



Crisis Communication



Global Programme on Preventing and Countering
Violent Extremism

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01 INTRODUCTION

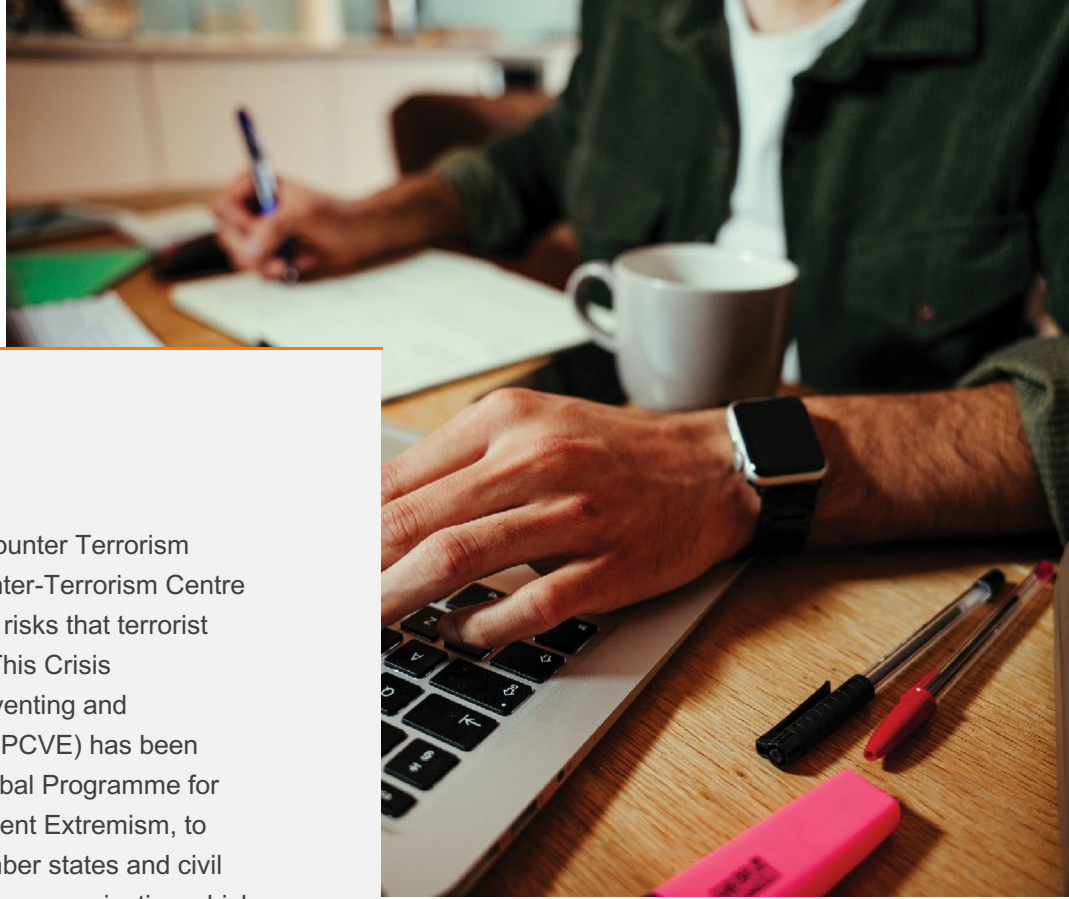
Every crisis will present its own unique challenges and will take unexpected twists and turns.

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 Communication 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 communication 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. The toolkit should be used in conjunction with your Whole-of-Government/Whole-of-Society approved narrative to ensure consistent messaging.

The communication guidance and resources can be used by Crisis Management Teams (CMT) and Crisis Communication Teams (CCT) to support the whole cycle of crisis communication and can be adapted to different settings and contexts.

Bringing communities together.





Crisis Communication Strategy

This section provides crisis communication frameworks and content to tailor during and after a crisis.

