



COUNTY GOVERNMENT OF ISIOLO CRISIS COMMUNICATIONS PLAN





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FOREWORD FROM THE GOVERNOR



County Governments face difficult challenges in managing knowledge for crisis response, but it is crucial for response effectiveness that such challenges be overcome. From the national to county levels, coordination teams must share the knowledge needed to plan for emergencies. They also must be able to access relevant plans and communicate about their responses in times of crisis.

The County Government of Isiolo has identified Strategic Communications and Knowledge Management as fundamental pillars for development and community empowerment. With today's empowered stakeholders who have diverse expectations, the role of communications is becoming more critical than ever before for any key player in service delivery.

Communications is also critical in building the resilience of local communities as an enabler of disseminating information, raising awareness on government services and policies, advocacy, and generally supporting decision-making processes, including behavioral change among communities through targeted campaigns to entrench the rule of law and create a cohesive society.

Experience from history has demonstrated the value of emergency response planning to meet the exigencies of disasters. Although no abstract plans are ever likely to match specific circumstances that suddenly confront leaders, critical crisis communication plans provide a vital starting point. Without a plan, panic and paralysis may set in if disaster strikes. In such a situation, the first stage in managing a disaster, giving outline direction and guidance within a tight timeframe, can quickly be slowed down without a clear and unified communication infrastructure. Meanwhile, the crisis escalates and may become increasingly difficult and expensive to resolve in terms of lives and resources.

The plan is aligned with the strategic objectives of the County Contingency Plan. This Plan and Standard Operating Procedures provide clear leadership, command, control, and coordinated approaches to disaster mitigation, prevention, preparedness, response, and recovery. Therefore, this Crisis Communication Plan will provide a strategic, operational, and tactical guide for the County Disaster Risk Management Unit, government agencies, and private partners during emergency incidents in the county.

I welcome all stakeholders to collaborate with our county teams and support its implementation and roll out process.

H.E DR. MOHAMMED ABDI KUTI
GOVERNOR
ISIOLO COUNTY

ACKNOWLEDEMENT

The County Government of Isiolo appreciates the immense support and recognize the role of network development partners that have enabled us to develop the County Government of Isiolo Crisis Communications Plan (CCP). The development and production of the County's CCP were made possible by the United States Agency for International Development (USAID) through its Resilience Learning Activity (RLA). RLA supported the COVID-19 rapid assessment survey, whose findings identified the need for a Crisis Communications Plan. The County appreciates the support during this process and policy.

Special thanks to the County Government of Isiolo, particularly representatives from the Office of the Governor, the County Secretary (Dr. Ahmed Galgalo), County Executive Committee for Health Services Hon. Wario Galma, Chief Officer for Public Service, County Administration, ICT, and Civic Education Hon. Mustafa Kuntulo Wachu and other stakeholders provided leadership during the development process.

We are also very grateful to the County Communications and Technical team: Hussein Salesa, Beth Kamau, Hussein Ali, Mutea Kiunga, Ali Wako, Antony Kiarie, Morris Biko, Habiba Ali Jillo, Abdi Mohamed, Hache Abdi, Bonaya Bankare, and Moses Mwenda for their unwavering efforts in making the Isiolo County Crisis Communication Plan development process a success.

We are optimistic that the plan will be useful in providing strategic, maintenance, operational, training, activation, and tactical guidelines to manage emergencies and disasters in Isiolo County. We are committed to ensuring diligence and accountability to the authorities and the public while delivering critical services.

This plan is a living document and shall be reviewed on an annual (yearly) basis as a minimum to incorporate any lessons learned and best practices identified as a result of emergency events or simulation exercises and drills conducted at the county and sectoral levels.



SALAD MALICHA
DIRECTOR OF COMMUNICATIONS
GOVERNOR'S PRESS SERVICE

CONTEXTUAL ANALYSIS

INTRODUCTION AND CONTEXTUAL ANALYSIS

In Kenya, Isiolo, like many other counties, has experienced an increase in the frequency of disasters over the past decade. These disasters are driven by climatic change occurrences and natural hazards such as droughts, food insecurity, floods, landslides, strong wind, heavy storms, and human and livestock diseases epidemic outbreaks. Coupled with human-made disasters such as armed conflicts, land, human, and wildlife conflicts, fire outbreaks, accidents, terrorism, and environmental degradation often divert planned use of resources and interrupt social systems and economic activities. These disasters are a key impediment to sustainable development.

Emergency planning provides strategies for disaster management with a focus on effective preparedness, response to disasters and emergencies. This Crisis Communications Plan (CCP) builds on the County's experiences with new initiatives aligned with technological advancements. It sets out standardized functions of various actors on how to handle the hazards and disasters. It is linked to and anchored on the national plans, strategies, processes, and systems.

The plan is aligned to the strategic objectives of the County Contingency Plan under auspices of the Ministry of Interior and Coordination of National Government and National Treasury to protect the social, economic, and political pillars of our County. This Plan and Standard Operating Procedures provide clear leadership, command, control, and a coordinated approach to disaster mitigation, prevention, preparedness, response, and recovery. Therefore, this Crisis Communication Plan will provide a strategic, operational, and tactical guide for the County Disaster Risk Management Unit, government agencies, and private partners during emergency incidents in the County.

PURPOSE

This crisis communication plan provides policies and procedures for the coordination of communication within the County and externally with its partners, the media, and the public in an emergency. A crisis is defined as a significant disturbance in the County's activities, resulting in extensive news coverage and public scrutiny and with the potential to cause long-term public relations damage. This plan addresses media relations and communications processes and procedures to rapidly identify potentially harmful situations and approaches for responding to situations quickly and effectively.

This crisis communication plan aims to establish protocols and guidelines for dealing with crises and ensure that County staff are familiar with those procedures and their roles. It serves as a living document that will undergo an annual review as part of the learning and adaptive management process.

ANTICIPATED CRISES IN THE COUNTY

The possible crises that the County Government and its stakeholders are likely to encounter fall into general categories as listed below. The examples are not exhaustive list of the types of crises encountered.

