child in KTN's content, seek genuine consent and assent, and prohibit exploitative, pity-driven storytelling (Sections 6.2 and 6.3).
6. Protect and govern KTN's brand, visual identity and reputation, and use the brand consistently and lawfully (Sections 7.1 to 7.3).
7. Engage media, social media and new technologies responsibly, and manage misinformation, disinformation and the risks of artificial intelligence (Sections 8.1 to 9.2).

8. Prepare for and manage communications crises so that KTN responds quickly, honestly and in children's interests (Section 9.3).
9. Enable genuine participation by children, communities and stakeholders, so that those KTN serves are heard (Sections 6.1, 10.1 and 10.2).
10. Handle personal data and confidential information lawfully and carefully in all communications (Section 11.2).
11. Measure communications and advocacy against honest indicators, report to the Board, and review and improve openly (Sections 13.2 and 13.3).

3

CHAPTER THREE

LEGAL FRAMEWORK, DEFINITIONS AND PRINCIPLES

Ugandan law, sector standards, defined terms and the principles behind every message.

3 Legal Framework, Definitions and Principles

3.1 Legal and Regulatory Framework

This policy is built on the law of Uganda, on the international child-rights and ethical-communications standards KTN is bound by or chooses to uphold, and on the donor conditions KTN accepts. KTN does not claim a legal certainty it does not have; where a communication raises a question of defamation, privacy, intellectual property or a child's legal protection, KTN takes proper advice rather than guessing, and errs on the side of caution and the child.

Ugandan law

The Constitution of the Republic of Uganda, 1995 guarantees freedom of expression and of the press under Article 29, the right to privacy under Article 27, and the rights of children under Article 34, and KTN exercises its own voice within those freedoms while respecting the rights of others. The Children Act, Cap. 62, as amended, requires that the best interests of the child guide every action affecting a child, which governs how KTN portrays and involves children in its communications and advocacy. The Data Protection and Privacy Act, 2019 (Cap. 97), with the Data Protection and Privacy Regulations, 2021, governs the personal data of children, families, staff and others that KTN collects, holds and publishes, including images and stories, and requires a lawful basis and, for a child, the consent of a parent or guardian alongside the child's own assent. KTN operates within the Non-Governmental Organisations Act, 2016 (Cap. 109) and the Non-Governmental Organisations Regulations, 2017, under which it must act within its registered objects and must not engage in partisan politics, which underpins the non-partisanship in Section 5.2.

Several further laws bear on what KTN publishes. The Uganda Communications Act, 2013 establishes the framework, overseen by the Uganda Communications Commission, for communications and broadcasting, relevant to KTN's media and broadcast engagement. The Computer Misuse Act, 2011, as amended, addresses offences committed through computers and online, relevant to KTN's digital conduct and to the online harassment its people may face. The law of defamation protects reputation, and KTN takes care that what it publishes about others is true, fair and defensible. The Copyright and Neighbouring Rights Act, 2006 protects the ownership of content, including photographs, writing and creative work, and KTN both respects others' rights and protects its own. The Trademarks Act, 2010 supports the protection of KTN's name and logo. The Access to Information Act, 2005 (Cap. 95) reflects the public's interest in information, consistent with KTN's commitment to transparency.

International standards and donor conditions

KTN holds itself to the international child-rights framework. The United Nations Convention on the Rights of the Child sets the rights that govern this policy, in particular the child's right to be heard (Article 12), to freedom of expression and information (Articles 13 and 17), to privacy (Article 16), and to protection from exploitation and harm (Articles 19 and 36). The African Charter on the Rights and Welfare of the Child sets the same rights in the African context. KTN also follows the recognised ethical-communications standards of the child-rights and humanitarian sector, including the principles for ethical reporting on children and the codes of conduct on the use of images and messages, and the accountability standards of the Core Humanitarian Standard. Where KTN's funding carries communications, branding or visibility conditions, KTN meets them, except that it does not allow any visibility requirement to override a child's best interests or its safeguarding standards, and discusses an alternative with the donor where the two conflict.

The principal instruments and what each means for KTN are set out below. The full, live register of legal, donor and standards obligations, with how KTN meets each, is maintained by the Communications and Advocacy Focal Person and tested at the annual review (Section 13.3).

Instrument	What it means for KTN	Where in this policy
Constitution of Uganda, 1995 (Arts 27, 29, 34)	Freedom of expression and press; right to privacy; rights of children.	Sections 5.1, 6.2 and 11.2

Children Act, Cap. 62 (as amended)	The best interests of the child govern how children are portrayed and involved.	Sections 6.1, 6.2 and 6.3
Data Protection and Privacy Act, 2019 (Cap. 97); Regulations, 2021	Lawful handling of personal data, images and stories; consent for a child's data.	Sections 6.3 and 11.2
NGO Act, 2016; NGO Regulations, 2017	Act within registered objects; no partisan politics.	Sections 2.2 and 5.2
Uganda Communications Act, 2013	Framework for communications and broadcasting (Uganda Communications Commission).	Sections 8.1 and 8.3
Computer Misuse Act, 2011 (as amended)	Offences committed online; protection against cyber harassment.	Sections 8.3 and 9.1
Law of defamation	Publish only what is true, fair and defensible about others.	Sections 8.1 and 9.2
Copyright and Neighbouring Rights Act, 2006; Trademarks Act, 2010	Ownership of content; protection of KTN's name, logo and creative work.	Sections 7.1 and 10.3
UN Convention on the Rights of the Child (Arts 12, 13, 16, 17, 19, 36)	The child's rights to be heard, to information, to privacy and to protection.	Sections 6.1, 6.2 and 6.3
African Charter on the Rights and Welfare of the Child	The same child rights in the African context.	Sections 6.1 and 6.2
Ethical reporting and images standards; CHS	Sector benchmarks for ethical storytelling and accountable communication.	Sections 6.2 and 13.2

Table 1. Core legal, standards and donor register. The full, live register, with how KTN meets each obligation, is maintained by the Communications and Advocacy Focal Person and tested at the annual review (Section 13.3).

3.2 Definitions

In this policy, unless the context requires otherwise:

Term	Meaning
Communications	Any sharing of information by or about KTN with an external audience, in any channel: written, spoken, visual, broadcast or digital.
Advocacy	Deliberate effort to influence policy, practice, attitudes or decisions in favour of children and the communities KTN serves, through evidence, engagement and public voice.
Brand	KTN's identity as the public sees it: its name, logo, colours, visual identity, voice and reputation taken together.
Spokesperson	A person authorised to speak for KTN on a defined subject to a defined audience, in particular to the media (Section 4.2).
Consent	The informed, voluntary, written agreement of a person, or for a child the agreement of a parent or guardian, to take part

	in or be featured in KTN's communications, given with a real understanding of how the content will be used (Section 6.3).
Assent	A child's own informed, willing agreement to take part, sought in addition to a parent's or guardian's consent, in language the child understands, and respected if the child declines (Section 6.3).
Ethical storytelling	Telling the stories of children and communities truthfully and with dignity, in their interests, with their consent, and without exploiting their suffering (Section 6.2).
Poverty pornography	Content that exploits the suffering, poverty or vulnerability of people, especially children, to provoke pity for attention or funds, stripping them of dignity and agency. It is prohibited.
Anonymisation	Removing or altering details, including names, faces, locations and identifying facts, so that a child or vulnerable person cannot be identified from KTN's content (Section 6.2).
Trauma-informed	An approach that recognises a person may have experienced trauma, avoids re-traumatising them, and puts their wellbeing ahead of the content.
Misinformation; disinformation	Misinformation is false or misleading information shared without intent to deceive; disinformation is false information shared deliberately to deceive (Section 9.2).
Crisis communication	The managed response when an incident or controversy threatens children, people, KTN's reputation or its ability to operate (Section 9.3).
Brand assets	KTN's name, logo, fonts, colours, templates, photographs, publications and other identity materials (Sections 7.1 and 10.3).
Conflict of interest	Any situation where a private interest could improperly influence, or appear to influence, a communications, advocacy or media decision.
Stakeholder	Any person or group with an interest in KTN's work: children, families, communities, government, partners, donors, civil society and the public.
Non-partisan	Not aligned with, supporting or opposing any political party or candidate; advocacy is for children and issues, never for a party (Section 5.2).

Table 2. Definitions of key terms used in this policy.

3.3 Guiding Principles

Ten principles guide how this policy is applied. When a situation arises that the policy does not expressly cover, decisions follow these principles, and every communication, campaign, statement and advocacy initiative must be capable of being explained by reference to them. Where they appear to conflict, the safety and rights of children come first.

Child rights

KTN communicates and advocates to advance the rights of children as set out in the Convention on the Rights of the Child and the African Charter. Children are the reason KTN speaks, and their rights, including to be heard, to privacy and to protection, frame every decision about what KTN says and shows.

Safeguarding first

The safety and welfare of children come before any communications or fundraising goal. No story, image, campaign or piece of reach is worth exposing a child to harm, and where safeguarding and any other aim conflict, safeguarding wins, every time and without exception.

Truth and accuracy

KTN tells the truth. It does not exaggerate, fabricate, mislead or cherry-pick, in its advocacy, its fundraising or its public claims. What KTN says is accurate and can be stood behind, because a voice for children that is caught misleading loses the right to be believed.

Dignity and respect

KTN portrays children, families and communities as people with dignity, strength and agency, never as helpless objects of pity. It shows them as KTN would wish itself to be shown, and it never trades a person's dignity for attention or funds.

Accountability

KTN is answerable for what it says and shows. Communications and advocacy have named owners and clear approval, claims can be evidenced, and KTN corrects its mistakes openly rather than hiding them.

Participation

Those KTN serves are heard, not only spoken about. KTN creates safe ways for children, families and communities to take part in shaping and delivering its messages, so that its voice carries their voice and not merely its own account of them.

Inclusion

KTN communicates in ways that include the people it serves and reaches, across language, gender, disability, literacy and access, consistent with its Gender Equality and Social Inclusion Policy. It uses Nga'Karamojong and accessible formats where that is what reaches people, and it does not let those it speaks for be unable to follow what it says.

Evidence-based advocacy

KTN's advocacy rests on evidence: its own data and research and credible external sources, honestly represented. KTN influences by being right and being trusted, not by volume or spin, and it distinguishes clearly between what it knows, what it believes, and what it is calling for.

Transparency

KTN is open about who it is, what it does, how it is funded and how it performs, including where it falls short. It does not hide its interests or its mistakes, and it makes its public information genuinely accessible.

Ethical influence

KTN influences honestly. It persuades with truth, evidence and dignity, and it refuses manipulation, deception, partisanship and the exploitation of children's suffering. How KTN wins a point matters as much as winning it, because the ends never justify dishonest means.

4

CHAPTER FOUR

GOVERNANCE: WHO SPEAKS FOR KTN

Authorisation, spokespeople and the approval pathways that keep one clear voice.

4 Governance: Who Speaks for KTN

4.1 Governance, Authorisation and Who Speaks for KTN

KTN speaks with one voice because many voices, uncoordinated, would soon contradict each other, mislead, or expose a child. This does not mean only one person may ever speak; it means that what KTN says in public is authorised, consistent and accountable, and that the people who speak know what they may say and when to refer upward. The structure below is designed to work at KTN's current size and to scale as it grows; one person may hold more than one role, provided the safeguarding and approval safeguards hold.

