REPUBLIC OF UGANDA

OFFICE OF THE PRIME MINISTER

Disaster Risk Management - Climate Change Adaptation Communication Plan and Media Engagement Strategy

November 2013

Acronyms

C4D	Communication for Development
CBO	Community Based Organizations
CCA	Climate Change Adaption
CNA	Communications Need Assessment
DPO	District Production Officer
DRMC	DRM Communication Team
DCTL	DRM Communications Team Leader
DDRMO	District DRM Officer
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
FAQ	Frequently Asked Questions
FBO	Faith Based Organization
GoU	Government of Uganda
LCV	Local Councilor Five
MDA	Ministry Departments and Authorities
NECOC	National Emergency Coordination and Operations Centre
NGO	Non Governmental Organization
NP	National Platform
OPM	Office f the Prime Minister
POS	Point of Sales
RDC	Regional District Commissioner
SWOT	Strength Weakness, Opportunities and Threats
TBO	Traditional Based Organization
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
VIP	Very Important People
WVI	World Vision International

TABLES

1.0: SECTION ONE INTRODUCTION

1.1 Why Have a DRM Communication Plan?

A crisis communication plan is a vital part of disaster risk management. Having a solid communication plan, which has been integrated with the crisis management or operations plan, well tested,understood and practiced by organization, saves lives and livelihoods.

Effective risk communication requires the alignment of complex factors including trust between the communicator and the audience(s), audience involvement, and emotional responses to risk. Risk communication is especially challenging now as new media changes the landscape for both communicators and their audiences.

- Provides a platform for training, testing and improvement of risk communications.

1.1.1 Planning Template Overview

This DRM/CCA Communication Plan and Media Engagement Strategy provides a framework for managing the communications around Disaster Risk Management (DRM) and Climate Change Adaptation (CCA) program for the NP across the country creating a plan that can be customized to the uniquenature and appropriate to the specific of any disaster.

The plan is divided into two major sections:

> **Key Distinctions Between a Risk and a Crisis**
> - A crisis is a specific incident with a short time frame, while a risk is often more nebulous and evolves over time.
> - Risk communication tends to utilize messages from experts and scientists while crisis communication typically utilizes messages from authoritative figures.

From a practical application standpoint, this communications plan does the following:

- Defines and assigns the DRM Communication(DRMC)team
- Outlines roles and responsibilities of the DRMC team.
- Details communications steps to take in a crisis event.
- Indicates who to contact, resources that are available and procedures to follow.

1) The **DRM Communication Plan** is an outline of communications activities for the National Platform's (NP) information and awareness raising framework with tools for event specific information.

2) **Resource Materials**: A variety of samples, templates, tips and planning materials to use in pre-planning, testing and crisis response effortsin the Annexes 4-9. The planning template provides places to insert event -specific names and information to customize the template to the unique needs of the event and partners.

1.2 Creating a DRM Communications Team (DCT)

The core DRMC team shall be appointed, by the NP, thecomposition may vary however must have, depending on the size of the operationthese three key roles in mind: operations, communications, and subject matter expert.

The ideal team for DRM/CCA communication is derived from the National Platform on DRR that includes:

- The Department in the OPM in charge of DRM

- o Appointed Communications representative from the OPM/Department for Disaster Preparedness and Management (DDPM)
- Subject matter experts from sector representatives; Agriculture, Education, Health, Works and Transport. Water and Environment and Security
- Legal Counsel/Advisor.

Personnel from the OPM may not be sufficient to handle the demands placed upon them, particularly in crisis situations involving multi-day rescue and/or recovery. Central and local government authorities that have statutory responsibilities during a crisis, elected officials, including the LCV, RDC and members of the Local Government Administration are expected to play a role in response and post disaster communications like press briefings and/or in meetings with affected community members. Outside resources from partners (Development Agencies, NGO and International Organizations, private sector and the media) will supplement or fill gaps in the team on either formal or informal levels developed as appropriate.

Table 1. Plan Review Chart (to be inserted)

Plan Revision Date	Name and position of Reviser	Approved By	Notes
Dd/mm/yy			

NOTE: A plan review chart allows you to keep track of when changes are made, who made the changes, who approved the revisions and any special notes regarding the update.

1.3 Plan Organization

The DRM/CCA communications plan covers communication in the following key areas:

1. **Risk Reduction**; preparedness and prevention communications generating awareness of risks associated with climatic conditions, behaviour and practices of exploitation of natural resources.

2. **Risk Response**
    i) *Quick Response – This section includes the first seven steps to take in a crisis.*
    ii) *Resources – Throughout the plan there are references to the Resources Section, which provides more information on various elements of communication crisis response, templates,*

checklists and reference materials. The documents within the Resources section can be clicked on through hyperlinks as the listed page number references them in the plan or.

iii) *Communication Strategy –- This section includes additional to the NP, the OPM protocols.*

3. **Resilience building** covering community involvement programs to mitigate disasters.

1.3.1 Plan Instructions

Partners will keep a copy of this plan electronically and in paper format both at the office and offsite. It is the

> **In all joint campaign the lead implementer must acknowledge the other sponsoring partners in all their materials, and presentation by visibly placing the logos of all participating partners as provided by their organisation's brand guideline and joint branding of venues and materials .**

responsibility of the OPM/DDPM to ensure that a copy of the plan is available to each stakeholder, especially key emergency response partners for use in the event of a crisis. It is also the responsibility of the OPM/DDPM to ensure that the plan is kept up-to-date and that the team members have read the plan and understand its contents.

1.3.2. Plan Review

The DRM/CCA communication team will review the plan on a semi-annual basis to check that:

■ Contact information lists are current.
■ New initiatives or identified risks are assessed and included in the risk register
■ Changes to risk communications policies, practices or procedures are up-to-date.

Any change to the plan will be recorded in the Plan Review Chart.

2.0 SECTION TWO: BACKGROUND AND CURRENT SITUATIONS

The Government of Uganda (GoU) has approved the National Policy for Disaster Preparedness and Management ("National Policy"), which shift the focus and orientation of programmes and initiatives in the country from a reactive and response orientation to that of a proactive orientation focused on the management of risks.

The main thrust of this policy is to make disaster management an integral part of the development process. It recognizes the profound impact of human activity on the interrelations within the natural environment as well as the influence of population growth, the high density of urbanization, industrial expansion, resource exploitation and technological advances.

The policy also emphasizes the critical importance of restoring and maintaining the quality and overall welfare and development of human beings in their environment. In cooperation and partnership with local governments, other concerned public and private organization, it undertakes to use all practicable means and measures including financial and technical assistance to foster and promote the general welfare of the communities, create and maintain conditions under which they can exist in productive harmony with nature and fulfill the social, economic and other requirements of developments

2.1 Summary of Situational Analysis

The focus of risk management has changed dramatically, from a pure emergency response to a proactive 'risk management'

approach involving disaster mitigation, prevention, and risk communication[1]

These shifts involve:
a.   A whole-of-government approach that sees community safety as a total system; - locally focused and integrated planning; - the need for greater community participation; - community-centric, rather than agency-centric approaches;
b.   Risk management and multi-disciplinary approaches;
c.   Improved use of technology;
d.   The need for greater cost effectiveness and public accountability;
e.   The need to form and enhance partnership and to reduce organisation's isolation;
f.   The need for sophisticated skills in risk management and communication.

2.1.1 Environmental Analysis

A number of significant external issues identified are summarised within an external environment analysis generated from the literature reviews of the DRM policy framework and other secondary literatures on DRM, as well as from consultation with representatives of partners in DRM in Uganda. The communication plan and media strategy responds to the issues identified

The assessment revealed diverse macro environment issues that will need to be managed in the communication efforts. However, notably are the following; the increasing demands on the national budget, increasing poverty especially in the vulnerable areas, erratic climatic change, population pressure coupled with poor productivity methods on the negative side.

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[1](Keys 1999a, Buckle 1998, Granger 1999).

While on the positive side; development in technology is easing access and sharing of information with communities, global networks of partners, and decentralization policy taking services close to the grassroots among others, detailed analysis in Annex I.

2.1.2 DRM/ CCA SWOT

The effectiveness of DRM communication will depend on how the National Platform on DRR leverages the strength and opportunities within its network while at the same time minimize threats and address the weaknesses. The SWOT analysis identifiesthe key consideration areas, notably; the existenceof a NP, which providesa solid foundation for a coordinated approach, increasing support to DRM/CCA by development partners in terms of capacities and resources.

On the weaknesses, the critical things are; the lack of capacity and competence especially at LGs, the lack of awareness of and growing apathy to disasters among communities and local leaders; lack of a coordinate efforts leading to costly duplication ofefforts and; theinability to predict the erratic climatic conditions. For detailed SWOT analysis refer to Appendix 2.

2.1.3 Summary of Key Communication issues:

The key communications issues stems from the following notable factors,

1. Focus and orientation of National Policy shifting from a reactive emergency response to that of a proactive orientation of risk managementand resilience building. The change in approach requires a comprehensive and coordinated communication to create better awareness, and share DRM/CCA knowledge and information among partners and stakeholders;

2. The DRM cycle requires a holistic approach to address both the humanitarian and development actions and provide a fluid transition towards strengthening of capacities and resilience at household and community level so as to protect lives and livelihood. The communication function is key to achieving these goals;

3. Lack of capacities and equipment to predict and monitor disasters leading to a reactionary approach needs to be addressed to be able to improve the effectiveness of reduction and preparedness communication.

4. Changing public's expectations of emergency services, so is too the nature of the public changing from communities-of-place to dispersed communities-of-interest from a global perspective, resulting into the demand for greater community participation. Other changes include:

   - Increasing expectation of government to bring solutions and yet low confidence and trust in government and authorities abilities;
   - Shifting concerns from the public to the private and personal realm;
   - An increasingly complex and competitive communication environment demanding the attention of the target audiences;
   - Poor reading and interpretation and completing any communities.

2.1.4 Assessment of past Communication Activities

There has been intermittent and adhoc education resources developed scattered among partners who are independently implementing specificDRR projects.

- Limited research to substantiate a link to an appropriate risk communication model has been carried out.
- The current approach has been largely been response communications through community alert and education systems on mass media through radio and hardly any on risk reduction. The communication process was often one-off and one-way, and assumed that the audience was an indistinguishable group of individuals who had the same needs and values.

2.2 Better Risk Communication Approaches for Community Safety

The future approach shall emphasize risk reduction behavior. This therefore requires new approaches to create desirable behavioral changes. The objective of the communicationplanis to provide a framework to influence individual behavioral change through provision of risks reduction thataddresses the following three major determinates of intention to undertake behavioral change:

- Attitudes of a person;
- Community norms;
- Degree of self-efficacy of a person.

To achieve the desired results, social marketing concept on community safety and adult education to present a community safety model that identifies and addresses the concerns of all affected groups shall be applied looking at:

- Increased community engagement through increased awareness and engagement;
- Improve the communication of risk;
- Recognize the target audiencecommunications needs,
- Identify areas for policy improvements for better early warnings.

The approach shall be guided by the following principles:

1. **Comprehensive systems-based intervention through** regular reviewsof legislations, organizationalpolicies and practices, social networks, innovative solutions, and community norms.

2. **Greater use of "bottom-up" (participative) strategies to** empower and resource local groups and networks to identify their own problems, define solutions and initiate action plans.

3. **Greater use of social marketing methods for mass** persuasion and commercial marketing to foster positive behaviors, and improve community resilience to natural hazard like floods.

4. **Greater use of evidence-based approaches.** Applying social research to replace assumptions in emergency risk communication. OPM and the NP will need to institute and increase the commissioning of quantitative and qualitative social research.

2.2.1 Change of Approach

This communication plan proposes a shift from a public awareness approach to one of community safety but diverting from the traditional top-down, 'command and control' relationship with the community. Communitiesshall be involved as an active participant in its own safety, rather than as passive recipient of services. This requires partners and agencies to become specialists, facilitators and supporters of the community, while maintaining their traditional disaster response functions. These are challenging roles, which will require flexibility, new skills and new approaches.

Specific risk communication actions shall be organized in discrete ordistinct environments, with each environment and the audience determining the purposes, approaches and safety messages. For community safety purposes, four discrete stages have been identified:

Table 2. Localised Communications for Discrete Environment

Before Disasters	Warming up period	During and immediately After Disasters	Recovery
• **Build resilience** • **Build the authority of partners and agencies** • **Raise awareness of hazards and risks** • **Encourage appropriate behaviors** • **Reassure household safety is achievable** • **Inform the community about warnings**	• Evacuation warnings • Whom to contact. • Credible safety messages	• Warnings • Safety messages • Compliance with authority • Emergency announcements • Whom to contact	• Recovery information (mainly through District committees or recovery committee) • Offers vital "teachable moments" for resilience building.

2.2.2 Identifying audiences and associated messages

Use the right safety message to target thespecificaudience while at the same time consideringthe cost-effectiveness of the channels.

The citizen participation model provides the framework for development of messages to influence desired behavioral change and to increase citizens'involvement in the communication for disaster risk management.

2.3 Key Stakeholders and Publics

Disaster and climate change affect the whole spectrum of the national social and economic structure. Therefore, to achieve disaster risk management requires the involvement and engagement of key stakeholders who need to understand the causes and impact of disasters at national, household and individuals levels as well their roles in risk reduction and mitigation.

The key stakeholders have been identified and categorized based on their expected roles in disaster risk management communications. They have been mapped according to their active awareness and interest in DRM, using an interest/power matrix in Table 3 below.

Table 3: Stakeholders Interest/Power Matrix

Enabling Stakeholders: *Organizations who have the power and resources for strengthening capacities for DRM*	• Staff of OPM/DRM unit • MDA's in relevant sectorial ministries; education, health, agriculture, transport and works, energy, water and natural resources, tourism and trade and security, metrological department • Community volunteers • UN agencies • Local government administration and local leaderships • International Organizations, partners and implementing agencies including funding agencies and response support
Functional Stakeholders: *Input to DRM response and recovery*	• Government policies makers under the National Policy framework • NGOs • Development partners • Media • CBOs working in the vulnerable communities
Normative Stakeholders: *Linkages are to peer organizations*	• Schools and education institutions • Youth and women groups
Diffused Stakeholders: *Linkage are to those who my have no formal relationship with DRM, but may be interested*	• Private Sector, eg Telecom companies, Infrastructure, Construction and Tourism Operators etc. • Development partners in other sector like Health and Education • Research bodies on climate change and DRR/DRM.

SECTION THREE: STRATEGIES, OBJECTIVES, MESSAGES & TACTICS

3.1 Aims and Objectives of DRM/CCA Communications

On top of communicating the benefits of DRM/CCA, OPM is looking forward to instituting a coordinatedand an inclusive participation by all key partners (*the community, local government, private sector and media*) in the NP.

The communication plan therefore aims to:

- Guide and institute an effective and coordinated communication mechanism at the National Platform on DRR with its various partners and stakeholders to improve risk reduction.
- Provide a structure for communicating risk reduction and resilience building information to facilitate better prediction and identification of events – i.e. disasters, issues, problems and actions that requires communication interventions.
- Improve DRM by providing early warning, prediction and preparedness information to mitigate disasters and climate change and enhance the capacities of communities to be proactively involved in DRM.
- Form a platform for coordinated communication of DRM/CCA initiatives and approaches.

