



















## 2.5 STEP 5: Communication management: how the response will be communicated

Immediate responses:

In all crisis situations, all participants and volunteers, parents/next-of-kin of participants and volunteers must be notified by the Family Liaison before the information is released to the media. (See the Tools section of this Guide for more advice on working with families).

- ^ The Family Liaison should contact parents/next-of-kin by telephone and make them aware of the situation. In camps where there are leaders, they should be responsible for making contact with parents/next-of-kin. However, they must be coordinated by, and follow the guidance of, the Family Liaison at all times. The Family Liaison will provide the leaders with the appropriate messages they must communicate.
- ^ The Family Liaison should contact sending NAs by telephone and make them aware of the situation, including any problems with contacting next-of-kin, issues with next-of-kin etc. In camps where there are leaders, they should be responsible for making contact with sending NAs. However, they must be coordinated by, and follow the guidance of, the Family Liaison at all times. Family Liaison will provide the leaders with the appropriate messages they must communicate.
- ^ The Family Liaison may also assist the Programme Director in mapping messages for the distribution among volunteers and participants. The CCT should ensure that all volunteers are aware of the information being shared with parents/next-of-kin.
- ^ How the response should be communicated to the media depends largely upon the urgency of the situation. For instance:
  - |
  - |
  - |
  - | The CCT should provide regular, updated statements for use by those assigned to answering calls/emails.
  - | Those assigned to answering calls/emails should log and document all media enquiries on the standard Information Request Log (see the Tools section of this Guide).
  - | Only the appointed spokesperson should answer media questions, give interviews or briefings to the media. Questions from the media should always be logged (see above) and forwarded to the spokesperson, who should respond personally.

- ^ In the case of a high-level crisis where significant media interest is expected, the CCT should consider organizing a media conference. This should be co-ordinated with i.e. local police, hospitals or other agencies involved. The conference should not be held at the site of the crisis. (For more tips on working with the media, see the Tools section of this Guide).
- ^ The CCT should confirm all sources of information used in press releases.
- ^ The Crisis Communications Team Leader should approve all press releases before they are released to the media.
- ^ The CCT should coordinate the release of factual information with all partner agencies i.e. local police, hospitals, providing as prompt, accurate and complete information as possible.
- ^ In general, no personal details or the address of the camp should be released to the media. For more guidance, see Working with the media in the Tools section of this Guide. However, if it is essential that personal details of a participant/volunteer are released; this should be discussed with their family/next-of-kin before such details are released.
- ^ The CCT should keep copies of all press releases sent out and a log of where and when they were sent.

In an ongoing crisis (a situation lasting longer than one day), the CCT should:

- ^ Provide, via the Family Liaison, parents/next-of-kin (and their NAs) with updates. The regularity of the updates will be determined by the specific crisis situation and could be daily or even hourly.
- ^ Provide, via the Programme Director, participants and volunteers with updates on the situation and the information shared with parents/next-of-kin and the media.
- ^ Provide, via the news media, the public with basic information and updates.
- ^ Provide CISV International with basic information and updates about the crisis.
- ^ Keep track of all media enquiries using the standard Information Request Log.
- ^ Keep track of all communications, using a Communication Log for each stakeholder group.
- ^ Where a holding statement or further media statement has been released, place a copy on the NA and Chapter websites.
- ^ Instruct the public on how to obtain further advice or information, where appropriate.

## 2.6 STEP 6: Monitor and Provide Feedback

During and after the crisis, the Crisis Communications Team Leader should coordinate with the CCT to:

### 1. Review crisis coverage

- ^ Review media outlets that have enquired about the situation.
- ^ Review media coverage within a designated area of the camp (distance depends on the nature of the event).
- ^ Review national media coverage.
- ^ Conduct regular searches through internet search sites for key words, such as the name of the camp, the incident, site of camp, people involved, etc.

### 2. Identify story trends

- ^ What is the main focus for the media?
- ^ Is the focus changing?
- ^ Are there patterns that indicate messages CISV should be focusing on or responding to?

### 3. Identify public and key stakeholder issues

- ^ What are the major issues being addressed through the media?
- ^ What questions or concerns are being posed?
- ^ Incorporate lessons learned into crisis plan.
- ^ During the crisis and afterward, lessons learned (e.g., what types of messages are needed, what approach the media takes to a certain type of story, what the media, families, public are asking, etc.) should be noted to assist in planning and response for future situations.