The Board of Directors

The Board holds ultimate accountability for KTN's public voice and reputation. It approves this policy and any substantive amendment, approves KTN's advocacy positions on the most significant or sensitive issues, acts as the ultimate authority in a serious communications or reputational crisis, and satisfies itself once a year that KTN is communicating and advocating lawfully, ethically and in children's interests. The Board Chairperson, or a member the Board designates, may speak for the Board where required.

The Executive Director

The Executive Director is accountable to the Board for this policy and is KTN's principal spokesperson and the lead spokesperson in a crisis. The Executive Director approves communications and advocacy plans and positions within the authority delegated by the Board, designates spokespeople (Section 4.2), ensures that content involving children is cleared for safeguarding, and decides or escalates sensitive matters. Where a communications decision involves the Executive Director's own interest, it is referred to the Board.

The Communications and Advocacy Focal Person

The Communications and Advocacy Focal Person leads communications and advocacy day to day: planning and coordinating KTN's communications, managing the website and social media, drafting and clearing content, supporting advocacy, handling media enquiries, maintaining the brand, and keeping the records and indicators this policy requires. At KTN's current size this is a single role that may be combined with another; it works closely with the safeguarding lead on any content involving children, and it does not approve its own work where this policy requires a separate approver.

Safeguarding oversight of communications

Because so much of KTN's content concerns children, the Designated Safeguarding Lead, the role named in the Child Safeguarding Policy, has a standing part in communications: no story, image or other content featuring an identifiable child is published without safeguarding clearance, and the safeguarding lead may stop or require changes to any content on child-safety grounds. This is a control that sits above editorial judgement, and it is never overridden for reach, funds or speed.

Everyone who communicates or represents KTN

Every member of the Board, member of staff, volunteer, intern, consultant, contractor and partner who communicates, creates content or represents KTN is responsible for following this policy, for protecting children and KTN's reputation in what they say and post, for speaking only within their authorisation, and for referring upward anything sensitive, uncertain or beyond their authority. Representing KTN is a trust, and everyone who holds it is accountable for it.

4.2 Spokesperson Designation and Approval Pathways

Two questions decide whether a communication is safe to make: who is authorised to make it, and has it been cleared. This section answers both. It sets who may speak for KTN, on what, and to whom, and it sets the pathway every public communication passes through before it is released. The authorisation matrix is at Annex D.

Who may speak for KTN

Authority to speak for KTN is tiered, matched to the seniority of the speaker and the sensitivity of the subject and audience. No one speaks beyond their tier, and sensitive subjects, safeguarding cases, investigations, finances, legal matters and anything in a crisis are reserved to the most senior level.

Tier	Who	May speak on	Approval needed
Tier 1	Board Chairperson; Executive Director	Anything, including strategy, finances, sensitive issues and crises; the principal and crisis spokesperson.	Board for the most significant positions; otherwise own authority
Tier 2	Communications and Advocacy Focal Person; senior programme staff so designated	KTN's work and programmes, agreed advocacy positions, and routine media, within agreed messages.	Executive Director for media, advocacy positions and anything sensitive
Tier 3	Other staff, where designated for a specific purpose	Their own area of work, factually, within agreed messages.	Prior clearance for any media or public statement
Not authorised	Volunteers, interns, contractors, and staff outside their designation	Nothing on behalf of KTN; may share approved KTN content as themselves where this policy allows.	Refer all enquiries to an authorised spokesperson

Table 3. Spokesperson tiers. No one speaks beyond their tier; safeguarding cases, investigations, finances, legal matters and crises are reserved to Tier 1. The full matrix is at Annex D.

The content and communications clearance pathway

Every public communication passes through the same gates before release, in proportion to its risk: a routine social post is light, a press statement or a story about a child is thorough. The pathway below is the standard route; the forms are at Annexes E, G and I.

Gate 1: Purpose and accuracy

Is the communication clear in purpose and audience, truthful, and supported by evidence? Claims are checked against the facts and KTN's data; nothing is exaggerated, fabricated or misleading.



Gate 2: Safeguarding and consent

Does it involve a child or vulnerable person? If so, is there valid consent and assent (Annex G), is identity protected as required (Sections 6.2 and 6.3), and has the safeguarding lead cleared it? Without this, it does not proceed.



Gate 3: Risk, brand and legal

Are the reputational, legal and brand risks assessed? Is it on-brand, fair to others, not defamatory, and compliant with data protection and donor conditions? Sensitive or high-risk content is escalated (Section 4.3).



Gate 4: Authorisation

Is the person releasing it authorised for this subject and audience (Table 3)? Media, advocacy positions and sensitive content carry the approval the matrix requires.



Gate 5: Publish, monitor and respond

On release, KTN monitors the response, engages and corrects as needed, and is ready to act if something goes wrong. The content and its approvals are recorded (Section 11.3).

Figure 2. The content and communications clearance pathway. Every public communication passes these gates in proportion to its risk; the safeguarding gate is never skipped for content involving children.

4.3 Risk Management in Advocacy and Communications

KTN cannot manage a communications risk it will not name. Communications and advocacy risk is held within KTN's existing risk system: the organisational risk register, reviewed quarterly by the Board's relevant sub-committee, carries these risks alongside every other category, with the same ratings and escalation rules. Any significant campaign, advocacy initiative, sensitive story or new channel is considered for its risk before it proceeds, and the controls in this policy are applied in proportion to that risk.

The main categories of advocacy and communications risk in KTN's work are set out below, with how KTN manages each. The full register, with ratings, owners and treatments, is held by the Communications and Advocacy Focal Person and reviewed quarterly; the assessment tool is at Annex C.

Risk area	Where it bites in KTN's work	How KTN manages it
Harm to a child	A child exposed, identified, re-traumatised or endangered by KTN's content.	Safeguarding-first rule, consent and assent, identity protection, safeguarding clearance (Sections 6.1 to 6.3).
Loss of trust or reputation	An exaggerated claim, a careless post or a mishandled issue damages KTN's credibility.	Truth and accuracy, approval pathways, crisis preparedness (Sections 4.2 and 9.3).
Inaccuracy and misrepresentation	False, outdated or misleading information published in KTN's name.	Evidence-based content, fact-checking, correction (Sections 5.1 and 5.3).
Political or legal exposure	Partisanship, defamation, or breach of data, IP or communications law.	Non-partisanship, legal care, data protection (Sections 5.2, 9.2 and 11.2).
Digital and online risk	Hacking, impersonation, abuse, misinformation or a post spreading beyond control.	Account security, community management, misinformation response (Sections 8.3 to 9.2).
Brand misuse	KTN's name or logo misused by others, or used inconsistently by KTN.	Brand governance, partner and co-branding rules (Sections 7.1 to 7.3).
Crisis escalation	A safeguarding, security or organisational incident becoming a public crisis.	Crisis communications plan, escalation, designated spokesperson (Section 9.3).
AI and emerging technology	AI-generated or AI-assisted content that misleads, fabricates, or breaches rights.	Human accountability, disclosure, the IT and AI Use Policy (Sections 9.2 and 12.1).

Table 4. Categories of advocacy and communications risk. The full register, with ratings, owners and treatments, is held by the Communications and Advocacy Focal Person and reviewed quarterly.

5

CHAPTER FIVE

ADVOCACY, NEUTRALITY AND EVIDENCE

Influencing with evidence, without party politics, and with Karamojong leadership.

5 Advocacy, Neutrality and Evidence

5.1 Advocacy Governance and Influencing

Advocacy is how KTN changes the conditions that put children on the streets, not one child at a time but at the level of policy, practice and attitude. KTN advocates deliberately, with evidence, through the right people, and within clear approval, so that its influencing is effective, lawful, non-partisan and safe for the children in whose name it speaks.

What KTN advocates on, and how

KTN advocates for the rights, protection and wellbeing of children from Karamoja and the communities they come from: on the causes that push children to the streets, the way street-connected children are treated, the laws, budgets and services that protect them, and the attitudes that allow their exploitation. It does this through policy and systems-change advocacy, engagement with national and district government and, where appropriate, Parliament, coalition and movement work with other organisations, community advocacy, and the public translation of its evidence. KTN advocates for issues and for children, never for a political party or candidate (Section 5.2).

- **Plan:** significant advocacy is planned (Annex B), with a clear goal, audience, message, evidence base, approach, risks and indicators, and is approved before it begins.
- **Authorise:** advocacy positions are approved at the level their sensitivity requires (Table 3); the most significant or sensitive positions are approved by the Board.
- **Base on evidence:** advocacy claims rest on KTN's data and research and credible external sources, honestly represented (Section 5.3).
- **Engage respectfully and in coalition:** KTN engages decision-makers and partners constructively, works with others where a shared voice is stronger, and represents coalition positions accurately.
- **Assess risk:** advocacy can carry risk, to children, to communities, to staff and to KTN's operating space; each significant initiative is risk-assessed (Annex C) and designed so that no one is endangered by KTN's public stance.
- **Monitor and report:** advocacy is monitored for what it achieves and learns, and reported to the Executive Director and the Board (Section 13.2).

KTN advocates within the law and within its registered objects under the NGO Act, 2016, and it operates in a context where civic space can be sensitive. It therefore advocates on the substance of children's rights, with evidence and in good faith, and it weighs the safety of children, communities and staff in how, when and how loudly it speaks, never abandoning a child-rights position for convenience, but never endangering a person for a point either.

5.2 Political Neutrality and Non-Partisanship

KTN is a child-rights organisation, not a political actor. Under the Non-Governmental Organisations Act, 2016 (Cap. 109), and as a matter of principle, KTN is non-partisan: it does not align with, support or oppose any political party or candidate. This protects KTN's ability to work with whoever is in office, to be trusted across divides, and to keep the focus on children rather than on politics.

- KTN advocates for children and for issues, never for a party or candidate. It may take and press positions on matters of public policy that affect children, including sensitive ones, doing so on the basis of evidence and child rights, not party lines.
- KTN does not endorse, oppose, fund or campaign for any political party or candidate, does not display partisan materials, and does not use KTN's platforms, events, brand or resources for partisan ends.

- KTN engages all relevant political actors and parties on an equal, issues-based footing, and works with whoever holds the relevant office to advance children's interests.
- Staff, volunteers and board members keep their personal political views and activities separate from KTN. They do not present personal political opinions as KTN's, do not use KTN channels or roles for personal political purposes, and exercise particular care during elections.
- KTN does not knowingly allow itself to be used by any political interest, and it is alert in election periods to the risk of its work, statements or platforms being drawn into partisan use.

Non-partisanship is not silence on injustice. KTN speaks plainly for children's rights, including where that is uncomfortable for those in power, but it does so as an advocate for children and not as a participant in party politics, and it keeps that line clear in everything it says.

5.3 Evidence-Based Advocacy and Research Communication

KTN's authority comes from being right and being trusted. Its advocacy and public claims rest on evidence: its own monitoring data and research and credible external sources, honestly represented. KTN influences by the quality of its evidence and the integrity of its case, not by exaggeration, and it communicates what it knows truthfully and within research ethics.

