

Unit 1 describes the first step to ensuring that SBCC is an integral part of an emergency preparedness and response plan: coordination and mapping.

The focus of this unit highlights important considerations regarding communication. It can therefore assist you in making the best use of available information on stakeholders and coordination mechanisms for the purpose of a communication response; identifying missing stakeholders and areas for improvement; and in obtaining necessary information, should none be available in country.

Having completed this unit, you will have the following tools to assist in setting up appropriate coordination mechanisms for SBCC. These make up the foundation for effective emergency response communication:

- [Worksheet 1.1: Identifying Stakeholders](#)
- [Worksheet 1.2: Mapping Partners](#)
- [Worksheet 1.3: Checklist of Key Considerations for an Emergency Communication Subcommittee](#)
- [Worksheet 1.4: Emergency Response Plan – First 72 Hours](#)

What Are Coordination and Mapping?

Coordination and mapping involve having knowledge of the structures, systems and actors that can support the entire communication effort during an emergency, and organizing them in a way that ensures activities, information and operations are delivered more efficiently across the country or affected areas.

Why Are Coordination and Mapping Important?

Through appropriate mapping, described later in this section, you can identify the stakeholders to engage with during an emergency and ensure a coordinated approach to communication activities. This is important because it allows governments to quickly mobilize stakeholders, favors information sharing, harmonizes messages and actions and helps capitalize on existing structures to minimize the duplication of efforts and support sustainability.

Key Steps for Effective Coordination and Mapping

1. Identify Current and Potential Stakeholders
2. Map Stakeholders and Agree on Roles and Responsibilities
3. Set Up and Operationalize a Coordination System
4. Review Information Flows and National Coordination Systems
5. Prepare an Emergency Response Plan for the First 72 Hours

Identifying Current and Potential Stakeholders

Stakeholders are the people, groups, organizations and institutions that are affected by, have an interest in or are somehow involved in the issue being addressed. In an emergency, a wide range of stakeholders needs to be involved. The precise nature of these may vary depending on the type of emergency; however, regarding communication, there are some key categories of organizations and institutions that will need to be engaged, regardless of the type of outbreak.

Wherever possible, identification of existing and potential stakeholders should occur in the preparedness phase of an emergency. In this way, existing structures and coordination mechanisms can be mobilized quickly at the onset of an outbreak. Capitalizing on existing structures also supports the development of activities that are more likely to be accepted, owned and sustained by governments and communities.

During an outbreak, it is common to assemble structures quickly to deal with the emergency. Time constraints rarely allow for a review of existing structures and mechanisms on which to capitalize. As a key step in the preparedness phase, it is therefore important to identify stakeholders in advance and define how each can assist in the emergency response. Identification of coordination mechanisms, technical working groups and other relevant structures in advance allows for quick and early mobilization through these existing structures.

Frequently, lists and maps of potential stakeholders are already available in-country. Approach the relevant coordination agencies, such as United Nations Office of the Coordination of Humanitarian Affairs (UNOCHA) and ministries, to obtain existing lists and identify the most appropriate partners for SBCC.

The list below can be used as guidance. It provides a brief description of the different categories of stakeholders that can support the communication effort and explains why each is important. The list is followed by a simple worksheet that will help you to start thinking about the partners that need to be implicated in an emergency communication response.

Government Institutions

Buy-in and support from government and policy makers are essential if the communication effort is to succeed. Engaging with the government ensures that activities and strategies are aligned with national priorities, and it allows for a more coordinated approach nationally. It is important to understand the coordination mechanisms that exist at and between the national and local levels (including communities). Understanding the leadership structures is crucial to ensuring buy-in and/or participation for all communication interventions.

Ultimately, close collaboration with the government will support the transformation of the country's health system to deal with emergencies.

Service Delivery

Within the service delivery system, numerous personnel are involved in providing or supporting the emergency communication response, including service providers and their managers, among others. Service providers and frontline health workers treat and support those affected by the emergency and can include both paid staff and volunteers, depending on the country context. They can therefore be key in delivering messages and supporting communities to take appropriate protective action. Frequently, health facilities operate at different levels – national, sub-national and local – and a range of different types of services exist. For example, government, private and faith-based facilities. Mapping out the different types of facilities, the levels at which they operate and knowing who is involved in the delivery of emergency services and what they do, will allow for a coordinated approach nationally and for the harmonization of practice, procedures and messages.

United Nations Agencies and Bilateral Organizations

In some countries, United Nations (UN) agencies partner with government ministries to strengthen capacity. Knowing the UN agencies that are most active in responding to the emergency, in communication and social mobilization, and in related areas, will sustain government support, help harmonize activities and avoid duplication. Similarly, bilateral organizations should also be considered, as they too contribute to building the capacity of government in specific domains that may relate to the emergency and to communication.