## 2.7 STEP 7: After The Crisis

Following the Crisis Communications Team Leader should coordinate with the CCT to:

### ^ Secure loose ends

Appropriate communications should be made to stakeholders outlining the resolution of the crisis. If changes were made during the crisis, your voicemail and website should be updated. All media contacts should be updated and any new names/details added to your media contacts list.

### ^ Recognition of 'heroes'

The CCT should work with NA/Chapter staff to decide the best and most appropriate way to recognise 'heroes' involved in the crisis situation.

## ^ Crisis Communications review

The CCT should contact all key players to review all actions taken and lessons learned. Recommendations should be made for any suggested change to CISV policies, procedures, guides and trainings.

## ^ File

File all paperwork, logs, notes, and copies of correspondence. It is important to keep a good record for future reference and in case of future enquiries.

## SECTION 3: CRISIS COMMUNICATION WITHIN A PROGRAMME

While much of this Crisis Communication Guide deals with communicating a crisis outside of a CISV programme, this particular section addresses issues surrounding the communication that must take place within a CISV programme between the Director, the programme staff, the adult leaders, and the delegates.

The communication process taking place within a CISV programme involved in a crisis can be a delicate balancing act. Over-communicating the issues will tend to make participants feel like the crisis is taking over the programme. Not relaying enough information about the crisis can create a void in communication that may then be filled with rumour and incorrect assumptions.

When a crisis occurs during a CISV programme it can be overwhelming to a leader group who may be trying to deal with their own personal issues surrounding the crisis. Maintaining as much of the daily programme as possible during a crisis can be of great benefit to all the programme participants. Much of what follows has been developed to support a programme staff and leader group in that effort by describing what an internal communication plan could entail.

### 3.1 Within the programme – Staff

- ^ Decide as a Director and Staff what information will be shared with the Leader group (in a Village programme, this includes Junior Counsellors), and repeat only that information when approached later by individuals from the leader group or the hosting Chapter.
- ^ Always keep privacy issues of all participants in mind when deciding what can be shared among the members of the Leader group.
- ^ Share appropriate and agreed-upon information with the Leader group at regular intervals.
- ^ Praise the Leader group for all efforts they make to ensure the programmes peace education content is not interrupted.
- ^ Let the Leader group know when they can expect the next briefing and then follow through at that time, even if there is no new information.
- ^ If events transpire at a rate that requires an immediate update, quietly and individually let the members of the Leader group know when and where they are to meet the Staff's internal spokesperson, out of sight of the youth participants.
- ^ After consulting with the Director and the rest of the Staff, the Staff's internal spokesperson should decide with the Leader group what information (if any) will be shared with the youth participants. When and where the information will be shared should also be decided.
- ^ After the crisis is resolved, the Staff should provide an opportunity and the appropriate personnel if need be to allow closure for the Leader group and the youth participants.

### 3.2 Within the programme – Leaders

- ^ Decide, in consultation with the Staff, what information will be shared with youth participants. In a Village programme, Junior Counsellors would be considered as part of the leader group and should be included in any information sessions scheduled with the adult leaders.
- ^ Discuss each talking point to be covered with the youth and provide it to each leader in written form to help them with the process of communicating with their delegates.
- ^ Determine whether all members of the leader group are ready to meet with their delegates to share the agreed upon information and move ahead as soon as everyone can be made comfortable with the plan. (Timing is important in that it can be just as important for youth to hear news before it breaks in the media as it is for their families and NAs back home).
- ^ Ask the leaders to relay only the agreed-upon talking points. Explain that it could be important for all the youth to hear the same thing so no delegate feels he has different information than the others.
- ^ Leaders should record all the questions of their delegates as they arise and explain to them that the answers to their questions may have to follow at a later time. Leaders should not try to offer more information than what the leader group agreed to.
- ^ Share appropriate and agreed-upon information with youth participants at regular intervals.
- ^ Praise youth participants for continuing to participate in the peace education programme.
- ^ Let youth participants know when they can expect the next briefing and follow through at that time, even if there is no new information.
- ^ If events transpire at a rate that requires an immediate update, leaders should quietly and individually let their delegates know when and where they are to meet with their leader, away from other delegates.
- ^ After the crisis is resolved, support the Staff in providing an opportunity for closure for all participants.

