eisf

Managing
the message

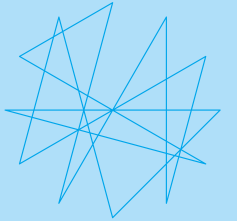## Communication and
media management in
a security crisis

eisf

EISF Coordinator
+44 (0)203 195 1360
+44 77 6099 2239
eisf-coordinator@eisf.eu

EISF Researcher
+44 (0)203 195 1362
+44 77 6099 2240
eisf-research@eisf.eu

www.eisf.eu

EUROPEAN INTERAGENCY SECURITY FORUM

European Interagency Security Forum (EISF)

EISF is an independent network of Security Focal Points who represent European-based humanitarian NGOs operating internationally.

EISF is committed to improving the security of relief operations and staff. It aims to increase safe access by humanitarian agencies to people affected by emergencies. Key to its work is the development of research and tools which promote awareness, preparedness and good practice.

www.eisf.eu

EISF is an independent entity currently funded by The US Office of Foreign Disaster Assistance (OFDA), the Swiss Agency for Development and Cooperation (SDC), the Department for International Development (UK aid) and member contributions.

Acknowledgements

Disclaimer

Contents

Abbreviations

CCT Crisis Communication Team
CMT Crisis Management Team
FAQs Frequently asked questions
FLO Family Liaison Officer
HR Human Resources
ICT Information and Communication Technology
ISP Internet Service Provider
Medivac Medical evacuation
NGO Non-governmental organisation
POL Proof of Life
PR Public Relations

Introduction

'I found out from Twitter that our staff had been abducted before I heard it from the agency' [1]

'From a crisis management perspective it is generally advisable to keep the media at arm's length to contain the situation effectively, and to protect victims and their families.' [2]

'For aid organisations … media visibility can translate to fundraising dollars, which in turn translates to more services for the vulnerable.' [3]

The speed with which information travels can save lives. However, messages about a security incident can influence how it is perceived, how it develops and how it is resolved.[4] The way in which an agency responds, not only to the incident but also to information and opinions about it, is important for the safety of national and international staff.

International NGOs rely on media profile to build and maintain their reputation, to conduct campaigns, raise money and attract staff. They employ public relations officers, press officers, and, increasingly, journalists and social media specialists to shape news and messages for different audiences.[5]

More and more, NGOs and their staff use social media as well as conventional channels to communicate their aims and their role. They are not alone. Throughout the world, members of the public, citizen journalists, photographers and filmmakers use social media too. In an instant, they can broadcast opinions, share photos, feed prejudice or fight injustice, as they wish.[6]

There are important differences between social and conventional media but each depends on the other and both supply a market that never closes. How an agency communicates and how it deals with social and conventional media is part of how it protects staff.

'Managing the message' offers generic guidance on communication and media management following a critical incident involving one or more members of national or international staff. Communication and media management is a pillar of crisis management and a component of corporate ethics and risk management.[7]

What is communication and media management?

'Depending on how the media are managed, they can help or hurt in a crisis.' [8]

'Communication and media management' refers to the monitoring and management of internal and external messages about an agency's work via conventional news media, public relations channels, personal communication and social media networks.

Communication and media management strategies in NGOs should cover personal as well as professional communication.

> **Personal does not mean private:**[9] **any disclosure of sensitive information represents a threat to the privacy and sometimes the security of staff, their colleagues, their beneficiaries and/or partner agencies.**

Disclosure is a possible source of liability. For this reason, agencies also need good information management and data protection practice.

📖 *EISF Report: The Information Management Challenge* [10]

Agencies must adapt their communication and media management strategy to different circumstances. The prime concern, however, should always be the protection of field workers directly affected and the well-being of their colleagues and families. This requires preparation and the monitoring and management of communication and media if an incident occurs.

Who should read this guide?

EISF good practice guides are intended for managers. 'Managing the message' is aimed at those in headquarters, regional and field offices who are likely to be involved in planning and providing crisis management or communication and media management before, during and after a critical incident.

Security managers and media managers are among those most closely involved in critical incident and media management. As Table 2 indicates, however, crisis management is cross-cutting. In practice, other leaders, managers and national and international staff members across the agency will be involved. Agency affiliates and staff not directly involved in the incident or the media management may be asked for information and comments by family, friends and media.

Table 2

Roles in planning of communication and media management

Organisations use different titles for communication and media management personnel, for example, Press Officer, Media Relations Officer, Communications Director, Digital Manager, etc. Whatever job titles are used, 'communication and media management' in a crisis must cover social and conventional media as well as personal and professional communication by staff.

The contents of this document are intended to serve as a brief, generic guide. They should be used as a checklist and adapted to an agency's needs and circumstances. Key concepts and definitions of terms used in this document are listed in the Glossary.

Wider aspects of security and crisis management planning lie outside the scope of 'Managing the message'. Information on these topics can be found at **http://www.eisf.eu**

How to use 'Managing the message'

The guide is divided between three stages of Planning, Provision and Review of communication and media management. At the start of each chapter, a navigational chart highlights in blue which stage of the process will be discussed.

Throughout the text:

- crucial points and tips are indicated with
- expert accounts are indicated with
- tables are indicated with
- cross references to other parts of the guide are indicated with ▶
- hyperlinks are provided for easy navigation
- cross-references to EISF publications, available at www.eisf.eu are indicated with

At the end of this guide are a number of practical tools. These are referenced where applicable with the tool icon shown below:

Tool 1: Social media policy and guidelines – checklist
Tool 2: Crisis communication and media plan – checklist
Tool 3: Holding statement – template
Tool 4: Press release template
Tool 5: Preparing for interviews – possible questions
Tool 6: Monitoring and removing social media messages

The tools are also available in editable format from www.eisf.eu

Tools must be modified to suit each organisation and context.

---

① Planning

'Planning is essential to ensure that inquiries from the news media, donors and staff are handled effectively.' [11]

'Preparation, preparation, preparation.' [12]

Communication and media management for different phases of a crisis must be planned. For many agencies, media management is part of critical incident, crisis or risk management processes. All the areas in blue below should be addressed when planning.

Leadership

Policy, plans and procedures	Personnel	Resources and partners

Crisis response

Review

1.1   **Leadership**

1.2   **Policies, plans and procedures**

1.3   **Personnel**

    1.3.1   **Communication and media manager**

    1.3.2   **Lead spokesperson**

    1.3.3   **Media monitor**

    1.3.4   **Telephonist/receptionist**

    1.3.5   **News bearer**

    1.3.6   **Family Liaison Officer(s)**

    1.3.7   **Training and rehearsal**

    1.3.8   **Building support and aftercare for key staff**

1.4   **Resources and partners**

1.1 Leadership

'By establishing robust crisis management mechanisms you can optimise preparation and reduce the risk of an incident occurring, or diminish its impact.' [13]

A crisis is a source of corporate risk. It requires leadership and coordination by senior management. The organisation should be seen to act with authority. Senior managers should therefore take the lead in planning and in ensuring organisational preparedness. Both an overall Crisis Management Team (CMT) and a specialised Crisis Communication Team (CCT) must be capable of starting work immediately.

📖 *EISF Briefing Paper: Crisis Management of Critical Incidents*

📖 *EISF Briefing Paper: Abduction Management*

A Crisis Management Team is activated when a critical incident or other situation is determined by senior management to be a crisis. The team may manage the crisis at headquarters, regional, country level, or a combination of these. The process for activation of a CMT and CCT may differ between agencies. In general, the Crisis Management Team will activate the Crisis Communications Team.

> **It is important that each agency ensures all relevant staff are aware of the procedure for activating crisis teams, and what, if any, their role would be.**

Overall crisis management responsibility and authority rests with the CMT. The CCT should 'support the operational strategy of the CMT.' [14]

The roles respresented in the CMT and the CCT will vary between agencies. In some agencies, the Crisis Communication Team leader will be a member of the Crisis Management Team, in others, s/he is outside it in order to maintain a buffer between the CMT and the media. This ensures that spokespersons cannot accidentally disclose information not intended for the public domain.

Figure 1 **The CMT, the CCT and the Media**
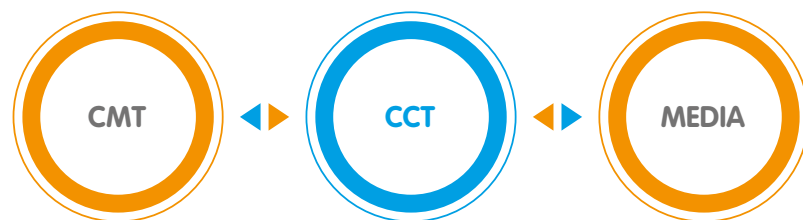
The Crisis Communication Team (CCT) is responsible for all information that will be delivered via conventional and social media and to other stakeholders such as family and staff. The CCT releases information as directed by the CMT. Each member's responsibilities and authority should be clearly defined. The team will prepare press releases, post other statements and designate and brief spokespersons. The CCT will also manage and/or advise on internal communication and provide updates to national and international staff. [15]

At a minimum, the CCT will include:
- Communication and media manager (Leader)
- Lead spokesperson
- Media monitor
- Telephonist/receptionist

1.2 Policy, plans and procedures

'The time to think about drafting a social media policy is now.' [16]

Use the planning stage to develop, document and rehearse policies and plans for communication and media management. If a crisis communication and media plan is already in place it must be regularly reviewed. The process of development and review should involve local, national and regional directors and managers responsible for security, programmes, communication and media, and the staff affected by these policies. [17]

If the agency has no information management or social media policies, these must be a priority. Current policies should reflect changes in operating environments and in media technology.

Table 1 **Crisis preparation best practice**[18]

1	Have a communication and media crisis management plan and update it at least annually.
2	Have a designated CCT whose members are properly trained.
3	Conduct a simulation at least annually to test the crisis communication and media plan and the CCT.
4	Pre-draft messages, including templates for crisis statements.

Table 2
Roles in planning of communication and media management

Tool 1
Social media policy and guidelines

Tool 2
Checklist for a crisis communication and media plan

1.3 Personnel

'The event may continue for some time and consideration will be given to sustainability, resilience, welfare, back-up, shift systems, response continuity and business continuity.' [19]

Staff in different departments, countries, regions and affiliates will have key roles in communication and media management during a crisis.

Use the planning phase to:

- Develop terms of reference for CCT roles
- Designate key personnel for CCT roles in a crisis
- Understand the role of others in key communication, e.g. news bearer, Family Liaison Officer (FLO), country and regional managers and communication staff
- Identify personnel who will relieve or cover CCT members' normal roles in a crisis
- Train and rehearse CCT and cover staff
- Build in personnel support and aftercare

> **More than one staff member is likely to be required in CCT roles depending on the phase, length and intensity of the crisis, and in order to provide cover during illness or leave. Personnel may be recruited or seconded to provide support at international, regional or country level.**

Table 2

Roles in planning of communication and media management

Every crisis, context and agency will be different. During the planning phase, the tasks of personnel are likely to include at a *minimum* the generic roles and tasks in Table 2.

1.3.1 Communication and media manager

'You not only need a technically savvy person but a social-media savvy person working in sync with you in a crisis. You do not want to be figuring this out when the spotlight is on you and you have only hours if not minutes to respond.' [20]

- Leads development / review of media and social media policy and procedures
- Leads development of agency's online presence
- Leads development of conventional and social media relationships: e.g. meets key journalists and social media followers in person[21]
- Leads development of the crisis communication and media plan.

