



Crisis Communication



Global Programme on Preventing and Countering
Violent Extremism

CRISIS COMMUNICATION

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01 INTRODUCTION

Every crisis will present its own unique challenges and will take unexpected twists and turns.

When a crisis emerges, such as a terrorist incident, there can be a great deal of confusion and misinformation that is shared in the media and by the public. At times, the level of misinformation and disinformation, combined with the fear that people have for their lives, can challenge the very foundations of social cohesion.

With major crises, it is important to remain agile, organised and prepared, leverage organisational strengths and look for support from within your networks. Strategic communication, in particular crisis communication, has been identified as a way to help support social cohesion during such crises and through the recovery stages.

Strategic communication can help governments to provide accurate, timely and sensitive information and messages, which can address or prevent misinformation, provide leadership and bring communities together. Ensuring that the right people receive the right messages at the right time from a trusted source can help combat eroding trust and encourage the positive, rather than negative behaviours.

Crisis communication should be activated when there is concern for community health and safety above that of seasonal expectations.





Purpose

The United Nations Office of Counter Terrorism (UNOCT) through the UN Counter-Terrorism Centre (UNCCT) seeks to address the risks that terrorist acts have on social cohesion. This Crisis Communications Toolkit for Preventing and Countering Violent Extremism (PCVE) has been developed under UNCCT's Global Programme for Preventing and Countering Violent Extremism, to strengthen the capacity of member states and civil society to develop strong crisis communications which can help them to prepare, respond and recover from crises brought about by terrorist incidents.

The content in this toolkit is based on the specialised training provided under UNCCT's Preventing Violent Extremism through Strategic Communication Crisis Communication module. Further technical support can be provided to member states and civil society to tailor this Toolkit and integrate it into existing crisis response systems.

The Toolkit includes theoretical crisis communication approaches, evidence-based principles, frameworks, best practices, templates and tools that can be easily adapted and quick to activate. The Toolkit will take readers through the three-staged crisis communication framework and provide advice and examples of the types of communication and messaging appropriate at each stage. Like the phases in a crisis, these stages are not linear; the situation may mean moving back into previous stages or requiring different stage approaches to different areas when hot-spots may occur.

The communication guidance and resources can be used by crisis management teams (CMT) to support the whole cycle of crisis communication and can be adapted to different settings and contexts.



Bringing communities together.



02

Principles of Crisis Communication

To ensure that communication remains clear and consistent, that accurate and timely information is shared, and that messages reassure and guide your audience as intended, it is recommended that the following 12 principles be applied:

- Be quick** and try to have an initial response within the first hour
- Be accurate** by carefully checking all facts
- Be consistent** by keeping spokespeople informed of crisis events and key message points
- Make **public safety** the number one priority
- Use **all available communication channels** including the social media, website and mass notification systems
- Provide appropriate **expression of concern**/sympathy for victims
- Remember to include **internal audiences (such as staff)** as well as external audiences in the response
- Be ready to provide **stress and trauma counselling** to victims of the crisis and their families, including employees
- Leadership needs to be visible** to staff, key stakeholders, and the media, if required. Good leadership in a crisis comes down to excellent communication, control, consistency, a clear narrative and ensuring everyone knows their role and feels supported
- Know your narrative** before an event and ensure everyone is across it
- Use external advice to help you **remain objective** – make sure you weigh up the best of legal and communication advice
- Keep learning and evolving** through the crisis

03

Role of Stakeholders

Stakeholders play a critical role in any crisis. They can help amplify messages quickly and often reach audiences that you can't.

- A stakeholder is any one or any body/group who can affect or is affected by an organisation, strategy or project.
- They can be internal or external, they can indirectly or directly have an impact or be impacted.
- Identifying and building strong relationships with key stakeholders is important for any organisation.
- Without understanding your stakeholders and who you can activate quickly in a crisis, disinformation and misinformation can spread quickly. This can divide communities and hinder public safety efforts.
- Below is an example of a stakeholder mapping tool which can be used to help activate key stakeholders during a crisis.

	[stakeholder name]	[stakeholder name]
Who Who is the group or individual?		
Current relationship What is our relationship now?		
Hot buttons What are the issues and opportunities?		
Think feel do What do we want them to think, feel, do?		
How to engage How can we reach them? What channels do they have?		
Who Who will own this relationship?		
When What must we do when?		
Progress How will we track and record progress?		

Crisis Communication Framework


Goal:

To be positioned as a leader in responding to the impact of the crisis, to build community resilience, to inform and engage, to drive the right behaviours.

Communication will support this by:

- Supporting and reassuring staff with clear, consistent and transparent information
- Demonstrating internal leadership in country-wide crisis internal/external communication
- Communicating swiftly and regularly with key stakeholders around how the program is responding to and evolving with the crisis
- Reinforcing the coordinating roles in building community resilience,
- Remaining adaptive to change required through the impact of the crisis in an innovative manner
- Pre-empting and/or mitigating potential risks
- Being agile and responsive to all enquiries.