3.1.1 Objectives of DRM Communication Plan

- Facilitate timely exchange of information in order to understand the nature and perceptions of disaster risk management,
- Formulate common approaches to disaster risk management communications, especially for risks

reduction, pre, during and post disaster;
- Support or influence the framing or structure of risk decisions;
- Develop mutual understanding rather than to persuade to one party's point of view; and
- Develop community involvement programs for at least two disaster prone regions.

3.1.2 Guideline to DRM Communications

- Accept and involve the public as a partner;
- Appreciate the public's specific concerns, and be sensitive to human fears and worries;
- Don't mislead by providing false or incomplete information during a crisis;
- Work with others to avoid confusion and disagreement during a disaster; and
- Meet the needs of the media to ensure that they provide accurate and useful information.

3.2 Key Messages

Keymessages have been developed in line with DRM policy objectives and strongly underpin the mission, vision and values on DRM, (s*ee Appendix IV to be provided):*

- The DRM represents a *'new collaborative and participatory approach'* in the management of disasters and climate change, applying and inclusive approach with all partners working towards unified goals tomake DRM/CCA

information easily available to targeted groups and partners in DRM

3.2.1 Supporting messages

The National Platform on DRR will:

- Collaborateto identify solutions for risk reduction in Uganda;
- Improve efficiency through speed in early warning and response communication;
- Provide high volume and quality of information on DRM/CCA available to all partners, vulnerable communities and general public to influence change of attitude towards risk reduction;
- Work towards eliminating duplication among partners in DRM by improving coordination;
- Enhancing peer learning among partners regionally, nationally and internationally;
- Generating new skills and innovation in DRM/CCA that supports community involvement;
- Poolresources among partners and international networks in DRM/CCA;
- Generate ideas for enhancedinnovation and potential recognition, thereby attracting more funding for DRM/CCA; and
- Advocate for inclusion of DRM in annual work plan of local governments.

'Further detailed messages will need to be developed within issues management plans, in relation to agreed policies and positions (for guidance, See Appendix 7.

3.3 Strategic Approach and Timescale

Given the limited resources and to ensure effectiveness, the 3 years communication plan shall leverage key milestones for the DRM program in Uganda and special dates such as; the DRM National Emergency Coordination and Operations Centre (NECOC), the launch of Uganda's Resilience and DRM Strategic Framework and Investment Programme; the celebration of the International Day for Disaster Reduction on 13 October, and the Earth Day on 22 April.

Three strategic areas are proposed:

1) Support community development and capacity building: NP shall work with experienced members of the public identified by partners in developing or managing communication on risk reduction from the localcommunity reference committees and volunteers, elders, councilors etc.

The list of potential members shall be generated from partners, communities concerned, and district DRM Officers. This audience, although relatively tiny in numbers, are important because they bring local knowledge, energy and creativity to the program.

2) Advocacy through community Dialogues: **Early** adopters who are risk-averse individuals and are quick to make the connection between the DRM approach offering and their personal, family or business needs shall be particularly targeted in addition, theNPshall carry out community dialogues to generate ideas and programs

forcommunity involvement and investmentin DRM/CCA at household, community and local governments' levels. To support communities, the NP shall advocate for the inclusion of Local government authorities to include DRM in their annual work plan:

a) Provide for community involvement in planning and allocation of resources for reduction to reduce future costly response;
b) Participation in DRM preparedness using self-helpapproaches at household and community levels; and
c) Pass necessary by-laws.

Tools to be used in advocacy communication shall include workshops, small public meetings, demonstration events, field days and open days. Media stories to promote events and build credibility, complemented by print information materials ' with how-to's explanation for sustainable used by partners.

The NP shall facilitate capacity building programs for peer educators (such as trained volunteers, Community Liaison Officers)as important intermediaries at community levelsthrough extensive face-to-face interactions.

The goal of this approach is to develop a dispersed mass of informed and capable risk managers in the community, whose roles are critical in risk reduction and response. The private sector and CBOs should be incorporated infostering self-help projects in the affected communities. In addition,core group of community leaders will be equipped to become influencers, educators and role modelsin risk reduction and protection programs, risk analysis, early warnings, and post disaster rebuilding

initiatives.

3. Social marketing and public awareness - one-way persuasion using commercial marketing techniques and tools to encourage socially desirable goals.

To target the majority of the public, typically 60 to 70 percent of the population, public awareness and social marketing approaches shall be applied. An integrated marketing technique shall be used to raise awareness of risks issues to encourage and enable people to adapt a useful or to alter behaviours that may be harmful to themselves or society.

Secondly to support partners in their roles to increase public outreach the NP shall:
• Generate and share information on best practices in DRM/CCA.
• Provide elaborate information on the benefits of building capacity for risk reduction at household levels;
• Raise awareness of potential risks and mitigation options at household and communities at large;
• Market the possibility of risk free environment; and
• Market alternative and innovative risk reduction models.

Coordinated campaigns involving advertising, community service announcements, media stories, staged events and print materials. Identify high profile 'early adopters' to act as endorsers and 'voices' for the campaign shall be used. The messages shall bedeveloped based on the concept of mutual benefit – both parties must gain some benefit from the exchange process (money, time, or peace of mind).

3.4 Approaches for the Different Phases of DRM/DRR

3.4.1 Risks Reduction Communications

The NP emphasizes the need for disaster risk reductions consequently; the communication plan will largely dwell on building capacity to reduce risks, as well as, reduce the cost and impact of hazards.

*"Every 1USD invested in risk invested reduces the cost of response by 10 USD" UNDP r*eport

To build the awareness of the public in general and decision-makers in particular, the media is a critical vector in this endeavor. Therefore the need to buildthe capacity of DRR focal points to better equip them to team up with journalists to promote prevention rather than just post-disaster relief.

The approach to be applied will be grounded on principles of Communication for Development (C4D) and capacity development, a wider recognition of the potential importance of C4D-based interventions and an improved capture of lessons and local-level results to create a more practical application of participatory and communicative methods. The general approach shall be:

1. Participatory and community-based approachesadvocacy at different levels, and inter-agency, interdepartmental and intergovernmental dialogue reinforce the effectiveness of DRR and preparedness efforts.

2. Community dialogues that address acute vulnerability to complement DRR and resilience programming. Involve the community in planning and

implementation of community-based programme by establishing many links between sector actors and discrete relevant sector interventions and improvement of the connections across all sectors and programme.

3. Establishment of institutional and legal mechanisms that embrace DRR and preparedness to strengthen capacities, institutional systems and legislation to address deficiencies in disaster preparedness and response at both central and local government levels. Under the institutional framework, NP shall support the following:-

   - Capacity building for institutions at LGs and CBOs to equip them to carry out community based risk mapping, assessing hazard and risk mapping and create better understanding and local specific causes of vulnerability and their patterns.

   - Introduce risk reduction capacity building program for disaster management through joint actions to raise awareness of DRRand preparedness. The programs should aim to boost local capacities for disaster planning and responseto implement mitigation measures with communities and schools to be piloted in vulnerable communities identified in the National policy[2]

   - Establish the practices of maintaining the Risk Registers at community, local and central government levels.

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[2] NP should identify vulnerable communities to pilot the program concept for future national roll out.

3.4.2 Risk Response Communication

Seven Steps for Emergencies Communication

Risk response communication happens before, during and after a crisis is equally important – not only when working with the media, but also with, partners, employees, community members and stakeholders. A seven-step approach to response communication is provided to:

1. Help partners understand their communication role in an emergency
2. Follow and support OPM procedures
3. Know what communication actions to take

Depending on the intensity of the situation, it is possible that all of these steps could be taken within the first three hours of a crisis and then repeated as needed during the course of the situation, resourcesare provided in the Annex 3.

Each crisis is unique, but there is an opportunity to become familiar with a variety of scenarios so that a potential crisis can be quickly recognized and addressed. The NPhas (shall) identified a number of scenarios that could adversely impact operations, livelihood, economic activities and reputation. These scenarios may include:

Table 4. Sample of Prevalent Causes of Disaster in Uganda

Natural Caused	Human Caused
- Flooding - Land Slide - Oils spills - Drought - Forest Fire	- Civil disturbance - Community evacuation - Environmental - Explosions/Implosions - Exposures to harmful substances - Financial improprieties - Fires - Injuries/Fatalities - Power failure - Transportation

For a more detailed list of scenarios, see the *resourcesin Annex 6*for related documents:

- Crisis Scenarios, List in Resources C
- Crisis Scenario, Examples in ResourcesD

3.4.3 Partners Working with OPM/DRM Unit during Response

The goals of the NP is to administer the provision of disaster preparedness as provided and/or shall be amended by parliament, and to enforce compliance with mandatory disaster, safety and health standards as a means to eliminate catastrophes fatal accidents; to reduce the frequency and severity of disasters; to minimize health hazards; and to promote improved safety and resilience in handling disasters.[3]

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[3]From the Concept Note for Strategic Investment in DRM

Alert Communication before an emergency

1. Make contact with OPM's DRM representative prior to an emergency. Developing a working relationship before a crisis happens can make a difference in how well you work together in an event. Use office or cell numbers or e-mail for non-emergency communication.

2. Discuss with OPM DRM's office representative:
   - OPM communication policy and procedures
   - How OPM DRM and your organisation can work together to communicate to the media, community members, etc.
   - Media/Family staging locations
   - Scenarios/Media response timelines
   - Organisation's spokesperson and family assistance liaison

Table 5: Contact Forms during Emergency

Name	Office	Cell	Home	E-mail
Main number/Office of DRM *Office of the Director DRM Centre 0414XXX0000*				

Emergency Communications

1. Contact OPM /NECOC directly. Although operation management is at theDRM district office level, it is best if the communication representative from organisation speaks directly with the OPM/NECOC to make sure all information is accurate and that media/public response is coordinated. Use cell or home numbers if needed during an emergency. Using the format in Table 7 above to build database of important contacts during emergencies.
2. Immediately discuss the following (especially if these items were not discussed prior to an emergency situation):
   - Organisation's communication policy and proceduresand communication strategy
   - Media/public, family members,
   - Media/Family staging locations
   - Media response timeline
   - Organisation'sand OPM/DRM spokespersons – roles/responsibilities

Post-Emergency Communications

1. Debrief and discuss what went well and what didn't go well with OPM DRM unit.
2. Working through the pluses and minuses of the communication response efforts to develop a new and better strategy.

3.4.4 Recovery Communication

The Government is committed to ensuring the communities are well prepared and able to deliver effective recovery operations, following events that affect its residents. ARecoveryplanprovides the strategic intent, responsibilities, authorities and the mechanisms for disaster recovery communication in affected areas.

Communication plays a crucial role in the effective disaster recovery of a community, it is well documented that having access to appropriate information before, during and after an emergency can have a very positive effect on the resilience and recovery of individuals and the community.

Due to the importance of communicating in recovery, a guideline providing the template for development and communication of key messages to identified stakeholders and target audiencesin Annex 9.

Local government has a key role in response and recovery communication. The guideline is primarily designed for local governments

but can also be used by partners involved in the provision of emergency recovery operations and more efficient allocation and use of resources.

The detailed recovery communication-planning template is in *Annex 9*

The OPM NECOC will coordinate the release of public information for recovery communications. The role and function of the NECOC is to:

- Provide a single source of public information support
- Lead in the operational management of an emergency and subsequent investigations
- Provide information in a timely manner which promotes public safety
- Provide accurate, reliable and authorised information
- Build and hold public confidence
- Provide consistent and coordinated information messages
- Assist longer-term recovery

3.5 DRM Communications Priority Areas

The framework for DRM medium term strategies (*to be developed*) will guide the communication program towards effective implementation of the 3 years Communication Strategy based on the DRM policy and strategic objectives[4].

Table 6: Communication Priority Areas

Programme Strategic Areas	Target Groups	Solutions to address the Communication Gaps/Needs	Tools and channels
Effectively manage and coordinate Risk	Partners, Community Leaders Local	i) Assigned clear roles among partners ii) Define the critical players,	i. Development planning cycles ii. Training

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[4]This section will be revised once an approved strategic plan is in placed The Plan is based on the Concept Note for the DRM Strategic and Investment Framework

Programme Strategic Areas	Target Groups	Solutions to address the Communication Gaps/Needs	Tools and channels
Reduction	Government leadership and administration LCI, II, III and V, CAO, DDRMOs, DCO, Community Volunteers and Influencers, Experts in Social Research	their roles, the services and the different processes of participation in DRM/CCA? iii) Create awareness of the rules and regulations for participation in DRR/DRM.	workshops iii. Meetings and workshop iv. Community dialogue **v.** DRM tool kits for coordination
Develop competence and positive attitude towards Risk Reduction approach to DRM	Community Leaders and Volunteers, Local Government Leadership, both Administrative and political, Development partners CSOs in disaster risk management and Media	i) Conduct research to identify key issues leading to increasing risk disaster management in Uganda ii) Involve communities in risk planning and mapping iii) Create awareness of opportunities for early involvement in risk reduction other than in responses, iv) Explain risk reduction options and benefits to households, community and nationally v) Explain coordination framework, opportunities and implications, roles and responsibilities of all players vi) Liaise with international and regional partners to extend public education on DRM/CCA across the country. vii) Key players needs to actively participate in DRM communication and increasing information access points to vulnerable communities	i. DRR Toolkits ii. IEC materials iii. Community meetings iv. Website and online tools v. Social Media vi. Mass media vii. Primary School curriculum viii. Direct mailers **ix.** Newsletters and journals
Broaden the understanding of DRM/CCA and lead to increased participation by Ugandans	General Public, CSOs, Media, Community leaders and volunteers, Partners and Experts in social research, Youth,	i) Provide guidelines and how-to tools for DRM/CCA at community levels ii) Explain the nature of the risks associated with the country that requires long term investment and mitigation plans rather than quick short-	i. Website ii. Toolkits iii. Leaflets iv. Posters v. Research Report vi. Mass Media vii. School outreach and clubs

Programme Strategic Areas	Target Groups	Solutions to address the Communication Gaps/Needs	Tools and channels
	Schools, Women groups and Private Sector	term responses. iii) Enhance media capacity to objectively report on the DRM/CCAs;	viii. National development planning cycles forum
Develop a coordinated approach to DRM communication among partners	Communication officers from Partners, Development partners, Local Leaders	i) Establish a framework for coordinated communication among the National Platform (NP) with clearly assigned roles of who communicates at what; levels ii) Establish a communication committees from members of the NP to plan communication program and messages during all phases of DRM iii) Provide resources that shall guide communication especially during response (see annex 1on Resources)	i. Review meetings by Communications Communities ii. Early warnings alerts on radio and community media iii. Workshops for specific groups, media, professional bodies, partners' platforms and the local government structure through DDRM and DCOs.
Leverage Media Partnership	Media	i) Increase media capacity to objectively and creatively report on the DRM operations, ii) Promote the sources of information on DRM/DRR of the DRM/CCA iii) Leverage partners platforms to widen reach of information.	i. Briefing sessions ii. Access to information and experts on DRM, CCA iii. Capacity building iv. Facilitated Site Tours v. Recognition of outstanding contributors to CCA and DRM/DRR

3.6 Tools and Visual Aids

The communication tools to be applied for the dissemination of themessages have been categorized looking at external and internal communication needs. A combination of print, electronic and interactive tools will be applied. The Matrix for message and audience and tools to be used to reach each group is included in Table 9 below.