This will serve as a guide – not a blueprint – and save time when a crisis starts. It will include, for example,
- Answers to FAQs about the agency and programmes
- Communication log formats
- Draft holding messages for internal and external communication
- Key messages about the agency
- Priority media contact lists
- Key priority internal and partner agency contacts
- Press release templates
- Scripts for staff receiving incoming calls
- National and international staff contacts
- Talking points for interviewees
- Information on removing social media messages

- Leads on media law and monitoring
- Looks at statements the agency or others have made in past incidents
- Advises on local media landscape and approach in programme countries[22]
- Advises agency on the implications of support for citizen journalist projects
- Ensures field staff social media passwords and photo can be obtained in crisis
- Is on call/rota in case of crisis with access to outline communication and media plan and contacts
- Liaises with Family Liaison Officer (FLO) on media guidance and support for the family
- Depending on agency structure, **may** be a member of the CMT. If not a member of the CMT, **likely** to lead the CCT if it is activated.

▶ *Figure 4: Issue appropriate internal and external messages*

Tool 2

Checklist for a crisis communication and media plan

Tool 6

Monitoring and removing social media messages

Tool 3

Holding statement template

Tool 4

Press release template

Table 2

Roles in planning of communication and media management

1.3.2 Lead spokesperson

'Media professionals will often want to speak with people who are close to the action, but these staff are not always properly trained to handle the media.' [23]

'The most important piece of advice is "if journalists ask you, refer them to the media spokesperson." ' [24]

- Learns and rehearses role
- Looks at statements the agency or others have made in past incidents
- Briefs other spokespersons (see below)
- Is on call/rota in case of crisis with access to media hotline, outline communication and media plan and contacts
- **Is** a member of the CCT

The lead spokesperson should have a back-up. Other senior staff may also be required to act as spokespeople, depending on the nature of the crisis, the phase it has reached and/or the language(s) of the country, agency or staff member(s) concerned. Following an accident or injury, for example, spokespeople are likely to include international director, HR director, chief executive and/or country director.

> **Back-up and additional spokespersons should also receive training and take part in simulations and/or coaching.**

▶ *See section 2.1.5: Media profile.*

Even experienced media personnel may not find it straightforward to follow guidelines when addressing the media during a crisis. When making a statement, it can be helpful to print and hold the text, to avoid deviating from the agreed message.

1.3.3 Media monitor

'We treat anyone who needs our help. But we discovered on a journalist's Twitter account, a photo of one of our staff with a patient. In the background, you could see our logo. The caption said that the patient was a soldier and he couldn't wait to go back and fight. That could have been a problem for us. The journalist eventually removed the picture, but his Tweet had been re-tweeted by about five people within the first hour, including some of our own staff in different countries. It was a good lesson about the way sensitive information can go viral on social networks.' [25]

- Responsible for monitoring social and conventional media channels, including news agencies, print media, radio, online and TV channels in real time during a crisis

- Updates the Communication and Media Manager frequently about information on a crisis – or on information or images that could provoke a crisis
- Informs the Communication and Media Manager as a matter of urgency about problematic information
- Commissions/supports international and/or local-language counterparts in other countries
- Is on call in case of crisis
- **Is** a member of the CCT

Some agencies use specialist firms in this role.

1.3.4 Telephonist/receptionist

- Learns role and 'script' in case of crisis
- Channels and logs incoming calls / visits from media
- Channels and logs incoming calls from affiliates, partners, and other stakeholders
- **May** be a member of the CCT

▶ *Figure 3: Monitoring information in a crisis*

1.3.5   News bearer [26]

- Learns and rehearses how to break news to a staff member's family
- Is **not** a member of the CCT but plays key communication role

▶ *See section 2.1.3: Family First – inform the family*

📙 *EISF Guide: 'Family First'*

1.3.6 Family Liaison Officer(s)

'You have to take into account that the agency … are not the only stakeholders: you may have government, diplomats, communities, families that can also interact with the media.' [27]

- Learns and rehearses how to break news to a staff member's family
- Is **not** a member of the CCT but plays key communication role
- Learns about sources of media support (conventional and social) for family and links family to direct support if necessary
- Is on call for the family

▶ *See section 2.1.3: Family First – inform the family*

📙 *EISF Guide: 'Family First'*

Table 2

Roles in planning of communication and media management

Tool 6

Monitoring and removing social media messages

1.3.7 Training and rehearsal

"Rehearsals, drills and exercises will not only provide evidence of whether measures and response plans are working, but also ensure staff are familiar with any procedures and tasks that they are expected to perform.' [28]

'Integrate the web team and social media team into your drills and planning so you know your media relations will move smoothly in a crisis.' [29]

Depending on their background and role, key staff will need training (including induction, briefing, workshops, simulations, coaching, mentoring, etc.) on topics such as:

- How the CMT and CCT work
- Crisis communication and media plan
- Individual decision-making and budgetary authority
- Different crisis scenarios and appropriate responses
- Personal safety and risk assessment if deployed to another region
- Record-keeping on action taken
- Legislation and good practice on privacy, anonymity and confidentiality [30]
- How to manage personal stress and avoid burn-out
- How to deal with formal/informal requests from media for information
- How to give an interview
- External sources of professional support
- Communication and media officers may be unused to international crises
- Communication and media staff may be unused to security perspectives and need for low media profile
- Experienced security staff may be unused to social media behaviours
- First impressions count: interview training is essential for potential spokespersons

> **Train more people than you think you need: key personnel may be absent and staff turnover in NGOs can be high. Include country and regional staff and social media personnel.**

> **Even experienced personnel must train and rehearse for a crisis.**

In a crisis, it may be inadvisable to second a particular staff member to a CCT role because of personal or professional circumstances.

For example, s/he may:

- Be undergoing or recovering from personal stress or a major life event
- Have a personal or a poor working relationship with the staff member affected
- Be unable to be released from his or her normal job in the agency

1.3.8 Building support and aftercare for key staff

Crisis management is physically and emotionally exhausting. Designate back-up staff or have a duty rota for staff in key roles: this can reduce the pressure on individuals and provide cover for breaks.

Consider using an outsourced service for some roles, for example,

- In case a crisis becomes protracted
- In case the agency has no communication and media managers in the country where an incident has occurred
- If the agency has no staff in the country or countries where families are based and where media interest may be high
- If translators and interpreters are required
- If the agency has no in-house counselling for staff

Opportunities for informal discussion and counselling should be available to key staff and CCT members as needed during and after the crisis response. In addition, they should have access to professional psychosocial support offered by the organisation. The identification of external support should be a part of crisis preparedness planning. Counselling should be mandatory once a year for staff on standby and at the end of each deployment.

Table 2 Roles in planning of communication and media management

Personnel	Possible role in planning
CEO Senior Managers	• Lead policy development, resourcing and crisis management planning • Develop terms of reference for key crisis staff • Select news bearer • Train for role as spokesperson or news bearer
Security	• Lead / advise on crisis management planning • Lead / advise on sensitive information management
HR	• Major role in policy development and internal communication • Ensure policies comply with duty of care, legislation and staff consultation requirements[31][32] • Develop terms of reference for crisis communication and media personnel • Help identify candidates for key and cover roles • Arrange training, staff support and shadowing • Train for role as spokesperson • Ensure national and international personal information files, including Emergency Contact, social media passwords and photo, are up to date and accessible in a crisis
Family Liaison Officer (FLO)	• Train for role in advising family of staff affected • Understand sources of media support for family
Communication and Media Manager	• Lead crisis communication planning • Develop agency relationship with conventional media • Lead development of online presence • Advise on media landscape in operating countries • Leads on media and internet law and monitoring • Designate lead and other spokesperson(s) • Train spokesperson(s) • Train for role as media manager and/or lead spokesperson in crisis • Know how to respond to informal press enquiries • Ensure staffing of media hotline • Plan and maintain 24 hour on-call rota and contacts • Set up and maintain media contact lists • Ensure FLO is briefed on media support available to the family of affected staff

Personnel	Possible role in planning
ICT manager	• Lead / advise on information management policy • Advise on cyber security and closing of social media sites • Possible role as media monitor
Legal adviser	• Advises on media and internet law • Advises on duty of care and legal aspects of communication
Occupational health / psychosocial support	• Advise on psychosocial support for agency staff during and after crisis
Field workers (+ accompanying dependents)	• Know and adhere to agency's social media policies • Keep personal information file details up to date • In advance of deployment, let Emergency Contacts know that their details have been given to the agency for use in a crisis
Premises management	• Allocate temporary work space and equipment • Arrange for out of hours office access and catering
Accounts	• Arrange rapid authorisation/ provision of cash for additional staff, equipment or activities
All national and international staff	• Know how to respond to enquiries in a crisis • Adhere to the agency communication strategy in a crisis • Participate in consultation on policies • Know and adhere to agency's social media policies
Others: advisors affiliates and partners	• May provide advice on local/international media and monitoring, or diplomatic, legal, religious, insurance, language considerations.

1.4   Resources and partners

Resources include money, time, space and equipment. Possible requirements may differ at HQ or country level, and include various components:

- Money for:
  - Additional staff to cover the normal roles of key staff
  - Training of key and cover staff
  - Services provided by partners, consultants or contractors
  - Crisis simulation exercises

- Time for:
  - Training
  - Relief cover
  - Counselling

- Space for:
  - A media/communication room
  - Press interviews
  - Press conference
  - Staff to sleep and eat

Media interviews or meetings with people not in the CMT or CCT should be held in a room free from information about the crisis.

- Equipment:
  - Additional telecoms equipment for country office
  - Batteries
  - Chargers
  - Computers
  - DVD player
  - Flipcharts
  - Mattresses and bedding
  - Mobile phones for FLO and family
  - Mobile phones with dedicated number for spokespersons
  - Network and phone points
  - Printers
  - Radio
  - Stationery
  - Television
  - Whiteboards, pens, erasers

External individuals and organisations can provide the agency with resources or expert advice and services. They may include:

- Affiliates
- Partner agencies (may act as local media monitors, translators)
- Counselling organisations
- Crisis media/communication specialists
- Media monitoring firms
- Government / relevant embassies (communication may be a statutory requirement)
- Insurance companies
- Hostage crisis management experts
- Translators/interpreters

2 Crisis response

The agency must aim to take charge of communication and media management as quickly as it can after the onset of a crisis. This is important for the protection and well-being of national and international staff, for the agency's perceived authority, and for the continuity of its work and reputation.