## SECTION 4: TOOLS

### 4.1 ROLES OF CCT

#### Crisis Communications Team Assignments

Role/Responsibility
<p>Crisis Communications Team Leader</p> <ul style="list-style-type: none"><li>^ Coordinates CISV communication response</li><li>^ Coordinates with CISV International and ensures CCT members have contact information for CISV International personnel prior to the beginning of the CISV Programme</li><li>^ Oversees message development and coordinates message with CISV International</li><li>^ Has final approval on all publicly released information</li><li>^ Arranges scheduled and emergency team meetings</li><li>^ Ensures Tools are available for team members with assigned duties</li><li>^ Communicates with the NA office</li></ul>
<p>Family Liaison</p> <ul style="list-style-type: none"><li>^ Establishes, coordinates and initiates contact with family members to provide updates and information as it becomes available.</li><li>^ Partners with programme staff to determine the frequency and methods for updates that will work best (private Google Group, e-mail group, etc.).</li><li>^ Ensures all telephone, e-mail and any Skype contact information for families is collected and accurate prior to the beginning of the CISV programme.</li><li>^ Works with programme staff to get repeated requests for the correct family contact information into pre-camp literature in order to collect accurate contact information.</li><li>^ Serves as liaison to CCT and spokesperson about family concerns, etc.</li><li>^ If it becomes unavoidable, handles logistical needs (food, lodging, professional services) of families who have decided to travel to the hosting NA and Chapter.</li><li>^ Works with coordination efforts of clergy and counselling partners, if necessary.</li></ul> <p>NOTE: The Family Liaison team member should have appropriate training for working with affected family members. Such training is currently unavailable through CISV but may be provided at low cost by other organizations, such as the Red Cross; this will vary from country to country and region to region, so you will need to research what may be available in your local area. Where such training is unavailable, it is worth considering approaching someone with existing skills and experience in dealing with distressed families i.e. doctor, nurse, teacher, counsellor, to be your Family Liaison. They should not be the NA President or the spokesperson with the media.</p>
<p>Programme Director (or other Camp Representative if the Director is unable to serve)</p> <ul style="list-style-type: none"><li>^ Is the communication liaison between the camp and the CCT.</li><li>^ Is responsible for internal communication among all the programme volunteers and participants, ensuring leaders (where applicable) all have and communicate identical information to their delegates.</li><li>^ Coordinates with Family Liaison to determine any phone calls, Skype conversations, or video conferencing necessary between volunteers and participants and their families.</li><li>^ Keeps Crisis Communications Team Leader and core decision group up-to-date on new developments.</li><li>^ Dedicated to linking operational response to communications response.</li></ul>

Role/Responsibility
<p><b>Local Risk Manager</b></p> <ul style="list-style-type: none"> <li>^ Assesses the situation and advises the CCT with regard to CISV Risk Management policies and procedures.</li> <li>^ Ensure that CISV Risk Management policies and procedures are followed.</li> <li>^ Advises the CCT with regard to insurance and liaises with insurance companies.</li> <li>^ Liaison with Regional and International Risk Managers.</li> </ul>
<p><b>Spokesperson</b></p> <ul style="list-style-type: none"> <li>^ Works with CCT to publicly issue statements to the media.</li> <li>^ Responds to all media enquiries.</li> <li>^ Serves as lead CISV representative at press conferences with assistance from operational staff, state/local agencies, CISV International, etc.</li> </ul>

Please note: Any member of the CCT can act as Spokesperson, except the Family Liaison and vice versa.

## 4.2 MESSAGE MAPPING

A message map helps to organize the information available to convey and support the messages the public needs to hear, understand and remember. Message maps also help to structure information that is essential for responding to public concerns.

### Developing Message Maps

Developing the messages that will be released to the public is very important. Here are 6 steps to follow when developing your crisis message maps:

**Step 1 – Identify stakeholders:** Stakeholders are interested, affected or influential parties that would be or are currently affected by the situation. They include the programme participants and volunteers.

**Step 2 – Identify concerns:** Develop a complete list of concerns that you think each important stakeholder group will have.

**Step 3 – Develop key messages:** Messages should be in response to each stakeholder question, concern or perception. Initial messages should address concerns that are likely to be foremost, i.e., participants' safety/wellbeing, what is being done at the camp, etc.

**Step 4 – Develop supporting facts and proofs for each key message:** Supporting facts provide the details needed to support the key message. Key messages should have no more than three supporting facts.

**Step 5 – Share and test messages:** Share and test your messages with partner agencies (i.e. police and other emergency services) to ensure message consistency and coordination. In a crisis, this will need to be done very quickly.