- Natural disasters such as drought, flooding, strong winds, and heavy storms, wildfires.
- Human, crop, and livestock pandemics such as livestock diseases, COVID-19 pandemic, disease outbreaks, desert locust invasion.
- Criminal or legal action such as staff or volunteer charged with a crime, sexual harassment lawsuit, or wrongful termination action brought against the County.

- Violent acts such as armed and violent conflicts, violent extremism, cattle raids, demonstrations, death, or violent injuries such as hostage situation, demonstrations against the county, staff injured or killed while traveling.
- Personnel crises such prolonged workers' industrial strikes.
- Media and perceived crises such as misunderstanding or misreporting of the county's position or action.
- Financial crises such as embezzlement of funds by a staff member and county operations budget deficits.

CRISIS COMMUNICATION PLAN (CCP) OBJECTIVES

The objectives of this Crisis Communication Plan (CCP) are:

- To formulate and channel accurate information to internal and external audiences during a crisis.
- To ensure that targeted audiences receive crisis-related information through the most efficient, expedient channels.
- To take preventative steps ahead of predictable crises to avoid communication gaps during an emergency.
- To create an adaptable plan and make necessary announcements with the least possible disruption to the normal course of business operations and the corporation's bottom line.
- Communicate with key stakeholders (public participation), media, and partners while consistently achieving organizational goals and objectives.
- Act as a crisis management strategy to communicate with internal and external audiences effectively.

CRISIS COMMUNICATIONS POLICY

In an emergency or crisis involving county activities, operation, or employee, the County's general policy shall provide the internal and external audience with full and accurate information as soon as possible. Such information must always be based on verifiable facts.

In these situations, the County shall ensure an attitude of honesty, reasonableness, and cooperation whenever dealing with these public. This information shall be consistent with the safety of all county personnel and the security of the County's property and operations.

CRISIS COMMAND CENTER (CCC) TEAM

The Crisis Communication Team (CCT) shall be responsible for the following key roles:

- Lead, coordinate & execute crisis communication responses in the County.
- Secure necessary assistance, support, and materials to meet crisis needs.
- Serve as conduits of crucial information, conducting fact-finding missions and verifying the information as it comes in.
- Formulate strategies for addressing primary and secondary crisis components and indicators.
- Assist and coordinate the creation and distribution of external and internal information through the most effective channels.
- Develop and adopt relevant CCC response toolkits (communication templates and tools, messages, systems, procedures & guidelines) to guide crisis management and response.
- Conduct media and public media monitoring, as well as on-going and post-crisis evaluation to guide current and future response.
- Review and update the CCP.

Below lists the important contact information for the people involved in the crisis management team, their roles, and key responsibilities:

Name & Position	Phone & Email address	Role	Key Responsibilities (See detailed roles in Annex I)
Dr.Ahmed Galgalo County Secretary	Phone: 0711447963 Email: isiolocountysecretary@gmail.com	Crisis Communication Team Manager	<ul style="list-style-type: none"> Where needed, activation of CCC Lead and supervise CCC & team Mobilize appropriate departments and Subject Matter Experts (SMEs) to assist with the crisis. Approve all CC messages and press releases Keep senior management informed Authorize crisis-related expenditures and communications Coordinate post-crisis evaluation and recovery efforts
Hon. Mohamed Kuti Governor	Email: governor@isiolo.go.ke	Spokesperson	<ul style="list-style-type: none"> Where needed, activation of CCC Hold media briefings in the Media Briefing Room Working with the CCT, organize and conduct news & press conferences, briefings
Wako Abgudo Fire Inspector	Phone: 0722548954 or 0722932634 Email: wako.abudo@gmail.com	CC member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Antony Kiarie Director of Communication	Phone: 0723738483 Email: antony.kiarie3@gmail.com	Internal Communication Specialist	<ul style="list-style-type: none"> Serve as lead for the development and production of all internal communications intended for employees. Act as a primary expert regarding employee reactions to the crisis. Work closely with other communications specialists to generate necessary materials and mobilize resources
Abdia Dabaso Chief Officer Special Programs	Phone: 0720957968 Email: dabasoabdear@yahoo.com	CCC Administrator	<ul style="list-style-type: none"> Maintain operational capability of CCC, including supplies, facilities, and equipment Ensure all members of the CCC Team and SMEs are contacted Work with other CCC Team members to activate CCC facilities, including rest area, supply area, and Media Briefing Room Provide administrative support for the CCC
Ali Wako Director of Administration	Phone: 0701162762 Email: aliwako38@gmail.com	Assistant CC administrator	<ul style="list-style-type: none"> Assist CCC administrator in executing his/her roles
Linus Thurania County Legal/Advisor	Phone: 0723 99 65 16 Email: linusgichunge@gmail.com	Legal Advisor or specialist	<ul style="list-style-type: none"> Review all CCC communications for legal and regulatory compliance Serve as an approval point for the Legal department Serve as a primary expert in legal matters

Name & Position	Phone & Email address	Role	Key Responsibilities (See detailed roles in Annex I)
Salad Malicha Director – Governor’s Press Service	Phone: 0722736343 Email: msaladus@gmail.com	Media Liaison, Social media, and content manager	<ul style="list-style-type: none"> Serve as liaison & primary contact to the media Lead development and production of all external communications Maintain up-to-date phone/email list of media contacts Supervise the setup and operation of the Media Briefing Room Communicate with internal and external audiences Work with a spokesperson to coordinate media releases, briefings, and interviews
Joseph Kigen County Police Commandant	Phone: 0723843464 Email: isiolocountycommander@gmail.com	Member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Sheikh Osman Halake Municipality Manager	Phone: 0702548118 or 0721311074 Email: halakeosman30@gmail.com	CCC Member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Hussein Saleasa Communications Co-coordinator	Phone: 0724311957 or 0763801957 Email: Husseinaleasa@gmail.com	Partner and Stakeholder Communication Specialist	<ul style="list-style-type: none"> Lead development of partner and key stakeholder specific communication Respond to inquiries from partners and stakeholders in a timely, accurate and sincere manner Coordinate stakeholder communication
Lordmam Lekalkuli County Coordinator – NDMA	Phone: 0721426453 Email: cdisiolo@ndma.go.ke	CC Member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Mustafa Wachu Chief Officer, PSM	Phone: 0725 309 177 Email: mustafa.wachu@gmail.com	CCC Member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Molu Koropu Tepo Isiolo County NGO Consortium Chair	Phone: 0721576803 Email: midp2003@gmail.com	CCC Member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Herman Shambi County Commissioner	Phone: (254) 722219987 Email: isiolocc@yahoo.com	CCC Member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Gregory Macharia County Coordinator Red Cross Society	Phone: 0720 920 743 Email: Macharia.gregory@redcrosssociety.org	CCC member	<ul style="list-style-type: none"> Technical, logistical, and operational support
Subject Matter Expert (for different crisis)	See details in the next Subject Matter Expert” section	CC Member	<ul style="list-style-type: none"> Ad Hoc Subject matter expert to: Serve as primary expert or advisers on specific operational/procedural areas Mobilize respective department’s personnel and resources in support of CCC Serve as liaison between CCC and respective departments