Non-Governmental and Local Organizations

International and local non-governmental organizations (NGOs), such as community-based organizations (CBOs) and faith-based organizations (FBOs), often work in the community and have earned the trust of community members. These organizations may therefore provide an effective entry point into communities. They may be more influence on the community due to their reputation and are likely to have resources and infrastructure on the ground to support the communication response.

Media and Communication Agencies

These may be government, private or not-for-profit organizations. They include all those agencies in mass communication, such as radio, television, social media and advertising organizations, as well as individuals such as artists, graphic designers, bloggers, journalists and public relations (PR) professionals, who can help with

materials development and message dissemination. Of particular importance are community radio stations that can disseminate information in remote areas and can broadcast programs that engage communities with walking microphones, public debates and question and answer sessions. NGOs that work with national and local media may exist in-country, and may assist with your identification and coordination of media actors.

Research Institutions and Universities

These institutions can prove invaluable in sharing and obtaining the epidemiological and social data necessary to develop appropriate communication strategies and to continually reassess and revise interventions.

Private Sector

In some settings, the private sector may have an interest in the emergency and related issues. As an example, soap producers might donate soap to build brand awareness for their products. Some private organizations may support the emergency response thanks to their logistics or operational infrastructure and thus become instrumental partners in communication activities.

Individuals and Community Members

Just as important as obtaining government buy-in and support, is getting buy-in and support from community-level actors. Understanding the governance, management and oversight of health services at the local level, knowing the traditional and religious leadership systems and identifying established community groups (e.g., women's groups and youth groups) is important for working effectively with communities and conducting SBCC activities that are accepted by community members and supported by local leaders and champions. Ultimately, individual community members are the beneficiaries of a communication response, and hearing their views and concerns is vital to developing appropriate messages and activities. Identifying trusted representatives of a community and creating a constant, two-way communication process with them will help inform interventions according to community perceptions and needs. More information about the identification of trusted community representatives can be found in **Unit 3: Community Mobilization**.

When thinking of stakeholders, it is recommended that you build partnerships with organizations and institutions that operate at different levels of the social ecological model (refer to the "SBCC and Communication Theories for Emergency Situations" section of this I-Kit) as this can allow for a more comprehensive approach to SBCC.

Although lists of emergency stakeholders are probably available in-country, below you will find a worksheet that helps identify those stakeholders that may be more appropriate for SBCC activities. This initial brainstorming exercise will assist you in thinking broadly about the range of actors that can support the communication response in diverse ways.

Map Stakeholders and Agree on Roles and Responsibilities

Once the different stakeholders have been identified, it is important to map them geographically and thematically based on their intervention areas, key activities and/or roles and responsibilities. As social mobilization is an essential component of SBCC, and even more so in the context of an emergency, it is worthwhile highlighting which of the identified stakeholders use community mobilizers or peer educator networks, as these will greatly enhance the reach of activities and messages. Knowing which stakeholders and services are present where, will allow you to:

- Obtain an overview of service coverage nationwide and highlight areas of greatest need
- Identify training and capacity building needs
- Select and organize the members of the emergency communication subcommittee (more information about setting up a communication subcommittee can be found later in this section)

We recommend that you **do the mapping at government-run meetings** to ensure you gather information that is representative of the local context.

Exercise: Mapping Identified Stakeholders

Worksheets 1.1 and 1.2 will guide you in identifying and mapping stakeholders geographically and thematically to gain an understanding of which organizations and services are present where. It is advisable to share the resulting maps with partners to obtain consensus and to keep them updated as needed.

Please note that the worksheets in this section are followed by completed examples in the Appendix. The completed examples will likely include information about an emergency that during an actual event might not be immediately available. This was done to illustrate the full range of information to inform a strategic communication response. As more data becomes available, update this worksheet.

WORKSHEET 1.1: IDENTIFYING STAKEHOLDERS

Purpose: These worksheets will help you think broadly of the different stakeholders who may need to be involved for an effective communication response. It is an initial list that can then be refined later, through subsequent worksheets.

Directions: With colleagues and partners, brainstorm on all possible stakeholders and their areas of expertise. This will help you define how each can support the communication response.

Please note that these worksheets are followed by a completed example that you can use as reference, if necessary.