Definitions

Terminology	Definitions in the context of this document
Crisis communication	<p>This document refers to two types of crisis communication, operational crisis communication and strategic crisis communication. Both can be used separately or simultaneously during different stages of a crisis.</p>
Operational crisis communication	<p>Operational crisis communication refers to public information communicated during a crisis when there is threat to life. It has the sole purpose of delivering the facts to ensure public safety.</p> <p>Usually delivered by the Crisis Management Team or operational response agencies such as first responders, e.g. police and emergency services.</p>
Strategic crisis communication	<p>Strategic crisis communication has the objective of achieving social change by motivating target audiences to act in a desired manner. In a crisis, strategic communication aims to calm fear, protect against misinformation and promote social cohesion.</p> <p>Strategic crisis communication is usually managed through a Crisis Communication Team working closely with the Crisis Management Team.</p>
Crisis Management Team (CMT)	<p>The CMT can also be referred to as Emergency Response Team or Incident Management Team. They are generally responsible for directing the operational crisis response and specifically public safety communication.</p>
Crisis Communication Team (CCT)	<p>The CCT is generally responsible for amplifying operational crisis communication and leading strategic communication. Pending the size and scale of the crisis, the CCT can be separate to the CMT or can be a sub-group within the CMT.</p> <p>In the case where two teams are needed there should be a close working relationship and alignment with them.</p>
Crisis Communication Framework	<p>The framework is designed to guide both the CMT and CCT. The framework includes three stages of communication. The stages outlined are not always linear. The crisis can move forward and back through the stages pending complexity, stakeholders and audiences.</p> <p>Where the incident is localised but impact felt more widely there may be some cases different audiences may be at different stages requiring further segmentation of response.</p> <p>Overall the framework should guide clear, consistent and cohesive messages to all audiences at all stages.</p>

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.



STAGE I: Activation

Sets the scene. Crisis team/s, communication and monitoring is activated, information gathering is underway.

- Plan one phase ahead
- Clear, accurate and consistent messages
- Public information prepared and ready
- Negate myths
- Communication channels tested and ready
- A public face where required
- Key stakeholders are rehearsed and ready to disseminate key messages



STAGE II: Containment

Threat is high. Consistent & compelling communication to minimise fear and focus on care in a way that aims to contain the narrative.

- Set expectations
- Flood with messages from both leaders and stakeholders
- Consolidate and built confidence: do as you said you would do
- Ensure presence on all communication channels
- Calls to business continuity and empathy
- Reinforce the roles of different sections of society, including the workplace and families.
- Capture what lessons are we learning
- Maintain connection – internal and external



STAGE III: Recovery

Threat is receding, but not over. Social cohesion is most challenged at this stage. Search for answers or attribution of blame is underway. Communication begins to move to a future focus, lessons learned and starts to rebuild confidence. Prevent apathy, anger and division.

- Promoting our values and success
- Call to action to support recovery
- Public order paramount
- Government agencies managing: doing what they said would do
- Listening to front line agencies
- What's changing in how we operate
- Preparing for restarting operations
- Showcase success

Key approaches

The three stages of crisis communication during the crisis. The stage assessment should be ongoing with a focus potentially on different areas / populations at different stages throughout the crisis.

The nature of a crisis means that these stages may not follow a linear process, and the evolving situation may mean moving back to previous stages or requiring different stage approaches when incidents occur.

