



Communication Strategy

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1.0 INTRODUCTION

Persons with Intellectual Disabilities (PWIDs) or “mental retardation”, as it is called amongst most Ghanaians, are the hardest hit victims of negative labelling when it comes to Persons with Disabilities (PWDs). They also face several barriers and forms of stigmatization, discrimination and exclusion. Their knowledge about their rights is also low.

Inclusion Ghana (IG), a member of Inclusion International, is a network organisation founded in 2009, working to reduce the stigmatization and ensure full inclusion of all persons with intellectual disability and their families by advocating for their rights and needs.

As Inclusion Ghana is a young organisation, its work is not known very much to the public, governmental bodies, potential member organisations and parents with PWIDs. This document is therefore a Strategy for effective and efficient communications at Inclusion Ghana. IG is making communications a priority, ensuring it is an embedded part of its working practices.

We want to find more creative and effective ways to reach all our stakeholders, those people and organisations with an interest in our work. When we have reached them, we will ask for their views and listen to what they have to say on our work. Once we have listened, we will make decisions and take action. We will use communications again to explain what we are doing and why. An essential part of this process is to explain to stakeholders and others how they have helped shape our work.

This strategy starts the process. IG recognises the importance of internal and external communications, both of which are critical to the success of IG. As such, this Strategy has two parts: Communication Strategy for Internal Stakeholders and External Stakeholders respectively. The complete strategy will be reviewed every year. It is a “living” document, changing and reforming as we adapt and reshape our communications to meet the challenges of the coming years.

2.0 GOAL OF STRATEGY

To ensure that individuals/and all stakeholders within and outside the organisation have access to all the information they require to make informed decisions, effectively advocate and measure the evidence of change it produces regarding the rights and needs of PWIDs and their families in Ghana.

To achieve this goal, IG will focus on the following key objectives:

- Ensure efficient and effective internal communication within IG Staff and Board members, between Staff and member organisations, between the Staff and Parent Self Help Groups, and between the Staff and donor partners.
- Promote programs of member organisations, and components within it, to help further advocacy for PWIDs and their families
- Support IG’s engagement with the media
- Provide capacity building support to media organizations to build their ability to fulfil their role as part of accountability processes
- Support the communications and advocacy of member organisations to government and legislators
- Get a voice in the Ghana Federation of the Disabled and the National Council on Disability

3.0 KEY PRINCIPLES

IG is committed to providing excellent communications to all its audiences. Therefore, anyone communicating as its representative must embrace and follow some key principles:

- Honest and open, two-way communication.
- Strong, accurate and easily accessible communication.
- All communication – spoken, written (whether presented on paper or electronically) – should be clear, easily understood, timely and kept up to date.
- All published material should adhere to our accepted corporate style and be easily and instantly identifiable as originating from IG.
- All communication should be accessible to all those who would benefit from it. For eg: easy read versions of document should be produced for PWIDs and parents who have less education. Consequently the words and images used in communication should demonstrate inclusivity and be appealing to all appropriate audiences.
- When communicating as part of a partnership, care must be taken to ensure all parties are happy with communication plans – the message, the tools and the timings must be agreed in advance.

4.0 COMMUNICATION STRATEGY FOR INTERNAL STAKEHOLDERS

The internal communication will relate directly to the foundation of Inclusion Ghana: the people – board, staff, and volunteers – those giving Inclusion Ghana its ability to function. The strategy will serve as the conduit to keep the board, staff and volunteers (internal stakeholders) connected. It will also serve as the channel to keep internal stakeholders informed of Inclusion Ghana and member organisations' activities and events, share new developments, challenges, disseminate relevant documents and reports, and open and foster dialogue between Inclusion Ghana and member organisations.

4.1 Objectives

The internal communication strategy aims to achieve the following:

- Fostering an organizational culture of information sharing and creating a workplace where all staff are well informed and work toward the same goals.
- Creating a flow of information that is open and two-way.
- Fostering transparency and openness among IG board, staff, volunteers and key internal stakeholders.
- Ensuring that IG board, staff, volunteers and other key internal stakeholders clearly understand and are able to articulate the purpose, vision, values and goals of Inclusion Ghana.
- Ensuring messages from board are properly and adequately disseminated to all staff, volunteers, and other key internal stakeholders accordingly.
- Ensuring clarity on the position, role and relationship among stakeholders, member organisations and significant others.
- Ensuring efficient information flow between IG Secretariat and stakeholders, including member organisations, parents self help groups and donor partners
- Ensuring internal stakeholders are informed before relevant IG developments are made public.