SUBJECT MATTER EXPERTS (SMEs)

The CCT shall incorporate the support of subject matter experts (SMEs) based on the need and nature of the crisis faced; the SMEs shall be incorporated on an ad hoc basis. When required, the following individuals can be called upon to serve as Subject Matter Experts (SMEs) on specific topics:

SME area	Name & Position	Phone & Email address
Disaster and Related Programs	Abdia Dabaso Chief Officer, Special Programs	Phone: (254) 720-957968 Email: dabasoabdear@yahoo.com
Finance	Peter Ngechu Chief Officer, Finance	Phone: (254) 720296071 Email: Email: Pmuhuhan@yahoo.com or Pmuhuhan@gmail.com
Human Resources	Mustafa Kuntulo Wachu Chief Officer, Human Resources	Phone: (254) 725 309 177 Email: mustafa.wachu@gmail.com
Fire and floods	Sheikh Osman Halake Municipal Manager	Phone: (254) 721311074 Email: halakeosman30@gmail.com
Crime	Joseph Kigen County Police Commandant – Isiolo	Phone: 0723843464 Email: isiolocountycommander@gmail.com
Armed Conflicts	Herman Shambi County Commissioner	Phone: (254) 722219987 Email: isiolocc@yahoo.com
Engineering or Infrastructure	Qabale Hussein Golicha Chief Officer, Road, and Infrastructure	Phone: (254) 716624326 Email: qgolicha@gmail.com
Human Disease and Pandemics	Ibrahim Alio Chief Officer, Health	Phone: (254) 723799060 Email: chulu27@gmail.com
Crop Pest and Animal Disease	Salad Tutana Chief Officer, Agriculture, and Livestock	Phone: (254) 720267212 Email: saladtutana@yahoo.com
Human versus Wildlife Conflict	Ibrahim Challa Wildlife management	Phone: (254) 720488945 Email: borugoba@gmail.com
Fire	Wako Abgudo Fire Inspector	Phone: 0722548954 or 0722932634 email: wako.abudo@gmail.com

MEDIA & EMERGENCY TEAM CONTACT LIST

In the case of a security or public safety-related crime, contact information for local officials and media should be readily available. The following is a list of media and emergency personnel, and local officials that should be contacted in case of an emergency.

Media Contacts		Emergency Contacts	
Name, Position & Media Outlet Name	Phone & Email Address	Name, Position & Provider Name	Phone & Email Address
Bruno Mutunga Correspondent, KTN News	Phone: 0724597138 Email: mutungabruno@gmail.com	Mohamoud Hussein - Medical Superintendent Isiolo County Hospital ¹	Phone: 0712277404 Email: maalim91@gmail.com
Moses Mwendwa Reporter NTV Kenya	Phone: 0724829641 Email: mosmwenda@gmail.com	Joseph Kigen County police commandant	Phone: 0723843464 Email: isiolocountycommander@gmail.com
Abdi Ali Reporter, Standard News	Phone: 0721171013 Email: aaliat11@gmail.com	Thomas Musyoki Nawiri Consortium	Phone: 0720268903 Email: Thomas.musyoki@crs.org
David Nduro Dept of Information Isiolo County	Phone: 0729415122 Email: davidnduro@gmail.com	Gregory Macharia Kenya Red Cross	Phone: :0720 920 743 Email: macharia.gregory@redcrosssociety.org
Hussein Murangiri Guyo Station Manager Baliti FM		Charles Sangok WFP	Phone: 0707722336 Email: charles.sangok@wfp.org
Waweru Wairimu Correspondent Daily Nation	Phone: 0714215064 Email: waweruwairimu2018@gmail.com		
Evans Mwenda Station Manager, Radio Shahidi	Phone: 0714757413 Email: nexus1entech@gmail.com		
Ahmed Kheir Ibse Radio	Phone:0721724485 Email: ahmedhkheir444@gmail.com		
Ibrahim Yarrow Angaaf Radio	Phone: 0720063978 Email: angaafradio@gmail.com		

¹ Isiolo County Teaching & Referral Hospital

COUNTY GOVERNMENT OF ISIOLO CRISIS COMMAND CENTER (CCC)

If the situation warrants, the CCC Manager will direct that communication functions be centralized in the Crisis Command Center at the **Isiolo County Headquarters**. The center shall be close to the CMT executives and minimize work disruptions

CCC LOCATION

The CCC has been established at **the County Headquarters Building, 1st Floor, Conference Room I**. Additionally, two other alternatives have been identified if the primary CCC is not available due to natural or human-caused reasons, as shown below

ALTERNATE SITES & CONTACT DETAILS IF PRIMARY LOCATION IS INOPERABLE

Site 1	Site 2
Isiolo Agricultural Training Centre, Hall-I Dr. Lawrence Mwangela County Executive Committee Member Ministry of Agriculture, Livestock & Fisheries Telephone: +254 712 557 432 Email: mwongelaikiamba@gmail.com	Isiolo Police Mess Hall, Hospital Road Joseph Kigen County Police Commander Isiolo County Telephone: 0723843464 Email: isiolocountymmander@gmail.com.

