



“APPROVED”
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of the Administrative Board
of CO “CF “ADRA UKRAINE”
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Standard Operating Procedures (SOP)
CO “CF “ADRA UKRAINE”

Rules for public communications, interaction with the media
and use of social media

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1. Purpose and Scope of Application

This SOP defines the rules for public communications of ADRA Ukraine, interaction with the media, participation in public events, communication on social media, as well as the use of photo, video and text materials related to the organization's activities.

The document applies to all employees, volunteers, consultants, contractors, interns and other persons who officially represent ADRA Ukraine, act on behalf of the organization, or may be perceived as associated with the organization through publicly visible affiliation.

The purpose of the SOP is to ensure unified, professional, ethical and safe communication standards; protect the reputation of ADRA Ukraine; prevent the dissemination of unverified, confidential or sensitive information; ensure the dignified representation of people receiving assistance; and minimize risks for employees, beneficiaries, partners and ongoing operations. All public communications are carried out taking into account the "Do No Harm" principle, the Personal Data Protection Policy, the Code of Conduct, the Anti-Corruption Policy, as well as other applicable internal documents of ADRA Ukraine.

2. Key Communication Principles

- *Reliability and accuracy*: ADRA Ukraine disseminates only verified information. Figures, facts, locations, project names, donors and partners must correspond to approved materials. If the data has not been confirmed, the employee must indicate that the information is being verified.
- *Honesty and transparency*: communication must reflect both the results and the limitations of the work. Mistakes, delays or challenges are not concealed, but are commented on only by authorized persons and based on verified facts.
- *Respect for dignity*: beneficiaries receiving assistance are not portrayed solely as "victims" or objects of pity. Communication must show their dignity, choice, strength, resilience and right to privacy.
- *Impartiality and political neutrality*: ADRA Ukraine provides assistance based on need, regardless of political views, religion, ethnic origin, gender, age, social status or other characteristics. The organization does not support political parties, political campaigns or public statements that may call humanitarian neutrality into question.
- *Safety and the "Do No Harm" principle*: before publishing any information, it is necessary to assess whether it creates risks for beneficiaries, employees, partners, warehouses, routes, locations or ongoing operations.
- *Confidentiality and personal data protection*: personal data, stories, photos and videos of beneficiaries are used only with proper written consent and in accordance with internal data protection rules.
- *One voice of the organization*: official positions of ADRA Ukraine must be coordinated. Employees must not create a public impression that a personal opinion is the position of the organization.

3. Official Spokespersons and Authorities

The right to speak on behalf of ADRA Ukraine on strategic issues, provide position-based comments, represent the organization in crisis-related matters or comment on reputational risks belongs to the Country Director, Program Director, Director of Development and other persons authorized by management within the framework of a specific topic.

Project managers, sector coordinators and regional managers may comment on matters directly related to their project, region or area of work, provided that the information is verified, is not confidential and does not go beyond their competence.

Other employees may speak about their own professional experience, daily duties or the general mission of the organization, but they do not have the right to independently comment on strategic decisions, finances, crisis situations, conflicts with partners/donors or the official position of the organization.

4. Official ADRA Ukraine Social Media Channels

Any official account, page, group, channel or other online platform that uses the name, logo, visual identity or is positioned as a channel of ADRA Ukraine or a separate ADRA Ukraine project may be created only after prior approval by the PR Department and, if necessary, by the organization's management.

The creation of separate project or regional accounts is permitted only when the communication objective cannot be achieved through the existing official ADRA Ukraine channels. The request must include: the purpose, target audience, responsible persons, content plan, moderation rules and access transfer procedure.