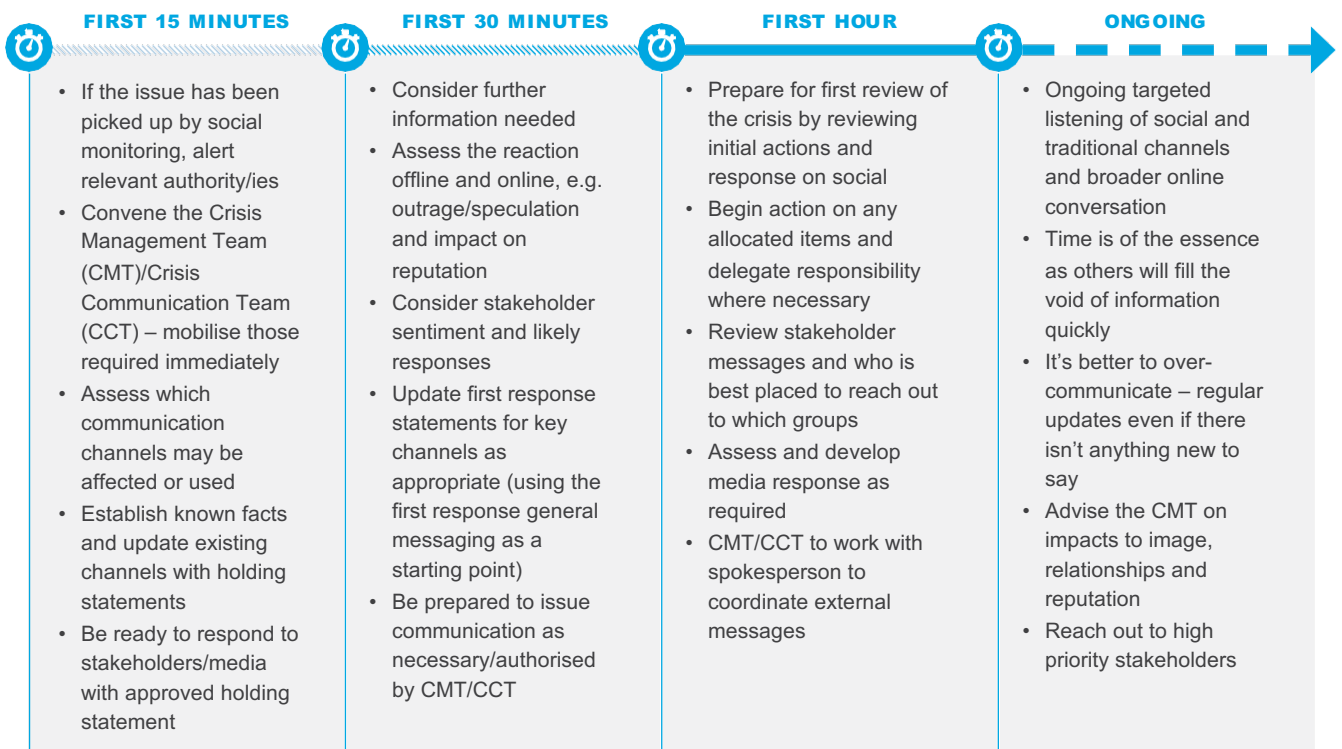
Shoulder-to-shoulder collaboration with stakeholders

GOVERNMENT | OTHER AFFECTED COUNTRIES | COMMUNITIES
REGIONAL ORGANISATIONS | UNITED NATIONS/UNOCT

Reactive & Proactive Communication

Reactive

The following section indicates the key actions 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 as mass communication enables the rapid spread of information.



Proactive

The following section indicates the key actions 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) 		
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 	<ul style="list-style-type: none"> Uplifting messages of togetherness and resources

Crisis Communication Team

The Crisis Communication Team (CCT) is responsible for managing communication with internal and external stakeholders in the event of a crisis or major emergency. The CCT is the communication and stakeholder engagement arm of the Crisis Management Team that manages the operational response to a crisis.

- The CCT needs to comprise of experienced and trained individuals. The CMT lead should also be a member of the CCT.
- The Team should have cross-government representation. This will ensure quick message dissemination and consistent messaging across all of government.
- Individuals need to be trained on this framework and clearly understand their role and responsibility.
- Each member of the CCT should assign an alternate person who can stand in for them in their absence, or when they are unable to perform their responsibilities.
- The Team should consider allocating a CCT Operations Room as a hub for coordinating responses in a crisis or major emergency.
- An alternative off-site location and virtual channel such as a Zoom or Teams account should be identified and established in the event that the building is not accessible.
- This communication strategy should be kept in hard copy and digital form to ensure accessibility in all situations.

CCT Administration

(Tailor to suit your context)

On-site CCT operations room	[add location, room layout and equipment and access requirements here]
Off-site CCT operations room	[add location, room layout and equipment requirements, contact details here]
Virtual CCT operations room	[add details e.g. Zoom details here and any required log ins]
CCT Messaging Group	[e.g. WhatsApp group or similar, and admin for this group]
OTHER	

Crisis Communication Response Team Contact Details

(Tailor to suit your context)

Role	Name, Title and Department	Contacts	Alternates
Crisis Management Team Lead		Tel (Work): Tel (Home): Mobile: E-Mail:	
Crisis Communication Team Lead		Tel (Work): Tel (Home): Mobile: E-Mail:	
Content Lead			
Media Lead			
Stakeholder Lead			
Social Lead			
Digital Lead			
Internal Communication Lead			
Legal Counsel			
Monitoring and Insights Lead			
Team Assistant			



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. Influence national perception of crisis and post-crisis narratives

2 AUDIENCES

Map audiences and stakeholders. Activate stakeholder networks (see page 28-29 for stakeholder mapping).