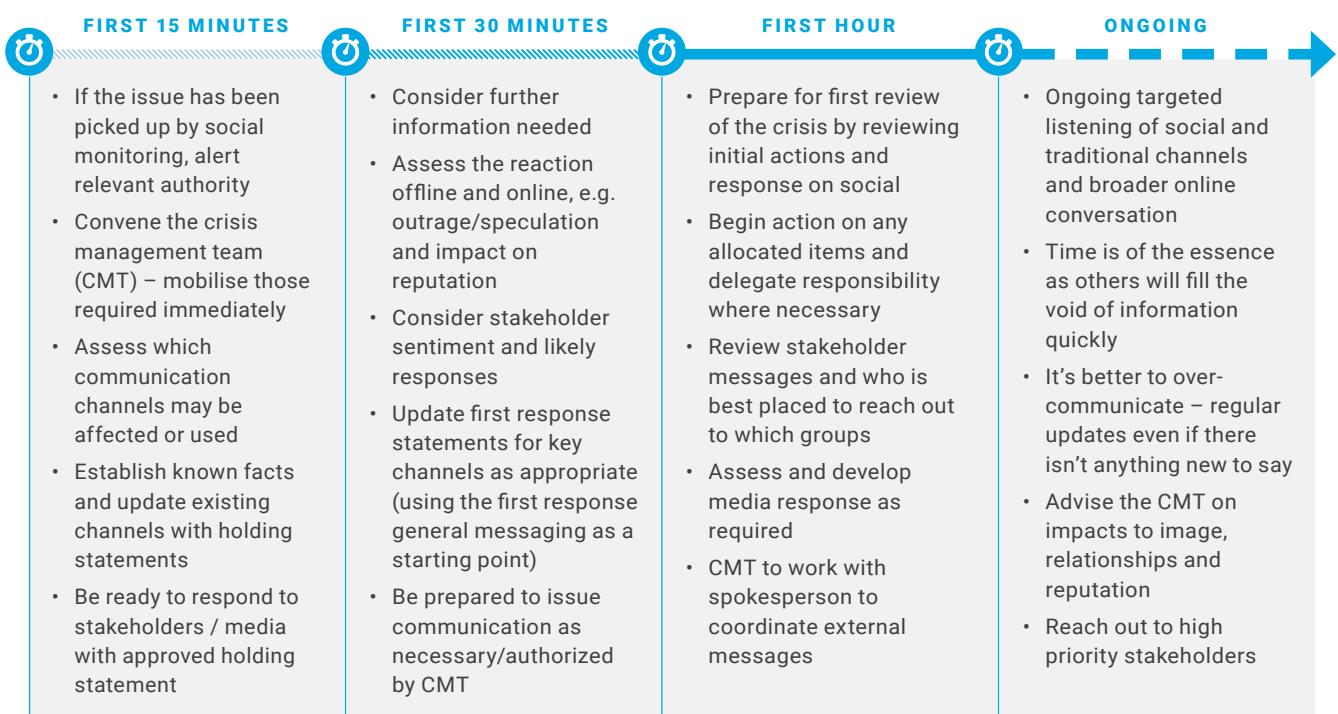
Shoulder-to-shoulder collaboration

GOVERNMENT	STAKEHOLDERS	COMMUNITY
OTHER AFFECTED COUNTRIES	REGIONAL ORGANISATIONS	UNITED NATIONS/UNOCT

Reactive & Proactive Communication

Reactive

Below are the key items for managing a crisis, and what to do in the first hours (activation) and on an ongoing basis (across each phase). The first hours are critical in a social media world where information spreads rapidly.



Proactive

The following section outlines key principles for managing ongoing proactive crisis communication.

	DAILY	WEEKLY	MONTHLY	ADHOC
Internal staff	<ul style="list-style-type: none"> Team meetings Team with virtual meetings updates Checks on health and wellbeing 	<ul style="list-style-type: none"> Updates on health, safety, human resources and operations (every other day) 		<ul style="list-style-type: none"> Uplifting messages of togetherness and resources
External stakeholders		<ul style="list-style-type: none"> Use existing channels Reaffirm commitment to business continuity Engage with content and messages 	<ul style="list-style-type: none"> Progress reporting (monthly) Reaffirm commitments and showcase early positive examples 	



Stage I: Activation Plan-on-a-Page

1 OBJECTIVES

The three aims for the activation phase

1. Deliver the facts and allay fear
2. Set expectation of what may lay ahead
3. Shape the future of the nation in relation to the scenario likely to occur

2 AUDIENCES

Map audiences and stakeholders. Activate stakeholder networks.

- **Internal:** Staff
- **External:** Community, community and religious organisations, media and other stakeholders

3 STRATEGIC APPROACH

- Activate crisis management team (CMT)
- Prioritize our people's health and wellbeing
- Communicate clearly and consistently to fill the information vacuum
- Be consistent but agile – adapt as the context changes
- Equip leaders to share key messages, support our people and the community
- Prepare for escalation to a larger crisis situation

4 PRINCIPLES

The foundation of our approach

1. Be open and transparent
2. Be empathetic – focus on support
3. Adopt a disciplined approach
4. Balance operational considerations with longer term plans/strategies
5. Use human language with an empirical evidence base to support the story

5 CORE NARRATIVE

Informs all communication. All messages reinforce this narrative.