Persons responsible for the official ADRA Ukraine channels are obliged to:

- publish only information that has been approved or permitted for public dissemination;
- comply with the Code of Conduct, safety standards, data protection requirements and ADRA Ukraine visual identity;
- verify the accuracy of facts, names, dates, amounts, locations and statistics before publication;
- not publish internal, restricted, confidential or sensitive information;
- comply with the rules for the use of the logo, photos, videos, beneficiary stories and donor materials;
- maintain a constructive tone of communication with the audience;
- ensure moderation of comments and delete or hide spam, hate speech, discrimination, threats, personal data and other unacceptable content;
- immediately inform the Country Director, Program Director and Director of Development about reputational risks, disinformation, aggressive comments or potential crisis situations;
- avoid actions, statements or publications that may create reputational risks for the Organization, cause the dissemination of inaccurate information, aggressive communication or potential crisis situations.

The official channels of the organization are not used as a general advertising platform for external initiatives. Requests to disseminate materials of partners, donors or employees are reviewed by the PR Department, taking into account the mission, neutrality, reputational risks and relevance for the audience.

5. Interaction with the Media and Public Speaking

- An employee who has received a request from a journalist, event organizer, blogger, podcast or other public platform must inform the PR Department as soon as possible.
- The notification should indicate the topic, format, date/time, platform, contact details of the requester, approximate questions and deadline.
- The PR Department determines whether the employee may respond independently or whether the request should be referred to another spokesperson.
- High-profile topics, crisis situations, international media, security issues, finances, partners, donors or the official position of the organization must be approved without exception.
- Public presentations containing the ADRA Ukraine logo, statistics, photos of beneficiaries or references to donors must be reviewed in advance by the PR Department.
- If an employee does not know the answer, he/she must not guess or improvise. The correct wording is: *"I will clarify this information and get back to you with a response."*

6. Information Permitted/Prohibited for Commenting

6.1 May be commented on without additional approval

- own daily duties within the scope of competence;
- publicly available information already published on the official ADRA Ukraine channels;
- the general mission, areas of work and humanitarian sectors of ADRA Ukraine;
- personal professional experience in the organization without disclosing internal or confidential information.

6.2 Requires mandatory approval

- comments regarding budgets, finances, salaries, procurement, grants or internal cost estimates;
- any assessment of the actions of government authorities, military command, political actors or other organizations;
- conflicts, claims, investigations, incidents or sensitive issues involving partners, donors, contractors or employees;
- requests from international media or media attracting high public attention;
- topics that may affect the safety of employees, beneficiaries, warehouses, routes, locations or operations;
- publications or comments about specific beneficiaries, if the story has not been prepared and approved in advance;
- any crisis situations, incidents, disinformation or reputational risks.

6.3 Prohibited for disclosure

- personal data of beneficiaries, partners, donors and colleagues without proper consent;
- internal documents, official correspondence, minutes, draft strategies, audit results or non-public decisions;
- specific budgets, internal cost estimates, salaries, contract terms or grant details, unless they have been officially disclosed;
- exact locations of warehouses, bases, offices in risk areas, routes, delivery schedules, team movements, GPS coordinates and EXIF metadata;
- information about partners and donors beyond what has been approved for public use.

7. Employees' Personal Social Media Accounts

ADRA Ukraine personnel may use social media in a personal capacity, while remembering that they are obliged to comply with the Staff Code of Conduct and Fundamental Principles in all interactions. ADRA Ukraine personnel must be familiar with the SOP on the ethical use of images in the organization's fundraising and communication activities ([ENG SOP ethical use of images \(1\).pdf](#)) and with these Rules for Public Communications and Interaction with the Media, which set out the rules and proper practices for the safe and responsible use of social communication tools at both personal and professional levels.

ADRA Ukraine recognizes that the use of social media by its personnel is largely a personal matter; however, there are circumstances where, due to the functions of the relevant person and/or the nature of the information posted on social media, such use also affects ADRA Ukraine, which justifies restrictions on personnel's freedom in the personal use of social media.

If a personal profile indicates a position, the name of ADRA Ukraine, links to the organization's pages, photos from work-related events or other signs of connection with the organization, the employee bears increased responsibility for the content of publications. The audience may perceive his/her words as the position of the organization even when the employee speaks as a private individual.