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

3 STRATEGIC ACTIONS

- Activate Crisis Management Team (CMT) and Crisis Communication Team (CCT)
- Prioritise 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

(Example below – refer to your approved 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.

ACTIVATION: EXAMPLE MESSAGING

The following pages provide examples of key messaging for use in the activation stage, that 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 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.

EMAIL COPY

Examples below. Tailor according to your approved Narrative.

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.]

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.

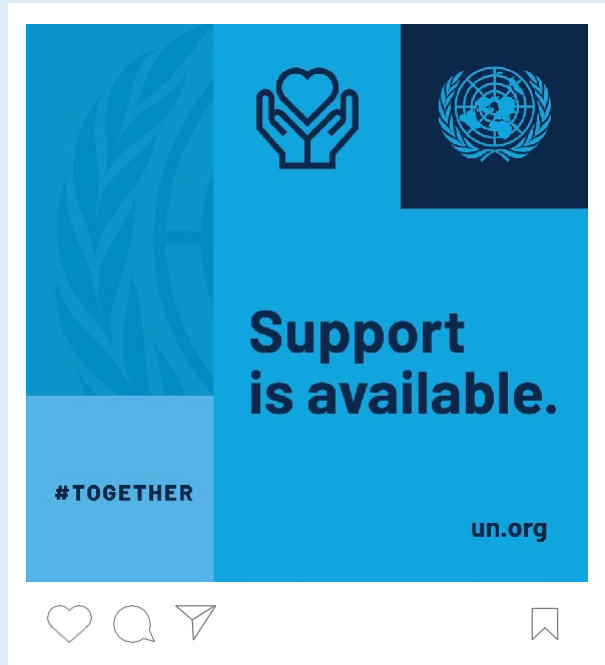
We need to be mindful of the most vulnerable, ensuring they get the support – financial, emotional and from violence and discrimination.

“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.

SOCIAL MEDIA POSTS

Examples below. Tailor according to your approved Narrative.





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. Continue to influence national perception of crisis and post-crisis vision

2 AUDIENCES

Increase communication to support and engage.

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

3 STRATEGIC ACTIONS

- Prioritise 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

(Example below – refer to your approved 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.

CONTAINMENT: EXAMPLE MESSAGING

The following pages provide examples of key messaging for use in the containment stage, that 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.

INTERNAL COMMUNICATION

Examples below. Tailor according to your approved Narrative.

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] was 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 COMMUNICATION

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.