- Claims are evidenced: public claims, advocacy positions and statistics are supported by a credible, current source, which KTN can produce. KTN does not use figures it cannot stand behind, and it dates and attributes the evidence it cites.
- Honest representation: KTN represents evidence fairly, including uncertainty and limitations, and does not cherry-pick, distort or strip context to make a stronger story than the facts support. It distinguishes clearly between what it knows, what it believes, and what it is calling for.
- Research and learning products: reports, policy briefs, case studies, learning products and data visualisations are accurate, clearly sourced, and cleared before publication, and present data in ways that inform rather than mislead.
- Research ethics and consent: where KTN communicates research or data involving children or communities, it does so within the consent given for that research and within research ethics, and it never publishes data in a way that could identify or harm a participant (Sections 6.2, 6.3 and 11.2).
- Publication approval: external publications and significant data releases are approved before release (Section 4.2), checked for accuracy, safeguarding, data protection and brand.
- Correction: where KTN finds it has published something inaccurate, it corrects it openly and promptly rather than leaving it to stand.

Being trusted is a slow achievement and a fast loss. A single exaggerated or fabricated claim, once exposed, discredits not only that claim but every claim KTN makes for children. KTN therefore guards the accuracy of its evidence as carefully as it guards children, because both are the mission.

6

CHAPTER SIX

CHILDREN IN OUR COMMUNICATIONS

Children's voice, ethical storytelling, and consent before any image or story.

6 Children in Our Communications

6.1 Child Participation and Voice

Children are the experts on their own lives, and KTN's advocacy is stronger and truer when it carries their voice rather than only KTN's account of them. KTN involves children and young people in shaping and delivering its messages and advocacy, but only in ways that are safe, genuine and in their interests. Children are active contributors, never symbolic props, and their participation never comes at the cost of their safety or dignity.

- Safe and meaningful: child and youth participation is real, not tokenistic. Children help shape messages, share their views, and inform KTN's advocacy through safe, supported means such as consultations and youth or advisory groups, and KTN acts on what they say and tells them how their input was used.
- Consent, assent and the right to decline: a child takes part only with the informed consent of a parent or guardian and the child's own willing assent, in language the child understands, and a child may decline or stop at any time without any loss of services or standing (Section 6.3).
- Protection from harm comes first: no child is placed in a situation, in front of media, donors, the public or online, that could identify them against their interests, expose them to risk, or re-traumatise them. The Designated Safeguarding Lead oversees child participation, and safeguarding clearance is required before any child takes a public part.
- Power and pressure: KTN is alert to the power imbalance between an organisation and a child, and ensures children are never pressured, induced or made to feel they must take part. Children are supported, prepared and accompanied, and their time is respected appropriately and never exploited.
- Representation and inclusion: KTN involves children fairly across gender, age, ability and background, does not repeatedly expose the same children, and does not present one child as speaking for all.
- Feedback and monitoring: children and young people have safe ways to give feedback on how KTN involves and represents them, and KTN monitors its child participation for quality and safety.

The test KTN applies to any child's participation is simple: is this in the child's interest, is it safe, and would KTN be content for its own child to take part in the same way? If the honest answer to any of these is no, the child does not take part, however valuable their voice would be to the cause.

6.2 Ethical Storytelling: Content About Children

The stories and images of children are the most powerful, and the most dangerous, content KTN handles. They move people to act, but they can also expose, shame, endanger or define a child for years, often after the content has spread beyond recall. KTN tells children's stories truthfully and with dignity, in the child's interest, with consent, and without ever exploiting their suffering. The sector's worst practice, content that reduces children to objects of pity to extract attention or funds, the practice known as poverty pornography, is prohibited at KTN.

KTN applies the following standards to every story, photograph, video, case study, testimony and piece of content involving a child or vulnerable person:

KTN will

- put the child's best interests and safety ahead of the content, and abandon any story or image rather than risk harm to the child;
- obtain genuine, informed consent and the child's assent before featuring them, and explain honestly how the content may be used and that it may be permanent and public (Section 6.3);

- protect identity by default for vulnerable, at-risk and survivor children, anonymising names, faces, locations and identifying details so the child cannot be identified;
- portray children with dignity, strength and agency, show them as whole people and not only as victims, and use accurate, respectful language and context;
- be truthful: tell real stories accurately, never staging, scripting or fabricating, and never presenting one child's story as another's or as typical when it is not;
- be trauma-informed and survivor-centred, never pressing a child to relive harm for a story, and letting the child shape what is told; and
- have content involving an identifiable child cleared by the safeguarding lead before it is published.

KTN will never

- pair a child's identifiable image with sensitive personal information, such as that they have been abused, trafficked, exploited, or are living with HIV, in a way that exposes them;
- use degrading, pitying or sensational images or words, show children in distress or undignified states for effect, or depict nudity or suffering to provoke a reaction;
- use a child's story or image without valid consent and assent, or beyond what was consented to, or keep using it after consent is withdrawn;
- offer or imply that help, services or benefits depend on a child or family agreeing to be featured; or
- publish anything that could lead someone to find, identify or locate a child who could be put at risk by being found.

These standards apply equally to fundraising and donor content, to social media, to research outputs, and to material made by partners, agencies or contractors on KTN's behalf. A compelling story that breaks them is not used; the dignity and safety of a child are never the price of an effective appeal. The checklist at Annex I is applied to content involving children before it is published.

6.3 Consent, Assent and the Use of Images and Stories

Consent is what makes featuring a person in KTN's communications legitimate, and for a child it is doubled: the informed agreement of a parent or guardian, and the child's own willing assent. Consent that is not informed, not free, or not specific is not consent, and KTN does not rely on it. This section sets how KTN obtains, records and respects consent, and how it decides how far a person may be identified.

Valid consent and assent

- **Informed:** the person, and for a child the parent or guardian, is told plainly and in a language they understand what the content is, where and how it may be used, that it may be published widely and may be permanent and impossible to fully recall, and what the risks may be.
- **Free:** consent is given voluntarily, never under pressure or inducement, and never as a condition of receiving KTN's help or services. A person may decline without any loss of services or standing.
- **The child's assent:** in addition to a parent's or guardian's consent, the child's own willing assent is sought in language the child understands, and the child's refusal is respected even where a parent agrees.
- **Specific and recorded:** consent is for a stated use, recorded in writing (Annex G), and kept. Where practical it is time-bound and limited to defined uses rather than open-ended.

- **Withdrawable:** a person may withdraw consent for future use at any time, and KTN stops using the content going forward, while recognising honestly that material already published and shared may not be fully recoverable.

How far a person may be identified

KTN matches the level of identification to the person's vulnerability and the risk, defaulting to greater protection for children and survivors. The levels are set out below; the safeguarding lead decides the level for any content involving an at-risk child.

Level	What it means	When KTN uses it
Full identification	Real name and identifiable image used together.	Only for non-vulnerable adults or, rarely, a child with full informed consent and assent and a safeguarding assessment showing no risk.
Partial identification	First name only, or image without identifying detail, or changed name with image.	Where some personalisation is justified and safe, and the person consents.
Anonymised	No real name, face obscured or not shown, identifying details changed or removed.	The default for vulnerable, at-risk and survivor children, and wherever identification could cause harm.
No personal content	The person is not featured at all; the issue is told without an identifiable individual.	Where any identification would be unsafe, or consent is absent or withdrawn.

Table 5. Levels of identification, matched to vulnerability and risk. KTN defaults to greater protection for children and survivors; the safeguarding lead decides the level for any at-risk child.

Images, recordings and stories of children are stored securely, used only for the consented purpose, and protected under the Data Protection and Privacy Act, 2019 (Cap. 97) and KTN's data protection standards (Section 11.2). A photographer, agency or partner producing content for KTN does so under these same rules, by written agreement, and hands over content and consent records to KTN.

7

CHAPTER SEVEN

BRAND, VOICE AND VISIBILITY

The KTN brand: identity, voice, and how partners and donors appear beside it.

7 Brand, Voice and Visibility

7.1 Brand Governance and Visual Identity

KTN's brand is how the public recognises and trusts it: its name, its logo, its colours and visual identity, its voice and its reputation, taken together. A consistent, well-governed brand signals a credible organisation; an inconsistent or misused one undermines trust. KTN governs its brand so that it is used consistently, correctly and only by those entitled to use it, and so that it is protected from misuse.

KTN's visual identity follows the KTN Brand Style Guide, Version 1.0. Its core elements are set out below, and they are applied consistently across every channel and material. The Communications and Advocacy Focal Person is the custodian of the brand and approves uses that depart from the standard templates.

Brand element	The standard
Name	Karamoja Tumaini Network, or KTN once introduced; used accurately and never altered.
Logo	The approved KTN logo, used in its approved forms only, with clear space around it, never stretched, recoloured, redrawn or crowded.
Colours	The KTN palette: terracotta, amber, deep green and cream, used as the brand guide directs.
Typefaces	Georgia for body text and Arial for headings, as in this document, with accessible sizes and contrast.
Voice and tagline	A warm, honest, dignified voice (Section 7.2); the tagline Hope, Heal, Empower used as approved.
Imagery	Photography and graphics that portray children and communities with dignity and follow the ethical-storytelling standards (Section 6.2).
Templates	Approved templates for documents, reports, social media and presentations, kept current by the brand custodian.

Table 6. The core elements of the KTN brand. The full system is in the KTN Brand Style Guide, Version 1.0; the brand compliance checklist is at Annex J.

KTN protects its brand as an asset (consistent with the Procurement and Asset Management Policy and the Trademarks Act, 2010): its name and logo are not used by others without permission, are not associated with causes, products or positions KTN has not endorsed, and any misuse is addressed. Staff, partners and contractors use the brand only as authorised and only on approved materials, and brand consistency is checked through the compliance checklist at Annex J.

7.2 Brand Voice, Messaging and Consistency

How KTN sounds is part of how it is trusted. KTN's voice is warm, honest, dignified and clear: it speaks plainly, respects the people it describes, avoids jargon and hype, and never talks down to its audience or about the children it serves. A consistent voice across every channel tells the public that one credible organisation is speaking, not a scatter of disconnected accounts.

- Consistent core messages: KTN maintains a small set of agreed core messages about who it is, what it does and what it stands for, and uses them consistently so that KTN says the same true things wherever it speaks.

- Dignified, accurate language: KTN describes children and communities with respect and accuracy, using the language of strength and agency rather than pity, and avoiding terms that label, shame or sensationalise.
- Plain and accessible: KTN communicates clearly and simply, suited to the audience, and provides Nga’Karamojong and accessible formats where that is what reaches people (Section 3.3, inclusion).
- On-brand across channels: the voice, look and messages are consistent across the website, social media, publications, media and events, drawing on the brand system (Section 7.1) and approved templates.
- Truthful tone: the voice never drifts into exaggeration or false urgency to drive a response; honesty is part of the brand.

Consistency is not uniformity for its own sake; it is what makes KTN recognisable and believable. Where a channel or audience calls for a different register, the tone adapts, but the core messages and the values behind the voice do not change.

7.3 Co-Branding, Partnership and Donor Visibility

KTN works with partners and donors, and its brand often appears alongside theirs. Co-branding and donor visibility are managed so that they are honest, agreed, and never compromise children, KTN’s independence, or its values. KTN gives partners and donors the recognition they are due, and no more, and it never lets a visibility requirement override a child’s best interests.