4.2 Elements of Strategy

The Internal Communications Strategy, which the Project Manager will currently oversee the implementation of, should have the following elements:

■ Staff / Board Forums

Staff/board forums create a platform for information sharing and consultation. Such forums should regularly take place every six months and will provide an opportunity for IG board, staff and other key internal stakeholders to exchange views and ideas, discuss challenges and consider developments within the organization.

■ Internal Communications Review

It is necessary to understand how IG is communicating and would like to communicate once fully established. Conducting an internal communications review, using a simple questionnaire (attached in Appendix 1) circulated among key internal stakeholders, will help provide the information needed to assess what is suitable and guide the development of some sections of the Internal Communications Strategy. The first review should take place after six (6) months after the implementation start of this strategy. Following reviews should take place yearly and adjustments made accordingly.

4.3 Internal Stakeholders and Roles & Responsibilities

IG's key internal stakeholders and their roles and responsibilities include:

- **The Board:** The board is the advisory body for Inclusion Ghana, providing guidance and final approval for project activity plans and budgets. They are also responsible for providing strategic direction for Inclusion Ghana. Regular information must flow between the board and other internal stakeholders.
- **Project Manager:** Providing management direction for Inclusion Ghana and support member organisations, promote and maintain a focus on the project activity outcomes and ensure these remain consistent with planned outcomes.
- **Parents Mobilizer:** The Parents Mobilizer, with support from the Project Manager, manages the creation of parents self help groups and provides technical support.
- **Technical Committee:** Chaired by the treasurer of the board, the team is responsible for managing the disbursement of grants, including reviewing and short-listing applications; supporting grantees through the application process; contracting; overseeing grant implementation and providing capacity building and technical support; and monitoring and evaluating performance. There must be regular communication between them and the board
- **Consultants:** The pool of consultants are contracted as and when to provide support as may be required by Inclusion Ghana. These consultants are supported by the Project Manager. The pool of consultants should remain apprised of overall program developments.
- **Landsforeningen LEV:** LEV is the lead donor of Inclusion Ghana. As such, LEV should remain informed of certain overall project and program developments.

- **Other Donors:** IG potential donors have vested interests in IG and so should remain apprised of overall program developments through communicating with relevant country directors, staff, ambassadors and other representatives.
- **Volunteers:** These volunteers provide oversight; technical, contractual and administrative support; helps the technical committee in the disbursement of grant funds.

4.4 Messages to Communicate

Most IG internal messages should originate from the Project Manager, which should also determine which internal channel or tool is most appropriate for each message (see also Appendix 4 for responsibility and frequency of communication). Regardless of the channel or tool used, the Project Manager should communicate consistent and unambiguous messages to key internal stakeholders.

The Board should also regularly communicate messages to IG staff and other internal stakeholders that emphasise that their input is both valued and necessary to the organisation's overall success. The Board should continually encourage staff to take the initiative and suggest key messages that they believe need to be communicated.

Key internal messages should be predicated on the following:

- IG's purpose, vision, values and goals to all internal stakeholders, especially at the inception stage.
- The fact that internal stakeholders are critical to IG functioning efficiently and effectively and their individual and collective work has a direct impact on the image and identity of the entire organisation.
- Grants and the grant processes.
- Issues member organisations' are working on and the related support IG is providing.
- Success stories from the field

4.5 Channels and Tools

To efficiently and effectively communicate internally, Inclusion Ghana should:

- Hire and dedicate a full-time Communications Manager to be responsible for ensuring internal as well as external communication within IG is always aligned to its purpose, vision, values and goals. The Communications Manager will work under the immediate supervision of the Project Manager.
- Designate the Communications Manager to lead the implementation of the Communications Strategy, organizing and executing IG's communications activities.
- Place the overall responsibility for communicating key actions and decisions within IG to internal stakeholders, led by the Project Manager.