Stakeholder	Core area of expertise (where relevant)	Primary Contact			
		Title	Name	Mobile Phone	Emails
Organization	Area				
<i>Government Institutions/Ministries/Policy Makers</i>					
<i>International Organizations</i>					
<i>NGOs/CBOs/FBOs</i>					
<i>Media and Communication Agencies</i>					

Worksheet 1.1: Identifying Stakeholders (Continued)					
Stakeholder	Core area of expertise (where relevant)	Primary Contact			
		Title	Name	Mobile Phone	Emails
Organization	Area				
<i>Research Agencies/University</i>					
<i>Private Sector</i>					
<i>Community Leaders/Key Stakeholders</i>					
<i>Individuals/Champions</i>					
<i>Other</i>					

WORKSHEET 1.2: MAPPING PARTNERS

Purpose: This Worksheet will help you map the stakeholders and services identified through Worksheet 1.1, according to their geographical coverage and domains of intervention to understand how best they can contribute to risk communication activities

Directions: Adapt the worksheet below to your country context and needs. If you have completed Worksheets 1.1, refer to them. Work through this worksheet with other partners, agencies and civil society, especially to obtain up-to-date contact information, representative of national context.

You will need to create as many rows in this worksheet as you need. Update the worksheet regularly to ensure its relevance. Share the completed worksheet widely with partners for feedback and input.

Please note that this worksheet is followed by a completed example that you can refer to as guidance if necessary.

Worksheet 1.2: Mapping Partners						
Name of Partner	Type of Organization	Geographical Coverage (adapt terminology as necessary)	Key Areas of Intervention	Key SBCC Related Activities	Community Mobilizers / Peer Educator Networks	Contact Details
	<input type="checkbox"/> Government <input type="checkbox"/> UN <input type="checkbox"/> INGO <input type="checkbox"/> CBO <input type="checkbox"/> FBO <input type="checkbox"/> Media <input type="checkbox"/> Youth group <input type="checkbox"/> Women group <input type="checkbox"/> Religious group <input type="checkbox"/> Other local group <input type="checkbox"/> Private <input type="checkbox"/> Other	<input type="checkbox"/> District 1 <input type="checkbox"/> District 2 <input type="checkbox"/> District 3 <input type="checkbox"/> District 4 <input type="checkbox"/> District 5	<input type="checkbox"/> Health <input type="checkbox"/> GBV <input type="checkbox"/> Nutrition <input type="checkbox"/> Agriculture <input type="checkbox"/> WATSAN/WASH <input type="checkbox"/> Shelter <input type="checkbox"/> Education <input type="checkbox"/> Emergency <input type="checkbox"/> Other: _____	<input type="checkbox"/> Coordination <input type="checkbox"/> Qualitative research Baseline, formative research Message development Produce IEC materials Community mobilization Radio programming <input type="checkbox"/> Train Community Health Workers <input type="checkbox"/> Teaching community leaders about health <input type="checkbox"/> Women's literacy and health training	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name: _____ Tel: _____ Email: _____ Name: _____ Tel: _____ Email: _____ Name: _____ Tel: _____ Email: _____

Set Up and Operationalize a Coordination System

To ensure communication is integrated into the overall national response mechanism, and SBCC activities are coordinated effectively, it is advisable to set up a communication response committee made up of the stakeholders identified through the identification and mapping exercises (**Worksheets 1.1** and **1.2**).

Wherever possible, this committee should result from existing communication technical working group (TWG) structures, as these represent a network of relevant stakeholders. This coordination body would be involved in all communication preparedness activities such as mapping, formative research, community mobilization and message development. You can find out more about these steps in **Units 2, 3** and **8** of this I-Kit respectively. Should you identify the need to set up a communication TWG prior to forming a communication response committee, you can find sample terms of references to guide the process at: <http://mptf.undp.org/ebola>.

Recommendations for Setting Up and Coordinating a Communication Response Pillar

Below is a series of recommendations to help you form and coordinate a communication response pillar. The tips are divided into three areas: (1) composition of the communication pillar, (2) role of the communication pillar and (3) effective functioning of the communication pillar. **Worksheet 1.3**, which follows this section, provides a checklist that will help you ensure that key procedural considerations are addressed when setting up and managing a communication pillar.

The communication pillar is the central coordinating body for the risk communication and emergency communication response at the national level. It liaises and coordinates closely with the national emergency response mechanism. Importantly, it maintains continuous contact with both the national response mechanism and the systems at district/local level for ongoing monitoring of the emergency response and feedback from the communities.

Composition of the Communication Pillar

The composition of the communication pillar can vary depending on the context; however, the points below provide some guidance as to the roles and representation within a communication pillar.

- Identify an organization to chair the subcommittee. The communication pillar should be co-chaired by an international agency and a government partner.
- Select any number of organizations that deal with communication, social mobilization, health promotion, health advocacy, civil society/peacebuilding and SBCC, or that are concerned with communication-related issues affecting the emergency.
- Include local media.
- Include representatives from the community, such as selected spokespeople and religious or local leaders.

For more information about the types of organizations to include, refer to the previous section “Identifying Current and Potential Stakeholder” and to your completed **Worksheet 1.1**.