- Agreed in writing: how KTN’s and a partner’s or donor’s brands appear together, who approves joint materials, and how each is credited, are agreed in writing before joint communication begins.
- Honest association: KTN co-brands only with organisations whose association is consistent with its values and mission, and it does not lend its name or logo to a cause, product or position it has not endorsed.
- Donor recognition: KTN acknowledges its donors accurately and as agreed, meets reasonable donor visibility and branding conditions, and represents what donor funds achieve truthfully.
- Children come first: no donor or partner visibility requirement overrides a child’s best interests or KTN’s safeguarding and ethical-storytelling standards; where the two conflict, KTN does not comply and agrees an alternative with the donor or partner.
- Independence preserved: KTN keeps editorial control of how children and communities are portrayed in joint materials, and does not cede that to a partner or donor.
- Coalitions: where KTN communicates as part of a coalition, roles, approvals and the use of each organisation’s brand are agreed, and KTN represents shared positions accurately.

Recognition and gratitude to those who fund and partner with KTN are right and are given generously, but they are given within the same standards that govern all of KTN’s communication, and the dignity and safety of children are never part of what is offered in exchange for support.

8

CHAPTER EIGHT

MEDIA, DIGITAL AND SOCIAL PLATFORMS

*Media relations, the website and social platforms, governed
and answerable.*

8 Media, Digital and Social Platforms

8.1 Media Relations and Engagement

The media multiplies KTN's voice and its risk. A good media relationship carries KTN's evidence and children's cause to a wide audience; a careless one can expose a child, misquote KTN, or turn an issue into a controversy. KTN engages the media proactively and professionally, through authorised spokespeople, with prepared messages, and with particular care on sensitive issues and in a crisis.

- Authorised spokespeople only: media enquiries are handled only by authorised spokespeople (Section 4.2, Table 3). Everyone else refers enquiries to them rather than commenting, and no one speaks to the media off the cuff on KTN's behalf.
- Prepared and approved: press releases, statements, interviews, opinion pieces and broadcast appearances are prepared against agreed messages and approved at the level their subject requires; the media request and approval form is at Annex E and the interview guide at Annex F.
- Truthful and on the record: KTN gives the media accurate, evidenced information, does not mislead, and is careful about what it says on and off the record, recognising that little is truly off the record.
- Children protected absolutely: no child is exposed through media work. Journalists are not given access to children, nor children's identities or stories, except within the consent, assent, identity-protection and safeguarding-clearance rules of Sections 6.1 to 6.3, and KTN sets the terms on which any child-related content is used.
- Sensitive issues escalated: safeguarding cases, investigations, security incidents, finances, legal matters and anything contentious are handled only by Tier 1 and within Section 9.3; KTN does not comment on individual cases or matters before the courts.
- Media monitoring and relationships: KTN monitors coverage of its work and its issues, builds constructive relationships with responsible journalists, and seeks corrections where it is misrepresented.
- Media capability: spokespeople are prepared and, over time, given media training so that they represent KTN and children well under pressure.

KTN treats journalists as partners in informing the public, to be engaged honestly and professionally, while never forgetting that its first duty is to the children whose stories the media would tell. Where a media opportunity and a child's safety conflict, the opportunity is declined.

8.2 Digital Communications and the Website

KTN's website and digital channels are its front door to a national and international audience. They are kept accurate, current, secure, accessible and on-brand, and they hold KTN's authoritative public information. Digital reach is powerful and permanent, so what KTN publishes online is governed with the same care as anything else it says.

- Accurate and current: the website holds correct, up-to-date information about KTN, its work, its governance and how to contact and support it; outdated or incorrect content is corrected promptly.
- Authoritative source: KTN's website, at www.karamojatumaini.org, is the reference point for its public information, including its registration, its policies where published, and its reporting.

- Secure and controlled: the website and digital accounts are secured under the IT and AI Use Policy, with access limited to those who need it, strong authentication, and protection against defacement and compromise; ownership of domains and accounts rests with KTN, not individuals.
- Accessible and inclusive: digital content is made as accessible as KTN can manage, in clear language and usable formats, recognising that many audiences reach KTN on mobile devices and on limited connections (Section 3.3).
- Safeguarding and data protection online: content involving children online follows the ethical-storytelling and consent rules (Sections 6.2 and 6.3), and personal data on KTN's digital channels is handled under the Data Protection and Privacy Act, 2019 (Cap. 97) (Section 11.2).
- On-brand: the website and digital materials follow the brand system (Section 7.1).

8.3 Social Media Governance

Social media gives KTN direct reach and immediate risk. A single post can inform thousands or expose a child, spread an error, or invite a pile-on, and once posted it can be screenshotted, shared and kept beyond recall. KTN uses social media deliberately and safely, on official accounts, within clear rules, and never at the cost of a child's safety or the truth.

- Official accounts and authorised posting: KTN's official social media accounts are owned by KTN, secured under the IT and AI Use Policy, and posted to only by authorised people within agreed plans and messages; account credentials are controlled and handed over when roles change.
- Same standards as everywhere: every post meets the truth, dignity, safeguarding, consent and brand standards of this policy. Content involving an identifiable child is cleared by the safeguarding lead before posting (Sections 4.2 and 6.2).
- Think before posting: posts are checked for accuracy, tone, safeguarding and reputational risk before release. KTN does not post in haste, in anger, or to chase a trend at the expense of its standards.
- Platforms used: KTN uses the platforms that reach its audiences, which may include Facebook, X, LinkedIn, Instagram, YouTube, TikTok and WhatsApp channels, and emerging platforms, and it applies these rules and the social media guidelines (Annex K) to each.
- Staff personal use: staff and volunteers are free to use personal social media, but do not speak for KTN unless authorised, do not disclose confidential or safeguarding information, do not post anything that could identify or endanger a child KTN works with, and are mindful that posting about their work reflects on KTN. The social media guidelines (Annex K) set this out.
- Engagement and correction: KTN engages respectfully with its online community, corrects its own errors openly, and does not delete legitimate criticism merely because it is unwelcome.

Social media is a place where KTN's values are tested in public and at speed. The discipline that protects KTN there is the same as everywhere else: tell the truth, protect children, stay on-brand, and never let the pressure to react quickly override the duty to react rightly.

9

CHAPTER NINE

ONLINE SAFETY, MISINFORMATION AND CRISIS

*Keeping digital spaces safe, countering falsehood, and
communicating in a crisis.*

9 Online Safety, Misinformation and Crisis

9.1 Online Safety, Digital Safeguarding and Community Management

KTN's digital presence must be safe for children, for the communities it features, and for its own people. Digital safeguarding extends KTN's child-protection duty into online spaces, and community management keeps those spaces civil and safe. The detailed digital-safety controls sit in the IT and AI Use Policy and the Child Safeguarding Policy; this section sets how they apply to KTN's public communication.

- Protecting children online: KTN does not publish content that could let a child be identified, found or contacted by someone who could harm them, monitors comments and messages on its channels for risks to children, and removes or escalates content that endangers a child.
- Community management: KTN moderates its online communities to keep them safe and respectful, sets out what is and is not acceptable, and removes abusive, hateful, exploitative or unlawful content; it does not, however, silence legitimate disagreement.
- Protecting KTN's people: staff, volunteers and spokespeople can face online harassment, especially when advocating on sensitive issues. KTN supports those targeted, takes threats seriously, preserves evidence, reports serious cases to the platforms and, where warranted, the authorities under the Computer Misuse Act, 2011, and does not leave individuals to face online abuse alone.
- Account and data security: official accounts are protected against impersonation, hacking and compromise under the IT and AI Use Policy; a compromised account or impersonation is treated as an incident and addressed quickly, including under Section 9.3 where it threatens reputation or safety.
- Reporting harms: anyone who sees a child at risk, abuse, or a serious problem on KTN's channels reports it through the safeguarding and incident routes, and KTN acts.

Online spaces are real spaces, and the harms that happen in them are real harms. KTN gives digital safeguarding the same seriousness it gives safeguarding anywhere, and it treats the safety of children and of its own people online as part of the duty of care, not a lesser version of it.

9.2 Misinformation, Disinformation and AI-Generated Content

KTN operates in an information space where false claims spread fast, where its work or its issues can be misrepresented, and where artificial intelligence can now generate convincing text, images and video. KTN protects the truth in what it publishes, responds responsibly to false information about it or its issues, and uses AI honestly and accountably.

Misinformation and disinformation

- KTN does not spread it: KTN verifies information before sharing it, does not amplify unverified or false claims even when they support its cause, and corrects its own errors openly. Being right matters more than being fast or being loud.
- Responding to false claims: where false or misleading information about KTN, its work or the children it serves circulates, KTN assesses the harm and responds proportionately, with calm, evidenced correction, and escalates a serious disinformation problem under Section 9.3. It does not amplify a falsehood by over-reacting to it, nor ignore one that endangers children or trust.
- Protecting the discourse on children: KTN counters harmful myths and misinformation about street-connected and Karamojong children with evidence and dignity, as part of its advocacy.

Artificial intelligence in communications

- **Human accountability:** any use of AI to help create or manage KTN's communications, drafting, design, translation, analysis or scheduling, keeps a named human accountable for the output. AI never publishes on its own, and it never makes a safeguarding or sensitive decision.
- **Truth and no fabrication:** AI is not used to fabricate quotes, events, images or testimonies, or to create synthetic depictions of real or apparent children. KTN does not present AI-generated people or scenes as real beneficiaries, and it does not mislead about what is real.
- **Disclosure:** where AI-generated content could be mistaken for a real photograph, person or testimony, KTN makes clear that it is illustrative or AI-generated, so that the audience is not deceived.
- **Data and rights:** AI tools are used within the IT and AI Use Policy and the Data Protection and Privacy Act, 2019 (Cap. 97); KTN does not put children's personal data, images or sensitive information into AI tools that are not controlled and approved.
- **Accuracy checked:** anything drafted with AI is checked by a person for accuracy, fairness, safeguarding and brand before it is published, because AI can produce confident falsehoods.

New tools change how KTN can communicate, but not the standards it communicates by. Whether a sentence is written by a person or suggested by a machine, KTN owns it, and it must be true, fair, safe for children and on-brand before KTN puts its name to it.

9.3 Crisis and Sensitive-Issue Communications

Sooner or later something will go wrong, or be alleged to have gone wrong: a safeguarding incident, a security event, a public accusation, a viral controversy, a leadership change, a legal dispute, or a disinformation attack. How KTN communicates in those moments can protect or compound the harm. KTN prepares for crises, responds quickly, honestly and in children's interests, and learns from each one. This section works alongside the incident and safeguarding response in the Child Safeguarding, PSEA and Health, Safety and Security Policies, which govern the underlying response; this section governs the communication.

Preparedness and principles

KTN maintains a crisis communications plan (Annex L), keeps a current list of who does what in a crisis, and applies the same principles whatever the crisis: protect children and people first; tell the truth and do not cover up; respond quickly but not carelessly; speak with one designated voice; cooperate with proper authorities and processes; and protect the dignity and privacy of those affected, especially children and survivors. KTN does not lie, minimise a real harm, or attack those who raise legitimate concerns.