When expressing a personal opinion on sensitive topics, it is recommended to clearly state that this is the private position of the author, for example: *"The views expressed on this page are my*

personal views and do not reflect the official position of ADRA Ukraine.” Such a disclaimer does not release the employee from the obligation to observe confidentiality, respect, non-discrimination and the “Do No Harm” principle.

- Employees must comply with the legislation of the country of stay, platform terms of use, internal policies of ADRA Ukraine, information security rules, data protection requirements and the Code of Conduct.
- Discriminatory, humiliating, offensive or harassing statements, hate speech, public disclosure of other persons’ private information, as well as publications or comments that may harm the dignity, safety or well-being of people are prohibited on social media.
- Employees must not use personal profiles, official ADRA Ukraine channels or third-party pages for statements that may create the impression that ADRA Ukraine participates in political activities, supports political parties or evaluates political decisions as an organization.
- Support for the Armed Forces of Ukraine and expression of a civic position regarding the defense of the country are the personal right of the employee. At the same time, employees with visible affiliation with ADRA Ukraine must clearly separate personal publications from the position of the organization.
- Publications that may create the impression that ADRA Ukraine finances, coordinates or officially supports military needs require caution. The use of the ADRA Ukraine logo, name, official photos or brand next to military or political symbols is not permitted.
- In comments under other people’s publications, in disputes or discussions on the topics of politics, religion, war, specific persons, partners, donors or organizations, an employee with visible affiliation with ADRA Ukraine must avoid wording on behalf of the organization, personal attacks, emotional escalation and disclosure of internal information.
- The logo, name, brand book, photos with official identity and other elements of the ADRA Ukraine brand may be used in personal profiles only in such a way as not to create the impression of an official channel and not to mislead the audience.
- Everything that is prohibited from disclosure in official communications is likewise prohibited from publication on personal social media accounts.
- If criticism of ADRA Ukraine appears on social media, the employee must not enter into public confrontation on his/her own behalf. The material must be recorded by screenshot or link and forwarded to the PR Department.

8. Photo, Video and Storytelling Ethics

- Written or otherwise properly documented consent is mandatory before using a person’s photo, video or story if the material allows the person to be identified.
- For children, the consent of a parent or legal representative is required, indicating the purpose, method and period of use of the material.
- Without proper consent, it is prohibited to publish identified photos or videos of children, as well as information that may disclose their address, school, family circumstances, health status or other sensitive details.
- Photos, videos and stories must portray a person with respect — not at the moment of greatest pain, without humiliation, sensationalism or dramatization of suffering for emotional effect.
- Fundraising and communication materials must not put pressure on the audience through guilt or pity. The focus must be on the real need, dignity, resilience and changes achieved thanks to support.
- In publications related to fundraising for the implementation of the Organization’s projects, the use of links is permitted exclusively to the official bank accounts of the

Organization or other officially approved payment instruments/fundraising platforms agreed with management and the Finance Department.

- Before publishing or transferring photo and video materials from sensitive locations to third parties, GPS coordinates, EXIF metadata and other technical data that may pose a risk must be removed.
- Consent may be withdrawn. If a person withdraws consent for the use of his/her photo, video or story, the PR Department assesses the possibility of discontinuing further use of the material and removing it from controlled channels.

9. Communication on War and Emergencies

ADRA Ukraine is a humanitarian organization. In communication about war, shelling, evacuations, emergencies and the consequences of hostilities, the organization speaks primarily about the impact on people, humanitarian needs, the safety of the civilian population and the assistance provided.

- With regard to Ukrainian military personnel in a humanitarian context, the acceptable wording includes “Ukrainian military personnel,” “Armed Forces of Ukraine,” “service members,” “veterans,” and “combatants.”
- With regard to the armed forces of the opposing side, neutral factual terminology is used in accordance with official Ukrainian practice, without abusive, dehumanizing or emotionally charged language.
- During emergencies, exact coordinates of strikes or facilities are not published before official confirmation, nor is information about troop movements, evacuation routes, places where people are gathered or details that may help adjust a strike.
- Any public statements, joint communications, access to high-risk areas or public coverage of coordination with state or military structures must be agreed with the Country Director of ADRA Ukraine.