Role of the Communication Pillar

The roles of the communication pillar are likely to be diverse, to vary depending on the context, and to evolve as the emergency progresses. The list below highlights some key areas that the emergency communication pillar may address with sample activities:

Coordination

- Assess and identify relevant stakeholders regularly. After the initial group has been formed, continually assess whether other stakeholders should be engaged to enhance SBCC efforts.

- Identify and select credible spokespeople from the community to ensure a continuous two-way communication process with the beneficiaries. More about selecting credible spokespeople can be found in **Unit 3: Community Mobilization**.
- Appoint media focal persons to monitor press and to disseminate agreed upon talking points.
- Coordinate and share research and rapid assessments that address culture, practices and behaviors that affect the emergency.
- Coordinate all SBCC initiatives to maximize reach and rapid dissemination of accurate information.
- Setup and coordinate a telephone emergency helpline.

Community Mobilization and Action

- Advocate for changes in policy and procedures, if necessary, to support the outbreak response.
- Develop a social mobilization and communication strategy with an action plan, and share responsibility for its implementation among partners.
- Engage individuals and communities through champions, door-to-door campaigns, dissemination of materials, discussions within community groups, and other community mobilization initiatives. More about this can be found in **Unit 3: Community Mobilization**.
- Use local and national spokespersons and a wide range of media such as print, radio and other relevant broadcasts.

Message Development and Dissemination

- Develop, pretest and disseminate messages and communication materials.
- Develop guides with key messages for different audience groups.
- Authorize any materials developed by other partners to ensure proper coordination, message harmonization and that information is in line with agreed practice.
- Distribute educational materials or message guides.
- Capacity Development
- Assess SBCC training needs of relevant partners (spokespeople, community mobilizer networks, media, NGOs and volunteers).
- Organize and deliver SBCC training as per identified need. Monitor and respond to ongoing developments relating to the emergency response, including rumors, new situations and additional outbreaks.

Monitoring and Evaluation

- Develop, implement and coordinate an M&E plan, containing specific behavioral indicators and objectives.
- Constantly reassess activities, communicating regularly with the beneficiaries, and revise action plan as necessary.

An area that is not often included in the communication pillar but is essential to the communication response is media monitoring.

Media Monitoring

- Monitor and respond to ongoing developments relating to the emergency response, including rumors, new situations and additional outbreaks.
- Periodically review the content on air, and the current messages being disseminated by the media.

Effective Functioning of the Emergency Communication Pillar

Once the communication pillar has been formed, it is necessary that its members meet regularly, are able to share information and take appropriate action. The following tips are provided to support effective functioning of the communication pillar:

- Ensure that each agency has a focal point and keep their contact details up-to-date. **Worksheet 1.2**, which you have just completed, can help you gather this information.
- Update the contact information of pillar members regularly as there can be high staff turnover during emergencies.
- Develop Terms of Reference (TOR) and Standard Operating Procedures (SOP) to guide the functioning of the communication pillar. Sample TORs and SOPs can be found at the end of this section, under references.
- Assign responsibilities clearly to each pillar member and ensure that reporting lines are clear for each activity.
- Organize regular meetings, but keep them to a minimum, as organizations are likely to be busy with the emergency response and may not attend if meetings are too frequent.
- Where possible, establish an alternative system for sharing information, such as through email, to keep all members up-to-date with key developments. It is helpful to create an email listserv of communication pillar members and update that regularly.
- Ensure regular communication with the national emergency response mechanism.
- Have at least one person from the national emergency response mechanism be part of the communication pillar too as this will allow for a coordinated approach. For the same reason, assign focal persons to represent the pillar in related pillars and report back.

Exercise: Key Considerations for an Emergency Communication Pillar

Once the stakeholders have been identified, and a pillar has been formed, there are some key procedural considerations for its effective functioning. **Worksheet 1.3** highlights some of the important first steps for the communication pillar that can lay the foundation for a solid SBCC response during an emergency.

WORKSHEET 1.3: CHECKLIST OF KEY CONSIDERATIONS FOR AN EMERGENCY COMMUNICATION PILLAR

Purpose: This checklist aims to help you ensure that key procedural considerations are addressed when creating a communication pillar.

Directions: Review this list to check that key procedural considerations are taken into account when creating a communication pillar.

Use the actions section to note what remains to be done to accomplish the consideration. Use this tool together with “Recommendations for Setting up and Coordinating a Communication Response Pillar” and “Identifying Current and Potential Stakeholders” for help with coordination and functioning of the pillar.