Leadership		
Policy, plans and procedures	Personnel	Resources and partners

Crisis response

Review

2.1   Crisis onset

   2.1.1   Ascertain the facts and what conventional and social media are saying

   2.1.2   Activate the Crisis Communication Team

   2.1.3   Family First – inform the family

   2.1.4   Respond to and inform other priority contacts

   2.1.5   Media profile

   2.1.6   Media and abduction cases

   2.1.7   Internal communication

2.2   Crisis continues

2.3   Crisis ends

2.4   After the crisis

Figure 2 **Crisis management cycle**

Planning → Crisis onset → Crisis continues → Crisis ends → After the crisis → Review → Planning
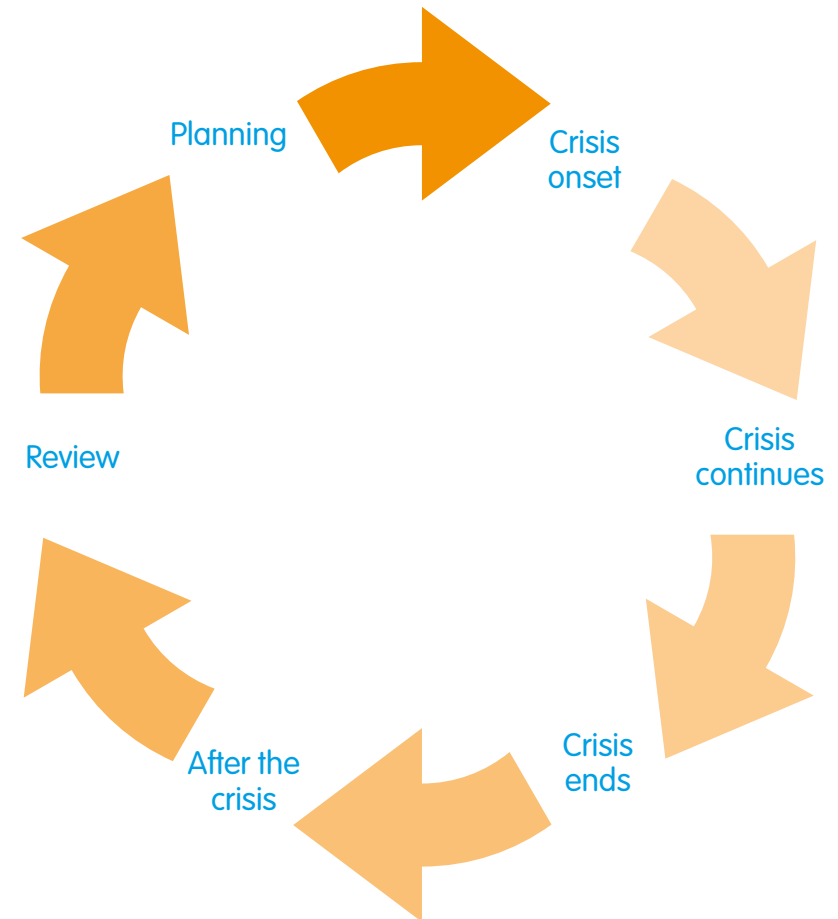
2.1 Crisis onset

> **At crisis onset, the agency will need to act fast.**

Every crisis is different. An agency's response strategy must address the specific circumstances of a crisis, and adapt policies appropriately.

2.1.1 Ascertain the facts and what the media are saying

"Monitor, monitor, monitor – everything, everywhere." [34]

'People forget to monitor social media in the local language. The real information is in the local language.' [35]

Senior managers will seek to determine known facts about the incident:

- What happened
- What caused the event
- Where
- When
- Who is involved
- Impact
- Who else is present/near to location
- What action has already been taken.

Tool 6

Monitoring and removing social media messages

Security and media staff will monitor information from different sources in real time and inform senior managers about what is being said/shown about the incident.

> **Remember that journalists can also be a source of information for the organisation**

Figure 3 **Monitoring information in a crisis**
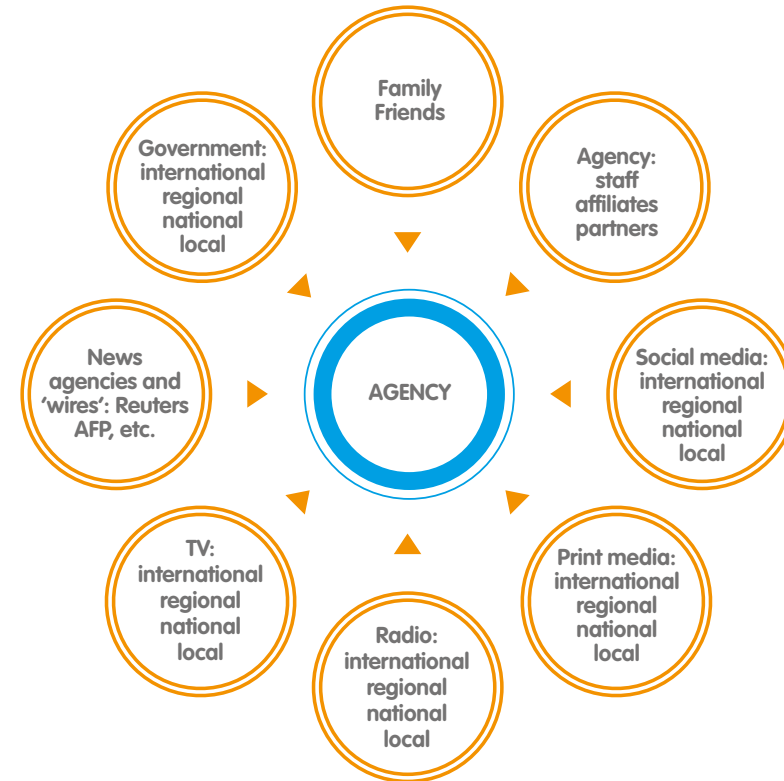
During a crisis, identify all information in a logical order, noting:

- fact or unconfirmed
- the source
- the time
- the means of communication
- whether the information is public or private

Keep a record of actions taken, when and the reasons.

Table 3 **Communication and media management response** – summary

Leaders	Crisis Management Team	Crisis Communication Team
Select news bearer	Activate CMT	Activate CCT
	Monitor situation	Monitor media and brief CMT
	Agree media profile	Propose media strategy and profile
Prepare for possible role as news bearer or spokesperson		Prepare holding statements and press release / brief spokesperson
With FLO, news bearer breaks news to family	Brief news bearer and FLO	Check family has been informed and has media support (FLO)
Receive regular briefing on media response and issues	Authorise media messages	Respond to / inform priority contacts including staff, affiliates, media
		Maintain and log contact with media
		Monitor in real time and inform priority contacts throughout
		Advise on closure of workers' social media sites
Break news of significant changes to family and to staff	Brief CCT and FLO regularly, and on significant changes in situation	Brief CMT regularly and on problematic information in conventional / social media
Conduct after-action review	Conduct after-action review	Conduct after-action review
End-of-deployment aftercare	End-of-deployment aftercare	End-of-deployment aftercare

2.1.2 Activate the Crisis Communication Team

'The big challenge … is the news agencies or news wires – if a wire is launched it's absolutely everywhere: from Japan to New York to Helsinki.' [36]

If necessary, senior managers will convene the Crisis Management Team and the Crisis Communication Team (CCT). They will designate a news bearer and Family Liaison Officer.

▶ *See section 2.1.3: Family First – inform the family*

📖 *EISF Guide: 'Family First'*

The CCT and CMT will regularly brief one another. This is because perceptions of the crisis and media coverage may influence:

- Crisis resolution
- Outcomes for staff affected
- Continuity of work
- Agency reputation

At crisis onset, for example:

- The CMT outlines the preliminary crisis response plan, including priority contacts (family, CEO, government/embassies, etc).
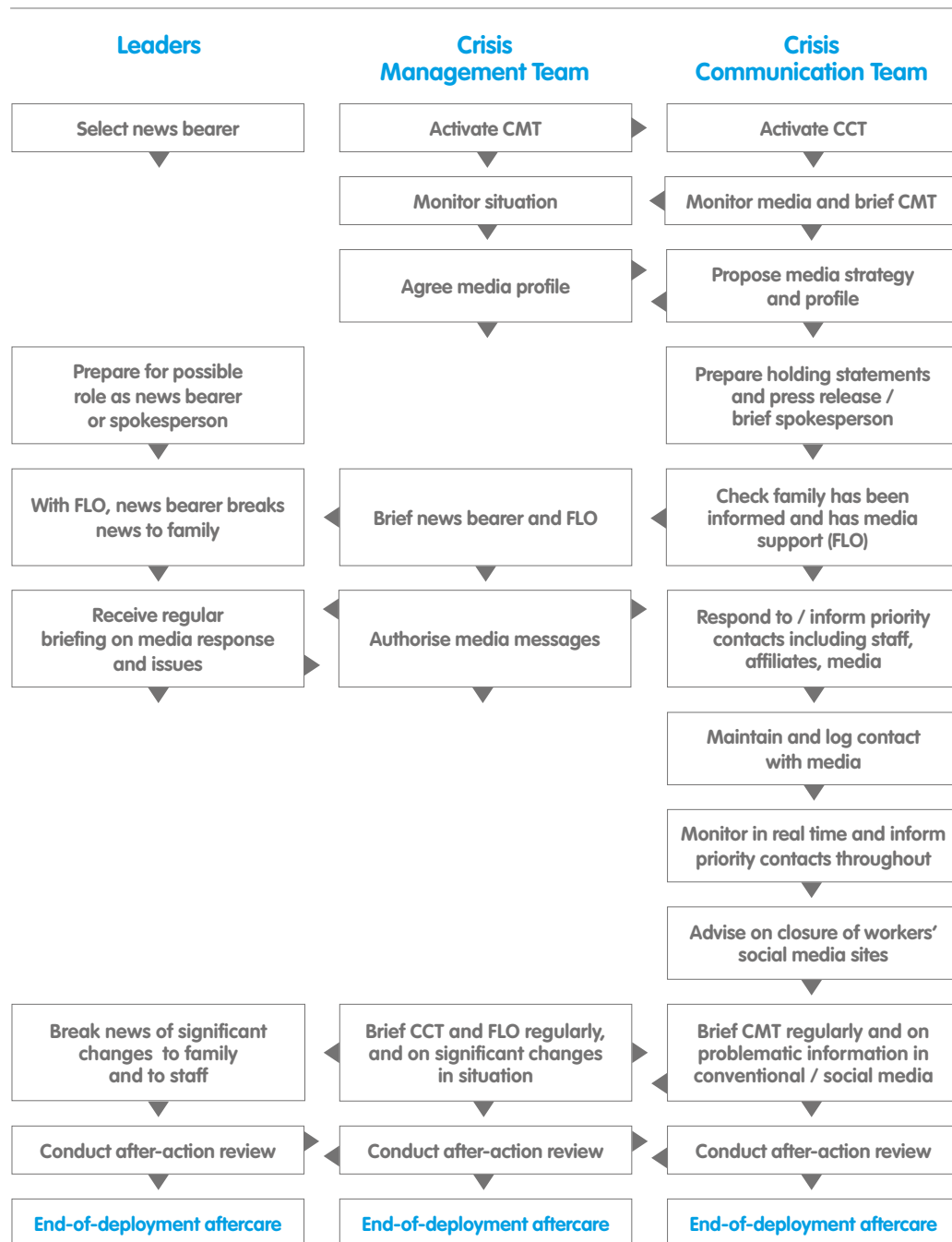- The Crisis Communication Team monitors the media and updates the CMT on what is being said or shown about the crisis
- The CMT authorises initial messages to priority contacts
- The CMT sets up a briefing schedule with the Crisis Communication Team, e.g. 5 minutes every hour
- The Crisis Communication Team assesses the situation and decides appropriate media strategy, validating it with the CMT if necessary
- The Crisis Communication Team prepares holding statements and/or press statements from templates developed during the planning phase. Depending on the agency procedure, these statements may then require approval by the CMT before being issued

▶ *See section 1.1: Leadership*

Tool 3

Holding statement template

Table 3

Communication and media management response – summary

Table 2

Roles in planning of communication and media management

2.1.3　Family First – inform the family

'A situation in which next of kin/contact persons hear bad news via the media first should be avoided in all cases.' [37]

'It was a Sunday when I heard about the incident. I Googled the person's name to see what would come up. I found a Facebook account. I couldn't get into it but I managed to get into the children's Facebook pages. A journalist could have got the phone number in seconds. We asked Family Liaison to ask them to change their privacy settings.' [38]

The CCT will play an important role in supporting the family, through the FLO.