We are a community of resilient and compassionate people who can face extraordinary challenges and circumstances. Facing this grave incident will be no different. We will address this together.

There is no doubt the significant impact this will have on lives, livelihoods, the economy and the community. We know that it is a time of uncertainty, stress and sadness for the entire community.

We are working [across Government, and] with our partners and communities to help manage the impact and provide support to those in need.

As a community we need to look out for each other, especially for those who are vulnerable, injured and suffering. We need to stay connected with our family and friends, our neighbors and our community networks.

We are once again challenged, but if we work together, and everyone plays their part, we can prove that our strength, our unity and our resolve will not be broken.

6 MESSAGE THEMES

• Reassure our Audience

Internal: We see the risk and are bracing for the impact. Encourage empathy. We are acting appropriately.

External: Safety is our priority. We are still committed. We will face the challenge united.

• Respond to Challenges

Internal: Set clear expectations for the road ahead. Establish what government is doing and what others need to do.

External: Focus on preparing for the challenge that lies ahead.

• Reinforce the Way Forward

Internal: We are here to support; we understand the challenge ahead.

External: We see the challenge ahead; we are united with you in meeting this challenge.

7 CHANNELS/AMPLIFICATION

Disseminate messages through owned channels, encourage employees to share and boost where possible. Utilise traditional media to showcase positive examples and reinforce facts. Identify and engage stakeholders to share content in case of escalation.

The example key messaging provided below should be tailored to the local context. Where possible, every communication should contain at least one message from each of the ‘RRR’ boxes below.

REASSURE



- Sadly, we have lost members of our community today. We have more that are injured both physically and emotionally. Our hearts are broken. Our thoughts go out to those who have lost a loved one today.
- This loss underscores the importance of the challenge we face.
- At this time safety and security are our main priorities. The Government is still operating. Our crisis management systems have been activated and the community’s safety is our priority.
- It’s understandable that people feel upset, anxious and stressed. This is normal. Please reach out to someone you trust if this is the case, such as a family member, friend, health professional, colleague or your manager.
- Please follow the precautions as advised by the authorities.
- We will keep you updated as we find out more information.
- We are sure that you share our concern over the evolving events. We are here to help.

RESPOND



- We are providing a support and assistance to help you navigate these challenging times..
- We are committed to supporting our communities, stakeholders as well as employees through the response.
- We are working on addressing the social, health and economic impact from this crisis.
- Our first responders are also working tirelessly to support those affected. They play a critical role in our communities, and we value their brave and positive contributions.
- We need to be mindful of the most vulnerable people in the community, ensuring they get the support – financial, emotional, and from violence and discrimination.
- We need direct support to help recovery efforts, including assistance for individuals affected.
- If you need assistance, please contact [name] or in an emergency [name].

REINFORCE



- “Be safe, be kind” in these challenging times.
- Cooperation has never been so vital and the call for unity so clear.
- With every action, let us include an act of kindness.
- Every person has a role to play to protect lives and livelihoods – and help navigate and recover from this crisis.
- It is important that the community stands united and strong in the face of this challenge.
- The unity and cooperation we see now will help support the impact we have in the future.
- These are difficult times, but we will pull through and come out stronger than ever.

EXAMPLE ONLY 

INTERNAL: LEADERSHIP MESSAGE TO STAFF

NEW MESSAGE

X

RECIPIENTS

SUBJECT

At this time, safety and security are our main priorities. The Government/Our organisation is still operating. Our crisis management systems have been activated.

This is a major threat and we are providing guidance to help you navigate these challenging times.

It's understandable that people feel anxious and stressed. This is normal. Please reach out to someone you trust if this is the case, such as a family member, friend, health professional, colleague or your manager.

Please follow the precautions as advised by the authorities.

Every person has a role to play to protect lives and recover from the crisis.

The unity and cooperation we see now will help support the impact we have in the future.

These are difficult times, but we will pull through.

 SEND

EXTERNAL: PUBLIC VIDEO MESSAGE

At this time, safety and security are our main priorities. The Government/Our organisation is still operating. Its crisis management systems have been activated.

We will support all agencies, partners and communities as well as employees through the response. It is important that the Government and community stands united and strong in the face of this challenge.

Please follow the precautions as advised by the authorities – your individual acts will have a direct impact on the days and weeks ahead.

Every person has a role to play to helping support and strengthen our community.

We need to be mindful of the most vulnerable, ensuring they get the support – financial, emotional and from violence and discrimination.

“Be safe, be kind” in these challenging times. Cooperation has never been so vital and the call for unity so clear.

Together, we can overcome this crisis.



Stage	Content
Activation	<ul style="list-style-type: none"> At this time, safety and security are our main priorities. The Government/Our organisation is still operating. We will support all communities through the response to the crisis. Please follow the precautions as advised by the authorities. Together, we can overcome this crisis and emerge stronger.