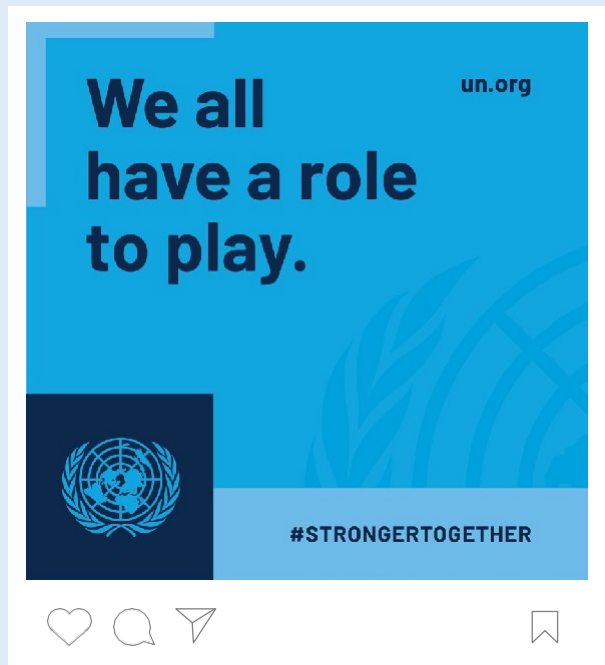
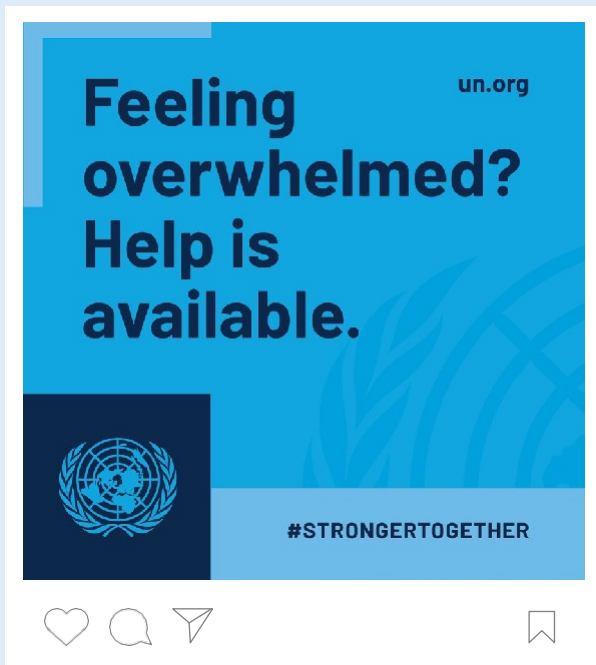
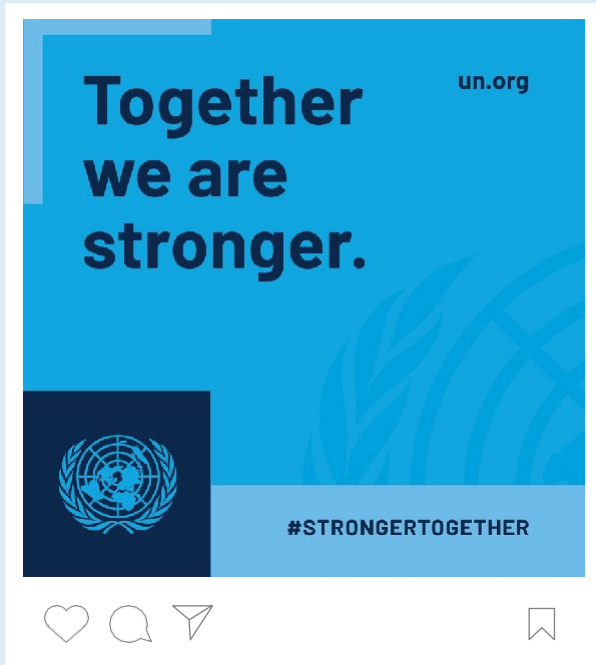
Please take all the necessary precautions and follow the advice of the authorities.

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

Together we are stronger.

SOCIAL MEDIA POSTS

Examples below. Tailor according to your approved Narrative.





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 ACTIONS

- Prioritise 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

(Example below – refer to your approved 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.

RECOVERY: EXAMPLE MESSAGING

The following pages provide examples of key messaging for use in the recovery stage, that 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 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.

Examples below. Tailor according to your approved Narrative.

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 the 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.

SOCIAL MEDIA POSTS

Examples below. Tailor according to your approved Narrative.





03

Crisis Communication Strategy Foundations

This section provides crisis communication foundations to be used as references when creating and tailoring crisis communication content.

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.

Situation and Environment Analysis

A situation and environment analysis helps define the nature and scope of the problem. It identifies what is currently in place to address the problem and where are the gaps.

By taking the time to consider:

- the context of the problem,
- its contributing factors, and
- where we sit in relation to it,

we can create more effective, informed strategies, and draw on the right solutions to solve it.

P/CVE is a complex issue, with many cultural, social and political factors at play.

Extremists are sophisticated and utilise a number of communication channels.

A situation analysis allows us to gain a holistic picture, to inform our communication approach in tackling the issues we face.

A SWOT analysis helps better understand the environment you are communicating in during a crisis.



Strengths

Positive tangible and intangible attributes, internal and within the organisation's control



Weaknesses

Internal factors within an organisation's control that detract from its ability to attain the desired goal?
What areas could be improved?



Opportunities

External attractive factors that represent areas that an organisation can take advantage of



Threats

External factors beyond the organisation's control that could place its mission, plan, strategy or operations at risk

Audience Analysis

Audience analysis allows you to better understand what motivates or informs their behaviour. It helps you identify your priority (target) and influencing audiences. It draws on research, data and available information to create a realistic picture of your audience. It allows you to create messages, materials, media content, interventions and activities that are more likely to resonate and lead to the behaviour change needed.