Table 7: Communication Tools

Combination of Tools/ Channels to be Used		
Category	**Type**	**Concepts**
Electronic Media	Website and online tools	Interactive and engaging website containing; i. Revamped website with on online pressroomand discussion forum on emerging and recurrent risks. ii. Risk Registers and prediction reports iii. Students Discussion Forum iv. Downloadable online bulletins, reports, FAQs, Literature about DRM/CCA v. Links to resourceful sites of other partners like UNICEF, Oxfam, WFP and WVI etc. vi. Links to meteorological and global weather centres vii. Social media like Facebook, Instagram and twitter to collect feedbacks and images on DRR. (*Should be attended to by a DRM appointed officer or Senior Spokesperson or Champion to respond especially to reach the youth on DRM involvement*).
	Television and Radio Program leveraging key events	i. Program on national and regional stations on DRM/CCA leveraging other partners' media program ii. Community specific messages especially for the vulnerable communities iii. Events specific spots and announcements iv. Documentary (15-30 min) on risk management and best practices to be aired during the international days.
	SMS campaign **Climate Change Champions (C^3) for youth**	i. During the internationals days ii. During high risk seasons prediction and early warnings, partner with telecom services providers to provide messages especially during seasons of expected increase risk and response iii. Reminders for program announcements of workshops
	Educative CD on	i. Containing information on the DRM/CCA; step to

Combination of Tools/ Channels to be Used		
Category	**Type**	**Concepts**
	DRR/DRM (for those that do not have online access and CBOs)	risk prediction, early warning, risk triggers, community involvement, resources and templates and communication framework. ii. Toolkits, case studies and demos.
Print Tools/ Point of Sale Materials	Point of Sale (POS) materials; posters, leaflets Billboards Signage Roadsters	i. Step to risk prediction, early warning, risk triggers, community involvement, ii. Resources templates and communication framework. iii. Reporting framework guidelines iv. Involvement tips v. Key Contact list
	Brochures and Flyers	i. Information onDRM/CCA strategies covering approaches for risk reduction and resilience building ii. DRM terms simplified iii. FAQs iv. Testimonials on community success stories v. Community involvement models
	Hand Book for LGs (DDRM) and Community and Local Leaders	i. Containing DRM framework, step to risk prediction, early warning, risk triggers and reduction concepts. ii. Community involvement templates, iii. Resources and templates and communication framework. iv. Schedule of events for the calendar year, risk development phases and mitigation initiatives.
	Annual Reports, Journals, Newsletters, Books, etc.	i. Content to be generated form activities of partners, best practices and trends and challenges ii. Journals will be restructured to carry more testimonies., best practices and lessons learnt , expert pinions on DRM/CCA iii. Researches
	Branding materials	i. T-shirts, Caps, notebooks and pens and signage, banners for events
Interactive and Interpersonal Tools	Group specificactivities	i. Community group dialogues and initiative; targeting potential partners and sector specific groups, professional in DRM/CCA Local Governments and big corporate organisations. ii. Capacity building program for LGs and community volunteers, iii. CBOs, FBOs, TBOs, Micro finance and community economic empowerment support institutions iv. Guest appearances on groups social and professional gatherings, (Rotary, Rotaract, Lions Clubs), business and professional associations

Combination of Tools/ Channels to be Used		
Category	**Type**	**Concepts**
	Quarterly Quality Focus Group Discussion; Program reviews	i. DRM NP Communication Committee to review impact of outreach and awareness of key issues in DRM, what has been done, uptake of DRM messages and how to improve communications in reduction and response, ii. National review by partners.
	School Challenge	i. Set up Climate Change Champions (C^3) clubs in primary schools, ii. Incorporate more practical skills e.g. Tree planting during the Earth Day celebrations iii. Identify pilotschools for long-term partnership on DRM and CCA
	University Challenge	i. Engagement relevant departments of environment, agriculture, metrological department to produce papers on improving DMR/CCA programs for awards and recognition ii. Televised Annual Inter-University Debates around the year's Theme of Earth Day
Events and Exhibition	National, regional and Local forums	i. Participation in national events to show case on DRM/CCA improvement concepts, ii. Road shows in the vulnerable communities during high-risk seasons. iii. Participation in trade and sector shows to show case the DRM/CCA initiatives eg UMA and Agriculture trade shows
International Days	Earth Day April 22	i. NP Members will collect and display images of people, animals, and places affected or threatened by climate change and tell the world their stories around the international theme. ii. Call for ordinary people to become "climate change reporters" and send their pictures and stories that show '*The effect of Climate Change*' iii. Use of social media by asking people to tweet using the "climate reporters", post photos to Twitter and Instagramfor inclusion in the digital display. iv. Media campaign; announcement of the call for images, tweets and social media forum on climate change; v. TV/radio talk shows and panel discussion on the impact of climate change, vi. Earth Day supplement in the newspaper featuring

Combination of Tools/ Channels to be Used		
Category	**Type**	**Concepts**
		images, reports and statistics on the change and potential impact on livelihood, recommendation vii. Tree planting campaign with C3s clubs in Primary Schools viii. Public forum and image exhibitions on Earth Day.
	International Day of Disaster Reduction Week in October 13	i. Recorded announcements of the DDR week on the media by the OPM, on TV ii. Press releases in the print media on the theme, activities and message form the NP iii. Recorded discussion panels on the national TV, and radios (at least 4 stations) iv. Organize media briefing sessions one week prior to the date v. Organize the annual media award n on reporting on DRR vi. National conference and Exhibitions on DRM that include testimonial reports of community programs on DRR by the community themselves, and presentations of papers by professionals and experts vii. Media coverage and reporting (partner with media houses to serialize DRR reports and activities by partners
General Media Engagement	Capacity building for journalists on DRR/DRM reporting	i. Partnership with Mass Communication Department, Makerere University to introduce certificate course in DRM/CCA reporting. ii. Organise training workshops for journalists in partnership with Oxfam and other DRM capacity building partners. iii. Create clear understanding of phases of DRM development and the programme NP is putting in place to support mitigation iv. Create clear awareness of the need for accountability reporting on the resources put into DRM/CCA.
	Media Interactions	i. Monthly media briefings and press conferences ii. Bi-annual breakfast meetings with editors and senior journalists. iii. Support to capacity building of the media through ACME, and relevant associations

Table 8: Message Audience Matrix

Strategic Areas	Objectives	Messages	Target Audience	Tools and channels	Indicators	Responsibilities
	Increase trust in OPM leadership Coordinated efforts of all partners Increase resource allocations to DRM	Investment in risk reduction reduces the cost of disaster response	MPs Development Partners Local government CSOs Media	Briefings sessions Policy papers Review programs Online Newsletters and journals Reports on social research on CCA/DRR National development process	• Increase in budget allocation to DRR • Incorporation of budget for DRM at local government • No.of interactions with policy makers and LGs	DRM unit OPM Partners DRM Experts
	Create Awareness of: - risk reduction models Provide tools and information on risks mapping and vulnerability Improved early	• Investment in risk reduction is beneficial • Provide for DRM in annual budget to cover disaster risk mitigation in your community. • Process to build resilience for better social and economic development of the	Central government Local government Households Communities CSOs, Religious organization and TBOs., NGOs CBOs Media Schools Youth and women	Risk Registers Climate change Champions in primary schools Climate change clubs Journals Mas media SMS Direct mailers Websites Workshops and	• No.ofcommunity involvement programs created each year • Reduction on casualties and losses during disasters	OPM DRM/ DCT DDRM LGs Councilors Media Partners

Strategic Areas	Objectives	Messages	Target Audience	Tools and channels	Indicators	Responsibilities
	warning and evacuation process at community levels.	community • Form DRM committees to take charge of their own safety and livelihood • Support risk reduction by engaging the communities to be prepared.	groups	Community meetings Events and demos		
	Mobilize and empower communities to build self sufficiency Build capacity at community levels Influence decision during disasters at community and households levels, Conducive policy formulation	• Preparedness is cheaper than response • Risk reduction builds resilience • Put in place risk reduction and mitigation program to reduce risk and protect your families and properties.	Local government s Community leaders, LCI, II, II and V Communities volunteers and influencers Private Sector Religious organizations, TBOs, CBOs Households Communities General Public.	Community meetings and dialogue, Capacity building programs, IEC materials,Internet Mass media, CDs for demos and DRR/DRM toolkits, Demos, Events and exhibitions like UMA trade shows, and Agriculture shows.	• LGs adopting community involvement models • No. of DRM policy/by-laws at LGs • Reduction of human caused disasters • No.of communities volunteers • No.of community rescue program created	DDRM OPM Partners

Strategic Areas	Objectives	Messages	Target Audience	Tools and channels	Indicators	Responsibilities
	Inform accurate, balance and responsible reporting on DRM Change of attitudes towards risk reduction reporting Increase media coverage of DRM /DRR program	• Explain the nature and causes of disasters • NP is introducing innovative programs for reduction and response to improve your community resilience. • The media plays a vital role in improving the country's ability to effectively respond and manage of disasters.	Editors and producers Reporters Management of Media houses Program presenters Media council, UCC Telecom companies	On the job training Workshops Awards and Recognition Consultation Regular media briefing sessions Field tours and exchange program	• Nos of articles and features on DRR/CCA in the media • Nos and quality of Participation in media briefings sessions • Share of voice in the media	DCT Experts on DRR/DRM Partners

SECTION FOUR:
MONITORING & EVALUATION

4.1 Measurements / Benchmarking

In the table of Messages, Audience and Channel mix above, there is a number of measurable communication objectives clearly spelt out that will guide the evaluation of the targets to be achieved within the time frame specified. In implementing the plan, this goal should be kept in sight and the communication tasks should be directed toward achieving the specified goals.

Over a period of time there is need to track the performance based on the indicators set in the objectives, through annual awareness surveys among the target groups and activities tracking every six months. A survey for managers of partners involved in the DRM/CCA, technical advisory services, associations, local government and CBOs outfits who are involved in DRM will be held to see whether the goal of creating strategic partnership and alliances among this group has been achieved. This will involve assessing the following areas:

- Attendance of the programs by OPM/DRM; are they the right type invited in their position e.g. decision makers or junior staff.
- Receipt of the information materials, newsletters, E-mail, letters, brochures and flyers on DRM/CCA activities.
- Attendance in the Quarterly Quality Focus Group Discussions (QFGs).
- Whether they have seen the visuals, the poster, the flyer etc that talked about the DRM/CCA activities.
- Program tracking of media placements looking at the quantity and quality of the programs, report reception and feedback received.

4.2 Specific Measurement and Evaluation Methods

In addition to the built-in measures in the Measurable Communication Objectives, two levels of assessment using the tools guideline in Table 8 will apply to measure and evaluate the effectiveness of the communication plan. We propose an annual process evaluation.

4.3. Process Evaluation

A program to monitor the activities based on the approved plan will include mainly the following aspects: pre-testing of concepts and messages before they are finalized, benchmarking and tracking the communication programs, collecting feedback, and consultation reports and post-campaign evaluation of the outcomes. The two levels of processes monitoring and evaluation proposed are:

4.3.1 Quantitative measurement based on Targets set

Process monitoring shall cover main deliverables in terms of output like numbers of participants as per the agreed schedule of activities plan looking at the quantity benchmark. This will include media tracking of the Share of Voice (SoV) and Share of Ink (SoI) on DRM/CCA's communications.

4.3.2 Qualitative Measurement

The second aspect of process evaluation will look at the quality of the activities covering the quality of participation, effectiveness and efficiency in the approved activities:

i. Improvement in awareness of DRM/CCA program implementation framework, causes and mitigation options

ii. Participation in the set DRM programs for stakeholders at both regional and national levelseg at community levels the numbers of community initiatives to address disaster and climate change.

iii. Participation by targeted audiences in planned activities like, Quality Focus Groups, Share of Voice (SOV); the tone and space allocation of media coverage of DRM programs as well as community involvement programs, number of feedback from presentations, consultative meetings, forums and workshops

iv. Newsletter distribution and feedback on content, debates generated

v. Website hits, and inquiries.

vi. Social media traffic and hitson DRM issues and event specific activities.

Table 9: Suggested Programme Monitoring Tool

What to monitor	*Information to be collected*	*Source of information*	*Use of information*
Results of activities	- What has to be done - What has not been done but was planned to be done - What problems have been encountered - How the problems have been addressed - How the external situation has changed - Any other information relevant to the programme	- Regular record of activities - Periodic reports - Meetings, workshops with programme partners and sample target audience - Participants reviews - Newspapers, radio and online and social media - Informal discussions - Observation - Surveys	- Plan future work - Identify successes - Identify opportunities to build on strengths - Identify problems and weaknesses, plan strategy - Review priorities - Identify training needs for both implementers and target groups - Identify need for further information, research
Programme Inputs	- What is needed and where it can be found e.g. artist, drama groups, - When it is needed and when it will be available - Cost	- Partners reports - From other organizations - Government	- Plan and schedule activities - Monitor costs and budget accordingly
Progress of programme according to objectives	- Progress towards achieving objectives - Are objectives still relevant?	- Information about key indicators - Observation	- Modify strategy objectives if necessary - Feedback - Identify need for review or evaluation - Identify need for

What to monitor	*Information to be collected*	*Source of information*	*Use of information*
			improvements in monitoring system
Management of the programme	• How are decisions made? • Are the people supposed to be involved really involved? • Do the partners and target groups affected by the programme still feel a sense of ownership of the programme?	• Nos of participation. • Access to the communication strategy planning, and tools • Opportunities for participation offered by the DRM • The mechanisms used to encourage participation and the proportion of targeted groups (e.g. *women and youth groups, and CBOs)* • Nos of meetings • Discussions with relevant groups • Observation (may sometimes be subjective)	• Show need to change management style • Identify need to change methods to encourage more participation • Identify problems in relationship between partners /target groups/staff involved in the work and address them
Background Information on target audiences and context	• Have there been any significant political, economic, social or environmental developments affecting the target audiences/groups? • Have there been any developments affecting the programme? • How is the target audience changing in terms of the characteristics/attributes/ behaviors the programme is hoping to influence? E.g. are more people considering preventive disaster risk management	• Surveys • Sources of information about economics, politics etc. • Meetings with other agencies/partners • Government officials • Observation	• On-going collection of baseline data, which can be used to evaluate progress • Respond to changing situations • Keep in touch with relevant work by Government and partners/agencies

SECTION FIVE:
WORKPLAN & BUDGET

5.1 Communication Activities Work Plan

Job No.	Task / Media Activities	Content and approach	Time Schedule	Responsible	Time																				
					Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
CP 01	Presentation and approval of Strategy		Oct	Consultant																				
CP 02	Production of DRM/CCA social marketing and information materials		Nov and Dec	Outsource																				
CP 02/1	Development of info materials, graphic design and content generation,			NP																				
CP 02/2	Folders/Press Kits printing	Media Kit		NP																				
CP 02/3	Brochures on DRM NP	Outline of the activities of the NP DRM/DRR		NP																				
CP 02/4	Program' flyers; DRM, DRR,	Program specific, roles and responsibilities of partners, early warnings, reduction		NP																				
CP 02/5	Posters	Structure of DRM, Process for DRR and Early Warnings		NP																				