The channels and tools IG will use to communicate internal messages include:

Internal newsletter:

An internal newsletter will be used to communicate information such as new staff, consultants hired

for a job, changes in policies and procedures, programme updates and organisational developments. In addition, it will run a column from the Project Manager to recognise board, staff and volunteer contributions.

Operations Manual:

The operations manual would be used as resource that board, staff and other internal stakeholders can turn to when they have question(s) about the organisation's policies and procedures. It is a good place to include information that ensures that staff are clear on their rights, entitlements and responsibilities, and can help ensure a smooth relationship between staff, board and the organisation.

Notice Board:

This will help keep staff informed of important issues. This tool will be most effective for conveying event announcements, brief but interesting news stories and other short items.

Email:

This will be important to use strategically in sending information to staff and board members

Listserve:

The listserve will be used to send out email messages to all staff and board members about upcoming events, announcements, meetings etc.

Tele/video conferencing / Skype:

Tele/Video conferencing/Skype will be used to simulate a face-to-face meeting like board/staff meetings when that is not possible.

Staff / Board Meetings:

These meetings will be used to communicate updates from different project activities being managed by staff members, welcome new staff and say farewell to staff who are leaving, provide staff with an overview of the organisation's strategic plan, and share management and board decisions. Also use staff/board meetings to seek feedback from staff and board and discuss important issues. Minutes and actions will be recorded for each meeting and issued within 7 working days of the meeting. Finally IG should organise team building activities and other training exercises during staff/board meetings to improve the functioning of the organisations.

Individual Meetings:

Individual meetings would be used as a good tool by Inclusion Ghana and its members when there is a need to communicate sensitive issues. Issues to do with continued employment, sub-par performance, training needs or other behavioural issues will be best dealt with on an individual basis.

Recognition Programs:

Recognising the contribution and achievement of staff and volunteers will play a key role of ensuring a high morale in the workplace. High morale would translate into dedicated staff who are more efficient and effective in their work.

Social Events:

IG will plan some social activities during the year to build team spirit, increase morale, and deepen the connection between the staff and the organisation. Some options for social events include: Birthday celebrations, Shared Lunches, Friday afternoon social outings, and Valentine's Day

5.0 COMMUNICATION STRATEGY FOR EXTERNAL STAKEHOLDERS

IG has a diverse and a wide-range of external stakeholders who needs to kept engaged and informed about its work, the impact of its activities on persons with intellectual disability and their families and the public in general. The Strategy will help create and build upon IG's distinct identity as a non-religious, non-partisan, trusted and committed national network organisation in Ghana. The External Communications strategy will also help raise the profile of IG and build robust institutional relationships with external stakeholders and audiences directly and through appropriate communications and media channels and tools and keep them well informed about the organisation's purpose, vision, values and goals, its activities and progress.

5.1 Objectives

The communication strategy for external stakeholders aims to achieve the following:

- Communicate IG's achievements, performance and methodology effectively to stakeholders and the wider public, celebrating its successes and reaffirming its vision of equal opportunities and inclusion of all persons with intellectual disabilities in Ghana.
- Establish a national presence for IG and promote a strong identity and positive image for the organization.
- Raise awareness of services available to persons with intellectual disability, as well as the general public.
- Provide relevant, clear and concise written materials in inclusive language.
- Improve access to information and services, especially "to hard to reach" groups.
- Ensure all communications follow corporate style guidelines.
- Create a receptive and positive message environment and build maximum national credibility and trust for IG's program messages.
- Utilize the media to influence public opinion.
- Seek and seize opportunities for IG to enhance and build effective dialogue, engagement and responsiveness.
- Sustain a cycle of feedback of lessons learnt to and from grantees, member organisations, parents self help groups, donors, the general public and other external stakeholders and to continually inform the work of each of these stakeholders, improve on-going activities, address challenges, and better manage mistrust and misconceptions.
- Improve the flow of information between IG and key stakeholders, such as member organisations, parents self help groups, development partners, government, parliament, CSOs and ordinary citizens, and foster interactive stakeholder relationships.