Worksheet 1.3: Checklist of Key Considerations for an Emergency Communication Pillar		
	Key Consideration	Remaining Action to Accomplish
<input type="checkbox"/>	Include the SBCC component in the national overarching preparedness and response plan, if one is available.	
<input type="checkbox"/>	Develop and share Terms of Reference to guide the functioning of the communication pillar.	
<input type="checkbox"/>	Develop and share Standard Operating Procedures to guide practice around SBCC activities.	
<input type="checkbox"/>	Include national and international partners operating in all types SBCC, anthropological and social research, media and social mobilization activities.	
<input type="checkbox"/>	Include relevant ministries relating to the outbreak and to communication/information/health promotion.	
<input type="checkbox"/>	Link the communication pillar with the national response mechanism.	
<input type="checkbox"/>	Link the communication pillar with other relevant pillars (e.g., via assigned focal persons).	
<input type="checkbox"/>	Link the communication pillar with mechanisms and services at local level.	
<input type="checkbox"/>	Create feedback loops with district level mechanisms and services for the quick dissemination of information and continuous assessment of how communities are responding to the emergency and to any SBCC intervention.	
<input type="checkbox"/>	Create two-way communication between the pillar and communities through local partners and selected spokespersons.	

If necessary, consider additional subcommittees that can come under the communication pillar:

<input type="checkbox"/>	Message development subcommittee to coordinate message development, disseminate information, and help avoid confusion that can undermine public trust, raise fear and hinder response measures.	
<input type="checkbox"/>	Media subcommittee to identify focal points to monitor the press, talk and share accurate information with the media and speak at press conferences.	
<input type="checkbox"/>	Subcommittee for community action at the decentralized level to coordinate community activities at the community level through local organizations. This could include religious, sports, women, youth organizations and individuals such as local and traditional leaders, and actors from other development sectors such as education, agriculture, transport or fisheries.	
<input type="checkbox"/>	Research, monitoring and evaluation subcommittee to coordinate and monitor research to inform all SBCC activities, to evaluate interventions and share findings among all relevant partners.	

Review Information Flows and National Coordination Systems

The communication pillar maintains continuous contact with both the national response mechanism and the systems at district/local level for ongoing monitoring of the emergency response and feedback from the communities. This feedback loop allows the communication pillar to obtain up-to-date information about how activities are being perceived by the beneficiaries, to identify rumors and misconceptions early and to monitor changing needs of communities so as to adjust messages and interventions as necessary.

These feedback loops between the national and local levels can take different forms; however, the communication pillar should always play a pivotal role in coordinating the regular two-way communication process between the national response mechanism and the beneficiaries. **Figure 4** below provides a diagrammatic representation of this. Knowing and capitalizing on existing coordination systems from national to subnational levels is essential. Aligning with established mechanisms will not only facilitate the two-way communication process necessary for appropriate SBCC interventions, it will also increase the likelihood of the feedback loop between local and national systems to be sustained.

The diagrams that follow, taken from the Ebola virus emergency in West Africa in 2014/2015, are examples of how a communication subcommittee can fit in the overall emergency response, and how it can be coordinated to ensure regular communication and feedback between national and local levels. At the district and county level, the subcommittee operates through government offices. Consider using these as reference for different coordination models and to help you select the most appropriate model for your context.

Figure 4 below is an example of two-way information flow between communication subcommittee, the national response mechanism and local communities, using the example of a fictional country divided into three districts.