10. Communication with Due Regard to Religious Sensitivity

ADRA Ukraine has Christian roots; however, in public communication it presents itself as an independent humanitarian organization that provides assistance to all people regardless of religious beliefs, political views or social status.

Context	Avoid	Recommended
Question: “Are you Adventists?”	Defensive wording that sounds like justification	“Our organization was founded on the belief that every person deserves a dignified life. We help everyone, regardless of their beliefs.”
Talking about the work of the organization	Religious terminology or calls to faith in humanitarian communication	“We support people during the most difficult moments of their lives.”
Communication with a church audience	An overly formal or detached tone	“Our work is a practical expression of care for people.”

11. Communication During Recruitment

Publication of vacancies, communication with candidates and presentation of ADRA Ukraine as an employer must be coordinated, non-discriminatory, transparent and compliant with internal HR procedures.

- Vacancies are published through officially approved channels or recruitment platforms.
- Vacancy texts must be reviewed by the HR Department and, if necessary, by the PR Department, if they are posted on ADRA Ukraine public channels.
- Vacancies must not contain discriminatory requirements or wording that is not related to professional duties.
- Information on remuneration, contract type, work schedule and location must correspond to the agreed conditions.
- Employees who share vacancies on their personal social media accounts must use the approved text or official link.
- Communication with candidates must be respectful, confidential and must not contain unverified promises regarding employment.

12. Crisis Communications

Crisis situations, incidents, allegations, disinformation, conflicts with partners, security events or other matters with potential reputational risk are commented on only by the Country Director, PR Director or a person specifically authorized for the particular situation.

- An employee who becomes aware of a crisis situation must immediately inform the PR Director and/or his/her direct supervisor.
- The PR Department collects facts, assesses the scale of the risk and determines the need to involve management, HR, legal, security or program departments.
- Before the facts are confirmed, no public statements are made, except for a short neutral response indicating that the information is being verified.
- After the position is agreed, the PR Department determines the channel, spokesperson, key messages and procedure for further monitoring.
- Until official clarification is provided by the PR Department, no employee, except authorized persons, may make public statements, comment on the situation on personal social media accounts or enter into public discussions on behalf of the organization.

Temporary response: *“We are aware of this situation. We are verifying the information and will get back with a response after the facts have been clarified. If you have any additional information, please send it to [contact].”*

13. Monitoring, Content Removal and Reporting of Violations

13.1. The PR Department has the right to monitor ADRA Ukraine official channels, publicly available materials concerning the organization, as well as public posts of employees in cases where they may affect the reputation, security or compliance with this SOP.

The PR Department may recommend or require:

- changing or deleting content that violates this SOP, internal policies or security rules;
- removing materials from official or project accounts created without approval;
- transferring access to official channels or closing a channel created without authorization;
- recording violations through screenshots, links or other evidence;
- forwarding information to management, HR, legal or security departments if the situation may constitute a disciplinary, legal or security matter.

13.2. If an employee sees a publication, comment, photo, video or other material that may violate this SOP, he/she must not enter into public conflict, but must record the material and inform the PR Department or his/her direct supervisor.

13.3. In the event of a violation of public communication rules directly by employees of the PR Department, the Country Director of ADRA Ukraine has the right to initiate, recommend or require the implementation of appropriate corrective measures provided for by this SOP, including, but not limited to, editing or deleting the publication, preparing a clarification or rebuttal, as well as other actions aimed at minimizing reputational risks and resolving a potential crisis situation.

14. Responsibility and Consequences of Violations

Each employee is responsible for compliance with this SOP within the scope of his/her official duties and public conduct that may be associated with ADRA Ukraine.