Escalation and response

Crises are met with a response proportionate to their severity, led at the right level, within set timelines. The levels below guide the response; the underlying incident is handled under the relevant safeguarding, security or HR policy, and the most serious matters always reach the Executive Director and the Board.

Level	Examples	Who leads the communication, and response
Level 1: Routine	A critical comment, a minor complaint, a small factual error.	Communications and Advocacy Focal Person, within agreed messages; logged; corrected if needed.
Level 2: Significant	A persistent controversy, sustained criticism, a misinformation problem, negative media interest.	Executive Director, with the Focal Person; messages agreed; Board informed; response within hours.

Level 3: Severe	A safeguarding or security incident, a public accusation, a legal or reputational threat, a viral crisis.	Executive Director leads as designated spokesperson, with Board oversight; tight control of messages; immediate response; only Tier 1 speaks.
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Table 7. Communications response by crisis level. The underlying incident is handled under the relevant safeguarding, security or HR policy; the most serious matters always reach the Board.

After a crisis, KTN reviews how it communicated, captures what it learned, updates the crisis plan, and feeds the lessons into this policy. A crisis handled honestly can leave KTN more trusted than before; a crisis handled with spin or silence does lasting damage, and KTN chooses honesty.

10

CHAPTER TEN

ENGAGEMENT, COMMUNITIES AND KNOWLEDGE

Stakeholders, communities and publications: engagement that flows both ways.

10 Engagement, Communities and Knowledge

10.1 Stakeholder and Public Engagement

KTN's mission depends on relationships: with the communities it serves, the government bodies that protect children, the partners and donors that enable its work, and the wider public whose attitudes shape children's lives. KTN engages each stakeholder honestly, respectfully and with a clear purpose, and it listens as much as it speaks.

Stakeholder	How KTN engages them
Children, families and communities	Respectfully, in their language, as partners and experts in their own lives; through consultation, feedback and participation (Sections 6.1 and 10.2), not as subjects to be spoken about.
Government, national and district	Constructively and non-partisanly, sharing evidence and advocating for children, and working with whoever holds office (Sections 5.1 and 5.2).
Partners and civil society	As collaborators, through honest joint work and coalitions, with agreed roles and accurate representation (Sections 7.3 and 12.2).
Donors	Transparently and accountably, reporting honestly on what their funds achieve and meeting agreed conditions (Sections 7.3 and 11.1).
Traditional and faith leaders	With respect for their authority and role in Karamojong communities, as allies in protecting children.
Private sector	Selectively and within KTN's values, ensuring any association is consistent with its mission and independence (Section 7.3).
The public	Truthfully and with dignity, to inform, build support, and shift harmful attitudes about street-connected and Karamojong children.

Table 8. KTN's stakeholders and how it engages each. Engagement is honest, respectful and purposeful, and listening matters as much as speaking.

Across all of these, KTN engages in good faith, represents others accurately, keeps its commitments, and treats engagement as a two-way relationship. The plan for significant engagement is set out at Annex M, and feedback from stakeholders feeds KTN's learning (Sections 10.2 and 13.2).

10.2 Community Engagement and Social Accountability

KTN is Karamojong-led and rooted in the communities it serves, and it holds itself accountable to them, not only to donors and regulators. Community engagement and social accountability make sure that the people KTN exists for can shape its work, question it, and hold it to its promises. This connects to the Complaints and Community Feedback Policy, which carries the detailed feedback and complaints machinery.

- Communicate with communities, not just about them: KTN shares information with the communities it serves, in Nga'Karamojong and accessible forms, about what it is doing, what people are entitled to, and how to raise a concern.
- Listen and create feedback channels: KTN provides safe, accessible ways for children, families and communities to give feedback, make suggestions and raise complaints, and it takes what it hears seriously (Complaints and Community Feedback Policy).

- Be accountable to those served: KTN is open with communities about its work and, appropriately, its performance, and it answers honestly when asked, including through community meetings and accountability forums where it holds them.
- Close the loop: KTN tells people what it did with their feedback, so that engagement is genuine and not extractive.
- Respect community voice in communications: where KTN communicates on behalf of a community, it represents that community accurately and with its involvement, and does not put words in its mouth.

Social accountability is a test of whether KTN means what this policy says. An organisation that communicates outward but will not be questioned by the people it serves is not truly accountable; KTN intends to be accountable to the children and communities of Karamoja first of all.

10.3 Knowledge Management, Publications and Data Visualisation

KTN's evidence is one of its most valuable assets, and sharing it well, through reports, briefs, learning products and data, advances children's cause and builds KTN's authority. KTN manages its knowledge so that what it publishes is accurate, ethical, accessible and protected, and so that its learning reaches those who can act on it.

- Accurate and cleared: public reports, policy briefs, case studies, learning products and data visualisations are accurate, clearly sourced, and approved before release (Sections 4.2 and 5.3), and checked for safeguarding, data protection and brand.
- Ethical use of data and stories: knowledge products that draw on data or stories about children and communities follow the consent, anonymisation and ethical-storytelling rules (Sections 6.2 and 6.3), and never publish data that could identify or harm a participant.
- Clear and honest data presentation: charts, infographics and dashboards present data truthfully and clearly, without distortion, and explain their sources and limits, so that they inform rather than mislead.
- Accessible and useful: knowledge is shared in formats and language suited to those who can use it, including communities, government and partners, and KTN translates its evidence into terms decision-makers can act on.
- Owned and protected: KTN's publications and creative work are KTN's intellectual property, recorded and protected (Section 7.1, and the Procurement and Asset Management Policy), and others' work is properly credited and not infringed (Copyright and Neighbouring Rights Act, 2006).
- Public dashboards and transparency: where KTN publishes dashboards or public data, it does so accurately and within data protection, as part of its commitment to transparency.

Knowledge shared carelessly can mislead or expose; knowledge shared well changes minds and policy. KTN treats the dissemination of its evidence with the same rigour it applies to producing it, because a finding that is wrong, or that harms the people it came from, is worse than no finding at all.

11

CHAPTER ELEVEN

FUNDRAISING, DATA PROTECTION AND RECORDS

*Raising funds honestly, protecting data, and keeping the records
that prove it.*

11 Fundraising, Data Protection and Records

11.1 Fundraising and Donor Communications

Fundraising communication is where the pressure to bend the rules is greatest, because money is at stake and an emotive story raises more than an honest one sometimes appears to. KTN raises funds truthfully and with dignity, and it refuses to buy a donation with a child's exposure or with a claim it cannot stand behind. The standards of this policy apply in full to every appeal, proposal and donor update.

- Truthful appeals: fundraising materials describe KTN's work, needs and results accurately, do not exaggerate need or impact, and do not imply outcomes KTN cannot deliver. The case for support is strong because it is true.
- Dignity in fundraising content: appeals portray children and communities with dignity and agency and follow the ethical-storytelling and consent rules in full (Sections 6.2 and 6.3). KTN does not use pity-driven or degrading content to raise money, however well it might perform.
- Safeguarding over income: no fundraising goal justifies exposing or identifying a child against their interests. Where an appeal and a child's safety conflict, the appeal changes; the child does not.
- Honest reporting to donors: KTN reports to donors truthfully on what their funds achieved, including what did not go as planned, and accounts for restricted funds as agreed.
- Accurate donor recognition: donors are acknowledged accurately and as agreed (Section 7.3), and KTN does not overstate a donor's role or misrepresent a relationship.
- Ethical fundraising conduct: KTN does not use misleading, high-pressure or deceptive fundraising tactics, and it respects the dignity and choices of donors as well as beneficiaries.

The temptation to let a fundraising story slip past the standards that govern every other story is exactly why those standards exist. KTN would rather raise less, honestly and with dignity, than raise more by exploiting a child or misleading a donor, because either betrayal would cost it the trust on which all its funding depends.

11.2 Data Protection and Confidentiality in Communications

KTN's communications constantly handle personal data: the names, images, stories and contact details of children, families, staff, supporters and partners. That data is protected under the Data Protection and Privacy Act, 2019 (Cap. 97) and the Data Protection and Privacy Regulations, 2021, and KTN handles it lawfully and carefully in everything it publishes. The detailed data-protection controls sit in KTN's data protection standards and the IT and AI Use Policy; this section sets how they apply to communication.

- Lawful basis and consent: KTN has a lawful basis for the personal data it uses in communications, and for a child it obtains the consent of a parent or guardian alongside the child's assent (Section 6.3); it does not publish personal data without one.
- Minimal and purposeful: KTN collects and publishes the least personal data needed for the purpose, and uses it only for the purpose for which it was given.
- Special care for sensitive data: information about a child's abuse, exploitation, health, including HIV status, or other sensitive matters is treated with the highest care and never published in a way that identifies the person (Section 6.2).
- Secure handling: images, recordings, stories and contact data are stored securely, with access limited to those who need it, and protected against loss or misuse under the IT and AI Use Policy.

- Rights respected: KTN respects the rights of people whose data it holds, including to be informed and, where applicable, to object or withdraw, and it acts on a withdrawal of consent for future use (Section 6.3).
- Confidentiality: confidential information about children, cases, staff, partners or KTN's internal affairs is not disclosed in communications; a breach of confidentiality is a serious matter.

A person who lets KTN tell their story, or whose data KTN holds, trusts KTN to protect them. Handling that data lawfully and carefully is part of keeping faith with them, and a careless disclosure, even a well-meant one, can cause real harm and break the law.

11.3 Records, Information and Content Management

KTN keeps orderly records of its communications and advocacy, so that it can show what it published and on what basis, honour the consents it was given, find and reuse its content, and account to its auditors and donors. Records also let KTN remove or stop using content when consent is withdrawn or when it is no longer appropriate.

- Consent records: signed consent and assent forms (Annexes G, H) are kept and linked to the content they cover, so that KTN can always show that a child or person agreed, and to what.
- Content and approvals: significant published content and its approvals are recorded, so that what KTN said, when, and who cleared it, can be traced.
- Asset library: KTN maintains an organised store of its photographs, videos, publications and brand assets, with their consent status and usage rights, so that content is reused only where consent and rights allow.
- Retention and removal: communications records and content are kept as long as KTN's needs, the law and donor agreements require, and content is removed from KTN's own channels when consent is withdrawn, when it is no longer appropriate, or when retention is no longer justified.
- Data protection in records: personal data in communications records is held under Section 11.2 and KTN's data protection standards.
- Accessible for assurance: communications and advocacy records are available to KTN's review and audit, the Board and donor verifications, consistent with transparency.

Good records are what let KTN keep the promises it made when it asked to tell someone's story. Without them, KTN cannot prove a consent, cannot honour a withdrawal, and cannot show that it acted properly; with them, it can stand behind everything it has published.

12

CHAPTER TWELVE

TECHNOLOGY AND PARTNERSHIPS

New tools adopted deliberately, and communications carried into partnerships.

12 Technology and Partnerships

12.1 Technology, AI and Future-Ready Communications

The tools and platforms KTN communicates through will keep changing, and KTN intends to adopt new ones where they genuinely help it reach and protect children better, without changing the principles by which it communicates. This policy is written so that new technology strengthens KTN's voice and safeguards rather than weakening them, and so that change is deliberate and safe under the IT and AI Use Policy.