CCC FEATURES

At a minimum, the CCC shall have the following features

- Centralized access to all departments/floors
- Conference tables and chairs
- Overhead projectors
- Media call log sheet
- Communication recording files
- Filing cabinet and storage of supplies
- Seating for visitors
- Power backups and direct telephone lines
- Multiple or alternate phone or call lines
- Well equipped with computers and laptops
- Readily available television sets and radios for monitoring the media
- Work area for secretaries with PCs (LAN Connected if needed) and printers
- Alternate communications
- Formal reception area nearby next to CCC to receive media
- Two copy centers nearby
- Proximity to communication staff offices
- Media and public opinion monitoring software

CCC SATELLITE OPERATIONS

At times, a crisis may warrant establishing a satellite Crisis Command Center at the site of the crisis or at a remote facility should the headquarters become unavailable. This may include a robbery with employee fatalities, an extended hostage situation, or a natural disaster. The CCC Manager is responsible for making this determination after assessing the situation and consulting with CCC Team Members.

In order of listing, the following shall act as satellite CCC operation locations

Satellite Location	Contact Details
a) Fire Assembly Point Urban Planning and Public Works Next to KeNHA Office along Isiolo-Moyale Highway	Mr. Wako Abgudo Molu Head of Fire Department Phone: 0722548954/0722932634 Emergency: 0722111178; Enquiry: 0794673182 Email: wako.abgudo@gmail.com
b) MoH Office Department of Health Services, Conference Room Hospital Building	Dr. Mohamoud Hussein Medical Superintendent Phone: 0712277404 Email maalim91@gmail.com
c) County Stadium Isiolo County Stadium Opposite Isiolo Supermarket	Mr. Halake Osman Dadacha Municipality Manager Phone: 0721311074 Email: Halakeosman30@gmail.com

REQUIREMENTS OF CCC

If the CCC is activated, some or all the following items should be added to the room:

- 3 computers (from CCC team offices)
- 2 Laptops (CCC team offices)
- Printer for computers
- Spare toner cartridges and paper
- Extra telephones (from team member offices)
- Speakerphone
- Radio calls
- Power strips/extension cords
- Dry markers for wallboard
- Calculators
- Organization cellphones with chargers
- Personal cellphones with chargers
- CCC airtime or call credit
- Crisis Communication Toolkit

CRISIS RISK ASSESSMENT

To ensure that the proper course of action is taken throughout the crisis communication plan, it is essential to assess the potential crises. Below we have categorized the crises that may occur and provided a detailed description of what these categories can include.

To fully understand the crises that may occur, it is important to rank what is most likely to occur and what may involve the most significant amount of risk. This plan has developed three risk categories in which crises can occur, as tabulated in Table I.

Table I: County Crisis Risk Profiles and Crisis Ranking Matrix

CRISIS LEVEL & CHARACTERISTICS	POSSIBLE SCENARIO	LEAD AGENCY
<p>CRITICAL (HIGH) RISK (LEVEL 3) Ranking Indicators</p> <p><i>i. The media are demanding immediate communication about the crisis. Initial (Group) statement is mandatory</i></p> <p><i>ii. One or more individuals or groups express anger</i></p> <p><i>iii. Media are on-site and broadcasting</i></p>	Drought or insufficient rain	Ministry of special programs
	Armed Conflict	Office of Governor & County Commissioner
	Raid and violent conflict	Office of Governor & County Commissioner
	Land Conflict	Lands, Energy, Housing, and Urban Area Management
	Insufficient County funding	Ministry of Finance & Economic Planning
	Flooding	Ministry of Special Programmes
	Human Diseases & pandemics	Health Services and Sanitation
	Livestock Diseases epidemics	Agriculture, Livestock, and Fisheries
	Human and Wildlife Conflict	Department of Tourism & Wildlife
	Youth radicalization /Violent Extremism	Office of the County Commissioner
	Environmental Degradation	Water Services, Environment, and Natural Resources
	Strong winds and heavy storm	Ministry of Special Programmes
	Fire Outbreaks	Ministry of Special Programmes
Extrajudicial Killings	Office of County Commissioner	

CRISIS LEVEL & CHARACTERISTICS	POSSIBLE SCENARIO	LEAD AGENCY
SERIOUS (MEDIUM) RISK (LEVEL 2) Ranking Indicators <i>i. The crisis is gaining attention from local/ regional media</i> <i>ii. (Group) is being contacted by media</i> <i>iii. Advisors and others close to (Group) are contacting CCT or coming to the site</i> <i>iv. Those outside of CCT are insisting on talking to media</i>	Vandalism of property	Office of County Commissioner
	Transport Accidents especially boda-bodas	Infrastructure, Transport, and Public Works
	Incorrect reporting by media	Communication and Media
	Health Workers Strike	Ministry of Health and Sanitation
	Locust invasion	Agriculture, Livestock, and Fisheries
	Leaking of sensitive information	Communication and Media
	Sabotage (internal and external)	Office of County Commissioner
	Utility interruptions (water and energy)	Infrastructure, Transport, and Public Works
	Road Closures and Disruptions	Infrastructure, Transport, and Public Works
LOW OR MINOR RISK (LEVEL 1) Ranking Indicators <i>i. Unclear whether crisis occurred, but media is showing some interest</i> <i>ii. (Group)'s advisors are getting media queries</i> <i>iii. The public is aware but not showing interest in crisis or is not aware at all</i>	Peaceful demonstrations	Office of County Commissioner
	Changes in the Political Landscape	Office of Governor
	Orphans and street children	Ministry of Special programs
	Incorrect County communication	Department of Media and Communication
	Employee Turnover	Public Service Management or Human Resource
	Lack of critical skills	Public Service Management or Human Resource

CCC CALL FOR ACTION OR ACTIVATION

In a crisis, the Crisis Command Center will be activated in three ways in order of command:

1. At the direction of the Governor and in the absence
2. At the direction of the Deputy Governor
3. At the direction of the County Secretary (CS), who is also the CCT lead
4. The direction of the CCT lead is different from CS

Note: The responsible call for action officer can delegate the role to a designated officer

Initial Crisis Assessment Report – Any person (whether county staff, partner, or public) receiving credible information or rumors (from public or other sources) about any situation or event should immediately share or pass the information to the director of governors’ press, who shall be responsible for preparing the initial report. In his absence, the responsibility for preparing the initial report shall follow the following order:

1. Communication coordinator
2. Chief, public communication officer

In preparing the report, the officer shall attempt to determine the facts and assess the reliability using a crisis risk identification and verification tool (Form A).