5.2 Elements of Strategy

The Communications Strategy for external stakeholders should have the following elements (also see Appendix 3 for communication delivery methods and recipients):

■ IG's Website

IG's website, www.inclusion-ghana.org, is the global portal to the organisation and will enable IG to extend its communications reach to millions of people. From an external communications standpoint, www.inclusion-ghana.org will serve as the platform to share with stakeholders and a wider audience all public information that exists about IG. It should serve as the resource for member organisations and parents self help groups and potential ones, CSOs, local, national, regional, and international media, policy makers, and others. IG would actively use www.inclusion-ghana.org to make available to the public brochures, newsletters and annual reports, etc. and to provide access to research results and IG services. It would also serve as a place to obtain feedback from external target audiences, especially on the activities and programs of the organisation. The Project Manager would have the responsibility of keeping the website updated at all times.

■ The Intellectual Disability Digest

The Intellectual Disability Digest is a monthly e-newsletter that brings major issues happening in the field of intellectual disability in Ghana and abroad, relevant news regarding activities of member organisations and parents self help groups, special stories of persons with intellectual disability, impact of IG's work, and where they have influenced policymaking, new collaborations, local and national events and more to the attention of external stakeholders.

■ Print Material

IG will produce a range of publicity materials, to support IG's communication strategy with external stakeholders, including:

- a. Press kits, addressing the purpose, vision, values and goals and other general information about the organisation to facilitate communication with the media in particular.
- b. Pamphlets, flyers, and other basic printed material, all of which are excellent and relatively inexpensive mediums to reach mass audiences, including all IG's external stakeholders

■ Contact Directory

IG will create and rigorously maintain a comprehensive contact directory of targeted external stakeholders, member organisations, parents self help group, grantees, disability organisations, CSOs, traditional authorities, Members of Parliament, Government, domestic and international media outlets and journalists, policymakers, individuals, and others to facilitate communication.

■ External Communications Review

Conducting an external communications review, using a simple questionnaire (attached in

Appendix 2) circulated among key external stakeholders, will help provide the information needed to assess what is suitable and guide the development of some sections of the External Communications Strategy. The first review should take place after six (6) months. Following reviews should take place yearly and adjustments made accordingly.

■ Issues Management Strategy

IG should create an Issues Management Strategy so that it has an immediate internal and external response mechanism to address and manage controversial or sensitive issues and misconceptions that constitute significant risks to the organisation, staff and member organisation and IG's public image, reputation and credibility. The Issues Management Strategy will provide IG with the tools necessary to efficiently and unambiguously address and manage unexpected problems that may surface and which require quick action. The strategy should include media training of project manager and parents' mobilizer to manage potential crises.

■ Media Outreach

IG should work in close partnership and on many levels with the media. As a gatekeeper of public knowledge and information, the media are both a tactical and strategic partner and have a key role in information dissemination and awareness creation relating to IG, member organisations and other partners. Better utilizing existing and establishing and sustaining new relationships with media outlets and journalists and capacity building among media stakeholders will dramatically assist IG to bridge numerous communication gaps.

The media outreach component of the external communications strategy should include:

- a. *Mapping of the media in Ghana and analyzing capability, key actors, political allegiances and gaps as well as how IG can complement other current media development programs*
- b. *Capacity building guided by what is learned from the media mapping exercise.*
- c. *IG press kits*
- d. *Establishing strategic links with media institutional partners such as the National Media Commission (NMC) the Ghana Journalists Association (GJA), Private Newspaper Publishers Association (PRINPAG), Editor's Forum, Ghana Independent Broadcasters Association (GIBA) and Ghana Community Radio Network (GCRN).*
- e. *Establishing and sustaining new relationships with media outlets and journalists in Ghana, international media outlets and journalists who report on Ghana.*
- f. *Mechanisms to foster media engagement on targeted policy issues and legislation*
- g. *Pitching story ideas to local and global media outlets and journalists.*
- h. *Arranging television, radio, print, and online interviews surrounding IG's work, events and activities of member organisation and parents self help groups.*

5.3 External Stakeholders and Roles & Responsibilities

IG's key external stakeholders and their relationship to the organisation include:

- **Member Organisations:** Local and national level NGOs who have as part of their strategic

activities promoting and supporting persons with intellectual disability in any form. These organisation have also applied and to be members of IG and have gone through a membership review process and have been accepted as members. They also pay an annual subscription to IG