**Step 6 – Plan for delivery:** Prepare for the message delivery by the CCT spokesperson or through the appropriate communication channels.



## Message Mapping Example

Scenario: Suspected outbreak of an infectious disease

Stakeholder: Families of participants and volunteers

Concerns: care of the infected, spread of infection, news of/contact with relative

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
Welfare of children, young people and volunteers paramount.	We are working with the appropriate authorities to control a possible spread of infection.	We will keep parents/next-of-kin updated regularly
<p>Support Point 1.1</p> <p>Medical advice and treatment has been sought and is being followed. Professional nursing care has been arranged.</p>	<p>Support Point 2.1</p> <p>We immediately notified authorities and are working with them closely.</p>	<p>Support Point 3.1</p> <p>We have appointed a Family Liaison, who will be your main point of contact for information and news about your child/family member. (Your NA/Chapter will be kept fully informed and is available for advice and support).</p>
<p>Support Point 1.2</p> <p>Those infected have been isolated; the camp is in voluntary quarantine.</p>	<p>Support Point 2.2</p> <p>Those infected have been isolated; the whole camp is in voluntary quarantine.</p>	<p>Support Point 3.2</p> <p>You will be updated/informed of any new events before the media are informed.</p>
<p>Support Point 1.3</p> <p>For those who are well, on-site activities have been organised.</p>	<p>Support Point 2.3</p> <p>Additional information on the situation is available from the health authority (contact details).</p>	<p>Support Point 3.3</p> <p>Arrangements will be made for you to speak to your child/relative as soon as possible.</p>

### 4.3 Working With Family Members

Keeping family of participants and volunteers informed about the situation is an essential part of crisis communications and should be viewed as a priority for the Crisis Communications Team. Please review the following checklist when working with participants' and volunteers' family members.

#### Communication

Appoint a Family Liaison to coordinate family communication and responses.

- ^ Liaison should be appropriately trained in conflict resolution or should have appropriate experience through their professional work.
- ^ Liaison should be familiar with CISV general, travel and medical insurance policies.

Establish protocols for sending updates to families.

When communicating with family members always:

- ^ Make sure information is accurate.
- ^ Provide updates to family members *before* making any statements or announcements to the media.
- ^ Be prepared to handle/answer difficult questions regarding what is happening, how the situation is being dealt with, what precautions were in place, when/if they can see/speak to their child, lawsuits, timelines, etc. The CCT should try to anticipate these questions in advance and develop responses that can be used by the Family Liaison.

### 4.4 Working With The Media

The media play an essential role in informing the public and will do so with or without your help. Depending on the level and duration of the crisis, especially one involving children and multiple individuals, a large number of media representatives may turn up at the site. Numerous other requests for information are also likely to be made by phone or e-mail. Always return calls from the media; the more cooperative you are, the better. Never say 'no comment'; just state the facts. Be honest and open. If you have concerns about what the media may or may not report \* – share your concerns with them. Listen to the media as well as speak to them. You may learn a great deal from them that may be useful to you in further dealing with the crisis.

\*Please note that it may be very hard to keep the location of the camp from being reported, as the nature of the crisis may mean that it is a matter of public interest. However, you should share your security concerns with the media; they are more likely to respect your wishes if you work with them.

Scheduled news conferences and released statements are the most efficient and effective way to brief the media.

#### 4.4.1 Working With The Media – Logistics

- ^ Establish a site for the media quickly – or they will establish a place for themselves. The location should be:
  - Coordinated with the NA (and partner agencies)
  - Away from the camp
  - Easily accessible
- ^ Communicate through news conferences so that all media receive the same information at the same time.
- ^ If you set a time for a news conference – keep it. Even if you do not have new information, it is important to provide the media with an up-to-date statement.
- ^ When talking to the media, be sure to give credit to other agencies, groups or individuals working on the crisis, including your own staff.