Form A: Crisis Risk Identification and Verification System Form
Event Name
Communication Goal
Target Audiences
Issue Analysis and Verification
What happened?
Are the information sources credible?
Which credible information sources confirmed?
Is the possible negative impact company-specific or industry-wide?
Are multiple sources confirming the situation?
What additional facts or information are needed to put the event into perspective?
When did it happen?
Who is involved?
Has anyone died or been injured?
How did it happen?
Who knows about the incident, and how many people are talking about it?
Is there on-going danger?
How have many media organizations reached out?
What is currently being done to address the problem?
How many people have posted on social media (comments, messages, posts)?
How many people have contacted the organization?
Does this have the potential to be a local, a nation-wide, or a worldwide story?

If the information is deemed possible and runs the risk of:

- Escalating in intensity or adversely impacting stakeholder or county reputation
- Causing significant harm to people or damage to property or the environment
- Falling under close media or government scrutiny
- Interfering with the normal organizational operations
- Wasting significant management of time and or financial resources
- Adversely affecting employee morale
- Jeopardizing the positive image of the County, its brand, and its officers.

The decision to activate the CCC. Then he or she shall rank the level of crisis using Table I and pass the report to the governor or, in the absence, the respective chain command for CCC call to action or their delegates who shall decide whether to call to action the CCT. Where time and crisis risk evidence level permits, the other CMT members should be alerted to a possible activation decision.

CCC Activation Channel – Once the crisis is verified, phone calls shall be used to activate CCT as the CCC is activated promptly. Emails & in-person notifications may be used as a secondary option for notifying the CCT.

The person receiving the initial report or their delegates receiving the report of an on-going or potential crisis shall prepare a brief outlining the nature and scope of the event. To the extent possible, this information should be delivered to all the CMT members by phone in addition to email and text messages. At a minimum, the initial communications shall establish:

- Instructions on the information confidentiality
- Details of plans to convene the CCC members, including holding a CCT meeting in the crisis meeting location.
- Timing of the next scheduled update id authority to handle the event has been delegated

When the Crisis Command Center Is Activated

When contacted, the CCC Manager shall perform the following tasks immediately:

- Make a phone call to the CCC to notify them to make the necessary preparation
- Instruct a coworker or secretary to cancel your appointments in four-hour increments. You can also ask the out of office automatic email notification system to be activated

For the CCT members or designates:

- If your phone has been designated as a CCC telephone, take it with you.
- Take your Crisis Plan Binder
- If your computer has been designated as a CCC terminal, get coworkers to assist you with bringing it to the CCC
- Proceed to the CCC, where the CCC Manager will further direct you.

Convening CCT meeting & Channels

- The CCC manager shall promptly convene an in-person meeting with CCT to brief them, assign roles, and coordinate responses
- If timing and circumstances make it impossible to convene the CMT in person, an alternative meeting may be convened using a conference call or virtual call

Once the CCT is assembled in the CCC, the CCC Manager will:

- Instruct the receptionist that any incoming calls from the media are to be forwarded to the CCC
- Contact the governor's personal administrative assistant to inform the senior management team, letting them know that the CCC is active and that further information/status reports are forthcoming. Her details are:

Name: Bulle Hussein

Phone: (+254)728 519477

- Post signs on CCC door limiting access to the room
- Assign two team members to install equipment (phones/PCs)
- Inform reception area that media representatives may be arriving and to have them wait in the reception area until a designated media relations officer meets them.
- Contact CCC Team alternates if primary team members are unavailable.
- Begin immediate fact-finding investigations to determine crisis status and critical players.
- Instruct all critical players that no statements are to be made to the media or staff unless the CCC directs them to do so.
- Assign the team members roles in response to the crisis for ease of coordination
- Assign a team member to create a secure timeline of the actual events related to the crisis and responses.

CRISIS SPOKESPERSON

The spokesperson is determined by the severity of the crisis and the amount of attention it is receiving. If the crisis is severe and there is growing interest from local, regional, or national media, the spokesperson should be the county's CEO/Governor. This conveys that handling the crisis is of the utmost importance to the county. If the crisis is less severe, choosing a different executive may be acceptable.

All county employees will be notified about their role in the crisis. If the media approaches employees for comment, under no circumstances should they respond. Instead, employees should refer the media to the spokesperson or the spokesperson's published comments and notify the communications team about the inquiry. Ideally, the communications team will develop a strategy to combat the crisis, and the spokesperson will deploy that strategy through communication with the media. The communications team should brief the spokesperson to communicate most effectively with the media.

- Answer media inquiries about the crisis, concise, accurate, and timely so that the reporting accurately covers the facts and offers a balanced view of the incident.
- The Governor will be the head spokesperson for any crisis. In his absence or delegation, the Director of Governors' Press shall assume the role.
- In a case where expert opinion is needed, the spokesperson shall call on professionals or experts (see SME's contact list) rather than attempting to answer questions with the risk of losing credibility. The SMEs shall always be with the spokespeople to provide technical advice for effective communication.
- In addition to other roles, the spokesperson, in consultation with the CCC manager and the media liaison officer, shall determine whether the primary Media Briefing Room will be located at county headquarters, at a remote location, or at the scene the crisis.

If a Media Briefing Center is established remotely or on the scene of the crisis, the spokesperson shall:

- Get background updates before traveling
- Take one of the required toolkits
- Provide the CCC Manager with the details concerning Media Briefing Room location, phone number, and travel arrangements

Upon arrival at the crisis site:

- Work with on-scene officials to develop a situation analysis.
- Gather initial statements and details.
- Decide who is responsible for the news conference.
- Determine if technical and senior spokespeople are required and make necessary arrangement
- Brief the CCC Team on the situation and maintain regular contact.
- Provide the CCC Manager with media briefings, as necessary.

Once a situational analysis is completed:

- Work with the medial liaison officer to prepare the initial release using known facts.
- Get the initial release approved
- Coordinate the initial release distribution to the media.
- Start the media response, including holding a media briefing
- Develop daily media schedule.