- **Parents Self Help Groups:** IG will support the creation of parents self help groups of persons with intellectual disability
- **Other Disabled People Organisations:** IG is interested in information sharing with other Disabled People Organisations and including their participation in decision-making processes that bring about policy change.
- **Landsforeningen LEV:** LEV is an internal stakeholder as well as external stakeholders. As the current main donor of IG, LEV needs regular information about the results of the organisation success stories, including human right stories on persons with intellectual disability, and challenges met and how IG overcame them.
- **Other Donors:** IG potential donors have vested interests in IG and so should remain appraised of overall program developments through communicating with relevant country directors, staff, ambassadors and other representatives.
- **Traditional Authorities:** Traditional Authorities will play a critical role in IG's work in the various communities in Ghana.
- **Media:** The media is instrumental to the entire achievement of IG's mission. They are both strategic and tactical partners.
- **Parliament:** IG is targeting Parliament as one of the key institutions in policy formulation and implementation.
- **The General Public:** The general public is a key player to fostering and growing public demand for government accountability and should remain well informed of all aspects of work or activities of IG.
- **Government of Ghana:** IG will build a good working relationship with the Ghanaian government as a whole and among its members, ministries and agencies. This requires open lines of communications. The government and its agencies play numerous critical roles in developing the policies and infrastructure required for private sector growth and development.

5.4 Messages to Communicate

While there are overarching messages for IG to convey to all external stakeholders, IG will also need to tailor targeted messages to individual stakeholders. Most of the external messages must come from the Project Manager, who should regularly, proactively and when there is something important to convey, communicate messages to IG's external stakeholders.

- **General Messages**

General messages to all external stakeholders may include the following:

- a. Who Inclusion Ghana is?
- b. What Inclusion Ghana values are?
- c. The importance of Inclusion Ghana and its role in Ghana's national development agenda?

■ Specific Messages

Inclusion Ghana will convey targeted messages to individual external stakeholders and audiences. Exact messages will vary according to the intended objective of the message. In general, most messages will entail specific information on aspects of the organisational programs. IG should ensure that all external messages are clear, concise, and consistent and delivered in a timely fashion. External messages to convey to them may include the following:

- a. Challenges in program and project implementation
- b. Lessons learned from programs, projects or activities
- c. Most Significant Change Stories
- d. Issues and topics Inclusion Ghana and/or its members are working on to enact change persons with intellectual disability and the families
- e. Challenges Persons with intellectual disability and their families face
- f. Best practices for managing persons with intellectual disability
- g. Changes in policy and practice
- h. Issues that impact the mission and objectives of Inclusion Ghana
- i. Inclusion Ghana success stories

5.5 Channels and Tools

IG should adopt a multi-channel and multi-media approach to communicate with external stakeholders. This includes:

Fact sheets:

IG should frequently issue fact sheets that contain new and interesting facts on the core service areas, with information on IG's vision, mission, and contacts.

Flyers and Brochures:

IG should strategically use flyers and brochures to disseminate simple messages on programs to external stakeholders. They are a proven and economically efficient way to communicate with mass audiences.

Website (www.inclusion-ghana.org):

IG can use its website to implement a number of public awareness programs and activities, targeting audiences that have access to the Internet. IG should use its website to distribute information electronically, such as brochures, newsletters and annual reports. It can provide access to research results and IG services, as well as a channel to obtain feedback from beneficiaries, target audience and others regarding IG programs and activities.

Workshops and Seminars:

Excellent channels through which IG can reinforce specific key messages, address concerns, share knowledge, update external stakeholders and more.

Reports:

The Project Manager should determine which reports are appropriate to place on the Internet and other outlets for targeted dissemination.

Press Briefings:

IG should periodically hold press briefings to inform journalists about major new developments.

Social Networks:

IG should create a Facebook page, a Blog spot, a LinkedIn and a Twitter account to help sustain continued engagement with specific external stakeholders, to solicit feedback from them, engage others, and more.

Video Documentary:

Short videos focusing on stories of persons with intellectual disability and their families and challenges they face. Video documentaries could also help showcase IG's programs and some of its major achievements.

Media Inserts:

Publishing an internally generated, i.e., self written, stories that uniquely encompass IG's vision, mission, achievements or future challenges, in targeted newspapers and aimed at specific target audiences is an effective way to communicate multiple messages.

Radio and Television Features:

IG should work with journalists and media outlets to have them produce stories about IG programs and significant change stories.