Having clearly defined audiences allows you to:

- Identify priority (target) audiences; key influencers and other partners or stakeholders who can help amplify messages quickly
- Create messages, content and campaigns that resonate with your priority audiences.

Really knowing your audience requires you to understand:

- Not just the who, what and where, but the WHY?
- What are their motivators and barriers?
- What are the push / pull factors?
- If you can't influence them – who can?

Definitions

Audience analysis is a process used to identify and understand the priority and influencing audiences for a social and behavioural change strategy.

Priority (target) audience is a specific group of people whose behaviour must change as a result of your campaign or activity.

Influencing audience consists of people who have the *most significant and direct influence* (positive or negative) over the target audience, e.g. family, community, celebrity, political.

Audience segmentation is the process of dividing a large audience into smaller groups of people - or segments - who have similar needs, values or characteristics.

You conduct segmentation because **different groups respond differently to social and behaviour change communication** messages and interventions.

Stakeholder Mapping

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

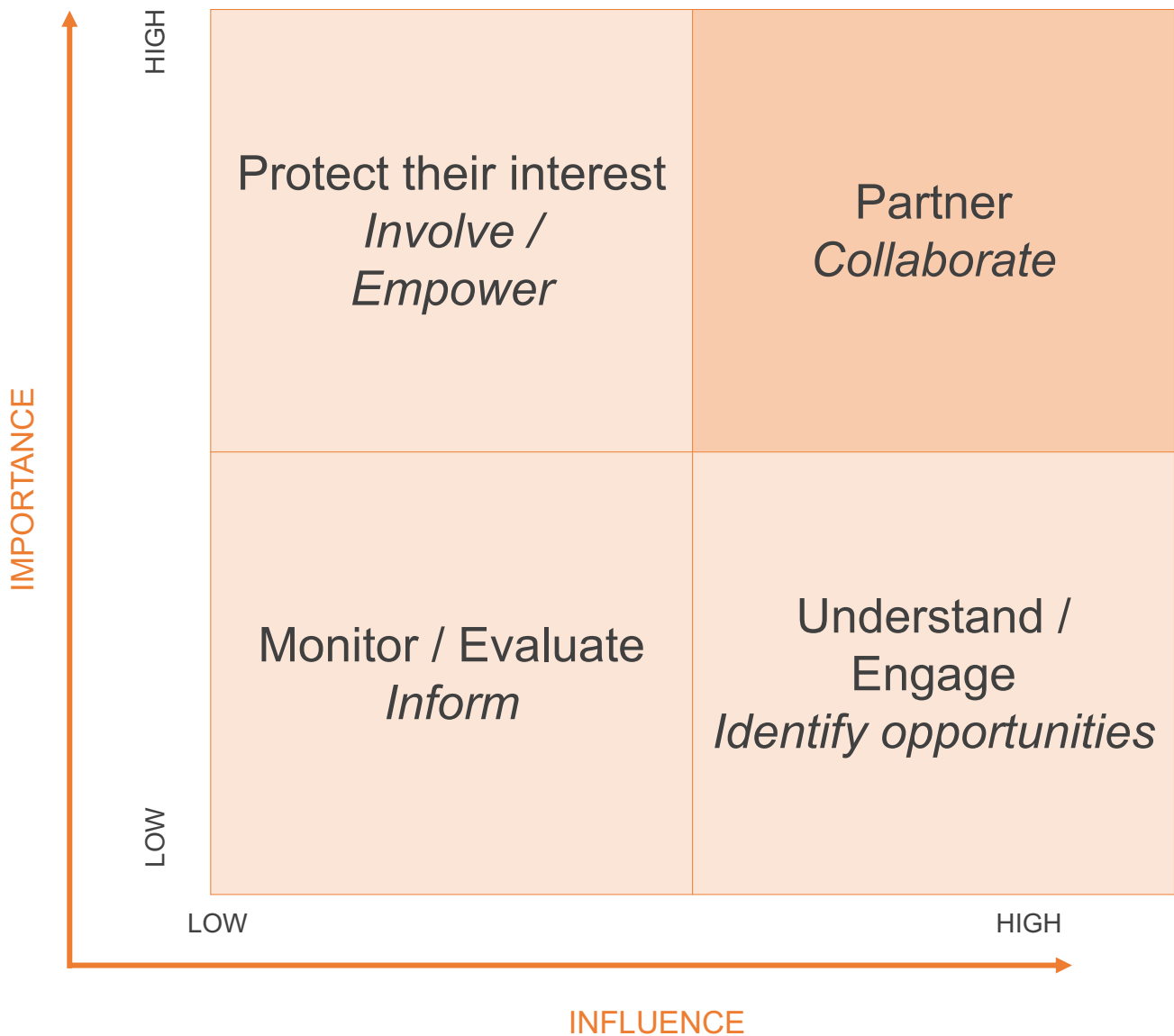
- A stakeholder is any one or anybody / group who can affect or is affected by an organisation, strategy or project.
- They can be internal or external, they can indirectly or directly have an impact or be impacted.
- Identifying and building strong relationships with key stakeholders is important for 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 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?		