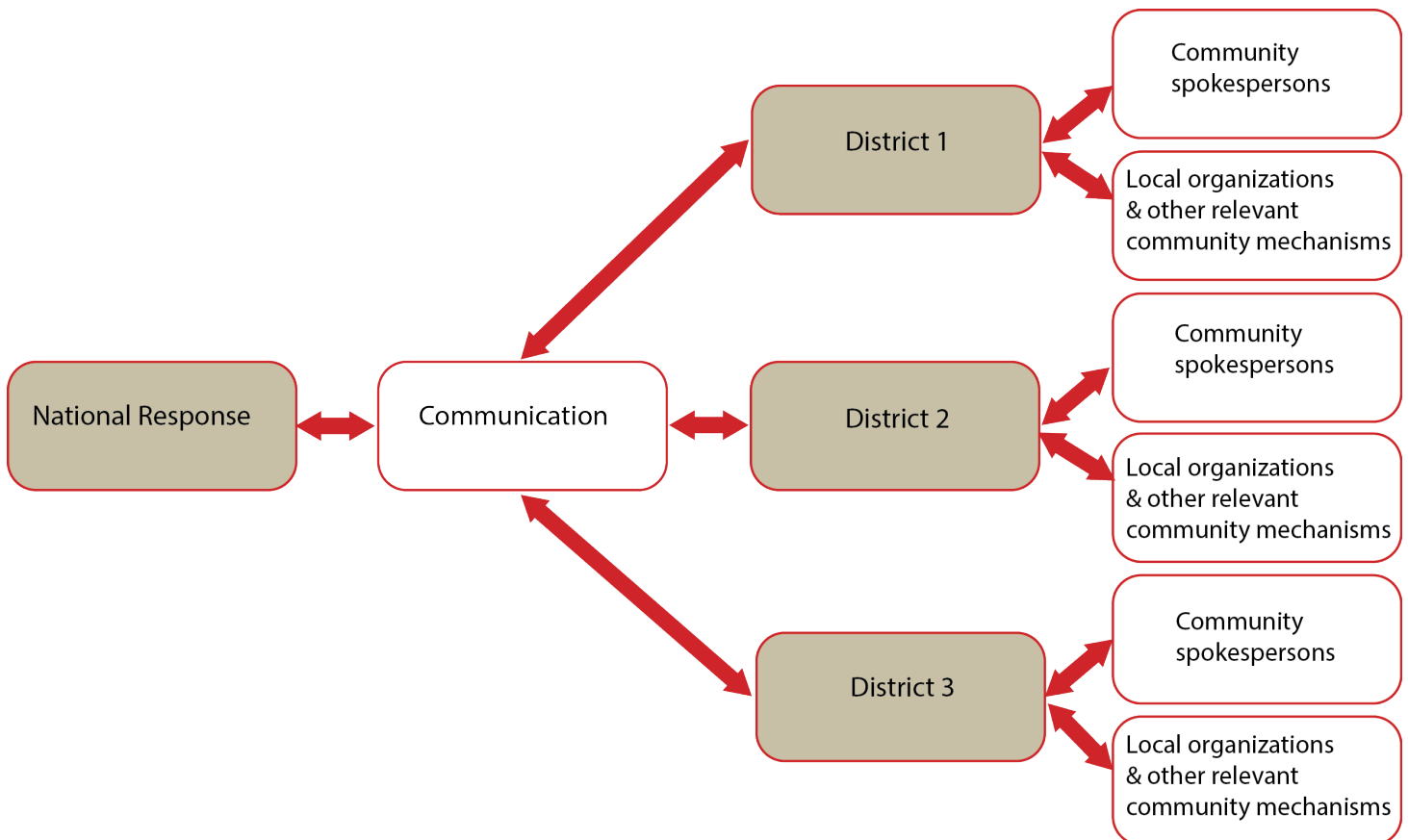
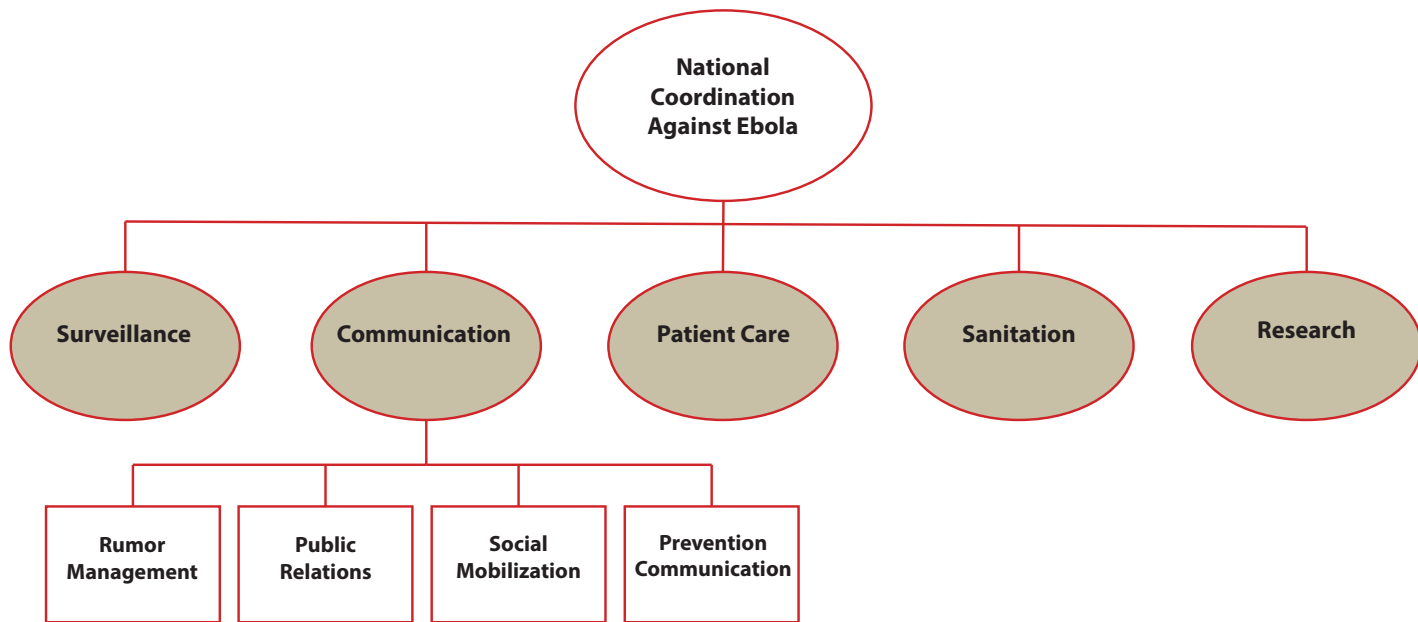