EXAMPLE ONLY

SOCIAL MEDIA POSTS





Stage II: Containment Plan-on-a-Page

1 OBJECTIVES

The three aims for the containment phase

1. Demonstrate caring and action
2. Support the individual and community, maintain operational continuity
3. Lead the narrative and shape the future

2 AUDIENCES

Increase communication to support and engage.

- **Internal:** Staff
- **External:** Community, community and religious organisations, media and other stakeholders

3 STRATEGIC APPROACH

- Prioritize people's safety and wellbeing
- Share the facts through a single 'source of truth'
- Monitor misinformation
- Be consistent but agile – adapt as the context changes
- Equip leaders to share key messages and support our people
- Prepare for escalation to the crisis situation

4 PRINCIPLES

The foundation of our approach

1. Be open and transparent
2. Be empathetic – focus on support
3. Adopt a disciplined approach
4. Balance operational considerations with longer term plans/strategies
5. Use human language with an empirical evidence base to support the story

5 CORE NARRATIVE

Informs all communication. All messages reinforce this narrative.

The government stands / We stand united with the community during this crisis, which is having widespread impacts that will continue to affect our daily lives in the weeks and months to come. The health and safety of the community will remain our number one priority.

We will continue to ensure that everyone receives the best possible flow of information and has access to support. We will be depending on each other's sense of responsibility and togetherness. Please take all the necessary precautions and follow the advice of the authorities. Look after yourselves and look after others.

Our work goes on. We are continuously adapting and finding new and innovative ways to maintain operations and continue to provide support to those in need.

Coming together as one community is critical now and will remain over the months and year ahead. We all need to look out for those who have been impacted and may be at risk, and we need to check in on family, friends and our community more often to stay connected.

We have the resiliency, shared values and commitment to make it through this together and emerge stronger.

6 MESSAGE THEMES

• Reassure our Audience

Internal: Safety is our priority. Be kind. Encourage empathy. We are acting appropriately.

External: Safety is our priority. We are still committed. We remain united.

• Respond to Challenges

Internal: People-centered in the event of death or illness. Be kind. Manage the impact.

External: Focused on managing the challenge and how to continue to respond to community needs.

• Reinforce the Way Forward

Internal: We inform. We engage. We support. We shape the future.

External: We are reshaping. We know we have your support. We are here for the long-term recovery.

7 CHANNELS/AMPLIFICATION

Disseminate messages through owned channels, encourage staff to share and boost where possible. Utilise traditional media to showcase positive examples and reinforce facts. Activate stakeholders with messaging and content to share via their channels.

The example core messaging provided below should be tailored to the local context. Where possible, every communication should contain at least one message from each of the ‘RRR’ boxes below.

REASSURE



- Safety and security are our main priorities. The Government's / Our crisis management systems continue to take measures and provide guidance to help the community navigate these challenging times.
- We are committed to supporting the community, stakeholders and employees in mitigating the impact of this crisis. We know people may feel anxious and stressed. This is normal. Please reach out to someone you trust if this is the case, such as a family member, friend, health professional, colleague or your manager.
- Please follow the precautions as advised by the authorities.
- If you require assistance or have a loved one who does, contact [name] or in an emergency [name].

RESPOND



- We have support in place, and we continue to be responsive to the needs of our community which are more important now than ever.
- Together we must fight any hate, stigma, and division created by this crisis – everyone has a role to play.
- Governments, organisations, community leaders and individuals need to increase the volume and reach of trusted, accurate information.
- We need to support our own mental health and the mental health of those around us. That can mean checking in on those around us or seeking help when it is needed.
- We are here to help local leaders navigate the impact on people's lives, their livelihoods and the economy where we can.

REINFORCE



- “Be safe and be kind” in these challenging times.
- Cooperation has never been so vital and the call for unity so clear.
- It is important that our community stands united and strong in the face of this challenge.
- The unity and cooperation we see now will help support the impact we have in the future.
- These are difficult times, but we will overcome this crisis and come out stronger than before.

EXAMPLE ONLY**INTERNAL: LEADERSHIP MESSAGES TO STAFF**

Scenario: Employee who has been injured as a result of a terrorist attack

Dear Colleagues,

We are committed to supporting our staff during this frightening and devastating time.

We have been informed that one of our own team members was tragically caught up in the incident and is currently (select from the below):

- a) In hospital and the injuries are minor. They are receiving ongoing advice from medical health professionals;
- b) Being treated in the hospital and receiving appropriate care; or
- c) In a critical condition but receiving the best possible care.

It is understandable that people will feel upset, anxious and stressed by this news. This is normal. Please reach out to someone you trust if this is the case, such as a family member, friend, health professional, colleague or your manager.

Given the dynamic nature of the situation, it is important that we stand united and strong in the face of this adversary. As well as make sure that we stand together and support each other as one family.

Scenario: Employee who has died as a result of a terrorist attack

Dear Colleagues,

It is with great sadness that we inform you that we have received news that one of our team, [First and Last Name] tragically caught up in [the incident] and has passed away. They have been a valued member of our team since [first date employed] and will be missed. Please keep [Employee's First Name]'s family in your thoughts as they go through this difficult time. We are supporting them during this difficult time.