- Adopt deliberately: KTN takes on new platforms, channels and tools when it is ready to use them safely and within these standards, not for novelty, and it assesses the safeguarding, data-protection and reputational implications first.
- Standards travel with the tool: whatever the channel or technology, KTN's rules on truth, dignity, safeguarding, consent, brand and accountability apply. A new platform is a new place to uphold the standards, not an exception to them.
- Artificial intelligence: KTN uses AI in communications only within Section 9.2 and the IT and AI Use Policy, with human accountability, no fabrication of children or testimonies, disclosure where content could mislead, and protection of personal data.
- Digital safeguarding keeps pace: as KTN adopts new digital channels, it extends its digital safeguarding and security to them (Section 9.1), so that reaching further never means protecting children less.
- Future engagement and reach: KTN prepares to use emerging tools for engagement, participation, fundraising and reach as they mature and as its capacity grows, and it builds its content and data in ways that will carry forward.
- Honest about capacity: KTN does not claim a digital sophistication it does not have; it says plainly what it can and cannot yet do, and grows its capability over time.

Technology changes the reach of KTN's voice, not the responsibilities that come with using it. The newest platform and the oldest community meeting are governed by the same commitments: tell the truth, protect children, and keep the trust of those who listen.

12.2 Communications in Partnerships and Consortia

KTN increasingly communicates and advocates with others: in coalitions, as a partner to international and national organisations, and alongside agencies and contractors who produce content on its behalf. Its standards extend to these relationships, because content created in KTN's name, and advocacy done with KTN's voice, carry KTN's accountability with them.

- Agencies and contractors: photographers, designers, writers, agencies and other content creators working for KTN do so under written terms that bind them to this policy, in particular the ethical-storytelling, consent and safeguarding rules, and they hand over content and consent records to KTN, which owns the rights.
- Partners and coalitions: where KTN communicates or advocates jointly, roles, approvals, branding and the handling of children's content are agreed in writing, and KTN holds to its own standards or the partner's, whichever is stricter, and represents shared positions accurately.
- Safeguarding in partner content: any partner, agency or contractor whose communications work involves children meets KTN's safeguarding and consent requirements, and KTN does not use content about children that was gathered without them.

- Sub-grantees and downstream partners: where KTN funds others who will communicate, it requires them to communicate to standards consistent with this policy and supports their capacity where needed.
- Accountability is retained: KTN remains accountable for communications and advocacy carried out in its name by those it works with, and it builds that accountability into its agreements rather than assuming it.

KTN is honest with partners and donors about the standards it holds, and it does not put its name to communication it cannot stand behind because someone else produced it. Where it builds a partner's communications capacity, it does so as a genuine investment, consistent with its locally-led mission.

13

CHAPTER THIRTEEN

ROLES, MONITORING AND ASSURANCE

Who is responsible and accountable, and how performance is measured and assured.

13 Roles, Monitoring and Assurance

13.1 Roles and Responsibilities Matrix

Protecting children and KTN's reputation in everything KTN says is everyone's duty, but specific responsibilities sit with specific people. The matrix states who does what. At KTN's current size one person may hold more than one role, provided the safeguarding and approval safeguards in this policy are preserved; as KTN grows, the roles separate.

Who	Responsibility under this policy
Board of Directors	Holds ultimate accountability for KTN's voice and reputation; adopts the policy and revisions; approves the most significant advocacy positions; oversees serious crises; reviews compliance yearly.
Executive Director	Accountable for the policy; principal and crisis spokesperson; approves plans, positions and spokespeople within delegated authority; ensures content involving children is cleared; escalates reserved matters.
Communications and Advocacy Focal Person	Leads communications and advocacy day to day; plans and clears content; manages the website, social media and brand; handles media; keeps records and indicators; works with the safeguarding lead on child content.
Designated Safeguarding Lead	Clears content featuring identifiable children for safeguarding; may stop or change content on child-safety grounds; oversees child participation; this clearance sits above editorial judgement.
Authorised spokespeople	Speak for KTN only within their tier and authorisation (Table 3); represent KTN accurately and on-message; refer sensitive matters up.
Programme and other staff	Communicate only within their authorisation; protect children and confidentiality; refer media and sensitive matters to spokespeople; follow the policy on personal channels where it touches KTN.
All staff and volunteers	Uphold the policy in everything they say and post; protect children and KTN's reputation; declare conflicts; report concerns and online harms.
Partners, agencies and contractors	Meet this policy and their agreements; follow the ethical-storytelling, consent and safeguarding rules; hand over content and consent records; represent KTN accurately.

Table 9. Roles and responsibilities for advocacy and communications. One person may hold more than one role at KTN's current size, provided the safeguarding and approval safeguards are preserved.

13.2 Monitoring, Evaluation, Accountability and Learning

Communications and advocacy live inside KTN's MEAL framework, not beside it. KTN tracks a small set of indicators chosen to be honest and collectable rather than impressive, and reads them for what they show, including bad news. The measurement philosophy is the one KTN applies to its programmes: outcomes over activity. The number of posts or press releases is an activity count; whether KTN protected children, influenced anything, and kept the public's trust is the outcome.

The core indicators cover: safeguarding compliance in communications, whether content involving children had valid consent and safeguarding clearance, watched as the most important measure of all; advocacy outcomes and policy influence, the changes in policy, practice or attitude KTN contributed to, told honestly and without claiming sole credit; reach and engagement across channels, read as a means and not an end; the quality and accuracy of media coverage of KTN and its issues; child and community participation, how genuinely those KTN serves were heard; public trust and reputation indicators, including the handling of complaints and crises; the timeliness and accuracy of corrections; and the number and handling of communications risks, online harms and crises. The full set, with definitions, frequencies and owners, is at Annex P, and KTN develops a simple dashboard on these as its tools allow (Annex O).

The Communications and Advocacy Focal Person reports these quarterly to the Executive Director and, once a year, prepares a communications and advocacy statement for the Board: what KTN said and achieved, how it protected children in its content, advocacy progress, reach and trust, crises and how they were handled in anonymised form, lessons learned, and what KTN will do differently. An organisation that reports only its reach, and never its mistakes or its effect on children, is not measuring what matters; KTN measures the right things and reports them honestly, because accountability and transparency are KTN values and not slogans.

13.3 Quality Assurance, Audit and Review

Once a year, KTN checks its own communications and advocacy using the checklist at Annex P, led by someone with the standing to look across the function, including the safeguarding lead's view on child content, so that it is a genuine check and not a self-portrait.

The review tests whether the policy is being lived: that content involving children had valid consent and safeguarding clearance, that spokesperson and approval rules were followed, that claims were accurate and evidenced, that advocacy was non-partisan and within the law, that the brand was used correctly, that data protection was observed, that crises were handled by the plan, and that participation and feedback were genuine. Findings, with corrective actions and owners, go to the Executive Director and the Board, and a summary appears in the annual statement.

KTN supports external and donor reviews of its communications openly, with the records this policy requires made available. It commissions independent review of its communications and advocacy arrangements at least once within the life of the Strategic Plan 2026 to 2030, and sooner if a serious communications or safeguarding-in-communications issue warrants it. The findings of review feed the risk register, the indicators and the next review of this policy, so that the system improves from what is actually found, especially anything that put a child at risk.

13.4 Records, Audit Trail and Retention

Communications either leaves a record or it leaves a dispute. Every consent, clearance, publication and correction under this policy is recorded when it happens, protected from later alteration, and kept for a set period. Where a child's image or story is involved, that record is the only proof that consent was given, that safeguarding cleared it, and on what terms.

- One item of content, one traceable file. Every published item involving a child or a vulnerable person carries its consent and assent forms, the decision on how far the person may be identified, the safeguarding clearance and the approval, under a single reference.
- Clearances recorded against the pathway. Each clearance names the person, the date and the gate in Section 4.2 at which it was given. Content that reached the public without a recorded clearance is a breach in itself, whether or not it caused harm.
- No silent edits. Content that is corrected or withdrawn is logged with the date, the reason and the approver, and the original is retained internally so that the correction can be audited afterwards.

- Systems keep their own log. The website, social and content management systems record who published, changed or removed each item and when. Those logs are retained under this section and are configured so that a person cannot erase the record of their own activity. Shared logins defeat this and are prohibited.
- Reviewed, not just kept. The annual check in Section 13.3 tests a sample of published content end to end against this section, including the consent files and the access logs, and reports what it finds to the Executive Director and the Board.

The periods below are minimums, running from the end of the financial year in which the content was published or the consent given, unless stated otherwise. Where a donor agreement, a safeguarding case, an investigation or a legal process requires longer, the longer period applies, and nothing is destroyed while a matter it relates to is live. Consent records outlive the content they authorise, because the question they answer is asked long afterwards.

Record	Minimum retention period
Consent and assent records for a child's image or story	Until the child's twenty-fifth birthday, or ten years from the date of consent, whichever is later
Consent records for an adult	Seven years from the date of consent
Withdrawal of consent, and the takedown action taken on it	As long as the consent record it relates to
Master files of published content involving children	Seven years from publication, then reviewed for a continuing purpose
Safeguarding clearance decisions on content	As long as the content record they relate to
Media enquiries, interviews and their approvals	Three years
Crisis communications records and decision logs	Ten years from closure
Advocacy submissions, evidence packs and their sources	Seven years
System access, publication and change logs	Twelve months, with the most recent three months immediately retrievable
Board reports, annual statements and anonymised statistics	Permanent

Minimum retention periods for communications and consent records. A safeguarding case, a donor agreement or a legal process may require longer, and then the longer period applies.

14

CHAPTER FOURTEEN

RESOURCING, IMPLEMENTATION AND REVIEW

The budget, the first year, and the review discipline that keeps this policy current.

14 Resourcing, Implementation and Review

14.1 Budgeting and Resourcing

A communications and advocacy function needs resourcing to work well and safely, and good communication is an investment in KTN's mission, reach and funding, not a cost to be trimmed to nothing. KTN resources this policy as part of running a credible, influential organisation.

The Board ensures that KTN has the means to operate this policy: a Communications and Advocacy Focal Person's time and capability, the training that staff and spokespeople need on safeguarding in communications, ethical storytelling, media and advocacy, the tools to run the website and channels securely, the cost of producing ethical, dignified content with proper consent, and, over time, the digital capabilities of Section 12.1. Where communications and advocacy are part of a project, their costs are built into the project budget, and KTN presents strong, ethical communication and evidence-based advocacy to donors as part of programme quality and invites them to fund it as such.

What KTN does not do is claim a communications and advocacy capability its resources cannot support, or cut the corners, on consent, on safeguarding clearance, on accuracy, that protect children and trust. A small function that communicates honestly and safely within its means is worth more than an ambitious one that exposes a child or misleads the public, and KTN resources what it commits to and is honest about what it is still building.

14.2 Implementation Roadmap

Implementation begins in the first quarter of the 2026/27 year and builds in a disciplined sequence: the controls that protect children first, then the systems that sustain quality and reach, then external assurance. The detailed one-year plan, with responsibilities and indicators per action, is at Annex P.