The CCT should work closely with the FLO before, during and after a crisis, to ensure that:

- The family receive the support they need in dealing with the media
- The message remains constant
- The family understand the agency's communication and media strategy

> **Family liaison is vital in the resolution of a crisis. Family liaison ensures that the agency can lead a coordinated response, that information is effectively managed, and that the agency's duty of care obligations to the staff member and their family are fulfilled.** [39]

The family of staff directly affected by an incident should be the first to know the news. They should hear this from the agency before the CCT issues other messages about the incident. With the development of communications technology, the time available for breaking the news to the family face-to-face is likely to be limited. [40]

At the onset of a crisis, even if the Emergency Contact has already heard the news from other sources, the news bearer and FLO must speak to the family.

In liaison with the CMT, the CCT should brief the news bearer and FLO on:

- The facts the agency has
- What media reports are saying
- The field worker's wishes on disclosure (in personal file)
- Organisation policy and procedures with regard to communication and the media

▶ *See section 1.3.6: Family Liaison Officer(s)*

The FLO will need to explain the support that the agency can offer, and advise the family on:

- How to deal with media approaches [41]
- Closing down social networking sites
- Enhancing online privacy settings
- Personal and technical support the agency can provide

In case of abduction, family and friends are strongly advised not to speak to the media because of the potentially negative impact local or international media coverage can have on a hostage situation. This does not mean the agency is doing nothing about the situation, and one of the roles of the FLO is to continue to explain this.

▶ *See section 2.1.5: Media profile*

▶ *See section 2.1.6: Media and abduction*

In some cases, there has been a deliberate strategy of maintaining a high media profile, but this must be carefully managed and coordinated following security advice. The choice about whether or not the family speak to the media in different situations is ultimately that of the family. The agency should advise family members on the pros and cons of speaking to journalists and offer sources of advice. [42]

📙 *EISF Guide: 'Family First' section 2.1 Identify the emergency contact*

📙 *EISF Guide: 'Family First' section 2.8 Information flow*

Tool 6

Monitoring and removing social media messages

Tool 3

Holding statement template

Tool 4

Press release template

2.1.4 Respond to and inform other priority contacts

'All of the media are following Twitter and are monitoring blog posts and Facebook postings. Citizen journalists will be taking pictures and uploading these to websites such as YouTube, or providing them to major news organisations.' [43]

'Expect the media to seek confirmation of the facts, assess impact, gauge implications and start to speculate on cause.' [44]

Larger NGOs will have media professionals on their staff. Smaller agencies should seek professional sources of advice. Key tasks for the agency are likely to include the following and responsibility for them should be assigned during the planning phase:

- Make sure the agency is seen as the credible, authoritative and reliable source of information
- Don't say 'No comment'. Don't speculate. If a response is required but information is limited, issue a holding statement
- Continue to monitor information available on the crisis from all sources
- Prioritise monitoring of social media
- Ensure incoming media phone calls are logged with date and time and referred to the lead spokesperson
- Respect journalists and their deadlines and return media calls.
- Offer to include media callers in the agency's email listing, making sure they get any news and press releases uploaded to the web
- Invite media callers to follow the agency on its microblog, for example, Twitter
- Seek to prevent publication. If this is not possible, correct and/or remove problematic stories, messages, images and film from any source. Explain that this is because media attention can endanger staff.
- Brief and rehearse lead / additional spokespersons
- Prepare key messages and FAQ answers for lead and / or additional spokespersons
- Draft written statement to be read by spokesperson if necessary: this helps to ensure people stay on message
- Use microblogs such as Twitter to release information in brief, with links to website where statements and press releases can be read
- Align internal and external communication

▶ *See section 2.1.7: Internal communication*

Tool 3

Holding statement template

Tool 6

Monitoring and removing social media messages

Tool 5

Preparing for interviews – possible questions

- Record decisions made, and the factors that influenced decision-making
- Bear in mind the main objective is protection of staff directly affected

> **Remember: more information can be released later; it cannot be retracted once it is in the public domain.**

Figure 4 identifies stakeholder groups which the agency should consider.

Figure 4 **Issue appropriate internal and external messages**
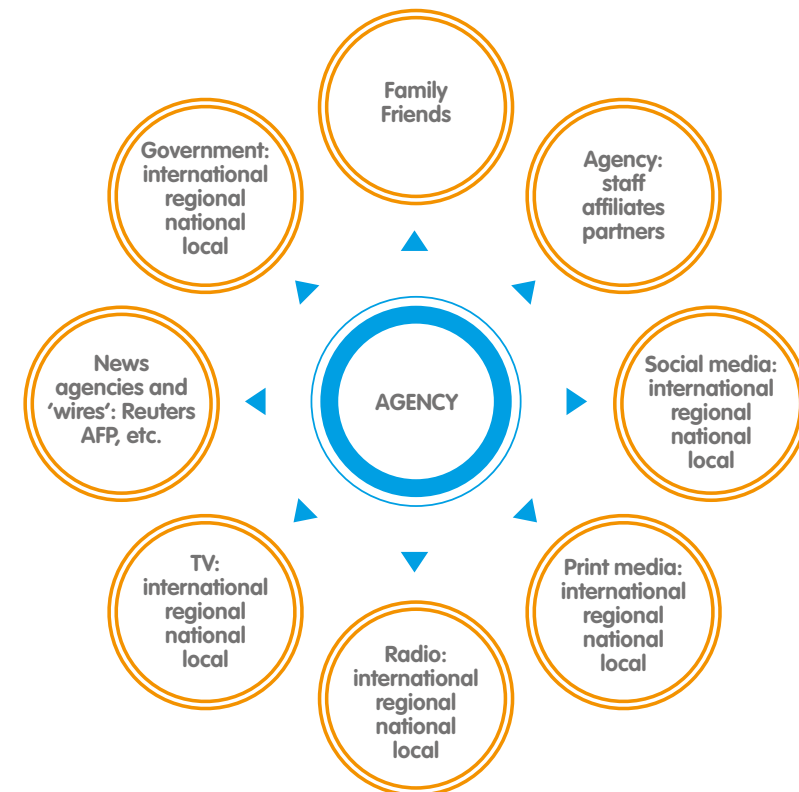
Tool 3

Holding statement template

Tool 4

Press release template

Figure 5 **Possible effect of media interest in a hostage crisis**[45]

Media interest increases

The situation escalates

Public interest increases

Hostage becomes more valuable

2.1.5 Media Profile

Fatal accident, injury or death of a national or international staff member will necessitate immediate notification to the family, usually followed by a statement or press release from a senior manager or the chief executive, expressing sympathy for the injured, sharing the grief of colleagues and sending condolences to the families of those who have died. Depending on the context, a press conference may be called or a press release issued.

Agencies may also use press releases and statements to reiterate the agency's humanitarian role, to call for safe passage for aid workers or for law enforcement agencies, governments or the UN to investigate injuries, deaths or killings.

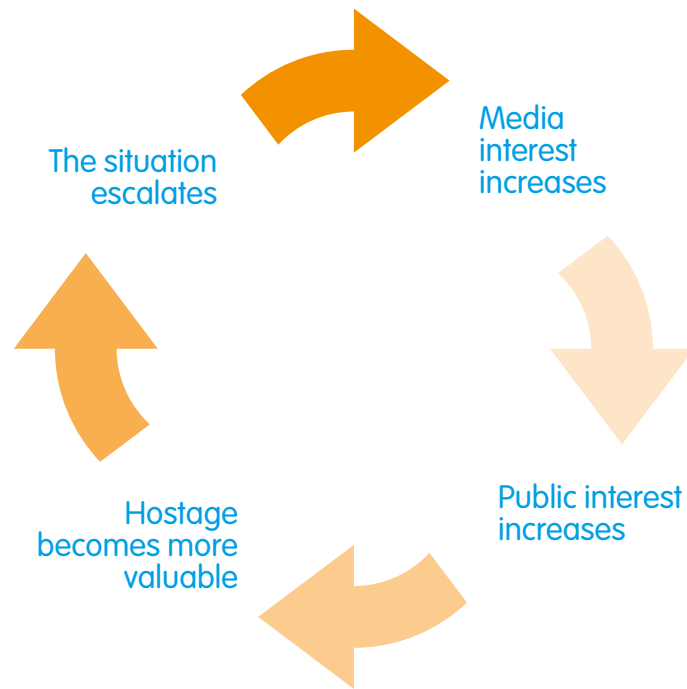Any statement the agency makes will have global and local reach. Following a security incident, an agency is normally advised to maintain a low profile or no-profile approach to the media in order to protect national and international staff directly affected by the incident or still in the vicinity.

If an individual is missing and kidnap is suspected, local and international coverage, personal details about religion, political opinions, lifestyle or sexual orientation may all affect captors' perceptions of the hostage and his/her 'value', putting him or her at further risk.

Access to social media accounts may compromise Proof of Life or provide the media with personal information and contacts they can use to ask questions, angle a story and raise the profile of an incident that should normally be kept low profile.

📖 *EISF Guide: Family First Tool 3*

In some cases there has been a deliberate strategy of maintaining, or raising a high media profile. If this is to be done, it must be carefully managed and coordinated.[46]

> **Media coverage itself may be the purpose of a kidnapping and publicity can result in copycat incidents.**

In some jurisdictions, the media are banned from identifying victims of sexual assault and from publishing material likely to contribute to their identification.[47] In many countries, the identification of a victim may result in their ostracism or further victimisation.

2.1.6 Media and abduction cases

'A friend of a hostage was… very active in social media and started to ask some people to have a press conference… And we put this person in contact with the family… who said, "OK don't worry, [the agency] is looking after the case. Don't worry if you see nothing in the media. It is the policy.' [48]

Every situation is different. The list below is not prescriptive. 'Dos and don'ts' following an abduction are likely to include:

- **Do**
  - Use neutral language, such as 'missing' until facts are established
  - Consider multiple scenarios and try to plan messages and action accordingly
  - Issue brief, minimal statements, if necessary
  - Contact journalists and/or editors and explain that coverage may be harmful
  - Continue to monitor social and conventional media, and urgently advise CMT of any problematic information or reports
  - Close down the staff member's social media accounts
  - Correct and remove problematic stories, messages and images in social and conventional media: if some media break a news blackout, others will follow [49]
  - Share the family's preferred photo with the media if images in the public domain are not appropriate or representative
  - Ask the press to respect the privacy of the family
  - Focus on the agency and its work rather than on the staff member and their nationality in the case of international staff
  - Consider how national and international staff can share thoughts and feelings about their colleague(s) without compromising security
  - Keep a record of action taken

- **Don't**
  - Use contentious language, such as 'terrorist' or 'ransom' which will reach possible captors and stoke interest in a story
  - Miss out local language and local (social) media monitoring: news stories are angled to fit foreign target markets and important issues may be lost in translation [50]
  - Feel it is necessary to answer questions just because journalists ask them
  - Use a spokesperson likely to attract attention in his/her own right, e.g. a CEO, president or a person whose nationality may be a source of controversy and raise the profile of the incident [51]
  - Give interviews: if you give one, other journalists will also expect them
  - Hold a press conference which will attract attention and draw questions unless necessary to manage existing media interest

Some agencies caution that seeking to remove information from social media sites may draw more attention to it. [52]

2.1.7 Internal communication

'If colleagues feel they're left in the dark about what is happening to their colleagues in danger, they could quickly lose confidence in … the organisation more generally … [it] can quickly find itself with two crises, one of them internal, if it doesn't handle this aspect well.' [53]

Internal communication should align with the aims of the overall communication and media plan. The agency should aim to share with staff all the information possible, bearing in mind the protection and well-being of staff directly affected, their wishes, and the profile the agency wishes to maintain. Employees should receive information from the agency rather than hear it through the media. However, they should be advised that in a crisis there will be information which is not shared in order to protect their colleagues.