				Time
CP 02/6	DRM Hand Book and Tool kits for partners	Toolkits for CBOs, LGs, Schools and volunteers		NP
CP 02/7	Translation in 6 languages	Luo, luganda, 3Rs, Itesot, Akarimojong, Luganda, Lugbara		NP
CP 02/8	Program branding, T-shirts, caps for international	For the events and community volunteers		NP
CP 02/9	Note books and pens			NP
CP 02/10	E- Newsletters Quarterly		Quarterly	OPM
CP 03	Electronic Media		April and Oct	Social marketing
CP03/1	Production of pre recorded documentary on DRM and CCA		Feb	NP
CP03/2	Airing of 15 minutes program		April and Oct	NP
CP03/3	Production of DRM spots		April and Oct	NP
CP03/4	Event Specific Radio Spots		April and Oct	NP
CP03/5	Television program from NP and DRM Centre	Around the International DRR and Earth Days	April and Oct	NP
CP03/6	DVD and CD rom			NP

					Time
CP03/7	Website redesign with interactive modes and forum for peers discussion		Continuous	NP	
CP03/8	Smses Climate Change Champions (C3)		April and Oct	NECOC	
CP03/9	Media Campaign print	Around the International DRR and Earth Days	April and Oct	NP	
CP03/10	Radio program, talk shows and appearances	Around the International DRR and Earth Days	April and Oct	NP	
CP03/11	Roadshows	1wk in the vulnerable regions	1week in the vulnerable region	NP	
CP04	Interactive Stakeholders Engagement Activities				
CP04/1	Capacity building program for LGs and volunteers	Scheduled in regions	Regional	DRM UNIT and Partners	
CP04/2	Community Involvement program		Regional	LGs DRMOs	
CP04/3	Semi-annual DRM Stakeholders Forum;	Around the International DRR and Earth Days	Semi annual	LGs and Partners, CBOs	
CP04/4	Community group dialogues	On community involvement plans, risks and resource mappings	Local Government	CSOs, Partners	

					Time
CP 04/5	Quality focus groups discussion for DRM actors	Reviews of communications activities, impact and how to improve outreach	Quarterly	DRM UNIT and Partners	
CP 04/6	Fairs and relevant fairs (Agriculture Show, UMA and 3 regional fairs)	Take up exhibition stands to show case DRR, CCA	July, Oct, April		
CP 05	**Partnership with Education systems**				
CP05/1	Inter-University DRM Debates	Around the annual global theme for DRR	Regional program	DRM Unit OPT	
CP05/2	C³ Primary School	Tree planting	Regional program	DRM and Partners	
CP 06	**Media Relations and Events**			PR	
CP 06/1	Media Briefing Sessions	Key milestones	Bi Monthly	DRM Unit OPT	
CP 06/2	Capacity Building Workshop for environment reporters	Explains DRR, CCA and DRM	Semi annual	DRM and Partners	
CP 06/3	Breakfast with Editors	Discussion on the global theme	Annual	DRM and Partners	
CP 06/4	Media Facilitation and relations for field work and reviews of DRM interventions	Reports on activities implemented by communities and partners	Quarterly	DRM and Partners	
CP 06/5	Media DRM Forum		Semi annual	DRM and Partners	

					Time		
CP 06/6	International Tours for reflective media contributors	Sponsored Visit countries with exemplary DRM/DRR	For three persons	DRM and Partners			
CP 06/7	Media Recognition of Outstanding Reporting	During the international DRR week					
CP 06/8	Monitoring and Evaluation of campaign			DRM and Partners			

	5.2 DRM/OPM Communication Plan and Media Engagement Strategy Budget 2014-2016									
	Task / Media Activities	**Time Schedule**	**Responsible**	**Unit**	**Unit cost**	**No**	**TOTAL IN UGX**	**2014**	**2015**	**2016**
CP 01	**Presentation and approval of Strategy**	Oct	Consultant							
CP 02	**Production of social marketing, and information materials**	Nov and Dec	Outsource							
CP 02/1	Development of info materials, Graphic Design and content generation,		DRM OPM	1	18,000,000	1	**18,000,000**	*18,000,000*	-	-
CP 02/2	Folders/Press Kits printing		DRM OPM	1,000	2,800	2	**5,600,000**	*5,600,000*	-	-
CP 02/3	Brochures on DRM NP		DRM OPM	1,000	3,000	1	**3,000,000**	*3,000,000*	-	-
CP 02/4	Program Flyers; DRM, DRR, roles and responsibilities of partners, early warnings,		DRM OPM	2,000	400	7	**5,600,000**	*5,600,000*	-	-
CP 02/5	Posters with structure of DRM, Process for DRR and Early Warnings		DRM OPM	1,000	2,500	1	**2,500,000**	*2,500,000*	-	-
CP 02/6	DRM Handbook and Tool kits for partners		DRM OPM	1,000	4,500	1	**4,500,000**	*4,500,000*	-	-
CP 02/7	Translation in 6 languages, luo, luganda, 3Rs, Itesot, Akarimojong, Luganda, Lugbara		DRM OPM	5	2,000,000	1	**10,000,000**	*10,000,000*	-	-
CP 02/8	Program branding, T-shirts, caps for international		DRM OPM	300	25,000	1	**7,500,000**	*7,500,000*	-	-
CP 02/9	Note books and pens		DRM OPM	1000	500	1	**500,000**	*500,000*	-	-
CP	E- Newsletters Quarterly		DRM OPM	300	2,000	4	**2,400,000**	*2,400,000*	-	-

	5.2 DRM/OPM Communication Plan and Media Engagement Strategy Budget 2014-2016									
	Task / Media Activities	**Time Schedule**	**Responsible**	**Unit**	**Unit cost**	**No**	**TOTAL IN UGX**	**2014**	**2015**	**2016**
02/10										
					Sub total		59,600,000	59,600,000	0	0
CP 03	**Electronic Media**		PR							
CP03/1	Production of pre-recorded documentary on DRM		DRM OPM	1	7,500,000	2	15,000,000	15,000,000		
CP03/2	Airing of 15 minutes program		DRM OPM	1	1,800,000	6	10,800,000	3,600,000	7,200,000	7,200,000
CP03/3	Production of DRM spots		DRM OPM	5	800,000	3	12,000,000	4,000,000	4,000,000	4,000,000
CP03/4	Event Specific Radio Spots		DRM OPM	5	80,000	63	25,200,000	8,400,000	8,400,000	8,400,000
CP03/5	Television program from NP and DRM Centre	Around the International DRR and Earth Days April and Oct.	DRM OPM	1	1,500,000	36	54,000,000	18,000,000		
CP03/6	DVD and CD rom		DRM OPM	200	7,000	1	1,400,000	1,400,000		
CP03/7	Website redesign with interactive modes		DRM OPM	1	7,500,000	1	7,500,000	7,500,000		
CP03/8	Smses Climate Change Champions (C3)		DRM UNIT and Partners	30,000	50	3	4,500,000	1,500,000	4,200,000	1,400,000
CP03/9	Media Campaign print	Around the International DRR and Earth Days	DRM UNIT and Partners	1	8,500,000	4	34,000,000	11,333,333	34,000,000	34,000,000
CP03/10	Radio program, talk shows and appearances	Around the International DRR and Earth Days	DRM UNIT and Partners	3	1,200,000	5	18,000,000	6,000,000	6,000,000	6,000,000
CP03/11	Roadshows	1wk in the vulnerable region	Disaster region LGs. Partners and	3	4,500,000	3				

	5.2 DRM/OPM Communication Plan and Media Engagement Strategy Budget 2014-2016									
	Task / Media Activities	Time Schedule	Responsible	Unit	Unit cost	No	TOTAL IN UGX	2014	2015	2016
			DRM UNIT							
			Subtotal				222,900,000	90,233,333	77,300,000	74,500,000
CP 04	Interactive Stakeholders Engagement Activities									
CP 04/1	Capacity building program for LGs and volunteers	Regional	DRM UNIT and Partners	2	6,500,000	2	26,000,000	13,000,000		13,000,000
CP 04/2	Community Involvement program	Regional	LGs DRMOs	5	3,000,000	2	30,000,000	15,000,000	15,000,000	
CP 04/3	Annual DRM Stakeholders Forum on International Day;	International Day2	LGs and Partners, CBOs	1	7,000,000	2	14,000,000	4,666,667	4,666,667	4,666,667
CP 04/4	Social Media campaign	Share images and send out messages Twitts and instagram	DRM UNIT and Partners	2	2,500,000	1	5,000,000	5,000,000		
CP 04/5	Facilitation of Community group dialogues	Local Government	CSOs, Partners	5	1,500,000	3	22,500,000	7,500,000	7,500,000	7,500,000
CP 04/6	Quality focus groups discussion for DRM actors	Quarterly	DRM UNIT and Partners	1	4,500,000	6	27,000,000	9,000,000	9,000,000	9,000,000
CP 04/7	Fairs and relevant fairs (Agriculture Show, UMA and 3 regional fairs)			3	4,500,000	3	40,500,000	13,500,000	13,500,000	13,500,000
CP 05	Partnership with Education systems					1	0			
CP05/1	Annual Inter University DRM Challenges Paper	Regional program	DRM Unit OPM	1	15,000,000	3	45,000,000	15,000,000	15,000,000	15,000,000
CP05/2	Primary School C^3 Clubs	Regional program	DRM and Partners	10	1,500,000	3	45,000,000	15,000,000	15,000,000	15,000,000

	5.2 DRM/OPM Communication Plan and Media Engagement Strategy Budget 2014-2016									
	Task / Media Activities	**Time Schedule**	**Responsible**	**Unit**	**Unit cost**	**No**	**TOTAL IN UGX**	**2014**	**2015**	**2016**
CP05/3	*Leverage U report*						0	-	-	
						Sub total	**255,000,000**	**97,666,667**	**79,666,667**	**77,666,667**
CP 06	**Media Relations and Events**		**PR**							
CP 06/1	Media Briefing Sessions	Bi Monthly	DRM Unit OPM	3	800,000	6	14,400,000	*4,800,000*	*4,800,000*	*4,800,000*
CP 06/2	Capacity Building Workshop for climate change and environment reporters	Semi annual	DRM and Partners	1	5,000,000	3	15,000,000	*5,000,000*	*5,000,000*	*5,000,000*
CP 06/3	Breakfast with Editors	Annual	DRM and Partners	1	1,000,000	3	3,000,000	*1,000,000*	*1,000,000*	*1,000,000*
CP 06/4	Media Facilitation and relations for field work and reviews of DRM interventions	Quarterly	DRM and Partners	2	1,500,000	4	12,000,000	*4,000,000*	*4,000,000*	*4,000,000*
CP 06/5	Media DRM Forum	Annual	DRM and Partners	30	60,000	3	5,400,000	*1,800,000*	*1,800,000*	*1,800,000*
CP 06/6	International Tours for effective media contributors	For three persons	DRM and Partners	3	6,500,000	3	58,500,000	*19,500,000*	*19,500,000*	*19,500,000*
CP 06/7	Media Recognition of Outstanding Reporting	During the International day for DRR	DRM and Partners	1	25,000,000	3	75,000,000	*25,000,000*	*25,000,000*	*25,000,000*
CP 06/8	Monitoring and Evaluation of campaign	At the end of the year	DRM and Partners	1	15,850,000	3	47,550,000	*15,850,000*	*15,850,000*	*15,850,000*
						Sub Total	**230,850,000**	**76,950,000**	**76,950,000**	**76,950,000**
					Total Cost		**768,350,000**	**324,450,000**	**233,916,667**	**229,116,667**

ANNEXES: RESOURCES; GUIDES AND TEMPLATE

ANNEX I MACRO-ENVIRONMENTAL ISSUES

Economic: • Increasing budget deficit • DRM is not considered a priority • Poor production methods especially in agriculture and animal husbandry • Global food shortage coupled with growing population • High dependent on natural resources for livelihood • Increasing poverty levels • Poor quality of infrastructure • Increasing rural –urban migration • Effect of the global economic downtown	**Social:** • Culture of poor planning and unpreparedness, • High level of poverty pressure on resources • Development and innovation for sustainable resource utilization • High growth of population in the vulnerable areas. • Increasing rural-urban migration
Political: • Decentralization of service delivery • Politicization of resources allocation • Regional integration	**Information** • Advancement in ICT • Use of oral and audio education at community level • Poor reading culture
Technological: • Emerging new and better technology • Improved predication capability • Access to global networks eg international weather centers, • Improving connectivity and bandwidth • Growing use of the mobile phone for information/data sharing in Uganda	**Environmental:** • Pressure on natural resources • Unpredictable weather pattern • Potential technology to limit impact of change in climate • Emerging favorable production techniques

ANNEX 2 SWOT ANALYSIS

Strengths:	Weaknesses:
• Established national platform for DRM with competent partners • Established responsibility under the highest government leadership in the OPM • Growing awareness of the need and support for CCA • Existing stakeholders relationships information sharing framework and structure both horizontally and vertically • Interest and willingness by development partners to support DRM/CCA	• Lack of awareness of the national policy and absence of a strategy for DRM/CCA. • Ineffective planning competence among local governments • Inadequate resource allocation to DRM/CCA both funding and staffing • Poor coordination framework for DRM/DRR with a wide range of DRM and resilience initiatives are being undertaken by several partners with no clear understanding of the National Policy • Duplication of efforts and waste of the limited resource • Inadequate capacity to mobilize community to participate in risk mitigation, • Ineffective use of media and private sector as partners in creating awareness and risk response
Opportunities:	**Threats:**
• Strengthening and capacity building of DRM center to coordinate DRM activities • Leveraging global concerns on climate change and pool of resources available at international level • Lesson learnt from other counties DRM initiatives • Improved technology easing access to information through mobile and internet platforms • Leveraging partnership with media and private sector in DRM/CCA • Innovative Sector initiatives in agriculture, construction, education and heath sectors • Leverage development in technology in production • Development of community involvement through innovations that provide economic benefits at household levels	• Wide range of hydro meteorological and geological hazards[5], civil strife's technological accidents, crop pest infestation, livestock, and wildlife disease and epidemics[6] etc • High level of poverty coupled with increasing population growth • Politicization of disaster and the impact of climate change

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[5]Droughts, flooding, landslides and mudslides affecting around 12 districts in the north East, portion of Uganda, Teso, Acholi, Karamoja, and parts of Elgon and Ruwenzori regions
[6]Cholera, meningitis, HIV/AIDS. Heptatis E, Ebola, Yellow Fever, Marburg

STEP 1: Verify the Crisis Situation

The first step is to determine what has happened (what, when, who, how, why), by coordinating at the site of the incident and immediately identifying as many facts as possible:

WHAT happened and where?

WHEN did this happen?

WHO is involved?

HOW did it happen?

WHAT is currently being done?

When collecting the data consider the following:
- Do you have *all* the facts (to the best of your knowledge)
- What *other information* do you need to put the event into perspective?
- Has the situation been *confirmed*?
- Was your information source(s) *credible*?
- Is information *consistent* from several sources?

In some cases, the media may be alerted to the situation before all of these facts can be determined. *Even if you do not have all of the information yet, it is important to notify the DRMCteam as well as provide the media with a statement indicating that the situation is under investigation and that as soon as more information is available it will be provided.*

In the meantime, review the OPM/Government media policy for more information on how to respond. You can also reference the sample holding statement in the resource materials section.

See *Resources* for related documents:
- Organisation's Media Policy in section F
- Sample Holding Statement in section D
- Press Release Template in section

STEP 2: Notification and Assignments

As soon as contact has been made with the OPM National Platform and NECOC should notify the **DRM Communications Team Leader (DCTL).**

NOTE: Even if the situation does not seem like it could cause community or media attention, it is important that the DCTL be informed. Emergency situations can escalate very quickly, and it is extremely important that the communication team stay up-to-date on the situation.