#### 4.4.2 Working With The Media - Press Conference Guidelines

1. When you notify media of news conferences/availabilities, be sure to say what kind of event you are having. News conferences are held to announce something for the first time. News availabilities are held simply to make individuals available to answer questions or demonstrate something.
2. Don't call unnecessary news conferences/availabilities.
3. If holding a news conference, try to tell media in advance some details of what you will be announcing.
4. Consider how many people may attend when reserving a room; better to have too much than too little space. Make sure any microphones, chairs, lighting and water are in place at least 30 minutes prior to the event.
5. Decide a format for your media conference in advance -- who will introduce speaker/s, who decides when question/answer period ends, and other details.
6. Decide in advance whether handouts are needed. If a speaker is giving a talk for which there is a text, you may want to wait and hand out material after the talk so media will stay and listen. However, it's advisable to tell the media you will provide a text of the speech so they are not irritated by having to take unnecessary notes.
7. Check to see what else is happening in the community before scheduling a news conference.
8. Consider whether you need to let other organizations and agencies know you are having a news conference. (You may wish to invite others to attend or participate in your event).
9. Decide who will maintain control at the news conference, who will decide where cameras are set up, who sits where.
10. Try to plan the length of the news conference, but be flexible.

11. Consider the time of the news conference. If you want to make the noon, 6 p.m. or 11 p.m. TV and radio news, you need to allow time for crews to travel and edit tape.

12. If you are going to set restrictions on an event such as limited photo access, try to put the restrictions in writing and communicate to the media at least 24 hours in advance.

Source: MISSOURI S&T Department of Communications/Office of Public Relations

## 4.5 Working With CISV International

While primary responsibility in the event of a crisis is with the CCT, CISV International is available to offer advice and support. CISV International can also assist with general communications to CISV and to external audiences, if needed.

The following are a few tips when working with CISV International:

### 4.5.1 Working With CISV International - Before an emergency

Discuss any concerns and queries you may have with your Regional Risk Manager and the Communications and Fundraising Manager at the International Office. For instance:

- ^ CISV communication policy and procedures
- ^ How CISV International can support the NA to communicate to the media, family members, etc.
- ^ Scenarios

### 4.5.2 Working With CISV International - During an emergency

The CCT should contact the Regional and International Risk Manager directly.

Immediately discuss the following (especially if these items were not discussed prior to an emergency situation):

- ^ CISV communication policy and procedures
- ^ Media/public, family members, etc. communication strategy
- ^ Media response timeline
- ^ NA spokespersons and, if needed, CISV International spokespersons – roles/responsibilities

### 4.5.3 Working With CISV International - After an emergency

Debrief and discuss what went well and what didn't go well with Regional Risk Manager and the Communications and Fundraising Manager at the International Office.

Working through the pluses and minuses of the communication response efforts to develop a new and better strategy.





## 4.8 Press release template

### press release

*Sample Holding Statement for use in a crisis.*

#### Potential outbreak of Infectious Disease

On \_\_\_\_\_ (*date*), a suspected outbreak of (*'X Virus'*) was reported at a CISV camp in (*nearest town*). Tests are being carried out to confirm the diagnosis.

CISV is working in full cooperation with (*name of local health services*) to ensure the appropriate care of those affected and to prevent the possible spread of infection. The camp is in quarantine.

Anyone who has been in contact with participants of the camp and has health concerns should contact (*seek advice on whom public should contact i.e. their health care provider, the local health services*).

CISV will release further information as soon as it is available.

Contact [*your spokesperson's name, email address and telephone number*] for more details.

-ends-

#### Notes to editor

- ^ CISV International was founded over 60 years ago and is a charitable, independent, non-political, volunteer run peace education organization.
- ^ CISV International is a UNESCO partner Non-Governmental Organization and holds Participatory status with the Council of Europe
- ^ CISV offers a range of educational programmes for participants of all ages. To ensure consistency, quality, and accountability across the organization, we operate an internal evaluation framework. All our activities are monitored and measured against agreed educational quality standards.
- ^ CISV [*insert name of your Chapter*] was founded [*insert number*] years ago and has [*insert number*] members.
- ^ For more information, see [*your chapter's website address*] and [www.cisv.org](http://www.cisv.org)

#### 4.9 Go Box Contents

A “Go Box” is an “office on wheels” that can be removed quickly from the camp in case of evacuation. Stock it as part of your preparations, making sure you list all materials contained in the box. The box should be kept in the Programme Director’s office, and your Programme Director and Leaders should know exactly where it is stored and be assigned the duty of removing it in the event of an evacuation from the site.