WORKING WITH OTHER DESIGNATE SPOKESPERSONS

If the national Government designates a spokesperson . . .

- The CCT, through the CCC manager, shall establish itself as the information source
- The CCT shall incorporate the spokesperson into the team and provide a brief
- Work closely with the spokesperson to control and monitor all information and update given regularly

ESTABLISHING A MEDIA BRIEFING CENTER

- If deemed necessary, a Media Briefing Room shall be set up in the county headquarters with the Media Liaison Officer’s supervision.
- A remote or alternative site shall be determined on a need basis.

The following guidelines shall be considered in setting up a media briefing center	
<ul style="list-style-type: none"> • Assign a staff person to direct/guide media from the reception area to the Media Briefing Center. • Set up a speaker’s podium. • Set up a flip chart with a writing pad and make sure there are markers. • Install power strips in wall outlets to ensure enough plug-ins. • Distribute I.D. badges to media representatives. • Provide the media with backgrounders and fact sheets as well as a list of nearby restaurants and hotels. 	<ul style="list-style-type: none"> • Assign the nearest restrooms as “media only” to prevent media from mixing with staff during the crisis • Establish a briefing schedule for the media. Post the next briefing time on the flip chart before you leave the room • If presentations are used in the briefing, assign a staff member to operate the equipment and lights • Ensure media has access to wi-fi, including the logins and passwords to protected connections • If the crisis appears to be extended, arrange for soft drinks, coffee, cups, and light snacks.

DEALING WITH VISITORS DURING CRISIS

Visitors may be of several types, including government officials, employees wishing to help, bystanders, and curious public members, media with legitimate needs for partners and interest groups.

The following guidelines shall be used to deal with the visitors:

- Clear instructions must be given to Security regarding the type of visitor to be admitted, which depends on the current state of the emergency.
- A record of all visitors must be maintained.
- Requests for access to the crisis site must be referred to the CCC manager.
- Visitors must always be accompanied by a county employee who must ensure that visitors do not impede the crisis response process.

CRISIS COMMUNICATION CHANNELS

- CC shall utilize diverse communication channels based on the target audience. Our target audience includes: staff; Government – County and National governments; partners; and donors – local, regional, and international; vendors/suppliers; investors; and the public. Table 2 below summarizes communication channels to be adopted in the event of a crisis.

TELEPHONE/CALL CENTER ETIQUETTE

General Guidelines

- Always answer the phone with “Isiolo Communications Center. How may I help you?”
- Be courteous.
- Record calls on a Telephone Call Sheet.
- Be a good listener; do not interrupt.
- Assess the urgency (by the tone of their voice).
- Ask for details.
- Reassure the caller that you will get help or information as soon as possible.
- No matter what, do not comment on the incident.
- Instead, say: “I am sorry, but I’m not in a position to give you that information. I will have a Spokesperson get back to you as soon as one is available.”

If a caller is rude

- No matter what the caller says, remain calm and do not interrupt.
- Maintain an attitude that “the caller is always right.”
- Do not offer an opinion.
- Complete the Telephone Call Sheet and follow through just like you would any caller.
- Do not argue; just listen and be courteous and helpful.

If a caller is in the lobby and wants to speak with someone

- Advise the caller that you will have to speak with the CCC Manager and call him or her back.
- Ask the caller to leave his or her name and number with the security officer.
- Advise the caller of the next news conference time, if appropriate.

Table 2: Communication Channels and Target Audience

Communication Category	Description	List in order of preference or popularity	Target Audience
Local FM radios	Broadcast audio and recorded messages	1- IBSE radio; 2- Angaaf radio; 3- Shahidi radio; 4- Baliti FM	Local populace; County government
Television (TV station)	Provide broadcast (live and recorded) messages	1- 1- NTV; 2- KTN; 3- Citizen TV; 4-K24; 5- KBC; 6-Weru TV	National Government; County government The national populace; Development partners; Diaspora community
Print Media	Provide written messages and information	National Outlet 2- 1- Standard; 2 Nation; 3- star; 4- People daily County outlets 3- 1- Friday bulletins or briefings; 2- NDMA newsletters	National Government; County government The national populace; Development partners; Diaspora community
Digital Media Platforms			
County Website	Use the organizational website to share information and communicate	The website to be used shall be www.isiolo.go.ke	Development partners; Literate local populace National Government; Diaspora; County government staff
Emails or County intranet or staff domain	Establish organizational domain with staff emails and dedicated staff	Intranet or county staff email domain	County staff
Social Media	Use diverse digital social media platform to communicate, mobilize and give information	WhatsApp	Local populations across all age groups
		Facebook using the page @isiolocountygovernment	The local population, national audience
		YouTube	The local population, national audience
		Twitter	The local population, national audience
		Instagram	The local population, national audience
		Telegram	The local population, national audience
Blogs	National audience		

Communication Category	Description	List in order of preference or popularity	Target Audience
Bulk short messages (SMS)	Using service provider services to send bulk communication, update, and information	None	Isiolo populace; County vendors or suppliers; Ward administrators; Community leaders
Phone	In-person calling and texting messages	None	Isiolo populace; Media; County vendors or suppliers; Ward administrators; Community leaders
Radio calls	Calling key actors or persons in case of a communication team failure	None	Crisis Communication Team; Security personnel; Emergency response team; Development partners or charitable; organization; Ward administrators
Public Address or Announcement Systems	Use movable public address system including siren	None	Local populace
Flyers, leaflets, banners, posters	Digital and physical	Digital products Physical products	Local elites

MEDIA, PUBLIC OPINION, & COMMUNICATION MONITORING

To guide the appropriate response, the CCT shall ensure active monitoring, review, analyses, and surveillance or alert systems to monitor and track what is being said about the crisis and County on traditional and social media, including blogs, social media, and public opinions. In this regard, the County shall undertake the following:

- A media and public monitoring center shall be established within or close to the CCC facility
- CCC shall install and use media monitoring software to monitor and track media such as Google Alerts and other paid monitoring services
- The CCC shall establish and activate public engagement or communication platforms. In order of preference, the following systems shall be put in place
 - Free hotlines or call lines
 - Short-dial codes
 - Text support services for the audience
 - Radio calls for field officers at ward level
- The CCT shall track and monitor all communication collaterals used or generated during crisis communication using **Form B in Annex 2**.
- The CCT shall also undertake post-crisis media monitoring for at least two-three weeks after the crisis is managed

ON-SITE (REMOTE) COMMUNICATIONS

Some crises will dictate that a CCC Team member be sent to the scene of a crisis in progress to handle communication needs. When the CCC Manager deems this is necessary, the following procedures and guidelines shall be considered

The CCC Manager will assign an on-site representative and determine the most practical mode of transportation.