Communication Notification Steps
1. The representative of the affected organization or locality calls NECOC (within 15 minutes of incident *look at international best standards*) according to operation standard policy.
2. *The Local Leader or organization leader should immediately call theDCTL.*

3. DCTL will coordinate contacting all members of the National **DRMCT** (see chart below).
4. The DCT will also determine next steps *as needed or available*.

A conference call or emergency meeting will be scheduled so that the Local Leaders of responsible offices and DCT members can determine if there is a communication crisis, and, if so, what communication crisis level it has reached (see Step 3).

Table 10: List of key DRMC team (*To be filled by OPM or Partner*)

Role/ Responsibility	Primary Name/Title	Alternate Name/Title
DRM Communications Team Leader (DCTL) • Coordinates [organization] communication response • Coordinate with DCT at the NECOC • Oversees message development and coordinates message with OPM/Minister in Charge of Disaster Preparedness • Final approval of all publicly disseminated information • Arranges and schedules an emergency team meetings, works with senior advisors • Oversees broad and specific team functions • Ensures required resources are available for team members assigned duties • Communicates with operational team at the disaster site and responsible organization's office		
Assistant DCT Coordinator • Assists the team coordinator with prioritizing duties and handling inquiries. • Fulfills all the duties and responsibilities of the DCTL his/her absence. • Works in close liaison with the spokesperson facilitator to ensure message accuracy. • Assists with media relations.		
Community /Family Liaison • Establishes, coordinates and initiates contact with affected community members to notify with updates and information as information becomes available. *(NOTE: Affected communities/Family members should <u>always</u> be informed before the media.* • Coordinates Community liaison, local with religious leaders and other special interest groups to assist in Community/family needs. • Liaison with DCTL and spokesperson about family concerns, etc. • Handles logistical needs (food, shelter, professional services) of affected communities and families. • Works with coordination efforts of counseling partners.		

Role/ Responsibility	Primary Name/Title	Alternate Name/Title
Local Leader or Responsible Representative • Is the communication liaison between OPM/NECOC and the DCTL? • Keeps DCTL and core decision group up-to-date on new developments. • Dedicated to linking operational response to communications response. • Relevant sector representative to assign field assessment team • Provide data and statistics to help the NP make quick decisions		
Minister in Charge of Disaster Preparedness • Convenes the DRM committee (NP) • Review and Approves the media release and the messaged to go out • Appoint the lead spokesperson (s) at national level if different.		
Legal Counsel/Advisor • Legal advice on communications strategies. • Legal advice on messaging to victim(s), family members, media, etc. • Approved messages before release.		
Technical Advisors (as needed) • Provide communication input regarding [area of expertise] *(i.e., Works and Transport, Metrological department, Relief, Health)* • [Insert list of senior advisors and the roles they may play in an emergency]		
Spokesperson • Works with DCTL to publicly issue statements to the media. • Serves as lead NP representative at press conferences with assistance from operational staff, state/local agencies, OPM, etc. *NOTE: The Spokesperson may be the Minister, senior advisor, subject matter expert, or DCTL depending on the situation.*		

Information Technology Coordinator
• Oversees and coordinates the technology needs for the situation, including:
  i) Computers/Internet/E-mail
  ii) Phone Lines
  iii) Printers/Copiers
  iv) Fax machines
• Coordinates/Assists with establishing the technology needs for the media, rescue and family sites*[Add additional responsibilities as may be required]*		

Web Site Coordinator • Coordinates with the DCTL to provide up-to-date information on the web. • Monitors website comments and provides updates to the		

Role/ Responsibility	Primary Name/Title	Alternate Name/Title
NECOC. (*Add additional responsibilities as my be required*)		
VIP Liaison • Coordinates communication with VIPs – mayor, state legislators, governor, congresspersons, etc. • Oversees logistics for VIP visits, location, mine access, etc.*Add additional responsibilities as my be required)*		
Add additional responsibilities as my be required)		

STEP 3: Assess the Communication Crisis Level

Based on the level of communication required as listed in the criteria below, determine the crisis level of the situation.

Table11: Communication Crisis Level

LEVEL	COMMUNICATION CHARACTERISTICS
4 *HIGHLY INTENSE*	• Media have immediate and urgent need for information about the crisis. Minister or appointed representative may need to provide opening statement of empathy/caring.
	• One or more groups or individuals express anger or outrage.
	• Broadcast and print media appear on-site for live coverage.
3 *INTENSE*	• Crisis causes growing attention from local and regional media.
	• Media contacts non-DRMC staff for information about the crisis.
	• In addition to the media, stakeholders and community partners are present at site.
	• Affected and potentially affected parties threaten to talk to the media.
2 MODERATELY INTENSE	• Crisis situation may/may not have occurred; the situation is attracting slow, but steady media coverage.
	• External stakeholders (e.g. OPM, NP, NECOC, Central or Local Government) receive media inquiries.
	• The publicatlarge is aware of the situation/event but is attracting very little attention.
1 *MINIMALLY INTENSE*	• Crisis attracts little or no attention.
	• Pre-event information requests are received.
	• Public and/or media are virtually unaware of crisis.

STEP 4: Communication Management

Message Management
1. Schedule regular internal communication updates.
2. Schedule regular updates with OPM government relations and Media Centre
3. Identify key audiences.
4. Start crisis inquiry log from public and/or media.
5. Select and/or assign spokesperson(s) (site and/or corporate).

Communication Logistics
1. Identify main on-site contact.
2. Establish a location for communications operation center.
3. Address other logistics:
- Set-up a site for the media away from the emergency site. This step needs to be taken care of very quickly so that media cannot set-up near the site – once they have established a site, it is difficult, if not impossible, to move them.
- Set up a family/community relations site away from the media and the Emergency site
- Establish a place for VIP visitors.
- Determine if additional/compatible communication VHF, cell phone capability is needed, e.g., to enable mine rescue teams from various partners to communicate or if area has limited cell phone coverage. National security and emergency management should provide satellite towers and cell phones. A list of those agencies and contact information can be found at www.opm.go.ug

4. Determine crisis site hours of operation and who will be staffing the site.
Note: You will need to have communication staff both onsite and at the head office /NECOC. The number of individuals at each site per shift depends on staff availability and the intensity of the crisis situation.

See *Resources* for related materials:
- *Audience List in section D*
- *Audience and Questions Worksheet in section D*
- *Communication Operations Schedule in section A*
- *Crisis Inquiry Log in section A*
- *Spokesperson Assignment Sheet in section E*
- *Spokesperson Guidelines in section E*
- *Working with Community/Family Members in section A*
- *Working with the Media in section A*

STEP 5: Develop Messages
Once the crisis level has been determined and factual information to be communicated has been confirmed, it is time to begin planning a response strategy for communicating critical information and for responding to potential questions for each audience. During this step, the DRMC should:
- Develop a script for conveying key information points.
- Develop or refer to a list of questions that could be asked by a variety of audiences (families, media, partner, organizations) about the crisis.
- Modify pre-scripted messages or develop new messages.

- Be prepared to address the 's or the operation's record for the relevant crisis situation, e.g., mine safety, financial integrity, treatment of employees.
- Determine how to manage inquiries regarding the Minister 's or other senior management's activities that are unrelated to the crisis situation, e.g., political activities.
- Identify the best methods for delivery of key messages.
- Monitor and update messages based on the crisis development.

See *Resources* for related materials:
- *Audience List in section D*
- *Audience and Questions Worksheet in section D*
- *Holding Statement Samples in section D*
- *Message Mapping Steps in section D*
- *Message Map Work Sheet in section D*

STEP 6: Approve and Release Messages
Message Approval

Once messages are developed for each potential audience, all messages that will be distributed internally to employees and externally to the affected community, public, stakeholders, the media, etc., must be approved by the following individuals:
1. DRM Communication Team Leader (DCTL)
2. Legal Counsel/Advisor
3. Relevant Sector representative eg Minster of Water and Environment, Energy, Directors or appointed representative of the relevant national authority, etc.
4. OPM representative

Once the legal team and the Minister or delegate have reviewed, the DCTL will work with the DRMC to make needed changes and finalize for official release.

Message Release

Messages can be released through a variety of means and messengers and at various time frames, depending on the crisis. In crisis levels 3 or 4, the main statement or overarching message should come from the Minister and, if deemed appropriate, include a message of empathy and caring.

Delivering messages to a broad range of people will need to be a team effort as outlined in the Emergency Notification Charts in Section D. However, ALL messages should be coordinated with the DCTL and channeled through the approval processes to make sure that they are in line with the overall messages and approved by NECOC for release.

See *Resources* for related materials:
- *Emergency External Audience Notification Chart in section D*
- *Emergency Internal Audience Notification Chart in section D*
- *Holding Statement Samples in section D*
Message Approval Form in section D

STEP 7: Monitor and Provide Feedback

During and after the crisis the DCTL will coordinate with the DRMC to:

1. **Review crisis coverage**
    *   Review media outlets that have inquired about the situation.
    *   Review media within a designated area of the facility (distance depends on the nature of the event).
    *   Review national and business media.
    *   Conduct regular searches through Internet search sites for key words, such as the name of the site, the incident and people involved, etc.
    *   In some cases you may want to monitor blogs, comment boards or chat sites to assess community/employee concerns/comments. Keep in mind the following when reviewing these sites:
        i)   Although things should be taken seriously, understand that blogs and comments board can be used simply to "let off steam."
        ii) OPM or members of the DRMC should **NEVER** respond, even anonymously, through a blog or chat site. *The only exception is if the DRM Centre establishes a comment board specifically to address concerns and clearly advertises the site for that purpose. Keep in mind, however, that all communication can be pulled for legal purposes, so all communication through this site, like all media communication, should go through official review/approval procedures before posting.*

2. **Identify story trends**
    *   What is the main focus for the media?
    *   Is the focus changing?
    *   Are there patterns that indicate messages OPM 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 future crisis management 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, public and stakeholders are asking, etc.) should be noted to assist in planning and response for future situations.

NOTE: Solicit feedback from OPM DRM leadership/employees outside of the DRMC to assist in identifying what worked, what didn't and lessons learned.

Resources: A -- Response

Resource A1: Working with Affected Communities and Family Members

Keeping the communities and affected family informed about the situation is an essential part of response communications and should be viewed as a priority for the Crisis Communications Team. The following checklist when working with affected communities, employees' family members.

Logistics
1.   Establish a site for community interactions and for family members, the location should be:
   - Coordinated with NECOC
   - Away from the disaster site
   - Away from media location
   - Easily accessible
   - As comfortable as possible

2. Coordinate with local not for profit response agencies/organizations to assist with:
   - Food
   - Beverages (No alcohol)
   - Counselling

3. Select a facility with:
   - Parking
   - Toilet facilities
   - Comfortable seating
   - Private consultation room (if possible)

Communication
1. Appoint a family liaison to coordinate family communication and response.
   - Liaison should be appropriately trained
   - Liaison should be familiar with government, relief, medical and related benefits and assistance policies
2. Work with NECOC to coordinate community communication.

3. Establish protocols for sending updates to community /family liaison and authenticating updates.
NOTE: Affected / Family members should ALWAYS be updated before the media or VIPs.

4. Partner with, traditional and faith based leadership clergy/counsellors to be on-site when making announcements, especially those involving injury, fatality or uncertainty. However, local clergy/ counsellors should <u>never</u> be given the responsibility of conveying information about the crisis situation to family members. This is the responsibility of OPM/DRM representatives and assigned local leaders and

5. When communicating with affected community members always:
   - Make sure information is accurate.
   - Coordinate information with DRM Centre.
   - Provide updates to community members before making any announcements to the media.
   - Be prepared to handle/answer difficult questions regarding the cause, who was at fault/who is to blame, reliefs, relocation, compensation, lawsuits, timelines, etc. Anticipate these questions in advance, develop messages and if approved through the DCTL, the Minister and legal team, provide updates.

Resources: A -- Response

NOTE: community liaisons should ALWAYS check messages through the DCTL before proceeding.

Resources: A -- Response

Resource A2: Working with the Media

The media play an essential role in informing the community and will do so with or without your help. Depending on the level and duration of the crisis, especially one involving the fate of multiple individuals, the number of media representatives can be many on site and numerous other requests for information are likely to be made by phone or e-mail.

The most important members of the media are local reporters (newspaper, radio and TV) who will be the main source of information for affected communities, politicians, employees and other community members. The international and regional wire service reporters will play a big role in how the event is covered nationally and internationally. As a result, the media communications team should work most closely with these members of the media.

Scheduled press conferences and released statements are the most efficient and effective way to brief non-local media. If you need additional assistance with non-local media, contact The Media Centre of the Department of National Guidance and Information in the OPM

> *Media coverage of recent crisis events in Uganda and elsewhere follows a similar sequential arc as follows: The nature of the event; rescue efforts (if appropriate); the record of the operation (safety, financial, etc.); who is at fault (the government, private operators, regulatory officials, etc.); and, more recently, the background and political activities of Leaders. The communications team should be prepared to address all of these story lines— including choosing not to address personalised questions about the political head*

When thinking about how you can best work with the media, keep the following in mind:

Logistics
1. *Establish a site for the media quickly – or they will establish a place. Location should be:*
* Coordinated with OPM /NECOC
* Away from the mine operation
* Away from the family and VIP location
* Easily accessible
* As comfortable as possible

2. *Select a facility with:*
* Comfortable seating
* Parking with enough space for satellite trucks
* Private consultation room (if possible)
* Security – have the media check in when they arrive. Be sure they have appropriate media credentials
* Toilet facilities

3. *Select a facility capable of accommodating:*
* Podium with ability to attach several microphones
* Chairs

4. *Additional needs to consider:*

Resources: A -- Response

- Computers/Internet access
- Copy machine and paper
- Electrical outlets
- Electrical power strips
- Fax machine and paper
- Flip charts and black or blue markers
- Masking tape
- Notepaper/Pens
- Telephones (landlines) – especially if cell phones don't work in that area.

Communication
- Appoint a media liaison to address logistics and media needs
- Appoint a media liaison to coordinate community family communication and response.
- Work with OPM /NECOC to coordinate messages.
- Communicate through press briefings so that all media receive the same information at the same time.
- If you set a time for a media briefing – keep it! Even if you do not have new information, it is important to provide the media with an up-to-date statement.

Communication Aids
- Current site maps
- Graphics depicting the site
- Photographs of the site
- Fact sheets about the site, activities around the site, history, safety record, etc., and names, titles and job responsibilities or professional qualifications of individuals who will be briefing the media.
- Glossary of terms

Resource A3: Using the Web

Importance of Using the Company Web Site

Web sites have become a go-to source for information in times of emergency – not only for the media, but also for opinion formers, employees, affected community family members and the community at large. The web allows information to be updated quickly and is a forum for the company's stance on the situation.

During an emergency it may be difficult to find time to develop an online format for emergency information. NECOC shall developa "**dark site**" prior to an emergencyto assist in limiting the amount during response.

Developing a Dark Site

A dark site is a Web site that is prepared in advance of an emergency, but is not viewable on a regular basis. The site can be made readily accessible once a crisis occurs.

A dark site should look similar to the company Web site for brand consistency so that it can either replace the main page of the company site temporarily or be linked to from the main site.