Artistic Outlets:

Disseminating targeted messages through folk groups, singers, poets, acting troupes, and other artistic outlets are an excellent way to reach and connect with targeted external stakeholders, particularly the general public.

E-newsletter:

IG should issue monthly e-newsletter (Intellectual Disability Digest), to quickly provide external stakeholders fresh information or updates on developments in IG, relevant news regarding activities of

member organisations and parents self help groups, special stories of persons with intellectual disability, impact of IG's work, and where there has been policy influence, new collaborations, local and national events

Press Releases:

IG should frequently issue press releases on significant newsworthy developments within IG or its activities.

Donor Briefings:

IG should periodically; such as on a quarterly basis, provide donors program updates, share challenges overcame, address issues where donors could help, etc.

6.0 MONITORING AND EVALUATION

IG will periodically measure the success of the strategy and provide information regarding Inclusion Ghana's reputation and level of stakeholder satisfaction. The board and staff are responsible for ensuring that IG's communication outputs remain on track.

Communications monitoring activities must be aimed at determining the following:

- *Are messages reaching audiences in a timely manner?*
- *Have information and publicity measures created visibility and awareness of IG's program and activities?*
- *Is IG using the appropriate channel and tool to communicate with target audiences?*
- *Is the specific target message reaching and penetrating the target audience?*
- *What are the knowledge gains, attitude and perception changes?*
- *Has progress and change been adequately communicated to relevant stakeholders?*
- *Are communication outgrowths occurring? Are target audiences and general demands for information, including hits on IG websites, increasing or decreasing?*

IG can monitor its communication activities through the following:

- *Feedback questionnaires of events or activities.*
- *Focus groups to gauge if messages are understood, reaching and penetrating target audiences.*
- *Direct consultation with audiences, such as engagements with stakeholders and written evaluations following events.*
- *Periodic content analysis of media.*
- *Regular national and international media monitoring.*
- *Evaluating who receives IG publications and the number of publications disseminated.*
- *Feedback on IG publication materials from those who received them.*
- *Evaluating participants' lists and contacts at events*
- *Monitoring of website hits or social media activities.*

Appendix 1

Internal Communication Questionnaire

Questionnaire completed by _____.

Note: If you have any questions or concerns, please contact the Project Manager.

1. Connection to the Organisation

1.1. Please indicate whether you agree or disagree with the following statements

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I understand the organisation's mission, vision and objectives					
I understand how my work contributes to the achievement of the organisation's objectives					
I am an important part of the organisation					
I am committed to the organisation's mission					

1.2 Do you feel you are an important part of the organisation? If yes, why? If no, why not and are there any changes you could suggest to improve the situation?

2. Policies and Procedures

2.1. Please rate how familiar you are with the organisation's policy on:
(1= very familiar, 5= didn't know there was one)

	Very Familiar	Familiar	Somewhat familiar	Aware one exists	Didn't know one existed
Purchase orders					
Stationary requests					
Leave requests					
Email/Internet					
Emergency response					
Logo use/branding					
Recruitment					
Other: _____					

2.2 Are the organisation’s policies and procedures generally easy to follow? If not, how would you improve them?

2.3 Do any policies and procedures impede your ability to do your job? If so how?

2.4 Should other policies and procedures be developed that would help you do your job? Which?

3. Current Processes

3.1 Please rate how important the following media are to you for communicating and sharing information between the board and members of staff on a regular basis

	Very Important	Important	Neutral	Not important	Never use
Formal Meetings					
Informal Meetings					
Email					
Telephone					
e-newsletter					
Print Resources					
Website					
List serves					
Policies and Procedures					
Other: _____					

3.2 Please rate how effective current internal communication processes are at conveying the following information:

	Very Good	Good	Average	Poor	Very Poor
Board decisions and directions					
Donor decisions and directions					
Organisational news and initiatives					
Programme updates/outputs					
Relevant external news					
Office policies and procedures					
Staff news					
Other: _____					

3.3 Do you have any suggestions to improve the dissemination of the above information?

4.0 Decision-Making Processes

4.1 Are board decisions generally communicated to you effectively?

4.2 Do you generally understand the rationale for board decisions?

4.1 Are you generally able to make the necessary decisions to do your job effectively? If not, please explain.

4.2 Do you generally feel that you are sufficiently consulted by the board? If not, what would you like to see happen?

Appendix 2

External Communication Questionnaire

Questionnaire completed by _____.