Period	Focus
Year One, Q1 (Apr to Jun 2026)	Confirm the Communications and Advocacy Focal Person and communications roles in job descriptions; adopt the spokesperson matrix (Annex D) and the content-clearance pathway; put the safeguarding clearance of child content in place; adopt the consent and assent forms (Annexes G, H); display the policy statement at every site.
Year One, Q2 (Jul to Sep 2026)	Agree core messages and the ethical-storytelling and brand standards (Annexes I, J); secure and document ownership of the website and official social media accounts; issue the social media guidelines (Annex K); add this policy's clauses to agency and contractor agreements; first quarterly report to the Executive Director.
Year One, Q3 (Oct to Dec 2026)	Adopt the crisis communications plan (Annex L) and identify the crisis roles; prepare the first advocacy plan (Annex B) and a stakeholder engagement plan (Annex M); train staff and spokespeople on safeguarding in communications, ethical storytelling and media.
Year One, Q4 (Jan to Mar 2027)	First annual communications and advocacy statement to the Board; first internal communications review (Annex P); consolidate lessons and agree the Year Two plan; review the risk register.
Years Two to Three	Mature the function: stronger advocacy and coalition work; a simple communications dashboard (Annex O); deepen child

	and community participation; build digital safeguarding and capability as channels grow.
Years Four to Five	Commission independent review of communications and advocacy; integrate advocacy outcomes and trust measures into KTN's wider reporting; review and revise this policy for the next strategic period.

14.3 Policy Review and Updates

This policy is reviewed every three years, with the next scheduled review by April 2029, and earlier where any of the following requires it: a change in Ugandan law on communications, data protection, children, the media or online conduct; a new or changed donor requirement; organisational restructuring or significant growth; a revision of the Strategic Plan; a serious communications, safeguarding-in-communications or reputational incident, or a pattern that shows the policy is not working as written; the adoption of significant new channels or technologies, including in artificial intelligence; a finding from review or evaluation; or the direction of the Board.

Minor administrative updates, such as corrected references, retitled roles, changed contact details, new platforms added to the social media guidelines, or refreshed templates, may be approved by the Executive Director. Any substantive change to commitments, standards, the safeguarding controls or responsibilities is approved by the Board. Every change is recorded in the Version Control Register and the Amendment History Register at the front of this document, with the version number incremented accordingly. Each review checks the policy against the legal and donor register, the communications and advocacy records, the review findings and the indicator data, and pays particular attention to anything that has put, or could put, a child at risk, so that revision is driven by evidence and by what has actually happened in KTN's work.

15

CHAPTER FIFTEEN

CONCLUSION

What all of it is for.

15 Conclusion

KTN exists to speak and act for children who are too easily ignored: the children of Karamoja who end up far from home on the streets of Uganda's towns. Its voice, in public, in the media, online, in the corridors where policy is made, is one of the most powerful things it has. It can change the laws and attitudes that shape these children's lives, and it can bring the public to care about children most would rather not see. How KTN uses that voice is therefore not a matter of presentation. It is a test of whether KTN can be trusted with the power that speaking for children gives it.

This policy is how KTN keeps that trust. Its rules are demanding in the places that matter and ordinary everywhere else: protect the child before the story, tell the truth, get genuine consent, guard a child's identity and dignity, speak with one accountable voice, stay out of party politics, govern the media and the digital space with care, and measure honestly whether KTN did. Two of these are absolute and never traded away: a child is never harmed for a story, and KTN never knowingly says what is not true. Everything else in this policy serves those two.

KTN cannot promise that it will never make a communications mistake; no honest organisation can. What it promises is that it has built its protections around children with care, that it will back any person who refuses to expose a child or to mislead the public, that it will put a child's safety and dignity before any campaign, headline or donation, and that it will keep this policy the way it keeps all its promises: in the open, against the evidence, accountable to the children and communities it serves. Speaking truthfully, and protecting children in how we speak, is how we keep our promise to the children of Karamoja.

Shielding pastoralist children · Building futures · Leading change

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ANNEXES

ANNEXES

The working tools of this policy: the registers, checklists, forms and templates referred to in the sections above.

16 Annexes

The sixteen annexes that follow are the working tools of this policy. They are templates, forms, guides and checklists, not records: blank copies are held by the Communications and Advocacy Focal Person, completed copies are filed in the relevant communications, advocacy or safeguarding records, and the formats may be adjusted for practicality by the Executive Director provided the substance and the safeguards are kept. The consent and assent forms (Annexes G, H) and the safeguarding clearance of content involving children are not optional and are not altered to weaken the protection of a child. Where an annex refers to another KTN policy, that policy governs the detail.

Annex A: Advocacy and Communications Responsibilities and Acknowledgement

Read, agreed and signed by every member of staff with a role in communications, advocacy or content creation, by members of the Board and authorised spokespeople, and by volunteers, consultants, agencies and contractors as their role requires, as part of induction and before they communicate or create content for KTN.

I have read and understood the KTN Advocacy and Communications Policy, and I agree to uphold it in everything I say, show or create for or about KTN.

I will:

- put the safety and dignity of children ahead of any story, campaign, post or appeal, and harm no child for any communications or fundraising aim;
- tell the truth, base what I say on evidence, and never exaggerate, fabricate or mislead;
- speak for KTN only within my authorisation, and refer media enquiries and sensitive matters to an authorised spokesperson;
- obtain genuine consent and a child's assent before featuring anyone, protect identity and dignity as required, and have content involving an identifiable child cleared for safeguarding;
- use KTN's brand correctly, keep within the law on data, defamation and copyright, and stay non-partisan; and
- report any communications risk, online harm, or content that could endanger a child, through the routes in this policy.

I will never:

- expose, identify or endanger a child through KTN's content, or pair a child's identity with sensitive information about them;
- use exploitative, pity-driven or degrading content, or use a person's story or image without valid consent or beyond what was consented to;
- say something I know to be untrue, or publish a claim KTN cannot stand behind;
- speak for KTN beyond my authorisation, or commit KTN in the media or in public without approval; or
- use KTN's name, brand or platforms for partisan politics or personal purposes.

I understand that compliance with this policy is a condition of my role with KTN, that a breach is a disciplinary matter and a breach that endangers a child is a safeguarding matter, and that conduct which is unlawful, including a data, defamation or cyber offence, may carry legal consequences.

Field	Detail
Name	
Role / relationship to KTN	

 Signature

 Date

 Witnessed by (KTN)

Annex B: Advocacy Planning and Campaign Design Template

Completed for any significant advocacy initiative or campaign before it begins, approved at the level its sensitivity requires (Table 3), and used to plan, run and monitor it.

Field	What to record
Title and owner	The initiative or campaign, and the named person responsible.
Goal and change sought	The specific change in policy, practice or attitude KTN is seeking, and for whom.
Audience and decision-makers	Who must be influenced or reached, and who decides the matter.
Core message	The honest, evidence-based message, and the call to action.
Evidence base	The data and sources behind the case, which KTN can produce.
Approach and channels	How KTN will advocate or campaign: engagement, media, digital, coalition, community.
Child and community participation	How those affected will be involved, safely and meaningfully (Section 6.1).
Risks and mitigations	Risks to children, communities, staff and KTN, and how they are managed (Annex C).
Non-partisanship check	Confirmation the initiative is issue-based and non-partisan (Section 5.2).
Indicators and timeline	How progress and outcomes will be measured, and the timeframe.
Approval	Name, role and date of the approver; Board where required.

Annex C: Advocacy and Communications Risk Assessment Tool

Used to assess the risk of a significant communication, campaign, advocacy initiative, sensitive story or new channel before it proceeds, and held within KTN's organisational risk register (Section 4.3). Rate likelihood and impact, record the control and owner, and apply the decision rule.

Risk	L	I	Rating	Owner	Control and status
Harm or exposure to a child					
Inaccuracy or misrepresentation					
Reputational or trust damage					

Legal exposure
(data, defamation,
IP)

Political or
partisanship risk

Digital, security
or online-abuse
risk

Table 10. Advocacy and communications risk register. L is likelihood and I is impact, rated and combined as in Section 4.3.

Decision rule

If every rating is Low, the communication proceeds with the controls recorded. If any rating is Medium, it proceeds only once the controls are in place with a named owner. If any rating is High, or if any risk of harm to a child is rated Medium or above, it goes to the Executive Director, and on child-safety matters the Designated Safeguarding Lead, before it proceeds, and it is redesigned or not undertaken until the risk to a child can be removed.

Annex D: Spokesperson Authorisation Matrix

The authoritative record of who may speak for KTN, on what subject, to which audience, and with whose approval. Maintained by the Executive Director and kept current; names are filled in for KTN's current roles.

Subject / audience	Who may speak	Approval needed
Strategy, finances, governance	Executive Director; Board Chairperson	Board for major matters
KTN's programmes and work (general media)	Executive Director; Communications and Advocacy Focal Person	Executive Director
Advocacy positions	Executive Director; designated senior staff	Executive Director; Board for major positions
A staff member's own area of work	That staff member, where designated	Prior clearance for any media
Safeguarding cases and investigations	Executive Director only	Board oversight; never case detail
Security incidents	Executive Director only	Per Health, Safety and Security Policy
A crisis	Executive Director (lead); Board Chairperson	Crisis plan (Annex L)
Routine social media	Communications and Advocacy Focal Person; designated staff	Within agreed plan and messages

Table 11. Spokesperson authorisation matrix. No one speaks outside this matrix; sensitive subjects are reserved to the Executive Director and Board.

Annex E: Media Request and Approval Form

Completed when KTN initiates media contact or receives a media request, and approved at the level the subject requires (Table 3) before KTN responds.

Field	What to record
Request reference and date	A reference and the date of the request or proposed contact.

Media outlet and journalist	Who is asking, the outlet, and how to contact them.
Subject and angle	What the media wants, the angle, and the deadline.
Proposed KTN spokesperson	Who would speak, and confirmation they are authorised for this subject (Table 3).
Children involved?	Whether any child or child content is involved; if so, the consent, identity-protection and safeguarding clearance position (Sections 6.1 to 6.3).
Key messages and risks	The agreed messages, and any reputational, legal or safeguarding risk.
Decision and approval	Approved, declined or referred; by whom; date; any conditions.
Outcome and follow-up	What was said or provided; any correction or follow-up needed.

Annex F: Media Interview Guide

A short guide for any authorised spokesperson preparing for an interview or media appearance. Used with the agreed messages and the approval at Annex E.

Before

- Confirm you are authorised for this subject and audience (Table 3), and that the engagement is approved (Annex E).
- Know your three core messages and the evidence behind them; prepare for the difficult questions.
- Confirm what may and may not be said, especially on any child, case, investigation, finance or legal matter.
- Never agree to involve a child or child content except within the consent and safeguarding rules (Sections 6.1 to 6.3).

During

- Tell the truth; if you do not know, say so and offer to follow up. Do not speculate or guess.
- Stay on your messages; bring questions back to children and the evidence; keep dignity and accuracy.
- Protect children and confidentiality absolutely; do not discuss individual cases or anything sensitive beyond your authority.
- Assume nothing is off the record; do not say anything you would not want published.
- Stay calm and respectful, even under pressure or provocation; do not be drawn into partisanship.

After

- Note what was said and any commitments to follow up; tell the Communications and Advocacy Focal Person.
- Monitor the coverage; seek a correction promptly if KTN is misreported (Section 8.1).

Annex G: Consent and Image-Use Form

Completed and signed before any person is featured in KTN's communications. For a child, the parent or guardian gives consent and the child also gives assent (Annex H). Explain everything in a language the person understands before they sign.