This loss underscores the importance of the challenge we face. We will honour the work of [this person] through a virtual / in person ceremony. Details will follow.

We extend our message of support to all those affected, especially those who have family members and friends who may have been directly affected.

We are sure that you share our concern over the evolving event, but we would like to reassure you that we are doing all we can and that we are working hard to mitigate the impact. Should you need any support during this difficult time, don't hesitate to contact your colleagues or myself.

EXTERNAL: LEADERSHIP VIDEO SCRIPT

[insert country] is made up of resilient and compassionate people.

The recent terrorist incident is having widespread impacts that will continue to affect our daily lives in the weeks and months to come. The health and safety of our communities will remain our number one priority.

Whilst this will be a test for us, we are agile and resilient in the face of a volatile, uncertain and challenging environment. That is why I believe we are a team well-equipped to handle this crisis.

Despite these challenges, our work goes on. This is a time when we need to demonstrate the added value of what we do and keep delivering for our community.

We will continue to ensure that you receive the best possible flow of information and have access to the support you need. Some of you may be separated from families and friends. Some may know people who are injured or who have lost their lives. This can cause feelings of anxiety, helplessness and isolation. Something we can do is to support each other during this time.

Over the next days and weeks, we will depend on each other's sense of responsibility and unity more than ever.

Please take all the necessary precautions and follow the advice of the authorities.

I am confident in our resiliency, shared values and commitment toward looking after one another and ourselves.

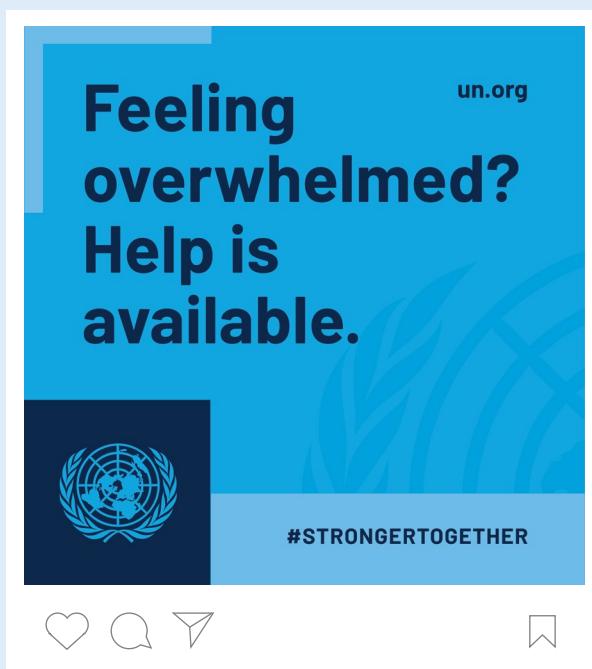
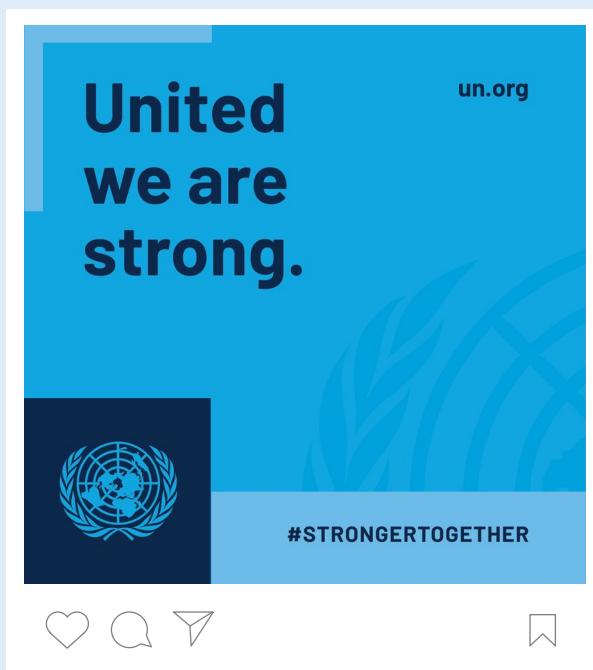
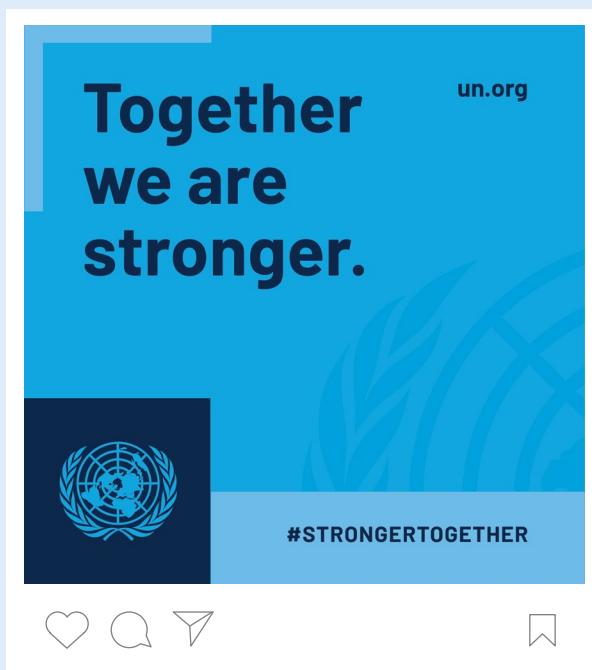
Together we are stronger.