Internal communication should reach:

- Field staff in the affected country (in appropriate language)
- Field staff in other countries – staff movement may mean that colleagues are no longer be working in the same country
- Regional staff
- CEO and trustees
- Staff at headquarters
- Affiliate agencies
- Key partner agencies or NGO (security) networks in country

Messages should include:

- Minimum information about the incident and what the agency is doing, in appropriate languages
- Why only minimum information is being shared
- Correction of any external media reports, if necessary
- Request not to speak to media or post details on social media sites
- Who is dealing with media requests in the agency
- The response that should be given to any enquiries
- When further information will be available, for example, weekly updates or when there is a significant change in the situation
- Where information will be available

2.2 Crisis continues

If a crisis continues for some time, it will be necessary to:

- Stay in charge of communication and media management
- Keep internal and external audiences informed about what is happening
- Monitor what the media are saying
- Remain sensitive to the family's need for information (via the FLO)
- Remind national and international staff not to speak to media, friends, partner agencies or others
- Provide support and back-up for members of the CCT
- Offer support to other national and international staff
- Offer support to staff and their families directly affected by previous incidents
- Keep a record of action taken

Some agencies use posters, notice boards, news cuttings or an intranet site to reflect staff concern and to mark significant dates if a crisis cannot be swiftly resolved.

If a hostage situation persists or investigation of an incident is unsatisfactory, it may be appropriate to raise the media profile. This approach may affect the safety and well-being of other staff or jeopardise an agency's future role in a country and hence requires careful consideration by the CMT and senior managers.

The crisis may re-awaken memories of previous incidents in which current staff have been involved. Journalists may remind audiences of earlier incidents in the same agency or country or in other agencies. It is necessary to be prepared for such stories both in terms of media response and in terms of psychosocial support to national and international staff and their families who may have been involved in events that took place years earlier.

▶ *Figure 2: Crisis management cycle*

2.3 Crisis ends

'A local journalist saw our convoy… He made the connection with our case. So on the spot you had this media release. And because we had a press officer monitoring the media, we got the information… We were obliged to inform the family although our people were not [yet] back. They were still in the plane.' [54]

> **Some crises will not come to a clear end.**

In other cases, outcomes at the end of a crisis may be:

- Staff member returns home physically unharmed
- Staff member returns home 'walking wounded', that is, ill or with injuries
- Staff member is medivaced home
- Staff member has died

▶ *Figure 2: Crisis management cycle*

Whatever the outcome, the staff member's family should be informed first by the FLO and/or news bearer. As at crisis onset, it is important that the agency itself inform the family even if they have heard first from other sources.

▶ *See section 2.1.3: Family First – inform the family*

The agency is likely to have measures in place to announce the injury or death of a staff member. It must keep in mind data protection, good practice and the wishes of the staff member concerned. Media statements should ask for directly affected staff and their family to be allowed privacy.

If a staff member has died, the agency should consider these measures at headquarters and in field offices:[55]

- The CEO or a senior manager should discuss with HR and psychosocial support staff how to deliver the news
- Consider bringing in a trauma or grief counsellor, preferably one with an understanding of the humanitarian context
- A senior manager or CEO should break the news first to the staff member's closest colleagues
- Allow close colleagues the day off
- Arrange time off and cover for staff in the CMT and CCT
- Hold a meeting to announce the news to all staff
- If key personnel are away they should be informed by phone or in person when they return to work by senior management or CEO

- After consulting the family, tell staff about funeral arrangements
- Give staff time off to attend the funeral
- Consult the staff member's colleagues on a fitting memorial, service or other tribute
- Inform staff of affiliates or partner agencies about measures planned
- Involve the staff member's colleagues in memorial or other tributes
- Following consultation with the FLO, invite family members to participate in memorial service and/or to view colleagues' tributes
- Note important dates for future memorial services
- Keep a record of action taken

Whatever the outcome, the agency will wish to ensure appropriate support for staff directly involved in the CMT and CCT and offer psychosocial support.

If a staff member has been released from abduction, media interest is likely to be high.

The agency is normally advised to continue to maintain a low profile. In these situations, either through, or in liaison with, the FLO:

- Advise the family on how to deal with the media and what support the agency can give, for example, having a media advisor with them
- Help the family prepare a written media statement if requested
- Have draft statements and press releases ready. Include:
  – Information about what has happened
  – Photos – ask the family for a photo they wish to be used
  – Thanks to those who have assisted in resolving the situation
  – Thanks to the media for co-operation during the crisis
  – Request to respect the privacy of the hostage and their family
- Inform national and international staff
- Hold pre-emptive press conference(s) if necessary, in the field, in the former hostage's home country and/or at headquarters
- Do not involve a recently released hostage in personal appearances or press conferences in the immediate aftermath of an abduction
- Reaffirm any ongoing information constraints for example, because the agency has staff in the relevant country
- Put a statement on the agency website
- Monitor the media and seek to correct any problematic stories, messages, images or film
- Keep a record of action taken

2.4   After the crisis

'Sometimes, years after an event, the media story comes to life again.' [56]

The end of the crisis is not the end of the story. In the immediate aftermath, journalists may use stories they have previously held back, a situation likely to last for several weeks.

The agency must ensure the victim and/or their family can continue to access support to deal with the media. A family may be approached years after the event. In a worst-case scenario, a body may be returned or a hostage pronounced dead. In other cases, staff, their families or the agency may be asked by journalists to comment when a perpetrator is captured, tried, jailed or killed. They may be approached even if a critical incident occurs elsewhere or in another agency.

Even after the CCT has finished its collective work, Communication and Media Managers should:

- Provide support for the family on dealing with the media
- Prepare spokespersons to tackle any questions about blame, liability and staff safety
- Be ready to explain why relief operations have stopped, resumed or continued, and the impact on beneficiaries and the organisation
- Remind national and international staff to refrain from discussing the incident and provide advice on how to respond to enquiries
- Know how to respond if victims independently give interviews or publish their account of an incident
- Know how to respond to media if victims or their families seek legal redress from the agency
- Be prepared for significant dates or anniversaries
- Be prepared for campaigns, for example, if the appropriate authority does not adequately investigate the cause of an incident or arrest perpetrators
- Keep a record of action taken

③ Review

Review findings should be documented, and recommendations shared in order to strengthen future planning of communication and media management.[57]

Leadership		
▼	▼	▼
Policy, plans and procedures	**Personnel**	**Resources and partners**
▼	▼	▼

Crisis response
▼

Review

Following response to any crisis, a review should take place. Focus should be on assessing what happened and how the CCT responded to the situation rather than individual responsibilities. [58]

Depending on the agency and the situation, internal reviews of communication and media management planning and provision should take place, for example:

- After the CMT has finished a response, as part of after-action review
- At least once a year following rehearsals and drills
- Following significant changes of communication and media staff
- Following significant changes in social media policy or use of new technology

Workers and family members directly involved in the crisis may wish to participate in the review or in briefing those planning future communication and media management but they should not be pressed to do so if unwilling or unready.

> **Ensure lessons learnt are incorporated into planning.**

▶ *Figure 2: Crisis management cycle*

Tools

Available to download and edit from **www.eisf.eu**

Tool 1 **Social media policy and guidelines**[59]

'Draw on norms that might apply in non-virtual settings … treat "electronic behaviour" as you would treat "non-electronic behaviour".' [60]

'I tell the security guys: I'm not trying to force something on you. But this is already happening. We need to have a more robust plan in place. If you don't do anything, others fill the void. The rumours start.' [61]

1. **Purpose**

2. **Scope – who is covered by this policy?**

3. **Why use social media?**

4. **Why do staff need to be cautious about using social media?**

5. **What needs approval from the agency? What doesn't?**

6. **Best Practices**
   - Be a good ambassador
   - Get advice
   - Think before you post information: of the BBC, New York Times, what your mother would say, your boss…
   - Remember thatit's hard to erase online information and images
   - Think about safety

7. **Be aware**
   - Read the social media website's terms of service and privacy policy

8. **Respect**
   - Respect your audience and uphold the agency's values.
   - Respect other partners/agencies/governments
   - Respect beneficiaries
   - Respect your colleagues
   - Avoid arguments

9. **Rules and obligations**
   - Use a disclaimer
   - Do not share confidential information
   - In certain situations, you may be asked to restrict social media communication
   - Be the first to admit a mistake
   - Use your best judgement
   - Protect your own privacy
   - Respect copyright laws
   - Respect Health & Safety laws
   - Do not use the agency's logo
   - Stay focused on your job
   - After your assignment, confidentiality rules still apply
   - Keep security in mind, e.g.

10. **How to respond to press enquiries**

11. **Consequences of non-compliance**

Note that social media policy must comply with legal requirements and with good practice. Consult HR and legal advisors on, for example, staff privacy, safety, and data protection. Respect workplace agreements.

Some agencies have suggested asking staff to sign a consent form allowing the agency to close down their personal online presence in a crisis.

▶ *See Sources of Further Information: People In Aid Code on staff consultation*

Be particularly careful if you are in an operational context. Never talk about routes or times of planned convoys or distribution of goods. Never post personal details such the home addresses of yourself or colleagues. Bear in mind that personal details of local staff members can be very sensitive in many operational areas – this includes their names and pictures. To guard against burglaries, do not post information on when you are travelling or away from your duty post. [62]

Tool 2 Checklist for a crisis communication and media plan[63]

A crisis communication and media plan should:

- **State the objective of the plan**
- **Describe and designate national and international staff roles and responsibilities in a crisis**
- **State how the Crisis Communications Team is activated**
- **Designate:**
  - who is and who is not a member of the Crisis Management Team
  - who is and who is not a member of the Crisis Communications Team
  - who is responsible for setting up the operations room
  - who is responsible for leading communication and media response and authorising release of information
  - who is responsible for monitoring media and social media response
  - who is responsible for implementing other actions, for example, informing family, closing down social media sites
  - who needs information about what has taken place
    - ▶ *See Figure 4: Issue appropriate internal and external messages*
- **Include:**
  - procedures for information verification, clearance and approvals of information release
  - names and 24-hour contact details for lead and other spokespersons
  - names and contact details for country, regional or affiliate spokespersons
  - checked and updated media contact list
  - procedure for CMT–CCT briefings
  - policies and procedures for employee contact with media
  - information on removing social media messages

- **Outline:**
  - contingency plans for various scenarios
  - exercises and drills for testing the crisis communication and media plan
- **Identify:**
  - individuals, partner agencies or other experts, for example, about a particular country or region, willing to collaborate during an emergency
  - sources of security advice for staff deployed to another region
- **Gather copies of:**
  - draft holding statements, press releases, key messages and templates
  - fact sheets, talking points, and any other materials
  - procedures for posting information on websites
  - task checklists for the first 2, 4, 8, 12, 16, 24 and 48 hours
  - procedures for evaluating the crisis communication and media plan
  - any policies that may need to be referred to in a crisis, e.g.
    - family liaison and support
    - information management
    - legislation and good practice on privacy, anonymity and confidentiality
    - psychosocial support
    - social media
- **Details of priority contacts**
- **State date of plan and when it was last reviewed**

Some agencies hold the crisis communication and media plan on an intranet site or file that is activated only in a crisis. In others, some or all of the plan may be held on hard files. Whatever the system, the information should be held securely but be accessible to named, authorised staff.