Violations may include, in particular:

- Dissemination of unverified, internal, confidential or security-sensitive information;
- Publication of personal data, photos, videos or stories of beneficiaries without proper consent;
- Independent comments regarding crisis situations, finances, conflicts, donors or the official position of the organization;
- Creation of an official or project account without approval;
- Use of the ADRA Ukraine logo or name in a way that misleads the audience;
- Refusal to comply with a justified request of the PR Department or the Country Director of ADRA Ukraine to correct or delete content;
- Public statements containing any manifestations of discrimination, in particular on the grounds of gender, religion, sexual orientation, nationality, ethnic origin, social status or other characteristics, as well as hate speech, humiliation, harassment or other wording that may harm the reputation of the Organization.

Depending on the circumstances, the consequences may include an oral or written warning, additional training, restriction of the right to communicate on behalf of the organization, disciplinary measures in accordance with internal procedures, and, in serious cases, termination of cooperation or other measures provided for by the contract and legislation.

15. Distribution of Responsibilities

Subject	Responsibility
PR Department/ Communications Department	development, updating and implementation of the SOP; consultations for employees; approval of public materials; monitoring of reputational risks; response to media and crisis requests.
HR Department	familiarization of employees with the SOP; control of compliance with the rules in terms of labor and disciplinary procedures; approval of communication regarding vacancies and recruitment.
Project and Sector Managers	verification of factual information regarding projects; timely informing of the PR Department about media requests and risks; ensuring compliance with the SOP within teams.

All employees and engaged persons	familiarization with the SOP; compliance with the rules in public and digital communication; protection of confidentiality; reporting of potential violations or risks.
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16. SOP Review

This SOP is reviewed at least once every two years or earlier in the event of significant changes in the organization's activities, legislation, donor requirements, digital platforms, security context or internal policies of ADRA Ukraine.

The owner of the review process is the PR Department, in coordination with the HR Department, legal, program, security and other relevant departments.

17. Annexes

Annex 1. Practical scenarios and recommended wording

Situation	Recommended wording
A journalist asks you to comment on information you do not have	"I do not have this information directly, but I can clarify it and get back to you with a response by [time]."
The question goes beyond your competence	"This question would be better addressed to our PR Department. I will forward your request to the responsible person."
Provocative question	"I understand the interest in this topic. What I can accurately confirm is [fact]. I am not authorized to comment on details beyond this."
Request regarding the project budget	"I am not authorized to disclose specific budget figures. ADRA Ukraine's general financial reporting is published officially, and, if needed, we can provide a link."
Request regarding a specific beneficiary	"We do not disclose details about specific individuals for reasons of confidentiality and safety. I can describe a typical situation without identifying details."
Criticism of the organization on social media	"Thank you for reaching out. We will forward this information to the responsible team for review. For an official request, please write to [contact]."
An employee expresses a personal opinion on a sensitive topic	"This is my personal position and does not constitute the official position of ADRA Ukraine."
Refusal to comment	"We are currently verifying the information and will get back with a response after the facts have been clarified."

Annex 2. Short response about ADRA Ukraine

“ADRA Ukraine is a humanitarian organization that has been working in Ukraine since 1993. We support people during the most difficult moments of their lives and help communities recover. The main areas of work include humanitarian assistance, psychosocial support, infrastructure restoration, support for children, veterans and other people affected by the war. We provide assistance based on need, regardless of a person’s religion, political views or social status.”

Annex 3. Checklist before publication

- Is the information accurate and verified?
- Does the material contain any personal or confidential data?
- Is there consent to use the person’s photo, video or story?
- Do the photo/video materials disclose geolocation, routes, warehouses, offices or other sensitive data?
- Does the text create the impression of a political position of ADRA Ukraine?
- Has the dignity of the beneficiary been preserved?
- Have references to donors, partners, budgets or results been approved?
- Does the material comply with the rules and values of ADRA Ukraine?
- Is approval from the PR Department or management required?