Stage	Content
Containment	<ul style="list-style-type: none"> • We will get through this crisis but only if we act together. • Given the dynamic nature of the situation, it is important that we stand united and strong in the face of this adversary.

EXAMPLE ONLY 

SOCIAL MEDIA POSTS





Stage III: Recovery Plan-on-a-Page

1 OBJECTIVES

Our aims for the recovery phase

1. Demonstrate caring and action
2. Support the individual and maintain continuity
3. Address apathy, reduce anger, build future vision
4. Shape the future of the nation as it recovers from the crisis

2 AUDIENCES

Reshape communication to support and engage stakeholders.

- **Internal:** Staff
- **External:** Community, community and religious organisations, media and other stakeholders

3 STRATEGIC APPROACH

- Prioritize people's health and wellbeing
- Share the facts through a single 'source of truth'
- Continue to monitor misinformation
- Be consistent but agile – adapt as the context changes
- Equip leaders to share key messages and support our people
- Prepare for set-backs but look to the future

4 PRINCIPLES

The foundation of our approach

1. Be open and transparent
2. Be empathetic – focus on support
3. Adopt a disciplined approach
4. Balance operational considerations with longer term plans/strategies
5. Use human language with an empirical evidence base to support the story

5 CORE NARRATIVE

Informs all communication. All messages reinforce this narrative.

[insert country] is made up of resilient and compassionate people who have come together to tackle this crisis. We should be proud of the progress we have made and how we have risen to the challenge.

However, we still have a long road to recovery. Widespread impacts will continue to affect our daily lives in the weeks and months to come. We are committed to supporting our community and stakeholders – but we can't do this alone.

We need to start now to plan for a better recovery. This crisis has been a traumatic time, however we can learn much from it. This is a pivotal moment for our community and an opportunity to change for a better future.

We need to steer ourselves towards a safer, more sustainable and inclusive future. One which focuses on togetherness not exclusion. We can do this if we act together. We will emerge stronger.

6 MESSAGE THEMES

• Reassure our Audience

Internal: Safety remains a priority – we can't become complacent. We've made a difference – but we are not there yet.

External: We have made progress, but we all need to remain vigilant.

• Respond to Challenges

Internal: Need to focus on the areas of greatest need but keep our own physical and mental health as a priority.

External: We need to be focused on today; but look to the future.

• Reinforce the Way Forward

Internal: We can shape the future. We can help make our communities stronger.

External: We are reshaping. We can't do it alone, but we know we have your support. We know that together we can make a difference.

7 CHANNELS/AMPLIFICATION

Disseminate messages through owned channels, encourage employees to share and boost where possible. Utilise traditional media to showcase positive examples and reshape stories. Consider long-term engagement with stakeholders through strengthened relationships.

The example core messaging provided below should be tailored to the local context. Where possible, every communication should contain at least one message from each of the ‘RRR’ boxes below.

REASSURE



- [insert country] should be proud of the resilience and compassion shown during this challenging time.
- Even as the way of life of those communities we serve temporarily fell to the impact of the terrorist act, we have seen kindness shine through.
- Even though this time has been daunting for many, we continued to connect with each other, our family and friends in new ways.
- We've seen our people step up.
- We thank you for this.
- The impact has been clear.

RESPOND



- While there may be set-backs, we have planned a road to recovery.
- This requires a continued large-scale, coordinated and comprehensive recovery response.
- We need policies to address the devastating social and economic impact of the crisis, and for a recovery that leads to a more equal, inclusive and sustainable society.
- If we do this, we will build a society that is stronger and more resilient.

REINFORCE



- We will get recover, but only if we act together.
- This crisis, and its impact, will continue to be a threat to all of us, regardless of nationality, ethnicity or faith.
- We will support all communities to ensure that the people we serve emerge stronger.
- We must continue to be kind, keep an eye out for the most vulnerable and support each other in new and different ways.
- This includes a recovery focused on our young people, human rights and inclusion.
- We must ensure that lessons are learned, and that this crisis provides a watershed moment.
- Our shared experiences will see us through and make us stronger.
- Recovery from this crisis can help to steer us on a safer, healthier, more inclusive path.

EXAMPLE ONLY



KEY MESSAGES

Leadership message on togetherness

We will recover from this crisis, but only if we act together. This crisis, and its impact, will continue to be a threat to all of us, regardless of who we are.

The government / Our organisation will support the community and stakeholders to ensure that the people we serve emerge stronger.

We must continue to be kind, keep an eye out for the most vulnerable and support each other in new and different ways.

This includes a recovery focused on our young people, human rights and inclusion.

We must ensure that lessons are learned, and that this crisis provides a watershed moment.