Stakeholder Mapping

Stakeholder		
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?		
Quadrat What quadrant are they in on the stakeholder map?		

Stakeholder Mapping



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

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 to 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.

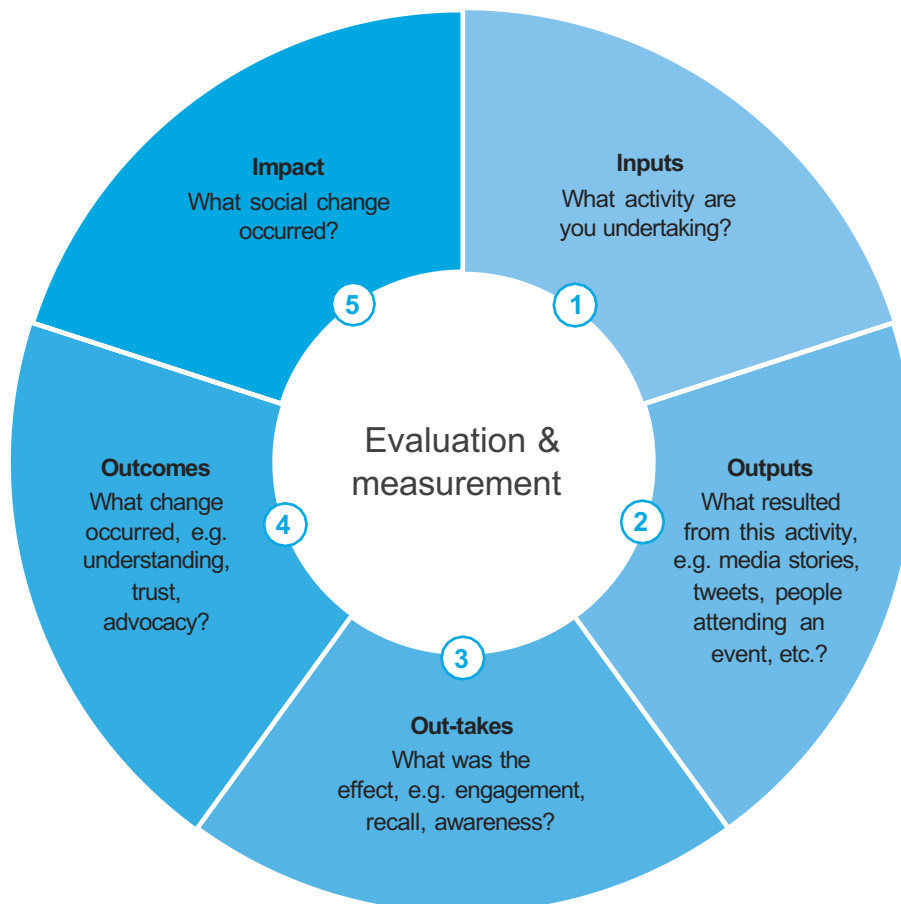
Measurement and evaluation

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



During a Crisis

Crisis Communication Checklist

When a crisis occurs, use this checklist to guide discussions and actions.

Action	Responsibility	Notes
INITIAL RESPONSE (WITHIN FIRST HOUR OF CRISIS)		
Where can we get the 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?		
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
COMMUNICATION PLAN		
Have we arranged for media and social media monitoring?		
Have we agreed spokespersons 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?		

Post Crisis Communication Checklist

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?		

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