The following are a few examples of what type of information can be housed on a dark site:

- Fact sheets specifically for crisis use
- Company information, history, statistics, safety record, etc.
- Site maps
- Site photos
- Site diagrams
- Placeholder for crisis specific messages
- References to other Web sites that could provide additional information, such as relevant professional entities in the sector, relevant Sector Authorities eg NEMA, UWA Meteorological Department and OPM etc.

Make sure all information is up-to-date before making the site live. During a crisis is the worst time to have incorrect or out-dated information up for public viewing.

OPM Web Site and Generic Dark Site

The OPM/NECOC shall develop a generic dark site for use by NP members and partners in a crisis situation. This site shall be made available to partners that do not have a Web site or does not have the capability to post information on the site during a crisis situation. To utilize the site to provide basic information to the media, community or family members and other stakeholders during a crisis event, partners should be given a pass coded access to the dark site provide the site address here, The dark site should direct those seeking information to the OPM NECOC site

Information may be submitted 24-hours/day, seven days a week to be posted to theNECOC site during normal business hours, Monday through Friday.

Resources: A -- Response

Resource A4: Disaster /Crisis Inquiry Log

Caller: _____

☐ Media ☐ Employee/Family ☐Public ☐ Board/Shareholder

Date:_____Time of Call:_____

Organization:_____

Phone number:_____

Fax:_____

Address:_____

_____

_____

Inquiry: _____

_____

Deadline:_____

Person taking call:_____

Reply made by:_____

Date/Time:_____

Reply**:**_____

Resources: A -- Response

Resource A5 Communication Operations Schedule

A communication operation schedule shall be set up during response communication.
NOTE: The table below illustrates a three-member team on an eight-hour rotation with two-hour overlaps. The number of people may vary depending on the size of the company and the situation. If communication is happening between the organization on site and OPM/NECOC , there should be individuals at both locations for each shift.

NAME	1 a.m.	2 a.m.	3 a.m.	4 a.m.	5 a.m.	6 a.m.	7 a.m.	8 a.m.	9 a.m.	10a .m.	11a .m.	12p .m.	1 p. m.	2 p. m.
Agnes	🟨	🟨												
Mugisha	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦	🟦
Okello							🟥	🟥	🟥	🟥	🟥	🟥	🟥	🟥

Resource A6: Data base of Subject Matter Experts

Area of Expertise	Name/Title	Organization	Contact Information
Safety and Health			Office: Cell: Home: Fax: E-mail:
Legal/Labor Law			Office: Cell: Home: Fax: E-mail:
Crisis and Risk Communications			Office: Cell: Home: Fax: E-mail:
Community /Family Liaison			Office: Cell: Home: Fax: E-mail:

Reputation			Office: Cell: Home: Fax: E-mail:
Operations eg National Forest authority			Office: Cell: Home: Fax: E-mail:
Environmental			Office: Cell: Home: Fax: E-mail:
Security			Office: Cell: Home: Fax: E-mail:

Resource A7: Industry Experts

Organization	Name	Title	Contact Information
NFA			Office: Cell: Home: E-mail:
Environmental NEMA			Office: Cell: Home: E-mail:
Crisis and Risk Communications			Office: Cell: Home: E-Mail:
Statistics			Office: Cell: Home: Fax: E-mail:

Resources: A -- Response

Resource A8: Stakeholders Contacts

Company	Name	Title	Contact Information
Community/ Family Assistance/ Counseling			Office: Cell: Home: E-mail:
Shelter/ Food Service			Office: Cell: Home: E-mail:
Emergency IT/ Communications Equipment			Office: Cell: Hom E-mail:
Private Security Providers			Office: Cell: Home: Fax: E-mail:

Resources: C -- Scenarios

Resource B1: Media Contacts

Type of Media	Names and Address	Position	Telephone	Email, website
Television Networks				
National Radio Stations				
National Newspapers				
Regional Newspapers (EAC, AFRICA)				
National and Local Newspapers Media				
International Networks, Regional Wire Services and Syndicates				
International Regional Wire Services and Syndicates				
National News Magazines				
Other Industries' Other Sectors publications				

Resource B2: Crisis Scenarios List in alphabetical order7

An important part of crisis communications planning is to assess practices and/or features of your operations that could be involved in a crisis situation. Put a check mark if you have identified resources and experts to address each scenario. Write N/A or remove from the list if it does not apply to your operation. (List can be updated).

Scenario	Subcategories	Resources	Experts
Building Collapse	High wall failure/slip		
	Structural (building)		
	Surface excavation		
	Surface subsidence		
	Underground		
Chemical spills/leaks	Containment of spill		
	Off-site/on-site		
	Oil spills		
	Ruptured gas main		
	Storage capabilities		
Civil disturbance	Bomb threat		
	Terrorist		
	Extortion		

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[7] Based on international classification of Standards by EU

Resources: C -- Scenarios

Scenario	Subcategories	Resources	Experts
	Kidnap		
	Protest		
	War		
	Strike		
Community evacuation	Planned		
	Unplanned		
Environmental	Activists		
	Land/Mudslide		
	Flooding		
	Air pollution		
	Soil pollution		
	Waste material (disposal problem)		
	Water pollution		
Explosions/ Implosions	Blasting agents		
	Chemicals		
	Dust		
	Gas line		
	Fire		
	Petroleum		
Exposures	Biological		
	Chemical		
	Disease		
	Heat/cold		
	Noise		
	Radiation		
	Vibration		
Financial improprieties			
Fires	Bushfires		
	Community		
	Plant and surface		
	Underground		
	Vehicle		
Injuries	Critical		
	Fatal		
	On-site		
	Multiple		
Natural disasters	Earthquake		
	Flooding		
	Landslide		
	Mudslide		
	Ruptured dam		
	Severe storm		

Scenario	Subcategories	Resources	Experts
	Tornado		
Power failure	Communication failure		
	Electrical blackout		
	Gas shortage		
	Sabotage		
	Water shortage		
Transportation	Airplane accident		
	Automobile accident		
	Boat/shipping accident		
	Hazardous materials		
	Train accident		

Resources C1 Scenario Examples

Environmental:

Event Communication Considerations
- Environmental affects
    - Wildlife injury/death
        - Land animals
        - Fish and water animals
        - Birds
    - Air
    - Vegetation destroyed
    - Soil contamination
    - Water contamination
        - Drinking water
        - Lakes, streams, etc.
- Human affects
    - Injury
        - Employee
        - Community
    - Loss of Life
        - Employee
        - Community
- Property damage

Additional Communication Considerations
- Safety records
- Operation records
- Past similar events – at operation, sister operation or near-by competing operation

Affected Audiences
- Community
- Employees
- Tribal properties
- Schools/Children

Other Audiences to Consider
- Environmental groups
- Governments
    - Local
    - Central

Resources: D -- Messaging

Resources C2: Message Mapping Steps

Definition

A message map provides an organized, prioritized repository of the information available to convey and support the messages the public needs to hear, understand and remember. Message maps also structure information essential for responding to public concerns.

Developing Message Maps

Developing the messages that will be released to the public is very important. Here are seven 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.

Step 2 – Identify concerns: Develop a complete list of specific concerns for each important stakeholder group.

Step 3 – Identify underlying general concerns: Analyze all concerns to identify common sets of underlying general concerns. Most high concern issues are associated with no more than 15 to 25 primary underlying general concerns. Note: This should be done as time allows – initial messages or holding statements may need to be made before this step can take place.

Step 4 – Develop key messages: Messages should be in response to each stakeholder question, concern or perception. Initial messages should address top of mind concerns, i.e., employees' safety/wellbeing, what is being done at the mine site, etc.

Step 5 – Develop supporting facts and proofs for each key message: Supporting facts provide the continuity and details needed to support the key message. Key messages should have no more than three supporting facts.

Step 6 – Conduct systematic message testing: Message testing should done by subject matter experts not directly involved in the original message mapping process to validate the accuracy of technical information. In a crisis, this will need to be done very quickly. Sharing and testing messages with partners ensures message consistency and coordination.

Step 7 – Plan for delivery: Prepare for the message maps' delivery by a trained spokesperson or through the appropriate communication channels.

Resource C3: Example Audience List

	Audience
Internal	Members of national platform
	Top and middle Management team DRM
	Affected sector DRM
	Family and community counselor
	Senior and Legal Advisors
External	Community leaders,(traditional/ faith) etc.
	Customers
	Elected Officials, LCI, LCII, LCIII, LCV
	Relevant Industry and Trade Associations
	Local or national rescue units, fire brigades & security
	Media: Local, Regional and National
	Partners in rescue, relief, health …
	Partners – Police, Army, Fire, Emergency Management Services, etc.
	Public
	Transportation, health services

Resources: D -- Messaging

Annex 7 Resources D Messaging

Resource D1: Audience and Questions Worksheet

Audience	Questions

Resource D2: Message Map Worksheet – Example

Scenario: *Landslide (Scenario can be many)*
Stakeholder: Members of the community near the sites
Concern: Emergency shelter

KEY MESSAGE 1	KEY MESSAGE 2	KEY MESSAGE 3
Alternative emergency shelter is provided to the community.	We apologize for any concern on inconvenience caused by the situation.	Working to control additional loss of lives and property

Support Point 1.1	Support Point 2.1	Support Point 3.1
Arranged for tents	*We immediately notified authorities and relief agencies*	*Using information from monitoring sites.*

Support Point 1.2	Support Point 2.2	Support Point 3.2
Worked with the local authorities to provide safe temporary shelter .	We'll continue to provide information.	Working with local authorities.

Support Point 1.3	Support Point 2.3	Support Point 3.3
Will continue to provide shelter until long term sustainable alternatives are determined	Additional information available from LCs.	We immediately examined the surrounding area to see if there is any potential for another landslide.

Resource D3: Sample List of General Concerns

1. Health
2. Safety
3. Security
4. Ecological/Environmental
5. Economic
6. Quality of Life
7. Equity/Fairness
8. Cultural/Symbolic
9. Legal/Regulatory
10. Basic Informational – Who, What, Where, When, Why, How
11. Openness/Transparency/Access to Information
12. Accountability
13. Options/Alternatives
14. Control
15. Effects on Children/Future Generations
16. Irreversibility
17. Ethics/Morality
18. Unfamiliarity
19. Changes in the Status Quo
20. Voluntariness
21. Benefits
22. Expertise
23. Honesty
24. Listening/Caring/Empathy
25. Trust

_____

Resource D4: Press Release Template

FOR IMMEDIATE RELEASE

Contact Name: _____

Contact Phone Number: _____

Contact Email Address: _____

Headline
One sentence, 7-10 words, that describes the major point of the release:

Town _____, **(Date).**

Message of Empathy/Caring (if appropriate):

Main Paragraph
Quickly answers the Who, What, Where, When and Why of the story:
Who (which site) is affected?
What is going on:

Where is this taking place?

When did this occur?

Why is this important?

Quote (key points can be made within quotes) the quote should come from a pre-determined spokesperson. Quote should say what actions organization is taking, telling people what actions they should be taking, or voicing compassion and concern.

Name of Spokesperson: _____

Spokesperson's title: _____

Quote:

Key Message 1:

Supporting Point 1.1:

Supporting Point 1.2:

Supporting Point **1.3:**

Key Message 2:

Supporting Point 2.1:

Supporting Point 2.2:

Supporting Point 2.3:

Key Message 3:

> Supporting Point 3.1:
>
> Supporting Point 3.2:
>
> Supporting Point 3.3**:**

More Information

Fore more information, contact:

 [Name of Organization and/or Operation]

Phone Number: _____

Web site: _____

Other ways to get information:

Resources: E – Media Tips

**Resource E1: Fact Sheet Template**

Incident or Scenario: _____

_____

Question: _____

_____

Key Message 1:

Supporting Point 1.1: __

Supporting Point 1.2: __

Supporting Point 1**.3**

Key Message 2:

Supporting Point 2.1

Supporting Point 2.2: __

Supporting Point 2.3

Key Message 3:

Supporting Point 3.1: __

Supporting Point 3.2:

Supporting Point 3.3:

How can I get more information?

**[Name of Organisation and/or Operation]**

Phone Number: _____

Web site: _____

Other ways to get information: _____

Resource E2: Holding Statements[8]

HOLDING STATEMENT

For Immediate Release
Contact:
[NAME]
[TITLE]
[PHONE NUMBER]
[E-Mail]

[INCIDENT] AT [DISASTER LOCATION'S

The following statement was issued today by the [Name of Organization]:

[Location, e.g., Bududa, Mbale.]: At approximately [time] there was what is currently being investigated as a (*Brief general description – mudslide etc.)* at [Village Name, Location].

We are working to determine (damage, injuries, etc.).At this time we have confirmed that [*General information that is FOR CERTAIN, i.e., one person was injured and is currently being treated, etc. DELETE THIS SECTION IF NO CONFIRMED INFO IS AVAILABLE.]* The safety and well being of our employees, contractors and neighbors is our first priority [expression of compassion/concern if appropriate].

As more information is available we will be providing updates through [web site address] and regular media briefings.

Note for Media: Media briefings will be held at [Location] at [*Time – specific time, or general, i.e., every hour on the hour, etc.].*

Resource.E3: Samples Frequently Asked Questions
FAQs shall be generated over time based on the kind of queries that keeps coming online, on phone and any other tools to collect feedback. Anticipated question are provided to guide preparedness:
1. *What happened?*
2. *What went wrong?*
3. *What caused this?*
4. *Did you have any prior indication that there was a problem?*

Holding Statements can be prepared for any of the following different scenarios and development phases of disaster: below:

- *RESCUE EFFORT :PROGRESSION OF EVENTS*

- *HOLDING STATEMENT: EMPATHY STATEMENT*

- *HOLDING STATEMENT: ENVIRONMENTAL DAMAGE*

5. *Who is in charge of the rescue effort?*
6. *How serious are the injuries?*
7. *When did this happen?*
8. *How was the incident discovered, by whom and when?*
9. *When was the OPM/NECOC notified?*
10. *Why no action took place to warn people?*
11. *What state and local authorities have been notified and when?*
12. *Where are the injured/dead?*
13. *Who discovered them and when?*
14. *What is being done to rescue dead and injured?*
15. *When was the last fatality/serious injury at the mine?*
16. *Have you been able to communicate with the trapped/injured?*
17. *How long will it take to reach them?*
18. *Who is involved in the rescue effort? How many people?*
19. *What equipment is being used to contact/rescue injured/trapped people?*
20. *How much is the rescue effort costing? Who is paying for it?*

Resource E4: Message Approval Form

Crisis: _____
    □Message Map/Statement   □Letter
    □Press Release   □Web site Content
    □Other: _____
Approval Timeline:
    □0-30 Minutes   □30 Minutes- 2 Hours
    □2- 5 Hours   □1 Day
    □2-3 Days   □_____
Please Check For:
    □_____
    □_____
    □_____
Approval:
    □Approved as is
    □Approved with minor changes
    □Not approved, make changes and resubmit
Approved By: _____
Signature: _____
Date: _____
Time: _____

Resources: E – Media Tips

Resource E5Emergency Internal and External Audience Notification

Audience Charts shall be prepared base on the DRM communication policy and processes. Example is below and can be expanded

Audience	Messenger	Means	Example of Information Release time frame (Level 3 or 4 crisis)
Elected officials		Phone call/E-mail	0-1 hour (if affected) 1-3 hours (potentially affected)
Local Authority/Police department		Phone call In-person	0-1 hour
Media: local, regional an national		Web site, press releases, phone interviews, in-person interviews	0-1 hour – Level 4 0-3 hours – Level 3
Public		Through the media, official statements and Web site updates	0-1 hour – Level 4 0-4 hours – Level 3

Resources: E – Media Tips

Resource E6: Glossary of Terms

A Glossary of terms shall be developed and updated to ensue uniformity of use of terminologies especially technical terms by those involved in communication functions across the National Platform

Resource E7: Interacting with the Media

The media greatly influence what people think about and the opinions they form during emergencies. In times of crisis, the public turns to the media — television, newspaper, Web sites and radio — for information about what has happened, what they should do, and what will happen.

