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|  | Objective | Key messages | Method | Person responsible |
| Directly affected staff | To maintain staff morale, in order to ensure the office continues to function effectively throughout the closure process and to minimise the risk of internal threats from disgruntled staff.To make sure that consistent messaging is passed by staff to the wider community (beneficiaries and other stakeholders) to minimise security risks.To manage expectations. | What is happening to the office and why, and how this will affect the individual and the programmes.The timescale and steps that will be followed and what should the individuals’ expectations be. | Individual meetings, followed by official letter | Line Manager HR Manager Head of Office |
| Wider organisational staff | To make certain that a consistent message is disseminated throughout the organisation and wider community.To maintain staff morale and ensure support is available for the office closure process if required.To minimise the risk of internal and external security threats. | What is happening to the office and why, and how this will affect colleagues and the programmes. The timescale and steps that will be taken. | General announcement on internal website, email, newsletter | Country Director |
| Partners | To maintain an effective and functioning partnership throughout the closure process so that programmes can be completed as planned.To ensure a consistent message is disseminated throughout the partner organisation and to the wider community.To minimise the risk of external security threats. | What is happening to the office and why, how this will affect the partner and the partner’s programmes.The timescale and steps that will be taken.How this information should be disseminated to beneficiaries and the wider community. | Individual meetings, followed by official letter / ongoing working contact | Country Director/ Senior Manager / Programme staff |
| Beneficiaries | To maintain the (positive) reputation of the organisation and to ensure the acceptance (and community-based protection) security strategies continue.To ensure beneficiaries understand what the changes will mean for them, and to manage their expectations.To minimise security threats to staff and assets and allow the programmes to be completed as planned. | Highlight the (positive) impacts that the organisation has achieved. Emphasise sustainability measures for beneficiaries, as well as partners, suppliers and staff.Explain the context and reasons for closure.Explain the programme exit strategy. | Group meetings, feedback mechanisms, community focal points | Senior Manager/ Programme Managers and Field Officers |

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|  | **Objective** | **Key messages** | **Method** | **Person responsible** |
| Key contacts in the community, neighbours, religious leaders, community leaders, teachers | To alert neighbours and other contacts to changes in routine at the office or compound.To maintain the (positive) reputation of the organisation and to ensure the acceptance (and community-based protection) security strategies continue.To minimise security threats to staff and assets and allow the programmes to be completed as planned. | Highlight the (positive) impacts that the organisation has achieved. Emphasise sustainability measures for beneficiaries, as well as partners, suppliers and staff.Explain the context and reasons for closure. | Face to face meetings | Country Director / Senior Manager, Programme / Field Manager and Officers |
| Community | To maintain the (positive) reputation of the organisation and to ensure the acceptance (and community-based protection) security strategies continue.To minimise security threats to staff and assets and allow the programmes to be completed as planned. | Highlight the (positive) impacts that the organisation has achieved. Emphasise sustainability measures for beneficiaries, as well as partners, suppliers and staff.Explain the context and reasons for closure. | Group meetings, complaints / comment mechanisms, community focal points and ongoing working contact | Senior Manager / Programme Managers |
| Other NGOs / UN | To maintain consistent messaging throughout.To ensure your actions do not increase security risks to the broader international community and vice versa.To increase opportunities for staff to find alternative employment. | What is happening, when and why.What information has been shared with staff / beneficiaries / community / authorities, etc.Ongoing activities of communities / partners / staff for sustainability or final operations.Details of programmes and staff competencies as appropriate. | Cluster and Coordination meetings, letter, group meeting, press release, local radio, media announcement | Country Director / Senior Manager / Cluster lead |
| Local and national government | To ensure that the authorities support the closure process rather than hinder it.To maintain consistent messaging throughout and minimise security risks.To maintain (positive) reputation in case of return and / or minimise negative consequences in other areas of operation.To be certain that all legal requirements are met.To manage expectations. | Explain the context and reasons for closure.Highlight the (positive) impacts that the organisation has achieved. Emphasise sustainability measures for beneficiaries, as well as partners, suppliers and staff.Meet any legal requirements. | Face-to-face meetings if appropriate, followed up with official letter and continued updates | Country Director / Senior Manager / Security Manager |

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|  | **Objective** | **Key messages** | **Method** | **Person responsible** |
| Military / Police | To ensure that the military and / or police support the closure process rather than hinder it.To maintain consistent messaging throughout and minimise security risks.To maintain (positive) reputation in case of return and/or minimise negative consequences in other areas of operation.To minimise security threats to staff and assets and allow the programmes to be completed as planned | Explain the context and reasons for closure.Highlight the (positive) impacts that the organisation has achieved. Emphasise sustainability measures for beneficiaries, as well as partners, suppliers and staff.Explain any risk management measures, if appropriate | Face to face meetings, followed up with official letter and continued updates | Country Director / Senior Manager / Security Manager |
| Opposition groups | To ensure that the groups support the closure process rather than hinder it.To maintain consistent messaging throughout and minimise security risks.To maintain (positive) reputation in case of return and/or minimise negative consequences in other areas of operation. | Explain the context and reasons for closure.Highlight the (positive) impacts that the organisation has achieved. Emphasise sustainability measures for beneficiaries, as well as partners, suppliers and staff. | Face to face meeting and / or official letter, if appropriate | Country Director / Security Manager / Senior national staff |
| Suppliers | To maintain an effective and functioning relationship throughout the closure process so that supplies are delivered and programmes/closure can be completed as planned.To ensure a consistent message is disseminated throughout the supplier organisation and to the wider community.To minimise the risk of external security threats. | What is happening to the office and why, how this will affect the supplier.The timescale and steps that will be taken to complete payment.How this information should be disseminated to beneficiaries and the wider community. | Face to face meeting, circular, memo | Logistics Manager |
| Donors | To ensure that the donor pays for all costs in accordance with the contract and that good relations are maintained for future funding opportunities. | That the closure is in accordance with good practice, programme exit strategy and donor project agreement. Highlight the (positive) impacts that the organisation has achieved and emphasise the sustainability measures for beneficiaries. | Face to face meeting if feasible, followed by official letter and continuous updates | Country Director / Senior Manager |