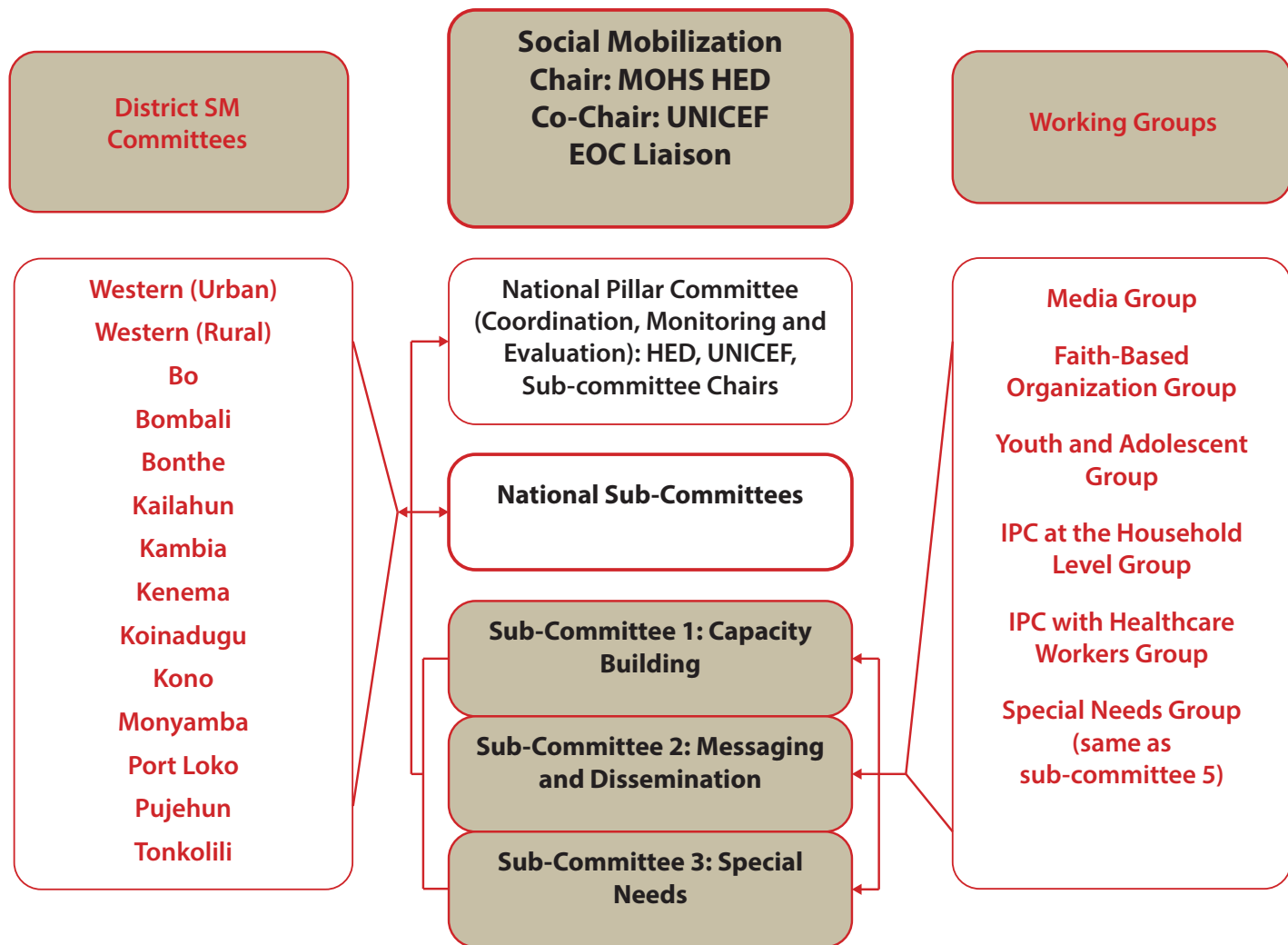
Figure 5: Examples of Communication Subcommittee's Relation with Larger Emergency Response

Guinea's Social Mobilization Pillar



Sierra Leone's Social Mobilization Pillar*

National Emergency Management System (Ebola) SM Pillar



*Communication/Media pillar was separate from the social Mobilization pillar.