Tool 6

Monitoring and removing social media messages

Tool 3

Holding statement template

Tool 4

Press release template

Tool 2

(For use before more specific information is available for release):

Date: [date of issue]

Time: [time of issue]

[News Release Number]

[Summarise event in heading]

[Organisation name] **confirms that it has received a report of** [nature of event]**. According to the information received at this time, the [event] occurred at** [time and location]**. Reports indicate that** [any confirmed information on the event] **and that** [any initial measures] **measures are being taken to ensure the safety of** [team in the country, beneficiaries or specify as appropriate]**. The** [specify plan as appropriate] **emergency plan has now been activated** [and we are doing all we can to resolve this issue]**.**

We will be providing further information as soon as it becomes available. [Provide details on timing of any updates or briefings]**. The next** [briefing/update] **will be at** [location and/or time]**.**

_____

For further information:

Name [name of contact for the media]**:**
Title [title of media contact]**:**
Organisation:
Telephone: [telephone number]
Mobile: [telephone number]
Email: [email address]
Website: [web address]

For Immediate Release

Headline
[Location, Date] One sentence, 7-10 words, that describes the major point of the release: (e.g., A staff member injured following a carjacking.) (Date)

Main Paragraph
Quickly answer the Who, What, Where, When and Why
- Who is affected?
- What is going on?
- Where is this taking place?
- When did this happen?
- Why is this important?

Following Paragraphs
These paragraphs should include key messages and quotes from predetermined spokespersons detailing what actions they are taking, and/or voicing compassion and concern.

Key Message

1.

2.

Quote
Add a statement to remind readers why your agency was in the country/region and the humanitarian nature of its work.

For more information, please contact: [Contact Name]
Contact Phone Number: [Phone number]
Contact Email Address: [Email address]

Tool 5 **Preparing for interviews – possible questions**[66]

1. Can you tell us what happened? Were you there?
2. How do you know this?
3. When did it happen?
4. Where did it happen?
5. Who was harmed?
6. What are the names, ages and nationalities of those who were harmed?
7. Do you pay ransoms?
8. Has the government/ Department of Foreign Affairs been informed?
9. Have demands been made?
10. Why were your staff there?
11. Had the staff had training for this kind of situation?
12. Had you assessed the security situation?
13. How many people were injured?
14. Are those who were injured getting help?
15. How are those that were injured getting help?
16. Is the situation under control?
17. How certain are you that the situation is under control?
18. Is there any immediate danger to other staff?
19. What is being done in response to what happened?
20. Who is in charge?
21. Is this a repeat of [previous case in your agency / this country / another agency]?
22. What can we expect next?
23. What are you advising your staff to do?
24. Why did this happen?

25. Did you have any forewarning that this might happen?
26. Why wasn't this prevented from happening? Could this have been avoided?
27. How could this have been avoided?
28. Who caused this to happen?
29. Who is to blame?
30. Do you think that those involved handled the situation well enough? What more could or should those who handled the situation have done?
31. When did your response to this begin?
32. When were you notified that something had happened?
33. Who is conducting the investigation? Will the outcome be reported to the public?
34. What are you going to do after the investigation?
35. What have you found out so far?
36. Why was more not done to prevent this from happening?
37. What is your personal opinion?
38. What are you not telling us?
39. What effects will this have on the people involved?
40. What precautionary measures were taken?
41. Has this ever happened before?
42. Can this happen elsewhere?
43. What is the worst-case scenario?
44. What steps need to be taken to avoid a similar event? Have these steps already been taken? If not, why not?
45. When will we find out more?

Tool 6 Monitoring and removing social media messages [67]

The line between conventional and social media is increasingly blurred. The internet collapses time and space. Messages and images, true or untrue, welcome or unwelcome, are effectively instant and easily re-transmitted across the 'global village.'

Social media can save lives; messages can alert agencies and help them share assessment data after a disaster. However, as with rumours, messages on social media sometimes have to be challenged because they can affect the safety of staff. Rumours can be hard to quash, internet messages and images difficult to delete. All may continue to circulate long after an incident has ended. That is why proactive communication and media management is essential.

A. First hour

1. Conduct a widespread search across both internet and social media sites. Use **TweetDeck** to create multiple search columns with a range of relevant keywords. Use **NetVibes** to create multiple search boxes, refreshing every 15 minutes.
▶ *See Tool 6 part B: Refining a Google search*

2. If you find a message or image which causes concern on **Facebook**, find the party responsible by searching either name or email address. This can be done either by searching name or email address. Once found, alert a Privacy and Public Policy advisor and inform them of the situation. They will act accordingly to suspend or remove Facebook profile.

3. If the search results bring up a webpage with sensitive content that is out of the organisation's control (the affected party's personal blog or an external website), it might be advisable to send a DMCA takedown notice.
▶ *See Tool 6 part C: Sending a DCMA takedown*

4. Continue monitoring social media (especially **Twitter**) for updates and/or claims particularly in the local language. Address accordingly with assistance from critical incident manager.

5. Wikipedia has a routine deletion policy.

    See http://en.wikipedia.org/wiki/Wikipedia:Criteria_for_speedy_deletion This may be slow. Urgent requests may also be sent to Jimmy Wales jwales@wikia.com

    See http://en.wikipedia.org/wiki/Kidnapping_of_David_Rohde

B. Refining a Google search

To search for an exact word or phrase: Use speech marks around the word or set of words. E.g., "imagine all the people". Only use if looking for a very precise word or phrase.

Exclude a word: Add a hyphen (-) before a word or site to exclude all results that include that word or site. Useful for synonyms.

Include similar words: If synonyms might replace some words in your original query, add a tilde sign (~) immediately in front of a word to search for that word as well as even more synonyms. e.g. ~food facts would include results for ~nutrition facts.

Search within a site or domain: include "site:" to search for information within a single website. e.g. to search for all mentions of Olympics on the Guardian website use Olympics site:guardian.co.uk).

Include a "fill in the blank": Use an asterisk (*) within a query as a placeholder for any unknown or 'wildcard' terms. Use with quotation marks to find variations of that exact phrase or to remember words in the middle of a phrase e.g. "a * saved is a * earned".

Search for either word: If you want to search for pages that may have just one of several words, include OR (capitalised) between the words. Without the OR, your results would typically show only pages that match both terms (Olympics location 2014 OR 2018). Enclose phrases in quotes to search for either one of several phrases: "World Cup 2014" OR "Olympics 2014"

C. Sending a DMCA takedown

The USA's Digital Millennium Copyright Act (DMCA) states that while an Internet Service Provider (ISP) is not liable for transmitting information that may infringe a copyright, the ISP must remove materials which appear to constitute copyright infringement from users' web sites after it receives proper notice. Your agency's copyright does not have to be registered for it to take advantage of this DMCA provision.

If you find that a web site is using one of your images without your permission, it is possible for your agency to contact the ISP to report the infringement and ask that the image be removed from the site. The letter sent to the ISP (see below) is called a "DMCA takedown notice." The ISP must make its agent's name and address available so that you can send them notification. After the ISP receives the notice, it should remove the infringing materials.

The European Union has corresponding legislation but a takedown notice to an ISP outside the USA may prove slower.[68][69]

> **Seek legal advice if necessary.**

You can find the infringing website's hosting ISP through a 'who is' search at sites like Domain Tools or Whois.net. When you notify the ISP of infringement, your letter must meet certain requirements. Specifically, your notification must:

- Be in writing
- Be signed by the copyright owner or agent; your electronic signature is OK
- Identify the copyrighted work that you claim has been infringed (or a list of infringements from the same site)
- Identify the material that is infringing your work
- Include your contact info
- State that you are complaining in 'good faith'
- State that 'under penalty of perjury' the information contained in the notification is accurate, and
- State that you have the right to proceed (because you are the copyright owner or the owner's agent).

Sample Takedown Notice – Copyright

Send a message like the following to make your claim:

VIA Email at [ISPHosting[at]isp.com]

Re: Copyright Claim

To the ISP Hosting Company:

I am the copyright owner of the photographs being infringed at:

[http://www.offendingwebsite.com/photo1.htm]

[http://www.offendingwebsite.com/photo2.htm]

Copies of the photographs being infringed are included to assist with their removal from the infringing Web sites.

This letter is official notification under the provisions of Section 512(c) of the Digital Millennium Copyright Act ("DMCA") to effect removal of the above-reported infringements. I request that you immediately issue a cancellation message as specified in RFC 1036 for the specified postings and prevent the infringer, who is identified by its Web address, from posting the infringing photographs to your servers in the future. Please be advised that law requires you, as a service provider, to "expeditiously remove or disable access to" the infringing photographs upon receiving this notice. Non-compliance may result in a loss of immunity for liability under the DMCA.

I have a good faith belief that use of the material in the manner complained of here is not authorised by me, the copyright holder, or the law. The information provided here is accurate to the best of my knowledge. I swear under penalty of perjury that [I/the organisation] am the copyright holder.

Please send me at the address noted below a prompt response indicating the actions you have taken to resolve this matter.

Sincerely,

[Name]
Email: [name@email.com]

Sample Takedown Notice – Safety/Privacy

VIA Email at [ISPHosting[at]isp.com]

Re: Privacy Claim

To the ISP Hosting Company:

The content on the following website is endangering the safety of a member of our staff:

[http://www.offendingwebsite.com/photo1.htm]

[http://www.offendingwebsite.com/photo2.htm]

Copies of the photographs causing potential harm are included to assist with their removal from the infringing Web sites.

This letter is official notification under the provisions of Section 512(c) of the Digital Millennium Copyright Act ("DMCA") to effect removal of the above-reported infringements. I request that you immediately issue a cancellation message as specified in RFC 1036 for the specified postings and prevent the infringer, who is identified by its Web address, from posting the infringing photographs/information to your servers in the future. Please be advised that law requires you, as a service provider, to "expeditiously remove or disable access to" the infringing photographs upon receiving this notice. Non-compliance may result in a loss of immunity for liability under the DMCA.

I have a good faith belief that use of the material in the manner complained of here is not authorized by me, the copyright holder, or the law. The information provided here is accurate to the best of my knowledge.

Please send me at the address noted below a prompt response indicating the actions you have taken to resolve this matter.

Sincerely,

[name]
Email: [name@email.com]

Sources of further information

Planning

Robert Ayre (2010), *The Information Management Challenge,* Briefing Paper, EISF.

Andrea Broughton, Tom Higgins, Ben Hicks and Annette Cox (2010), *Workplaces and social networking.* The Institute for Employment Studies, for ACAS.

Pete Buth (2010), *Crisis Management of Critical Incidents.* Briefing Paper, EISF.

W. Timothy Coombs (2007), *Crisis Management and Communications.* Institute for Public Relations. www.instituteforpr.org/topics/crisis-management-and-communications/

Sara Davidson (2013), *Family First,* EISF.

Centre for the Protection of National Infrastructure, *Staff training and awareness.* www.cpni.gov.uk/Security-Planning/Staff-training-and-communications

Greencrest (January 2008), *PR: Crisis Communications,* at Greencrest. http://greencrest.com/marketingprose/pr-crisis-communications

Humanitarian Practice Network (2010). *Operational security management in violent environments.* Good Practice Review 8 (Revised Edition) ODI. http://www.odihpn.org

Infoasaid, Media Landscape Guides. http://infoasaid.org/media-and-telecoms-landscape-guides

Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management: How to manage the Media in the Digital Age.* CRC Press.

Sharlyn Lauby (2009), *Should Your Company Have a Social Media Policy?,* Mashable, http://mashable.com/2009/04/27/social-media-policy/

Timo Lüge (2009), *Social Media Guidelines for IFRC Staff.*

Bob Macpherson, Christine Persaud and Norman Sheehan (March 2008). *Experienced Advice Crucial in Response to Kidnappings.* Monday Developments. InterAction.