Our shared experiences will see us through and make us stronger.

Recovery from this crisis can help steer us on to a safer, healthier, more inclusive path.

Video script people-centered approach regarding those affected by the terrorist act

We need to respect the rights and dignity of people affected by this terrorist act.

It is the extraordinary actions we take to respond to this crisis which will make us stronger – not stigma, not discrimination.

People affected by terrorism are part of the solution.

We mourn with families and friends who have lost loved ones.

As we mourn all those who have lost their lives and the many families who are suffering, we must stand with them.

We must continue to be kind, keep an eye out for our most vulnerable and support each other in new and different ways.

Stakeholder and community groups email

While there may be setbacks, we would like to reassure you that we have planned a road to recovery.

We have thought strategically about our society, and what will make us stronger.

This requires a continued large-scale, coordinated and comprehensive response with an emphasis on social cohesion and solidarity.

We have policies to address the devastating social and economic impact of the crisis, and for a recovery that leads to more equal, inclusive and sustainable economies and societies that are stronger and more resilient.

We will continue to work with you as we emerge, stronger, from this crisis.

Stage	Content
Recovery	<ul style="list-style-type: none"> We want to reassure you that the government has activated its plan to recover and has a long-term response to terrorists and violent extremism. These responses include addressing the devastating social and economic impact of terrorism and helping to build a recovery that leads to more equal, inclusive and sustainable economies and societies that are stronger and more resilient. We stand by you as one community against terrorism.

EXAMPLE ONLY 

SOCIAL MEDIA POSTS

#TogetherAgainstHate

**We are
stronger
when we
come
together.**

un.org



#TogetherAgainstHate

**Together
we can
make a
difference.**

un.org



#TogetherAgainstHate

**Supporting
each other
we can emerge
stronger.**

un.org



#TogetherAgainstHate

**Standing
side by side
we can
create a
better future.**

un.org



During a Crisis

Crisis Communication Checklist

Action	Responsibility	Notes
STAGE 2A: INITIAL RESPONSE (WITHIN FIRST HOUR OF CRISIS)		
Where can we get this information?		
Can we seek more information without increasing the problem?		
Who knows about the problem internally?		
Who knows about the problem externally?		
Who needs to know about the problem internally?		
Who needs to know about the problem externally?		
Are emergency services involved?		
Has the initial response been formulated and approved by the CMT Leader?		
Have necessary internal stakeholders been informed?		
Has the initial response been issued to priority external stakeholders?		
STAGE 2B: SITUATION ASSESSMENT		
What is the level of urgency?		
Is the problem contained or likely to spread?		
Have we been contacted by the authorities or any other source of external enquiry?		
Has the situation obtained media coverage or have we received media enquiries? Are media likely to be interested?		
Has the situation reached social media?		
Is this sensitive information?		
Is there a risk to health/safety?		
Are injuries or deaths involved?		
What will be the immediate effect on other processes/supply/distribution?		
Is there any further information we need to proceed?		

Action	Responsibility	Notes
STAGE 2C: COMMUNICATION ACTION PLAN		
Have we arranged for media and social media monitoring?		
Have we agreed spokespeople with the CMT? Do we have their contact details and are they available and briefed?		
Have we prepared media/social media materials and have they been approved by the CMT leader?		
Have we prepared materials for all other stakeholders and have they been approved by the CMT leader?		
Has all communication been approved by the CMT Leader?		
Are we logging and handling all media enquiries?		
Are we logging and handling all other third-party enquiries including on social media?		
Have we updated the website, if necessary?		
Have we reached out to and briefed priority stakeholder groups who could speak on our behalf?		
Is additional expertise needed (internal and external)?		
Have we established ongoing communication channels with all appropriate individuals and organisations?		
Are we providing regular updates to relevant stakeholders?		

Action	Responsibility	Notes
IMPACT ASSESSMENT		
Is the situation the result of something our organisation did?		
Who was affected by the crisis - internally and externally?		
Could organisational morale suffer?		
What is the possible financial impact?		
Did any of our important relationships suffer?		
What is the reputation impact?		
Have we developed a crisis resolution/new or changed policies/processes as a result of the crisis?		
PROCESS ASSESSMENT		
Do we need to make any adjustments to the crisis communication plan?		
Do we need additional training on the crisis communication plan or parts of it?		
How can we improve the things that did not work?		
How did the collaboration within the CMT work?		
Were there parts of the Crisis Management process that could have been improved by including the communication team earlier?		
COMMUNICATION PLAN		
What communication is needed to keep the relevant audiences informed about crisis resolution/new or changes in policies/processes as a result of the crisis?		
Are there stakeholders who need a more detailed debrief?		
Do we need to provide documentation to any authorities?		
How can we start rebuilding our reputation or change the narrative in the longer term?		
Do we need to build relationships with additional stakeholder groups we did not have on our radar before?		

06

Monitoring

Social and digital listening allows us to identify and analyse conversations relevant to an issue or organisation. It gives us a sense for popular sentiment/attitudes about an issue or organisation and those driving these conversations (key opinion leaders). We can also identify if and when issues and organisations increase (or decrease) in popularity by monitoring for spikes in relevant mentions/searches and deduce the reasons for this trend. Doing this allows us to pre-empt issues and crises by addressing the causes that engender them.