In emergencies, taking advantage of existing communication methods and channels is critical.Learn what appropriate channels are likely to be used and communicate the messages through these channels. Plan in advance to achieve the best mix of:

- Media: print, television, radio, Web sites, e-mail.
- Face-to-face forums: town hall meetings, public gatherings.
- Community groups: outlets for special population groups.

Understanding the forces that drive the media

When working with the media, it is important to consider their needs and concerns:

- **Short deadlines**
  - Reporters must meet tight deadlines.
  - Reporters need follow-up information and updates in a timely manner.
  - Reporters appreciate it if you ask when their deadline is, then meet it.
- **Space limitations**
  - Reporters cannot always include the background information you provide.
  - Reporters prefer succinct responses. Keep information to no more than three points.
  - Reporters love concise sound bites. Provide your message in approximately 27 total words.
- **Competition**
  - Reporters are competitive.
  - Reporters should be given information equally. Avoid exclusive interviews that favor specific media outlets.

Be prepared to provide the media:

- **Information in a timely manner.** Prevent information vacuums where speculation and rumor can grow and have a serious impact on the situation.
- **Facts, sources and relevant materials.** Have easy-to-read materials with important information ready for distribution.
- **Readily available points of contact.** Identify people who can speak with the media directly and/or provide 24-hour contact information.

There are a number of methods to get your messages out to the public through media interaction:

- **Press Conference/Briefing**
  - Prepare short opening statement (can be text of press release) and provide sufficient copies.
  - Provide names of titles of those presenting at press conference, include name and address of facility and press contact, web site address.
  - Set reasonable update times. If you promise to provide updates every hour, be sure to provide updates, even if there is nothing new to share. If you promise a briefing and are

not prepared to make a statement, the media will fill that time with whatever information they can find.

- o Conduct on-site or at a pre-designated location.
- o Invite all local media outlets and regional and national outlets as appropriate to the situation.
- o Format should provide time for your message and a limited number of questions.
- o A short agenda of the briefing and time for questions helps structure the event.
- **Live Interviews**
  - o Conducted on television or radio by invitation.
  - o Before accepting the invitation ask yourself:
    - Am I the right person?
    - Do I have the answers to the questions that will be asked?
    - Is this interview needed or the right venue?
    - Will this be a panel discussion? If so, who are other participants?
    - Is this a call-in program (radio or television)? If so, is it an appropriate format?
- **Public Meeting**
  - o Conducted as a town hall or public gathering.
  - o Media from newspaper and television are the most likely to attend.
  - o Media usually record public's questions and representatives' responses.
  - o Media will ask questions, especially before and after a session.
- **On-the-Spot, Impromptu, or "Ambush"**
  - o Conducted wherever you are.
  - o Before answering any questions, ask yourself:
    - Am I the right person?
    - Do I have the appropriate answers?
    - Is this the right time or place?
    - Is this better handled in a scheduled briefing or interview?
  - o Decide to either go or stay. If you decide to go:
    - Be sure to explain politely why you are choosing not to respond.
    - Avoid using the words "no comment."
    - Provide the time for the next media briefing, if one is scheduled.

Being at Your Best for an Interview
To be at your best during an interview, it is important to anticipate questions, prepare messages, and practice your delivery.

Before the interview:
- Do your homework on issues.
- Decide if the issue is causing high concern locally, statewide or nationally, and tailor your messages accordingly.
- Develop a set of messages that provide the information you want/need to convey.
- Develop a list of questions the media are likely to ask.
- Develop and practice key messages and responses to anticipated questions.
- Practice speaking without jargon or acronyms.
- Be familiar with all related current events.
- Last-minute details:
  - o Check dress and grooming.
  - o Remember that *everything* you say can be reported.
  - o There is no such thing as "off the record" replies or commentary.

Resources: E – Media Tips

During an interview:
- Direct the interview toward your three key messages.
- Stay "on message."
- Be confident, but not arrogant.
- Listen carefully and repeat questions if necessary to clarify.
- Avoid hypothetical questions.
- Avoid referring to the interviewer as "Sir" or "Ma'am."
- Never lie or knowingly mislead.
- Correct any information errors upon discovery. Do not delay!
- Never comment on issues outside your area of expertise.
- **Never speculate on what has happened or could happen**.
- Treat all questions seriously.
- Look at the interviewer rather than the camera or monitor.
- Keep your cool, even if the interviewer becomes hostile.

Recognizing Traps and Pitfalls
Avoid using "I."
- Speak for the organization using its name or the pronoun "we."
- Avoid the impression that you, alone, are the authority or the sole decision-maker.
- Never disagree with the organization you represent by saying: "Personally, I don't agree," or "Speaking for myself," or "If it were me …"

Avoid speculating.
- Stick to the facts of what has, is and will be done.
- Avoid speculating on worst-case scenarios, what *could* be done, on what *might* happen, or on *possible* outcomes.

Avoid making promises you can't keep.
- Promise only what you can deliver.
- State your willingness to explore other options.

Avoid jargon, technical terms or acronyms.
- Limit their use and explain those you must use.

Avoid negative words and phrases.
- Use positive or neutral terms.
- Avoid words like no, never and none.
- Avoid highly-charged analogies, like "This is not Bhopal."

Don't blame others.
- Accept your fair share of responsibility.
- Don't point fingers at others.
- Focus your communications on how problems can be rectified.

Avoid details on how much the response effort is costing.
- Focus on how the response has supported the health/ well being of those affected.

Avoid humor.
- No exceptions! Humor of any kind is not appropriate in an emergency situation.

Don't repeat negative allegations.
- Refute critical allegations succinctly.
- Draw upon and reinforce your key messages.

Don't become defensive.
- Respond to issues, not personalities.
- End debates, rather than continue them.
- Stay calm.

Positive and Negative Body Language
Positives

- **Frequent eye contact:** honest, open, and concerned about your audience.
- **Well-modulated, confident voice tone:** honest, knowledgeable, and trustworthy.
- **Keep your hands in sight** (while keeping hand movements to a minimum): honest, open, caring, confident.
- **Posture –** If standing, stand tall and straight, but not rigid. If seated, sit forward in the chair and lean forward slightly toward the audience: honest, open, caring, confident.
- **Dress appropriately** (perhaps slightly more casual than your normal business attire): approachable, audience-appropriate, honest, and credible.
- **Well-groomed** (but not elaborate): knowledgeable, credible.

Negatives
- **Poor Eye Contact:** dishonest, closed, unconcerned, nervous, lying.
- **Constant throat clearing**: nervous, lacking self-confidence.
- **Arms crossed on chest**: arrogant, not interested, uncaring, not listening, impatient, defensive, angry, stubborn, and not accepting.
- **Frequent hand gestures/body movements or fidgeting:** dishonest, deceitful, nervous, lacking self-confidence.
- **Hidden hands:** deceptive, guilty, and insincere.
- **Speaking from behind barriers (podiums, lecterns, tables, desks) or from an elevated position:** dishonest, deceitful, too formal, withdrawn, distant, unconcerned, superior.
- **Touching and/or rubbing nose or eyes:** in doubt, disagreeing, nervous, deceitful.
- **Jingling money/items in pockets**: nervous, lacking self-confidence, lacking self-control, deceitful. *A good tip: empty your pockets before an interview or presentation.*
- **Drumming on table, tapping feet, or twitching**: nervous, hostile, anxious, impatient, bored.

Resource E8: Spokesperson Guidelines
The messenger or spokesperson responsible for responding publicly can make or break the situation. No matter how important or well-developed the message, if the spokesperson that delivers the message is not a well-spoken, empathetic and credible source, the message will most likely be lost.

Spokespersons should:
- Be media-savvy and knowledgeable about the situation.
- Convey empathy and caring.
- Demonstrate competence and expertise.

Resources: E – Media Tips

- Communicate honestly and openly.
- Exhibit commitment and dedication.
- Be sensitive and responsive to public concerns.
- Express optimism.
- Stay calm under pressure.
- Exhibit positive body language.

The audience should:
- View you as being credible and competent.
- Believe you have their best interests at heart.
- Hear you addressing their key concerns.

To build trust and credibility as a spokesperson:
- **Stay "on message."** Staying on message drives home the messages, keeps you focused on the issues, and reduces the chance of mistakes.
- **Recognize the public's specific concerns**. People are dissatisfied when information does not address their needs; in addition, the messenger may lose credibility if specific needs are not addressed.
- **Be open and honest**. People are more accepting of information when spokespersons display truthfulness, honesty and a willingness to address tough issues.
- **Coordinate with other credible sources**. People are dissatisfied when different agencies deliver inconsistent messages.
- **Meet the media's needs**. If the media are working on a story, they will report it with or without your help. Tell the media what you want the public to know about this situation.

ANNEX 9 DRM RECOVERY COMMUNICATION PLAN

1. Introduction

The Government is committed to ensuring that the community is well prepared and able to deliver effective recovery operations, following events that affect the people of Uganda. The Recovery Plan provides the strategic intent, responsibilities, authorities and the mechanisms for disaster recovery in affected areas.

The communication guidelines are part of a suite of documents designed to support the Recovery program, which allow for the development and implementation of a planned recovery following a natural disaster or any other emergency.

Communication plays a crucial role in the effective disaster recovery of a community and it is well documented that having access to appropriate information before, during and after an emergency can have a very positive effect on the resilience and recovery of individuals and the affected community.

2. Purpose of the Guideline

The purpose of this guideline is to raise awareness and understanding of the importance of communicating in recovery and in particular how key messages should be communicated to identified stakeholders and target audiences.

Local government has a key role in response and recovery from an emergency or disaster event, usually locally or sometimes at a national context. The aim of this communication guideline is to provide guidance to responsible local government and affected by a disaster to achieve:

- Better governance of emergency recovery and emergency management
- A more confident and rigorous basis for decision making and planning
- Value from uncertainty and variability
- Pro-active management
- Improved resilience
- More efficient allocation and use of resources
- Improved community confidence and trust
- A smooth recovery process

The guideline is primarily designed for local government but can also be used by partners involved in the provision of emergency recovery operations.

The OPM is proposing a coordinated approach to public information, with respect to emergencies. Public information strategy will be developed following specific natural disaster or emergency, as part of the recovery planning process. The public information strategy will support the effective management, coordination and release of authorised public information messages that are timely and accurate.

Responsibility for the development and implementation of public information strategy will be identified in the recovery planning process and are tailored for each level of Government. All agencies with a role in the recovery are responsible for producing agency specific information to fit the agreed public information strategy.

The OPM NECOC will, if activated, coordinate the release of public information. The role and function of the NECOC is to provide a single source of public information support and assist in the operational

management of an emergency and subsequent investigations provide information in a timely manner which promotes public safety; provide accurate, reliable and authorised information; build and hold public confidence and; provide consistent and coordinated information messages assist longer-term recovery

The Plan should be developed to reflect the changing needs of public information and the way in which emergency management organisations broadcast important information to the community in a timely and coordinated manner.

3. Communication in Recovery
Recovery communication refers to the practice of sending, gathering, managing and evaluating information in the recovery stage during and following a disaster.

DMC has a lead role in creating a local recovery plan as part of its on-going preparedness. A designated component of this plan should focus on effectively communicating with communities and individuals impacted by an emergency.

The recovery communication with affected communities and other stakeholdersshould:
- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent
- Recognize that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time;
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals; and
- Repeat key recovery messages because information is more likely to reach community members when they are repeated

The information that needs to be communicated in the recovery process depends upon the characteristics of the event in terms of type, location, severity and effects on the community. The following broad categories of information needs to be communicated in the recovery process,:
- What has happened in the community (*define the disaster, scale and impact*)
- What recovery is likely to involve (*explain the process and action being undertaken to facilitate recovery*)
- What plans are in place for the well-being of the community (Programs to support community recovery process)
- What services and resources are available for recovery of the community (*types of services being provided, by which agency/partner and who is eligible*)
- Information, which will assist the community to effect recovery (*guideline to self help themselves covering health, safety, and security issues, access to assistance*).

4. Principles of Communication in Recovery
People affected by disaster are often overwhelmed by large amounts of information and as a result their ability to take in information, think about it and remember it can be impacted.

During recovery communication should:

a. Assist the community by providing relevant, clear and timely information

b. Provide only information they need through consultationwith the community to establish what they actually want to know, i.e. what is happening with recovery, how can they access support and who to contact should they have any questions.
c. Ensure the information is presented in a way that is clear and free of jargon. Short, sharp amounts of relevant and practical information are most useful.
d. Make the communications targeted and utilise appropriate methods of communication for all audiences
e. Ensure your communication fits the audience; this can be achieved by knowing your audience and the best way to reach them. Work in conjunction with the community leaders, religious leaders and influential individuals utilizing existing networks and strengths. Respect the community by ensuring communication is culturally appropriate.
f. Reiterate key messages and re-communicate regularly
g. After and during an emergency people can have trouble remembering information. It is important to reiterate and re-communicate information periodically throughout the recovery process.
h. Acknowledge the impact to help validate people's experiences
i. Allow people affected by an emergency to acknowledge and validate their experiences, this is important.

Effective Communication Tools for Recovery:

Successful communication shall act as a type of community development; empowering the community and individuals to understand and influence their recovery, increase social cohesion and assist in rebuilding the social fabric of the group that has undergone significant dislocation. Face to face communication is particularly beneficial but it should be backed up by other effective communication. To be effective:

- Only provide or send necessary, relevant information
- Keep information consistent, accurate, short and sharp
- Use clear language and uncomplicated sentences
- Use positive language where possible
- Provide information in various formats, including printed material that people can read later
- Repeat information frequently
- Ask people if they want regular communication and how often.
- Provide contact details for follow up questions

Two-way communication

Good communication includes a commitment to customer service and public accountability. Put in place in place a mechanism for feedback as well as avenues for appropriate complaints resolution, sharing of perspectives, beliefs, and positions between interested parties, and between an emergency recovery agency and its stakeholders.

The feedback loop into communications ensures the communication being provided is beneficial to the community to:

- Confirm suitability of communication
- Review the effectiveness of communications
- Ensures the communication is tailored appropriately
- Provide information about the communication, in terms of status, needs etc.

Feedback can be obtained from the community in a number of ways:

- Include council contact details on all communications [*email, telephone number, web address*]
- Have feedback and evaluation systems integrated into all communications

- Gather data from community meetings, via note taking and face to face
- Talk to staff and volunteers that are returning from the affected area to ensure information and knowledge is transferred.

5. Stakeholders Categorization

It is important to identify stakeholders and to realize that the emergency recovery operation does not choose the stakeholders they choose themselves. Ensure all group is included, in particular non-vocal groups to create equity and enhance the recovery process for disengaged groups.