I agree to take part in, and to be featured in, communications by Karamoja Tumaini Network. It has been explained to me, in a language I understand:

- what the content is (for example photographs, video, a written story or an interview);
- where and how it may be used, including on the website, social media, in print, with the media, and with donors, and that it may be shared widely and may be permanent and impossible to fully recall;
- that I do not have to agree, and that my decision will not affect any help or service from KTN in any way; and
- that I may withdraw my agreement to future use at any time, and that KTN will then stop using the content going forward.

Field	What to record
Name of person featured	
If a child: parent / guardian name	And relationship to the child.
What the content is	Photograph, video, story, interview, other.
Agreed uses	The specific uses agreed, and any the person does not agree to.
Level of identification agreed	Full, partial, anonymised, or none (Table 5); for an at-risk child, the safeguarding lead's decision.
Time limit (if any)	How long the consent applies, where it is limited.
Signature of person / parent or guardian	And date.
Child's assent obtained?	Yes / No (Annex H).
Safeguarding clearance (if child)	Name of safeguarding lead and date.
Taken by (KTN / agency)	Name and date.

Annex H: Child Assent Form

Used in addition to a parent's or guardian's consent (Annex G) to record a child's own willing agreement, sought and explained in language the child understands. A child's refusal is respected even if a parent agrees. Read it aloud and answer the child's questions.

Explained to the child, simply and in their language:

- what KTN would like to do (for example take your photo, film you, or share your story);
- who might see it, and that once it is shared it may be seen by many people and may not be able to be taken back;
- that it is your choice, that you can say no, and that saying no is completely fine and nothing bad will happen; and
- that you can change your mind later.

Field	Detail
Child's name	
Age	
Does the child agree to take part?	Yes / No (in the child's own words where possible)
What the child agreed to	
Anything the child did not want	

Explained by (KTN)

Date

Annex I: Ethical Storytelling Checklist

Worked through for any content featuring a child or vulnerable person before it is published (Section 6.2). If the answer to any safeguarding question is unsatisfactory, the content does not proceed until it is fixed or is dropped.

Check	Yes / No	Note
Is featuring this person in their best interests, and safe for them?		
Is there valid, informed consent, and a child's assent (Annexes G, H)?		
Is identity protected to the level the person's risk requires (Table 5)?		
Is sensitive information kept away from any identifiable image?		
Is the story true, accurate and not staged or exaggerated?		
Is the person shown with dignity, strength and agency, not pity?		
Is the language respectful and accurate?		
Could anyone use this content to find or identify a child at risk?		
Has the safeguarding lead cleared it (for an identifiable child)?		

Annex J: Brand Compliance Checklist

Used to check that a communication or material follows the KTN brand system (Section 7.1) before it is published. The full system is in the KTN Brand Style Guide, Version 1.0.

Check	Yes / No	Note
Correct KTN name and approved logo, with clear space, not altered?		
Correct brand colours (terracotta, amber, deep green, cream)?		
Correct typefaces (Georgia body, Arial headings) and accessible sizing?		
On-brand, dignified imagery following the storytelling standards?		
Warm, honest, accurate voice and correct core messages?		

Approved template used; partner and donor branding as agreed (Section 7.3)?

Contact and website details correct?

Annex K: Social Media Guidelines

Applied to KTN's official social media and to staff and volunteers' personal use where it touches KTN (Section 8.3). Read with the IT and AI Use Policy and the Child Safeguarding Policy.

On KTN's official accounts

- Post only if authorised, within the agreed plan and messages; secure the accounts and control the credentials.
- Apply every standard of this policy: truth, dignity, safeguarding, consent and brand. Clear content involving an identifiable child with the safeguarding lead first.
- Check accuracy, tone and risk before posting; do not post in haste or anger or to chase a trend.
- Engage respectfully, correct your own errors openly, and do not delete legitimate criticism.
- Monitor comments and messages for risks to children and report or remove harmful content.

Personal use by staff and volunteers

- You may use personal social media freely, but do not speak for KTN unless authorised.
- Never post anything that could identify or endanger a child KTN works with, or disclose confidential or safeguarding information.
- Be mindful that posting about your work reflects on KTN; keep to the truth and to KTN's values.
- Keep personal political views separate from KTN, especially during elections (Section 5.2).
- Report online abuse against you or colleagues connected to KTN; you will be supported (Section 9.1).

Annex L: Crisis Communications Plan

Activated when an incident or controversy threatens children, people, KTN's reputation or its ability to operate (Section 9.3). The underlying incident is handled under the relevant safeguarding, security or HR policy; this plan governs the communication.

First steps when a crisis breaks

10. Make people safe and act on the underlying incident under the relevant policy; protect any child involved first.
11. Alert the Executive Director at once, and for a severe matter the Board Chairperson; assess the level (Table 7).
12. Designate the single spokesperson (the Executive Director for severe matters) and route all enquiries to them; no one else speaks.
13. Establish the facts before speaking; do not speculate, deny prematurely, or cover up.
14. Agree a holding statement and the key messages, and respond within the timeline for the level.
15. Protect the dignity and privacy of those affected, especially children and survivors, in everything said.
16. Cooperate with proper authorities and processes; take legal advice where needed.
17. Monitor coverage and the response, correct serious inaccuracies, and keep the Board informed.

Holding statement (to adapt)

Karamoja Tumaini Network is aware of [the matter]. The safety and wellbeing of the children and people we serve is our first priority. We take this seriously, we are [establishing the facts / taking the necessary steps / cooperating with the relevant authorities], and we will provide further information as soon as we responsibly can. [Contact for media.]

Field	Detail
Crisis lead (spokesperson)	Executive Director (or Board Chairperson for severe matters)
Communications coordinator	Communications and Advocacy Focal Person
Safeguarding lead	Designated Safeguarding Lead, where a child is involved
Board contact	Board Chairperson
Key contacts (legal, authorities)	Completed and kept current by the Focal Person

After the crisis

Review how KTN communicated, capture what was learned, update this plan and the risk register, and report to the Board. A crisis handled honestly can leave KTN more trusted; spin or silence does lasting harm (Section 9.3).

Annex M: Stakeholder Engagement Plan

Completed for KTN's key stakeholders and for significant engagement initiatives, and used to plan and track engagement (Section 10.1). One row per stakeholder or initiative.

Stakeholder	Objective	Approach and channel	Lead	Frequency

Summary fields completed with the plan: the key messages for each stakeholder; the risks and sensitivities in the relationship; how the stakeholder's feedback will be heard and acted on (Section 10.2); and the prepared-by, reviewed-by and approved-by names and dates.

Annex N: Public Engagement and Community Feedback Monitoring Tool

Used to record and track public engagement activities and the feedback received from communities and the public, so that KTN listens, acts and closes the loop (Section 10.2). Read with the Complaints and Community Feedback Policy.

Date	Activity / channel	Who engaged	Feedback / issue raised	Action taken	Loop closed

Reviewed periodically by the Communications and Advocacy Focal Person to identify patterns, feed learning into KTN's work, and confirm that feedback is acted on and that people are told what was done with what they said.

Annex O: Communications and Advocacy Dashboard Template

A simple dashboard of the core indicators (Section 13.2), updated each quarter by the Communications and Advocacy Focal Person and reported to the Executive Director, with an annual statement to the Board. KTN builds this up as its tools allow.

Indicator	This period	Trend	Note / action
Child content with valid consent and safeguarding clearance			
Advocacy outcomes and policy influence			
Reach and engagement across channels			
Quality and accuracy of media coverage			
Child and community participation			
Public trust, complaints and crises handled			
Corrections made (timeliness and accuracy)			
Communications risks and online harms			

Table 12. Communications and advocacy dashboard. The most important line is the first: whether content involving children was consented and safeguarding-cleared.

Annex P: Advocacy and Communications Compliance and Audit Checklist

Worked through once a year by someone with the standing to look across the function, including the safeguarding lead's view on child content, with findings, owners and target dates going to the Executive Director and the Board (Section 13.3). This annex also holds the indicator set and the one-year implementation plan.

Compliance and audit checklist

Check	Yes / No / Partial	Evidence / action
Content involving children had valid consent, assent and safeguarding clearance		
Spokesperson and approval rules were followed		
Public claims and advocacy were accurate and evidenced		
Advocacy was non-partisan and within the law		
Ethical-storytelling standards were applied; no exploitative content		
The brand was used correctly and consistently		

Data protection and confidentiality were observed

Digital channels were secure; online harms were handled

Crises were handled by the plan

Child and community participation and feedback were genuine

Records and consent forms are complete and retrievable

Donor communications conditions were met within KTN's standards

Core indicators

Indicator	Frequency	Owner
% of child content with valid consent and safeguarding clearance	Quarterly	Comms and Advocacy Focal Person / DSL
Advocacy outcomes and policy influence (told honestly)	Quarterly / annual	Comms and Advocacy Focal Person
Reach and engagement across channels	Quarterly	Comms and Advocacy Focal Person
Quality and accuracy of media coverage	Quarterly	Comms and Advocacy Focal Person
Child and community participation	Quarterly	Comms and Advocacy Focal Person
Public trust, complaints and crises handled	Quarterly	Executive Director
Timeliness and accuracy of corrections	Quarterly	Comms and Advocacy Focal Person
Communications risks and online harms, and their handling	Quarterly	Comms and Advocacy Focal Person

Table 13. Core communications and advocacy indicators. Definitions are held with the register; KTN develops the dashboard (Annex O) as its tools allow.

One-year implementation plan

Action	Lead	By	Indicator of completion
Confirm Comms and Advocacy Focal Person and roles; adopt the spokesperson matrix (Annex D) and clearance pathway; put safeguarding clearance of child content in place	ED	Q1	Roles, matrix and pathway in place

Adopt the consent and assent forms (Annexes G, H); display the policy statement; open communications and consent records	CAFP / DSL	Q1	Forms in use; records opened
Agree core messages and brand and storytelling standards (Annexes I, J); secure and document ownership of website and accounts; issue social media guidelines (Annex K)	CAFP	Q2	Standards agreed; accounts secured
Add this policy's clauses to agency and contractor agreements	CAFP	Q2	Clauses in agreements
Adopt the crisis communications plan (Annex L); prepare the first advocacy plan (Annex B) and stakeholder plan (Annex M)	ED / CAFPP	Q3	Plans in place
Train staff and spokespeople on safeguarding in communications, ethical storytelling and media	ED / CAFPP	Q3	Training delivered
First annual communications and advocacy statement to the Board; first internal review (Annex P); agree Year Two plan	ED / CAFPP	Q4	Statement and review complete



SHIELDING PASTORALIST CHILDREN · BUILDING FUTURES · LEADING CHANGE

Behind every number is a child with a name.

This policy is not a statement of intent. It is the standard every person who speaks, writes or posts in KTN's name is held to, in the media, online, and in the rooms where these children's futures are decided.

Karamoja Tumaini Network

Hope · Heal · Empower

info@karamojatumaini.org · www.karamojatumaini.org

ADVOCACY AND COMMUNICATIONS POLICY · VERSION 1.0 · EFFECTIVE APRIL 2026

A KARAMOJONG-LED CHILD PROTECTION ORGANISATION · KAMPALA & NAPAK, UGANDA