People In Aid (2003). *People In Aid Code.* www.peopleinaid.org/code/online.aspx

Response

Robert Ayre (2010), *The Information Management Challenge,* Briefing Paper, EISF.

Esperança Bielsa and Susan Bassnett (2009), *Translation in Global News,* Routledge.

Pete Buth (2010), *Crisis Management of Critical Incidents.* Briefing Paper, EISF.

First Nations Health Council (2009), *Managing the Media During a Community Health Crisis: Toolkit,* FNHC Canada.

Sara Davidson (2013), *Family First,* EISF.

Jamie Dettmer (2012), *Richard Engel's Kidnapping: A Behind the Scenes Look,* http://www.thedailybeast.com/articles/2012/12/22/richard-engel-s-kidnapping-a-behind-the-scenes-look.html

EU Electronic Commerce Directive (2000), *Article 14,* http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0031:En:HTML

HM Government (2006), *Humanitarian Assistance in Emergencies,* DCMS and ACPO, Annex B, Guidance on Dealing with the Media.

Hostage UK (2010), *A family's guide to handling the media during and after a kidnapping,* www.hostageuk.org.

Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management: How to manage the Media in the Digital Age.* CRC Press.

Edward Kemp and Maarten Martelbach (2011), *Can you get sued? Legal liability of international humanitarian aid organisation towards their staff,* Security Management Initiative.

Press Complaints Commission, *Editor's Code of Practice,* http://www.pcc.org.uk/cop/practice.html UK Accessed September 2013

Sara Rependa (2012), 'Breaking the Bad News: Telling Employees about a Co-Worker's Death', *The Trauma and Mental Health Report,* York University, Toronto http://trauma.blog.yorku.ca/2012/11/breaking-the-bad-news-telling-employees-about-a-co-workers-death/

UK Department for Culture, Media and Sport and ACPO (2006), *Humanitarian Assistance in Emergencies: Non-statutory guidance on establishing Humanitarian Assistance Centres.*

Wikipedia, Notice and takedown, http://en.wikipedia.org/wiki/Notice_and_take_down

Christine Williamson and Roger Darby (2011), *The importance of HR management in supporting staff working in hazardous environments,* People In Aid.

Review

Pete Buth (2010), *Crisis Management of Critical Incidents.* Briefing Paper, EISF.

Glossary

Abduction

The taking of a person against his or her will. Abduction is distinct from 'kidnapping', which implies a demand made (for example, a ransom) for the victim's return.[70]

▶ *See also Kidnapping*

Aftercare

This entails psychosocial and practical support (for example, additional paid leave). Agencies should ensure that not only the field worker involved but also his/her family, and other staff who may have been affected by the incident or involved in crisis response are offered appropriate aftercare.

Communication and media management

'Communication and media management' refers to the monitoring and management of internal and external messages about an agency's work via conventional media, public relations channels, personal communication and social media networks.

▶ *See also Conventional media and Social media*

Conventional media

Print, TV and radio. The line between conventional and social media is blurred. Conventional media personnel rely on social media sources for news stories: newspapers publish online versions round the clock. Radio and TV can be broadcast over the internet or to mobile phones. A story in the conventional media will be shared by social media users.

Crisis

A critical incident becomes a crisis when its nature, severity or wider consequences for an organisation warrant a response beyond the capacity of routine programme management mechanisms and require leadership and coordination from senior management level.[71] Incidents that may trigger a crisis include, for example:

- Abduction, kidnap or hostage-taking
- Arrest or detention of staff
- Bombing
- Events that cause a high degree of threat to staff
- Events that result in multiple casualties and require urgent response
- Landmine
- Large-scale evacuation or medical evacuation of staff
- Loss of contact with all / part of country operations
- Major assault
- Murder, or death in suspicious circumstances
- Rape or sexual assault
- Robbery

When such incidents occur, special policies and procedures must be activated to supplement regular management capacities. These include the activation of a Crisis Management Team and the Crisis Communication Team.

Crisis Management Team (CMT)

A Crisis Management Team is activated when a critical incident or other situation is determined by senior management to be a crisis. The team may manage the crisis at headquarters or regional level. It is recommended that members of the Crisis Communication Team who are in contact with the media, for example, the lead spokesperson, are not part of the CMT.

Critical incident

A critical incident is an event or series of events that seriously threatens the welfare of personnel, potentially resulting in death, life-threatening injury or illness.[72]

Duty of care

'The duty of care is a legal obligation imposed on an individual or organisation requiring that they adhere to a standard of reasonable care while performing acts (or omissions) that present a reasonably foreseeable risk of harm to others.'[73] Duty of care extends to national as well as international staff (including media personnel employed by the agency).[74] It may also extend to dependents, volunteers and consultants.[75]

▶ *See also Liability*

Family

The term family includes: partners, parents, siblings, children, guardians, carers, friends, and others who might have a direct, close relationship with the missing, injured or deceased person.[76]

In some cases, a family may be split, for example, because the parents have separated. In others, a field worker's partner may be unknown to or not recognised as partner by relatives. Friends and family may not know one another.

Because of changing relationships and family dynamics, it is important that the field worker keeps his/her personal information file up to date.

📖 *EISF Guide: 'Family First'*

Family Liaison Officer (FLO)

A member of staff who has been trained and selected to be the channel for agency support to a family. If more than one field worker is involved in the crisis, each family should have a designated FLO. If a family is split (see Family, above) it is normal to appoint more than one FLO. In a protracted crisis, for example kidnapping, the first FLO may hand over to another.

The FLO will provide two-way communication between the family and the agency in a crisis. S/he will also advise the family on how to respond to and deal with conventional and social media.

📖 *EISF Guide: 'Family First'*

Holding statement

Tool 3

Holding statement template

The initial statement released to the media once a crisis has broken to avoid speculation and distortion of facts.[77] A holding statement acknowledges the situation but makes no commitments about what you intend to do about it. Give bare minimum details of the time, place and nature of the event, with a note that the statement will be followed by more information when it is available.

Key messages

Key messages are the core message you want your target audiences to hear and remember.[78] So, it is important they are clear and concise. They should be no more than one or two sentences in length and should address the main concerns surrounding the crisis.[79] They are what you must say and get across – irrespective of what questions you are asked.[80]

Kidnapping

'National staff is subject to the greatest number of [criminal] abductions. An estimated 90 percent of NGO kidnappings involve national colleagues.'[81]

The forcible capture and detention of someone with the explicit purpose of obtaining something (money, materials, media coverage or other actions) in return for their life and release.

▶ *See also Abduction*

Liability

Being responsible for loss or damage by act or omission as required by law, and the obligation to repair and/or compensate for any loss or damage caused by that act or omission and/or other sanction imposed by a court.[82]

A field worker or his/her family may be able to bring a claim for compensation against an agency if it is found to have acted in such a way that specific health and safety laws have been breached or if the agency has, through negligence, caused injury or death to the field worker.[83] The signing by field staff of waivers or disclaimers does not guarantee legal immunity for the agency.

In addition to the human costs, facing or losing a case brought by a field worker or his/her family may prove expensive in terms of finance, staff morale and agency reputation.

▶ *See also Duty of Care*

Online presence

'In one country, somebody created a fake Facebook page in the name of the country director and became Facebook friends with a number of our local and international contacts. It reached 100 friends. Then indecent pictures were posted. They were very offensive. We contacted Facebook and had it removed within one hour. They advised us to have an official page in every country. At least, have a reference page even if you don't use it. That way, you are occupying the domain.' [84]

Online presence management is the process of presenting and drawing web users to a brand online.[85] The process combines marketing and social media to create a long-term presence. It is important for agencies to occupy appropriate domain names online (even if they do not use the domain) to prevent others from establishing a fake website, Facebook or Twitter account which, quite apart from brand issues, may be dangerous for staff in a crisis or provoke a crisis.

Personal Information File

A file containing personal and Proof of Life (PoL) information about an individual field worker, including details of their Emergency Contact and passwords to email and social media accounts, for example, Facebook, Twitter, Wordpress and LinkedIn, for use only in case of a critical incident such as abduction.

A Personal Information File is required for staff recruited nationally or internationally. Even if hiring is done at country level, the field office remains part of the organisation, and a duty of care is still owed at headquarters level. National staff are more likely to be kidnapped than international staff.

▶ *See also Proof of Life*

▶ *See also Kidnapping*

📙 *EISF Guide: 'Family First' Tool 2*

Proof of Life (PoL)

Proof of Life (PoL) confirms that a captive is alive and enables verification of captors' claims that they are holding him/her. The best proof of life is a phone call. Other proofs include the correct answer to a PoL question and a sample of handwriting. A PoL question is one that only an individual and his/her close family and friends could answer.

PoL questions should be collected before a field worker is deployed, and stored within the personal information file in a sealed envelope. Answers to PoL questions should **not** be easily found on social media sites. Avoid using information such as

- Date of birth
- First school
- Name of boyfriend/girlfriend

📙 *EISF Guide: 'Family First' Tool 3*

Risk management

Risk management refers to the coordinated activities that direct and control an organisation with regards to corporate risk.[86] Risk management is a central part of any organisation's strategic management. It is the process whereby organisations methodically address the risks attaching to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.[87]

Sensitive information

In general, sensitive information is: privileged information which, if compromised through alteration, corruption, loss, misuse, or unauthorized disclosure, could cause serious harm to the organisation owning it, its staff, partners and/or beneficiaries.'[88] The use and storage of sensitive information should be covered by a policy on information management and may be t he subject of legislation.

📙 *EISF Report: 'The Information Management Challenge'*

Social media

'The medium is the message.' [89]

'Rumours are the oldest form of mass media.' [90]

'Oh shiet [sic] heavy earthquake right now! In Haiti.' [91]

Social media (also called digital media, electronic media, new media, social networking, virtual media, or web 2.0) is a catch-all term used to describe a range of audio, video, image and text technologies which communicate through mobile and internet with a wide range of people.[89] Examples are Facebook, LinkedIn, personal websites and blogs, and microblogs such as Twitter. The line between conventional and social media is increasingly blurred (see conventional media, above).

The internet collapses time and space. Messages and images, true or untrue, welcome or unwelcome, are effectively instant and easily re-transmitted across the 'global village.'

Social media can save lives; messages can alert agencies and help them share assessment data after a disaster. However, as with rumours, messages on social media sometimes have to be challenged because they can affect the safety of staff. Rumours can be hard to quash, internet messages and images difficult to delete. All may continue to circulate long after an incident has ended. That is why proactive communication and media management is essential.

References

1   Informant interview, 19.07.13.

2   Pete Buth (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF, p. 12.

3   Kimberly Abbott: 'Working together, NGOs and journalists can create stronger international reporting' Nov. 9, 2009, www.niemanlab. org/2009/11/kimberly-abbott-working-together-ngos-and-journalists-can-create-stronger-international-reporting.

4   Pete Buth (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF, p. 12.

5   See Glenda Cooper (2011), *From their own Correspondent?*, Reuters Institute for the Study of Journalism.

6   Rachel Sklar, 'Citizen Journalism a Sudden Essential in Myanmar' www.huffingtonpost. com/2007/09/28/citizen-journalism-a-sudd_n_66309.html.

7   Pete Buth, (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF, p12

8   Cited in Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management*, CRC Press, p. 43.

9   Timo Lüge (2009), *Social Media Guidelines for IFRC Staff*, IFRC, p. 2.

10 Robert Ayre (2010), *The Information Management Challenge*, EISF.

11 Bob Macpherson, Christine Persaud and Norman Sheehan (March 2008), 'Experienced Advice Crucial in Response to Kidnappings', *Monday Developments*, InterAction, p. 24.