The communication target audience can be categorised into the following:

- Key DRM Emergency Team
- Minister in Charge for Disaster Preparedness in the Prime Ministers Office
- Cabinet and Policy Advisors
- Emergency Services; Red Cross, WFP, WVI, Oxfam and other relevant partners on relief etc
- District or LGs Emergency Management Committees, DRM Officers
- Other Emergency Committees Members
- Local Government committees responsibly for the emergency
- Other sector specific Government Agencies and Non-Government Agencies affected by the emergencies for instance Tourism, Agriculture, Water and Environment. Private Sector Association like chambers of Commerce. Environmental Groups Department of Trade, Investment,
- Infrastructure and Services, Elders and Leaders of diverse communities
- Community; Community leaders, CBOs, TBOs, RBOs, youth and women, disabled and Volunteers

Be conscious of the variables in their composition and in their level of exposure to disaster risk. Such factors that can influence disaster resilience include remoteness, population density and mobility, socio-economic status, age profile. Within individual communities, certain members are more vulnerable and may need tailored advice and support. Ensure they are included a special vulnerable groups that require special attention to empower individuals and communities to manage their own recovery. Individuals and agencies involved in community development pre disaster should have a clear role to support and facilitate individual and community recovery post disaster. As such it is important that they are integrated into the recovery system. For example Communitycenters, local not-for-profit like SACCOs, Religious and Traditional Organizations and local Non Government Organisations (NGOs).

The LG Recovery Committee shall establish Local Community Consultation Groups to enable members of the local community, including people affected by the event and representatives from local organisations to meet and provide inputs and guidance to the recovery process. These groups provide a mechanism for enhancing communication and feedback loops within communities.

The role of the Community Consultation Group is to:

- Represents the community in the recovery process
- Facilitates dialogue between the Recovery Committee/Coordinator and the community so as to regularly advise on issues of concern
- Works with the Recovery Committee/Coordinator and task groups to tackle specific issues
- Assists coordination of recovery initiatives undertaken in the community
- Generate a repository of local knowledge, innovation and education to build a culture of resilience at all levels of the community and should contribute to a continual cycle of learning.

Knowledge enables everyone in the community determine their future hazards and risks, and to inform preparation and mitigation measures9

**6. Communication Needs Assessment**
The Agency jointly with the Recovery Committee shall carry out a Communication Needs Assessment to gather information about a community's opinions, needs, challenges, and assets. This information will help determine local needs and ensure that recovery reflects these, and thereby enhances community capacity and resilience. A Communication Needs Assessment [CNA] should be conducted prior to public information campaigns.

An example CNA could include:

Issue	Questions to Ask
Situational	What is the context to the emergency
Stakeholders	Who are you trying to communicate with? What special needs do they have? What assets can be built upon to improve communications? What are the concerns stakeholders have?
Objectives	What is it that you are trying to achieve by communicating? What information are you trying to communicate?
Methods	What method is best suited to meet the above
Feedback	How can we ensure two-way communication?

Communications Model

Follow the steps below in developing you communication plan during recovery:
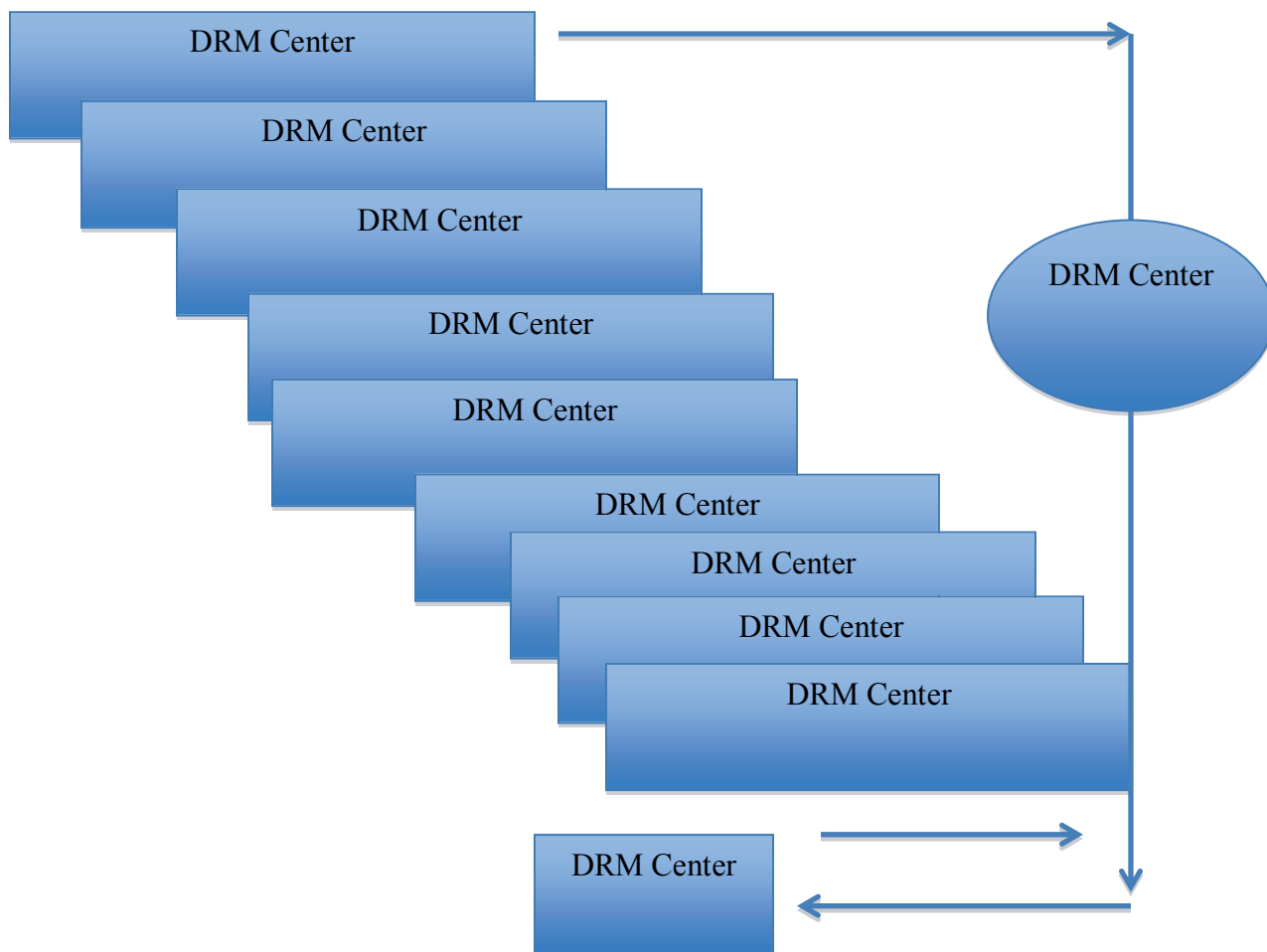
6. Communication Tools

When an emergency occurs, the pressure for information to the media and public is tremendous. This demand may happen even before all the facts of a situation are known and the internal audiences have been informed. The methods used for disseminating information to the public during an emergency will largely depend on the scale and nature of the emergency and the infrastructure and resources government agencies have at their disposal.Selecting the most appropriate communication method is important.

Vary the methods of communication and consultation throughout the emergency recovery process. Have a flexible communication and consultation plan in an emergency recovery operation to influence what is trying to be achieved in relation to emergency recovery.

It is important to remember that people respond to different methods of communication and as such the communication medium should fit the audience. The preferred way of channeling information is through people locally placed within the community, such as:

- Community leaders; Religious, political and businessetc.
- Schoolteachers
- Health care professionals

- Local media, such as local radio and newspapers

These can help better target communication because they offer a greater understanding of their community needs and can help ensure information reaches the specified target. Some caution needs to be considered to ensure the information is disseminated appropriately:

- Be clear and concise with instructions
- Clearly identify who the recipients of the information should be
- Include information about agency, local DRM Committee and process to access assistance; grants etc. Seek assistance and approval by the relevant agency for the content included in these documents.

The communication activity has many potential dimensions that include within organisations and throughout the wider community.

Organisational:	Don't overlook internal communication within the communication strategy it is vitally important. Developing sound internal communication processes that can be evaluated on a regular basis toensure a cohesive organisation with a clear distinct message. The use of internal web and hard copy internal publications are an effective medium for internal communication.
External	Use websites for almost all communications; the trend today increasingly people view websites as a primary source of information. To ne effective have the site linked to various relevant organizations and information sources on hazards.
Public Media:	The media plays a very important role in communication during disaster. DRMC often have an established Media Officer with links to media and channels in place for the distribution of information. The media can take many forms; newspaper, television, printed matter and radio are some examples. Working with the media helps to ensure correct information about the recovery is provided to the community in the widest possible way. To ensure that the media takes up your message, incorporate new information into the release to capture attention Make the key information clear and unambiguous remembering that spokespeople only have a few seconds to get the message across. Add in some statistics, for example how many people attended a recovery planning, how many financial grants have been mobilized, key influential people, that endorsed or sponsored the recovery plan. Most of all, ensure the message has feeling and empathy with a focus on people
Social Media:	Today social media is increasingly becoming a popular and mainstream source of information through community journalism. Examples of social media include: Facebook, Twitter, YouTube, MySpace, Badges and widgets and Blogs. In addition mobile communication on phone sets SMS has become an effective medium for sending notices and alerts, it has wider reach even up to the grassroots levels. Social media can help alert people to

	upcoming events, such as community meetings and they also provide a forum for expression of feelings. Videos can be utilised via social media sites and websites can convey messages and information in a visual way.
Hard Copy External Publications	Visual materials are effective tools to relay messages given that it provide additional cognitive value. Examples of hard copy external publications include pamphlets, flyers, brochures, newsletters, fact sheets and posters. These types of materials are useful because people can take them away and digest the information in private. People tend to be familiar with their format and they are easy to use and produce. Where possible, use newsletters to provide regular contact and a sense of social inclusion with affected people. . They can be either electronic or hard copy and they have the ability to localise issues and information. They need to tie in with your existing key messages and be designed to strengthen overall communications.
Face-to-Face:	Community Meetings are an example of face-to-face communication and are an excellent way to obtain instant feedback from people and provide a forum for questions and answers. They provide a social connection for isolated people and act as a conduit for the dissemination of other communications [print materials. To ensure that community meetings is effective; • Have a set agenda • Have set start and finish times • Keep a record of action items and recap these at the end • Have a Q&A option to allow for feedback and discussion • Leave the door open to encourage late participants to join in • Be prepared that some people may be highly charged and emotional • Have rooms available for private discussions after the meeting • Ensure transport is available so that interested parties are not excluded due to a lack of transport especially the vulnerable groups.
Word of Mouth:	Word of mouth is a trusted form of communication; however, it is very hard to control. Influencing word of mouth to reduce the likelihood of distortion of the message; this can be achieved by providing clear and consistent messaging and compliment the face-to-face meetings with printed materials. It is most effective because it can be quickly dispersed via social networks.
Media Release	Media Release should be included as a vital part of the overall communication strategy. See Resources C for an example release. To grab the attention of the media create a headline that is brief, clear and to the point. The main content needs to follow a logical sequence, starting with a one-sentence lead, which needs to grab the reader and say clearly what is happening. The first paragraph needs to sum up the intent of the release and further content elaborates on it. Avoid repetition and jargon and make the story simple to understand. Deal with facts, events, products, targets, plans etc.
Templates	Provide templates to support the communities directly and indirectly with resources and information to emergency agencies,. A number of templates

	have been created to assist in the dissemination of information; these can be adapted for all scale disasters
Recovery Communications Plan	Develop a Communication Plan using the resource template provided. The communication plan should: • List all your communications stakeholders and their communications needs • Determine the method and frequency of each communication activity. • Allocate resources to communications activities and build a communication activity schedule with clearly assigned roles and responsibilities. • Monitoring the communication activities completed to generate feedback the activities and as an input to improving the communications processes • Completing a CNA template, prior to producing any materials may help to structure communications effectively.

7. Communicating with Special Needs Groupsduring Recovery

People with "special needs" are defined in a variety of ways in any number of characteristics –medical, cultural, cognitive, cultural, physical, or a combination thereof – that differentiates them from other individuals in terms of needs. Within society there exists differing characteristics that will impact on how you communicate with individuals and communities. General communication principles will apply here but there will be additional considerations.

Therefore tailor your communication to enhance recovery, ensure their needs are met, promote equality and build effective relationships between marginalised groups and recovery agencies and committees.

1. **Older people:** Not all older people are vulnerable but for those that are frail and unable to respond quickly without assistance there are additional considerations for reaching them.

2. **Children and Teenagers:** Provide relevant information to children and teenagers affected by a disaster to reduce their distress and confusion. When children and teenagers are caught up in a disaster providing them with access to information and a forum for asking questions and a freedom to express their thoughts, feelings and concerns ultimately helps to reduce the likelihood of problems further on.

3. **Physical disability:**. Create multiple mediums for communicating with physical impaired people e.g. brail, picture cards, audio versions, and large print. Engaging special-needs community organizations in efforts to promote personal preparedness, secure subject matter expertise, and formalize agreements for disaster support. Use the institutional structures to developrelevanttools to disseminate the recovery information and to involve them in the process.

4. **Cognitive and learning difficulties**: Imperative to communicating effectively with this group is to identify their concerns and be flexible enough to deliver messages in a way that suit their need.

5. **Religious Groups:** Involve and incorporate. Religious groups in the context of disaster recovery,. Religious groups exist across all areas of society regardless of age and socioeconomic status. Language barriers can cause problems maximizing communication channels already in place, such as newsletters, radio programmes, will help alleviate this

6. **Culturally and Linguistically Diverse backgrounds**: Refugee and asylum seeker groups consistently rank as some of the most vulnerable people in the community. Groups may often feel removed from society before an emergency and this could well be escalated during and post disaster. Ensure they are included and well informed. Through their relevant agencies like OIM,

7. **Gender:** Gender awareness is important when considering appropriate and effective communication methods; time should be given to research and understand the gender dynamics of the community.

8. Conclusion

Following an emergency or disaster, local government has a key role to play in recovery communication. Providing the community with appropriate information in a timely fashion will have a positive effect on the resilience and recovery of individuals.

Effective communication creates a bridge between diverse stakeholders, connecting cultures and organizational backgrounds, different levels of expertise, and various perspectives and interests18. Councils are best placed to achieve this because they have access to specialised knowledge about the environmental and demographic features of their districts.

Local government should try to ensure that information is accessible to audiences in a range of situations, addresses a variety of communication needs, and is provided through a range of channels. It is important to evaluate communications to ensure they are reaching the target audience and meeting the needs of the community.

Like all communication plans develop recovery communications work plan, assign roles and provide a budget for the communication activities.

ANNEX 10: POLICY AND PROTOCOL DOCUMENTS

RESOURCE F1: ORGANISATION'S CRISIS COMMUNICATION POLICY/PROTOCOL
[If the Organization has supplemental guidelines or policies insert here.]

Resource F2: Organisation Media Response Policy/Protocol

Organization's policy on media. Policy can include:
- Who is allowed to talk to the media?
- What [company] suggests individuals say if approached by the media
- Emphasize that employees do not and should not talk with the media.
- Inform employees who they should refer the media to for answers.
- The actions the company may take against employees (dismissal, etc.) media policy is not followed.

Resource F3: DRM National policy