1. Know why you're listening

Knowing why you're listening e.g. to monitor attitudes and issues relevant to the crisis, will help you decide on the tools to use, define your search parameters (see '3' below) and the metrics to report on and analyse.

2. Choose your tools

There are many social and digital monitoring tools available for free or for a regular subscription fee, online. These include:

- Hootsuite
- Google Trends
- Brandwatch
- Twitter
- Crowd Tangle
- Meltwater
- Hashtag searches on other social media platforms e.g. Instagram

3. Set up your search parameters

Your search parameters include the keywords, phrases and names that you should be listening for; the duration you intend on reporting on; the location you'll focus on; and the platforms you intend on monitoring e.g. Twitter in order to gather the data you need. For example, if you're listening for conversations about a terrorism act you might listen for:

ALL OF THESE WORDS:

Country Name

+ ANY OF THESE WORDS:

Terrorist act *OR* terrorism *OR* violent extremism *OR* hate

ANY OF THESE WORDS:

Terrorist act *OR* terrorism *OR* violent extremism *OR* hate

+ LOCATION:

Country Name

4. Complement your findings with desktop research

Google searches can often uncover regular research being conducted and published by other organisations that add to your findings. Omnibus surveys conducted by Brandwatch and YouGov are examples of research conducted weekly to discern attitudes to crises, for example COVID-19.

5. Analyse your data

The tools you use will capture the data you need. It's important to dedicate some time to analysing this data in order deduce insights and formulate recommendations. Adding this layer of contextual information to the data makes it meaningful and therefore valuable.

6. Refine your search

Conversations and sentiment about any issue can change frequently. Modifying your search parameters regularly can result in richer and more actionable insights.

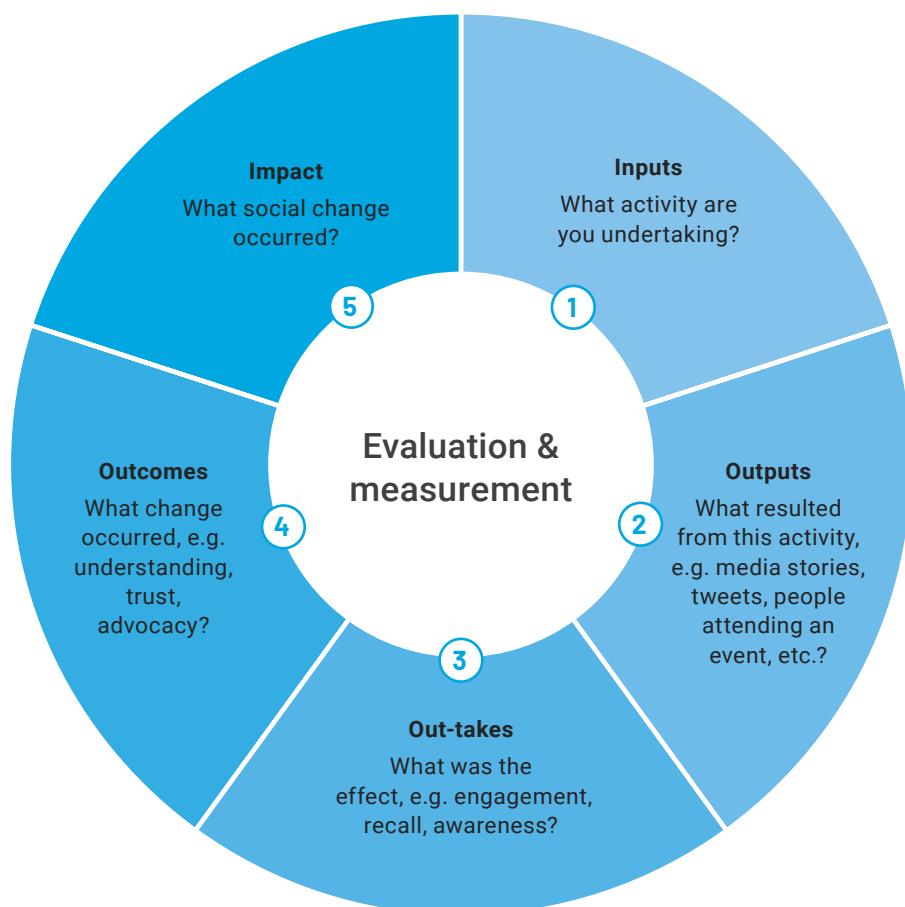
Measurement & Evaluation

It is essential to measure and evaluate communication activities especially during fast-changing situations:

- To establish the impact of your strategic communication activity
- To provide important insights for other organisations or campaigns with similar issues
- To learn and adapt as we find out about what is and is not working
- To connect objectives to outcomes at the outset of your activities for maximum usefulness:
What are we aiming to do, and how will we know if we have achieved it?

You can use the following framework to design an evaluation dashboard.

A dashboard for crisis communication



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