Items in the “Go Box” could include:

- ^ Portable, battery-powered radio with extra batteries
- ^ Flashlights/torches with extra batteries
- ^ Pens, pencils, notepads
- ^ Building master keys
- ^ Clinic box: copies of participants’ and volunteer staff health forms, first aid supplies
- ^ Copies of participants’ and volunteer staff legal forms
- ^ Participants’ and volunteers’ passports or copies of passport details
- ^ Participant and volunteer staff emergency details with family contact information
- ^ Group and room lists (where specific participants and volunteer staff are located each time period of the day)
- ^ CCT contact details
- ^ Building map/floor plan



## CISV [your NA] Crisis Communications Plan

Purpose of Crisis Communications Plan: *[add text]*

Scope of Crisis Communications Plan: *[add text]*

### Plan Instructions

CISV [NA] will ensure that a Crisis Communications plan is developed for each camp or residential activity that it hosts. It is the responsibility of the Programme Director to ensure that copies of this plan, both electronic and in paper format, are taken to the camp. It is the responsibility of the Crisis Communication Team Leader (CCTL) to ensure that a copy of the plan is available to each Crisis Communication Team member, other volunteers and key emergency response partners for use in the event of a crisis. It is also the responsibility of the Crisis Communications Team Leader to ensure that the team members have read the plan and understand its contents.

The Crisis Communication Team (CCT) will ensure that:

- Contact information lists are current and tested.
- New initiatives or identified risks are assessed and included.
- The plan incorporates any changes to relevant CISV policies, practices or procedures.

This plan was created: *[date]*

Ensure safety of all participants and volunteers, call emergency services if necessary.

Emergency services contact number/s:	
Camp site address, including postal/zip code:	
Campsite contact telephone and mobile/cell numbers:	

*(These details should be inserted prior to the commencement of the camp)*

**STEP 1: CONFIRM THE CRISIS SITUATION**

	Brief details <i>(inc. names and contact details of external agencies)</i>	Date and times
WHAT happened and where?		
WHEN did this happen?		
WHO is involved?		
HOW did it happen?		
WHAT is currently being done?		

STEP 2: Notify the Local Risk Manager and Crisis Communications Team leader

1. Programme Director calls Local Risk Manager (LRM), according to CISV policy. LRM

Name: \_\_\_\_\_

Emergency contact details: \_\_\_\_\_

2. The Programme Director will then immediately call the Crisis Communications Team Leader. *(If unable to speak to the CCTL, the Programme Director should call the other CCT members –see contact details below- until someone has been notified in person).*

Crisis Communications Team Leader Name: \_\_\_\_\_

Emergency contact details: \_\_\_\_\_

3. In circumstances where there is already media interest, the Crisis Communications Team Leader will release a holding statement to the media. The Crisis Communications Team Leader will also brief all CISV personnel who are assigned to answer the phone and email.
4. The Crisis Communications Team Leader will coordinate contacting all members of the Crisis Communications Team (CCT)

Name/CISV Title	Role in CCT	Contact Information
i.e. Anne Jones, NA President	Crisis Communications Team Leader Chief Spokesperson	Home: Mobile/Cell: Work:

STEP 3: Assess the situation

Questions to ask	What the current situation is
What has happened? What is likely to happen next?	
Who else in CISV needs to be involved or contacted?	
What immediate steps need to be taken?	
What is known and who already knows it?	
Is there potential public interest?	
Is the issue attracting/likely to attract media attention?	
Where we are working with other agencies, i.e. local health authority, do they have a Public Relations Department that we can work with?	
Who will be affected?	
What are people feeling – what emotions need to be considered?	
What information is needed and who beyond CISV needs to get it? When will it be available?	
What CAN and CAN'T be said?	

**STEP 4: Develop the messages**

Using message mapping, develop messages for each identified audience or stakeholder.

Scenario:

Stakeholder:

Concerns:

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
Support Point 1.1	Support Point 2.1	Support Point 3.1
Support Point 1.2	Support Point 2.2	Support Point 3.2
Support Point 1.3	Support Point 2.3	Support Point 3.3

## STEP 5: Communication management

The Crisis Communications Team Leader will approve the messages, in conjunction with CISV International and any partner organizations.

CCT member name and role	Communication tasks
i.e. Manuel Blanco, Family Liaison	i.e. Communicate agreed message to next-of-kin. Contact sending NAs with summary of who has been contacted and how; any issues etc.

The CCT will release messages, by agreed methods, using a separate log for each stakeholder group. The time, date, message content and method should all be logged, along with any follow-up that may be required. Any issues that arise from the release of messages should be reported back to the CCTL.

## STEP 6: Monitor and provide feedback

Review crisis coverage

Identify story trends

Identify public and key stakeholder issues

## STEP 7: After the crisis

Secure loose ends

Recognition of heroes

Crisis communications review

File