12 Michel Peremans, cited in Medair (internal).

13 Oliver Behn, in Pete Buth (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF, p. 2.

14 Pete Buth (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF, p. 12

15 PR: Crisis Communications, January 2008, at Greencrest, http://greencrest.com/marketingprose/pr-crisis-communications.

16 Sharlyn Lauby (2009), 'Should Your Company Have a Social Media Policy?' Mashable, http://mashable.com/2009/04/27/social-media-policy/.

17 People In Aid (2003), *People In Aid Code*, Principle 4, www.peopleinaid.org/code/online.aspx

18 Adapted from W. Timothy Coombs (2007), Crisis Management and Communications, Institute for Public Relations, www.instituteforpr.org/topics/crisis-management-and-communications.

19 EISF member.

20 Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management*, CRC Press, p. 233.

21 Informant interview, 19.07.13.

22 Infoasaid, *Media Landscape Guides*, http://infoasaid. org/media-and-telecoms-landscape-guides.

23 Humanitarian Practice Network (2010), Operational security management in violent environments. Good Practice Review 8 (Revised Edition) ODI, p. 160 www.odihpn.org

24 Informant interview, 16.07.13.

25 Informant interview, 03.07.13.

26 Sara Davidson (2013), *Family First*, EISF, p. 17.

27 Informant interview, 28.06.13.

28 Staff training and awareness, Centre for the Protection of National Infrastructure, www.cpni. gov.uk/Security-Planning/Staff-training-and-communications.

29 Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management*, CRC Press, p. 233.

30 Disaster Action(2006), *Working with Disaster Survivors and the Bereaved: Code of Practice on Privacy, Anonymity & Confidentiality*, www.disasteraction.org.uk.

31 Disaster Action(2006), *Working with Disaster Survivors and the Bereaved: Code of Practice on Privacy, Anonymity & Confidentiality*, www.disasteraction.org.uk.

32 People In Aid (2003), *People In Aid Code*, Principle 4, www.peopleinaid.org/code/online.aspx.

33 Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management*, CRC Press, p. 47.

34 Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management*, CRC Press, p. 50.

35 Informant interview, 12.07.13.

36 Informant interview, 20.06.13.

37 Pete Buth (2010), Crisis Management of Critical Incidents, Briefing Paper, EISF, p. 11.

38 Informant interview, 11.07.13.

39 Sara Davidson (2013), *Family First*, EISF, p. 3.

40 Sara Davidson (2013), *Family First*, EISF, p. 17.

41 HM Government (2006), Humanitarian Assistance in Emergencies, DCMS and ACPO, Annex B, Guidance on Dealing with the Media.

42 Hostage UK (2010), *A family's guide to handling the media during and after a kidnapping*, www.hostageuk.org.

43 First Nations Health Council (2009), *Managing the Media During a Community Health Crisis: Toolkit*, FNHC, Canada.

44 Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management*, CRC Press p. 51.

45 Sara Davidson, (2013), *Family First*, EISF, p20

46 Sara Davidson, (2013), *Family First*, EISF, p20

47 Press Complaints Commission, Editor's Code of Practice, http://www.pcc.org.uk/cop/practice.html, UK

48 Informant interview, 28.06.13.

49 Jamie Dettmer (2012), 'Richard Engel's Kidnapping: A Behind the Scenes Look', www.thedailybeast.com/articles/2012/12/22/richard-engel-s-kidnapping-a-behind-the-scenes-look.html.

50 Esperança Bielsa and Susan Bassnett (2009), *Translation in Global News*, Routledge, p. 12.

51 Informant interview, 12.07.13.

52 Informant correspondence, 02.08.13.

53 Informant correspondence, 18.08.13.

54 Informant interview, 29.06.13.

55 Adapted from Sara Rependa (2012), 'Breaking the Bad News: Telling Employees about a Co-Worker's Death', *The Trauma and Mental Health Report*, York University, Toronto http://trauma.blog.yorku.ca/2012/11/breaking-the-bad-news-telling-employees-about-a-co-workers-death/.

56 Informant correspondence, 11.08.13.

57 Pete Buth (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF p. 7.

58 Humanitarian Protection Network (2010), *Operational security management in violent environments*, Good Practice Review 8 (Revised Edition), p. 16.

59 Adapted from: Timo Lüge (2009), *Social Media Guidelines for IFRC Staff*, IFRC; Medair (internal); Jane Jordan-Meier (2011), *The Four Stages of Highly Effective Crisis Management*, CRC Press, p. 263; and ACAS, Social Networking and how to develop a policy, www.acas.org.uk/index.aspx?articleid=3381.

60 Andrea Broughton, Tom Higgins, Ben Hicks and Annette Cox (2010), Workplaces and social networking, The Institute for Employment Studies for ACAS, p. 30.

61 Informant interview, 19.07.13.

62 Timo Lüge, (2009), *Social Media Guidelines for IFRC Staff*, IFRC.

63 Adapted from First Nations Health Council (2009), *Managing the Media During a Community Health Crisis, Toolkit*, FNHC, Canada. Thanks to DRC; GTZ: Medair, MSF and Oxfam for sharing additional information.

64 Adapted from First Nations Health Council (2009), *Managing the Media During a Community Health Crisis: Toolkit*, FNHC, Canada.

65 Adapted from First Nations Health Council (2009), *Managing the Media During a Community Health Crisis: Toolkit*, FNHC, Canada.

66 Adapted from First Nations Health Council (2009), *Managing the Media During a Community Health Crisis, Toolkit*, FNHC, Canada; and EISF, 'Media Management in a Crisis' Workshop, notes AMS, 30/05/2013.

67 Thanks to MSF for assistance with this section.

68 Wikipedia, Notice and takedown, http://en.wikipedia.org/wiki/Notice_and_take_down

69 Article 14 of the EU's Electronic Commerce Directive is at //eur lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0031:EN:NOT

70 Humanitarian Protection Network (2010), *Operational security management in violent environments*, Good Practice Review 8 (Revised Edition), p. xv.

71 Pete Buth (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF, p. 4.

72 Pete Buth (2010), *Crisis Management of Critical Incidents*, Briefing Paper, EISF, p. 4.

73 Edward Kemp and Maarten Martelbach (2011), *Can you get sued? Legal liability of international humanitarian aid organisation towards their staff*, Security Management Initiative, p. 20.

74 Christine Williamson and Roger Darby (2011), *The importance of HR management in supporting staff working in hazardous environments*, People In Aid, p. 18.

75 Edward Kemp and Maarten Martelbach (2011), *Can you get sued? Legal liability of international humanitarian aid organisation towards their staff*, Security Management Initiative, p. 50.

76 UK Department for Culture, Media and Sport and ACPO (2006) *Humanitarian Assistance in Emergencies: Non-statutory guidance on establishing Humanitarian Assistance Centres*, p. 13.

77 First Nations Health Council (2009), *Managing the Media During a Community Health Crisis: Toolkit*, FNHC, Canada.

78 Catriona Pollard http://smallbusinesspr.wordpress.com/2007/01/08/developing-effect-key-messages/

79 First Nations Health Council (2009), *Managing the Media During a Community Health Crisis: Toolkit*, FNHC, Canada.

80 Catriona Pollard http://smallbusinesspr.wordpress.com/2007/01/08/developing-effect-key-messages/

81 Bob Macpherson, Christine Persaud and Norman Sheehan (2008), 'Experienced Advice Crucial in Response to Kidnappings', *Monday Developments*, InterAction, March 2008, p. 23.

82 Edward Kemp and Maarten Martelbach (2011), *Can you get sued? Legal liability of international humanitarian aid organisation towards their staff*, Security Management Initiative, p. 19.

83 Ibid., p. 22.

84 Informant interview, 03.07.13.

85 Online presence management http://en.wikipedia.org/wiki/Online_presence_management

86 Edward Kemp and Maarten Martelbach (2011), *Can you get sued? Legal liability of international humanitarian aid organisation towards their staff*, Security Management Initiative, p. 19.

87 *A Risk Management Standard*, IRM, ALARM and AIRMIC (2002), p. 1.

88 Robert Ayre (2010), *The Information Management Challenge*, EISF, p. 2.

89 *The Medium is the Massage: An Inventory of Effects* is the title of the 1967 book by Marshall McLuhan and Quentin Fiore.

90 Jean-Noël Kapferer (1990), *Rumors: the world's oldest media*, Transaction Publishers.

91 Lewis MacLeod quotes this tweet by Haitian Fredo Dupoux, one of the first recorded tweets in Lewis Macleod, (2010), 'New media vital in breaking Haiti earthquake story', www.bbc.co.uk/worldservice/worldagenda/2010/01/100122_worldagenda_haiti_monitoring.shtml.

92 Simon Davey 'An in depth look at social media', NCVO, www.ncvo-vol.org.uk/advice-support/ict/an-in-depth-look-at-social-media. Accessed September 2013.

Other EISF publications

available at www.eisf.eu

Briefing Papers

Security Management and Capacity Development: International agencies working with local partners
December 2012
EISF Secretariat, Iesha Singh

Gender and Security: Guidelines for Mainstreaming Gender in Security Risk Management
September 2012 (English)
September 2013 (Spanish)
Christine Persaud (author), Hye Jin Zumkehr (ed.)

Engaging Private Security Providers: A Guideline for Non-Governmental Organisations
December 2011
Max Glaser (author), supported by the
EISF Secretariat (eds.)

Abduction Management
May 2010
Pete Buth (author), supportedby the
EISF Secretariat (eds.)

Crisis Management of Critical Incidents
April 2010
Pete Buth (author), supported by the
EISF Secretariat (eds.)

The Information Management Challenge
March 2010
Robert Ayre (author), supported by the
EISF Secretariat (eds.)

Reports

The Cost of Security Risk Management for NGOs
February 2013
Christopher Finucane (author) Hye Jin Zumkehr (EISF Researcher), EISF Secretariat (eds.)

Risk Thresholds in Humanitarian Assistance
October 2010
Madeleine Kingston and Oliver Behn (EISF)

Joint NGO Safety and Security Training
January 2010
Madeleine Kingston (author), supported by
the EISF Training Working Group

Humanitarian Risk Initiatives: 2009 Index Report
December 2009
Christopher Finucane (author),
Madeleine Kingston (editor)

Articles

Incident Statistics in Aid Worker Safety and Security Management: Using and Producing them
March 2012
Koenraad van Brabant (author)

Managing Aid Agency Security in an Evolving World: The Larger Challenge
December 2010
Koenraad Van Brabant (author)

Whose risk is it anyway? Linking Operational Risk Thresholds and Organisational Risk Management (in Humanitarian Exchange 47)
June 2010
Oliver Behn and Madeleine Kingston (authors)

Risk Transfer through Hardening Mentalities?
November 2009
Oliver Behn and Madeleine Kingston (authors)
Also available as a blog at
www.odihpn.org/report.asp?id=3067

Guides

Security Audits
September 2013
Christopher Finucane (author),
Ellie French, EISF Secretariat (ed.)

Family First: Liaison and support during a crisis
February 2013
Sara Davidson (author),
Ellie French, EISF Secretariat (ed.)

Office Closure
February 2013
Safer Edge (authors), Ellie French and Lisa Reilly,
EISF Secretariat (eds).

Forthcoming publications

Religion and Security
Future of Humanitarian Security

If you are interested in contributing to upcoming research projects or want to suggest topics for future research please contact
eisf-research@eisf.eu.

References