An on-site representative will provide a toolkit with supplies including:

- | | |
|--------------------------------|--|
| ▪ Cellphone | ▪ Hard candy/gum |
| ▪ Pen & paper | ▪ Digital camera |
| ▪ CCC manual | ▪ Tissues |
| ▪ Organization phone directory | ▪ Binoculars |
| ▪ Flashlight | ▪ Tape/safety pins |
| ▪ Blanket | ▪ Watch/clock |
| ▪ Safety jackets and reflects | ▪ Safety pins/tape |
| ▪ Gumboots | ▪ Cash |
| ▪ Power banks | ▪ Tablet 4G/LTE/wi-fi or PC with wi-fi |
| ▪ First aid kits | ▪ Portable horn speakers |
| ▪ Flashlight batteries | ▪ Organization credit card |
| ▪ Aspirin/Panadol | ▪ Health personnel |
| ▪ GPS | ▪ Security back up |
| | ▪ Radio calls |
| | ▪ Sign language interpreter |

Other items are based on the nature of the crisis. To be determined in consultation with subject matter experts

UPON ARRIVAL ON THE SITE

- If the media is already present, introduce yourself and tell them you will return promptly with as much information as possible. Indicate you will provide updates on behalf of the organisation.
- Establish a site for announcing the news as you receive it.
- Ensure that you have a cellphone and wifi service.

CONDUCT FACT-FINDING

- Locate the (organization) manager/lead on-site and identify yourself and make your services available.
- If the individual has time, have him/her describe the situation. If not, get as much information as possible from others.
- Contact the CCC to coordinate on-site responses and mobilize necessary support services.

RELEASING STATEMENTS

- Prepare a brief “Holding statement” that can be used to make an initial general response to the media should something be required immediately or urgently or when knowledge about the crisis first becomes known on a widespread basis or by reporters. Do not feel compelled to do so unless the crisis calls for it. **Annex I details some of the holding statements template**
- Draft further detailed statement of pertinent facts (as new information starts to flow) and approved by the CCC Manager.
- Meet with the media at the predetermined point and read the statement.
- In personal injury cases, do not respond with names or details other than situation facts until notification have been made to families and the CCC Manager authorizes disclosure.

INTERNAL STAFF COMMUNICATION

- In the event of a crisis, the County shall use the following to communicate with staff internally in order of preference:
 - A staff email notification system or intranet to communicate
 - An organizational website with regular updates on crisis and action areas
 - The CCT shall provide staff with key messages to communicate to customers, constituents, and vendors as appropriate
 - Staff shall be provided with emergency communication protocols and update access details

COMMUNICATION & MESSAGE APPROVAL AND RELEASE

- When the CCT has been activated, all external and internal communications shall be explicitly approved by the CCT manager, even those ostensibly unrelated to the issue at hand. Unrelated communications activities may impact the perception of the effectiveness of the response, reputation, or priorities of the institution. They will be put on hold until they have been evaluated individually.
- Once messages are developed for each potential audience, all messages shall be reviewed and approved by the designated CCT leader. However, changes in message approval authority can be changed upon consultation during the crisis response. A maximum limit of 60 minutes for approval of critical messages and external documents shall be practiced.
- Approval procedures must be explicitly written and approved in advance

RESOURCE MOBILIZATION & SUSTAINABILITY

The County shall establish a crisis resource mobilization committee whose mandate is to plan and mobilize crisis response resources.

The members shall at a minimum include the following members

- Chief Officer, Finance – co-administrator of the Fund
- County Secretary – shall be the chairperson and convener
- Chief Officer, Special Programs – co-administrator of the Fund
- Chief Officer, Public Service Management (PSM)
- Chairman, CSOs
- CCC Manager - shall be the Coordinator
- NDMA Coordinator
- Deputy, County Commissioner (CC)
- Development Partner Representative (PREG)
- County Chairperson for Kenya National Chamber of Commerce
- County Chair of the Inter-religious Council
- Director of Communication - Director of Public Communication and Governor's Press Unit

The roles of this committee shall include

- Work closely with CCT to identify funding needs and to share information on opportunities for support
- Coordinate and mobilize key partners
- Advocate for funding and resources –public and private - towards crisis planning and responses
- Promote localization in local domestic resource mobilization through community partnership and resource pooling mechanisms for crisis response (localization) such as crowdfunding
- Adopt innovative ways for mobilizing resources
- Carry out a crisis impact assessment to guide response funding and recovery initiatives
- Support multi-agency responses through partnership agreements and Memorandum of Understanding (MoUs)
- Costing and fundraising for the CCP

This plan shall be anchored in the County Communication Strategy (CCS), Disaster Risk Reduction (DRR) Plans, and the overarching County Integrated Development Plan (CIDP)

POST CRISIS MANAGEMENT & RECOVERY

POST CRISIS EVALUATION

- Once the crisis has passed, there shall be a formal analysis within one week by the full Crisis Communications Team and the report shared with stakeholders to guide post-crisis recovery interventions
- The CCC manager shall sustain a two-week media and public opinion monitoring to assess and update the situation after the crisis as part of post-crisis recovery
- Informed by the evaluation report, full debriefing of the CCT shall be done in the second week after the crisis to:
 - Identify what worked and what failed in respect to crisis communication management
 - Identify the effects or impact of the crisis in the short, medium, and long-term and their possible mitigations
 - Identify gaps and opportunities in responses for future responses Form I
- The Crisis evaluation findings shall be used to update the CCP.