Note: If you have any questions or concerns, please contact the Project Manager.

1.0 Connection to the Organisation

1.1. Please indicate whether you agree or disagree with the following statements

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I understand the organisation’s mission, vision and objectives					
I understand how my organisation work contributes to the achievement of IG’s mission					
I am an important stakeholder of Inclusion Ghana					
I am committed to helping achieve IG’s mission					

1.2 Do you feel you are an important stakeholder of Inclusion Ghana? If yes, why? If no, why not and are there any changes you could suggest to improve the situation?

2.0 Information / Resource Sharing

2.1 How often does Inclusion Ghana communicate (share/send information) about the following:

	Daily	Weekly	Monthly	Rarely	Never
Board meetings					
Formal meetings					
Informal meetings					
Programme newsletters					
e-Newsletter					
Other: _____					

2.2 How does Inclusion Ghana’s work contribute to the achievement of your organisational objectives ?

2.3 Do you take advantage of Inclusion Ghana’s program resources/knowledge/skills for your work? If yes, how? If no, why not?

2.4 Are you familiar with the following resources being used by Inclusion Ghana, and how often does Inclusion Ghana use the following to communicate (share/send information) to you about its programs:

	Familiarity		Regularity of use				
	Yes	No	Daily	Weekly	Monthly	Rarely	Never
List serve							
e-Newsletter							
Annual Reports							
Newsletters							
Landline / Mobile Phone							
Inclusion Ghana created emails							
Individual emails							
Website							
Operations Manual							
Program factsheets							
Brochures							
Toolkits							
Photo collection							
Logo and style guide							
Other: _____							

Appendix 3

COMMUNICATION DELIVERY METHODS AND RECIPIENTS

		Target Audience																				
		Board	Civil Society Organisations	Community Leaders	Consultants	Disabled People's Organisations	LEV & Other Donors	General Public	Government/ Parliament	Ministry of Health	Member Organisations	Media Houses	Staff	Parents Self Help Groups	Other Partners	PWIDs	Parents / Care Givers	SPED	Technical Committee	Traditional Authorities	Volunteers	
Delivery Method	Donor Briefings	●					●					●		●					●			●
	eNewsletter/ ID Digest	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Fact sheets	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●
	Internal Communication Review	●			●		●						●						●			●
	External Communication Review	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●
	Media Inserts						●	●				●										
	Newsletter	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●
	Notice Board	●											●									●
	Operations Manual	●									●		●									●
	Pamphlets/Flyers	●	●	●		●	●	●	●	●	●			●	●		●					
	Press Briefings							●				●										
	Press Kits							●				●										
	Recognition Programs	●					●				●	●	●	●	●					●	●	●
	Reports	●					●						●									●
	Social Networks	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Staff Events	●				●	●						●									●
	Staff/Board Meetings	●					●						●									●
	Video Documentary	●		●			●	●	●	●		●		●			●			●		
	Website	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●	●
	Training Workshop & Seminars	●	●	●		●	●			●	●	●		●	●	●	●	●		●		

Appendix 4

RESPONSIBILITY AND FREQUENCY OF COMMUNICATION

		Responsibility							Frequency							
		Board	Member Organisations	Project Manager	Parent Mobiliser	Parents Self Help Groups	PWIDs	Parents/CareGivers	Volunteer	Daily	Weekly	Bi-weekly	Monthly	6 Monthly	Yearly	Adhoc
Delivery Method	Donor Briefings	●		●												●
	eNewsletter/ ID Digest				●							●				
	Fact sheets	●		●												●
	Internal Communication Review	●											●	●		
	External Communication Review			●									●	●		
	Media Inserts			●							●					
	Newsletter				●							●				
	Notice Board				●											●
	Operations Manual	●													●	
	Pamphlets/Flyers															●
	Press Briefings			●												●
	Press Kits			●												●
	Recognition Programs	●														●
	Reports			●												●
	Social Networks										●					
	Staff Events				●								●			
	Staff/Board Meetings	●		●									●			
	Video Documentary			●												●
Website			●									●			●	
Training Workshop & Seminars			●												●	

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