Prepare an Emergency Communication Response Plan for the First 72 Hours

The first 72 hours are critical for containing an emergency that can quickly spread out of control. As mentioned above, the central coordinating mechanism for emergency communication – the communication pillar – will liaise and coordinate closely with the national emergency response mechanism and district/local level response teams throughout the response. However, it is imperative that a core group of stakeholders agree in advance to take the lead on executing key measures as soon as disaster strikes, and that their roles and responsibilities are clearly understood by the core team and all key stakeholders leading the response. It will be important to have a response plan in place that addresses actions in the first 72 hours, the roles and responsibilities of key stakeholders, and what needs to be in place before then to act quickly. This will help to mitigate any potential confusion with other response leads and national and district stakeholders about their roles, and help to avoid any duplication of efforts that could lead to confusing and uncoordinated messages to the public.

Some key considerations for an immediate communication response include:

- **Identifying and coaching spokespeople.** National and district level spokespeople should be identified in advance and know their roles and responsibilities should a disaster strike, which should include conveying agreed upon messages to the media, the community and the public. It will be important for early messages to be delivered by these spokespeople to avoid mixed messages getting out to the public – creating confusion, rumors and misconceptions. Therefore, it is equally important that the government ensure that only those selected and trained as spokespeople will serve as spokespeople in an emergency. Having clear mandates in place that limit the number of government officials providing information to the public in an emergency will be key to ensuring messages are clear and consistent, and will avoid public mistrust. Importantly, spokespeople and communication channels need to be trusted by the public and community members. To be effective, messages must be credible to their recipient audiences. They must express empathy and assurance that actions are underway. For more information on spokespeople, see the US Centers for Disease Control and Prevention's [website on risk communication](#). Additional information on spokespeople, including selecting community-level spokespeople, can also be found in **Unit 3: Community Mobilization** of this I-Kit.
- **Developing key main messages in advance that are easy to understand and follow.** Risk communication, especially in the first few days of an emergency, should provide clear and accurate information about signs and symptoms, what to do and where to go if they or someone they know has them, and simple and clear steps to take for prevention. Message preparation before the crisis is essential.

Vague communication about what is known and not known about an emergency affects communities' trust in government. It is important for spokespeople to acknowledge what they know and don't know about what is happening, while communicating that there are ongoing efforts to move quickly to understand and contain the emergency. Ethnicity, class, gender and other demographic characteristics of audiences must be adapted if risk communication messages are to be effective. Prepare people to accept that facts will change – because facts alone do not overcome fear.

Inform the public through press briefings and call centers. Ensure call centers have approved messages to provide to the public early on, and are staffed appropriately. It will also be important to develop press releases and hold media briefings, and update websites with accurate information and clear messages. Consider that the same risk perception factors that trigger fear in those who consume the news are of interest to the people who report it. For reporters, these "fear factors" are characteristics of a story that has a better chance of getting attention ([D., Ropeik, Neiman Reports](#)).

- **Coordinating with emergency response teams and key national and district level partners.** It is important to have updated contact lists with roles and responsibilities of all key partners and stakeholders in the emergency response so they can be reached quickly and easily. Coordinating social mobilization with other emergency response activities will help inform community members of the emergency response teams' jobs, and will help ensure a feedback loop between the community and the response.
- **Monitoring the information people are exposed to.** Monitoring the media (e.g., print, electronic and social media, such as Twitter and Facebook), call center reports and community-level rumor logs are key to understanding how to address what information and misinformation is already out there in the public.

Exercise: Emergency Response Plan for the First 72 Hours

It is highly recommended that countries have an Emergency Response Plan for the First 72 Hours in place for emergency preparedness (see **Worksheet 1.4**). Countries can develop this plan through a participatory process with key partners and emergency response stakeholders, and then test the plan with exercises that test different scenarios to see what works and what needs to be modified.

WORKSHEET 1.4: EMERGENCY RESPONSE PLAN – FIRST 72 HOURS

Purpose: These worksheets will help governments and partners think through the various communication actions that need to take place quickly to inform the public and contain the situation.

Directions: This exercise will need to be conducted with key stakeholders, including communication experts within the Ministry of Health and Ministry of Information as well as key stakeholders in the response, such as United Nations agencies, the World Health Organization, key partners and technical leads from various emergency response teams in the country (e.g., case management and surveillance, etc.).

1. Identify and gather key national, district and community level stakeholders for a participatory exercise.
2. Present on key considerations for an immediate emergency communication response (see section above).
3. Conduct a brainstorming exercise with key stakeholders to identify key actions that need to take place so that the public is properly informed of what to do.
4. Using that information, fill out the table below and present to the group for comments and discussion.
5. Brainstorm a list of what needs to be in place to make sure these actions can happen quickly (e.g., updated stakeholder contact sheets, etc.).
6. Pretest this information by conducting exercises with key stakeholders that test different emergency scenarios – adjust the table based on the pretest results.

First 12 Hours		
	Who is Responsible	Contact Information (Mobile and Email)
First 24 Hours		

First 36 Hours		
First 48 Hours		
First 60 Hours		
First 72 Hours		