CCC DRILLS/TRAINING EXERCISES

- The County shall institutionalize and perform annual CCC drills or mock exercises to assess preparedness, readiness, capacity, and gaps in crisis communication and management.
 - In cooperation with Senior Management, the CCC Manager should develop a theoretical crisis involving the County, including diversionary events. The CCC manager shall block out the necessary rooms (Crisis Communications Center, Media Briefing Room, etc.) for these drills.
 - The crisis team shall be communicated the date and time frame for the drill to enable all to attend.
 - The CCC manager shall assign one person to record the exercise to enable review and corrective actions.
 - As much as possible, the exercise shall be designed to be realistic, with volunteers (friends, family members) in other locations serving as media, concerned employees, victim's families, etc.
 - The team should write a post-rehearsal report identifying issues and shortcomings in the mock drill and recommendations for improving the response to a crisis.
- The County shall also provide capacity building of the staff and CCT teams to implement this plan effectively. There shall be an annual refresher course for all the CCT members

REVIEWS AND AMENDMENT OF THE PLAN

- This plan shall be reviewed annually to consider operational, regulatory administrative, and other contextual changes related to its execution.

ANNEX I: HOLDING STATEMENT FOR CRISIS COMMUNICATION RESPONSE

General Mishap, Accident, or Mistake by the County

We owe our people or the Public an apology. On [date], [describe incident that occurred]. As a result, [impact on our people or public]. We are sorry for what happened – we take full responsibility for our actions and their impact on our people or public. After reviewing the situation, we found the cause to be [cause of mistake here]. We are committed to ensuring our people or Public, employees, and stakeholders do not have to deal with this again by [preventative measures here]. [Account managers/customer service/the County] has been communicating with our people or public during this time and is still available to help address any continuing issues that resulted from this incident. Again, we apologize to our people or the public, and we pledge to be better.

LAWSUITS

General

We cannot comment on ongoing litigation, but [County] is committed to [statement that does not divulge information or opinion about lawsuit].

Employee or Hiring Discrimination

We cannot comment on ongoing litigation, but we want to emphasize that [County] is an equal opportunity employer and that we [consider all applicants/evaluate all employees] without regards to race, color, religion, national origin, age, sex, marital status, ancestry, physical or mental disability, veteran status, gender identity, or sexual orientation.

Sexual Harassment

We cannot comment on ongoing litigation, but we wish to emphasize that [County] sees providing a safe and inclusive workplace for all employees as imperative. We thank the [people/person] who displayed the courage to speak out and work with [him/her/them] to offer support and aid during this time.

ACCUSATIONS

Employee or Hiring Discrimination

We take diversity and inclusion seriously at [County]. We are an equal opportunity employer and [consider all applicants/respect all employees] without regard to race, color, religion, national origin, age, sex, marital status, ancestry, physical or mental disability, veteran status, gender identity, or sexual orientation. Our goal is to ensure that we are providing a safe and inclusive workplace for all employees. As such, we are actively and seriously reviewing [this claim/these claims] to determine the appropriate next steps.

Sexual Harassment

At [County], we believe that all employees should treat each other with respect. We stand with any individual who dares to speak out when those values are not honored. Our goal is to create a safe and inclusive workplace for all. We are actively reviewing [this claim/these claims] to determine the appropriate next steps and offer our full support to the [person/people] who came forward.

Active Shooter / Violence on Site

There is [suspicion/confirmation] of an [active shooter/bomb/threat] on site at [County]. Our priority is the safety of everyone on-site and in the surrounding area. We are communicating and working with authorities to contain and resolve the situation and ask everyone to refrain from contacting or visiting our [address/specific] location until authorities confirm it is safe to do so.

Unexpected Loss of Executive (Death)

We are saddened to announce that [name] has passed away. Amidst this time of tragic loss, our focus right now is on supporting the people closest to [him/her], our employees, and all of those affected by [his/her] passing. [Insert name], who had the benefit of working closely with [name], will be serving as interim [Title of deceased].

Unexpected Loss of Executive (Unexpectedly Quits/Resigns)

[Name of employee] has resigned from [his/her] former position at [County] as [title], effective [date]. [name] will assume the position of [title] on an [interim/permanent] basis. We believe this transition will aid us in achieving our mission as a County. We wish nothing but the best for [resigned employee] and [his/her] successful and prosperous future, and we thank [him/her] for [his/her] [months/years/decades] of dedicated service to [County].

Unexpected Loss of Executive (Removed from Role)

[County] can confirm [employee] is parting ways with the County, effective [date]. *[Optional: If this termination is due to a public crisis, such as harassment or illegal activity, mention that his/her behavior was unacceptable at the County, and to protect the integrity of your County, he/she was removed from his/her position].* We have officially named [name] as [interim/permanent] [title]. We believe this transition will aid us in achieving our mission as a County. *[Optional: If this termination is due to a public crisis, such as harassment or illegal activity, mention that the County is actively reviewing the situation and what steps will be taken to ensure this does not happen again].*

MAJOR OFFENSIVE STATEMENT OR ACTION BY EMPLOYEE

When There is Evidence (Video, Image, or Audio)

The viewpoints expressed by this employee do not represent [County's] values at all, and we empathize with those hurt, upset, and disturbed by the employee's [words/actions]. We emphatically denounce what [employee] has [said/done], and as a result, [his/her] employment has been [terminated/suspended/placed under review]. We are determined to provide a safe and inclusive work environment at [County] and are working with our [people operations/human resources/executive/legal] team(s) to determine the best course of action. Again, we wholeheartedly apologize to [person/people] affected.

When There is Only an Accusation

[County] is committed to being a safe and inclusive workplace for all. We are still assessing the situation and these accusations. We want to understand what happened, and our next step will be to work with our [people operations/human resources/executive/legal] team(s) to determine the best course of action. In the meantime, we would like to offer our sincerest apologies to all of those affected or upset by these accusations.

ANNEX 2: COMMUNICATION TRACKING FORM

FORM B: CRISIS COMMUNICATION COLLATERAL TRACKING GRID						
Item #	Doc Owner	Description	Status	Time Needed?	CCT Approved?	In Use?
1.		Press release	Completed	5pm	pending	
2.		Fact sheet	In development			
3.		Employee email				
4.		Web-posting				
5.		Issues brief				
6.		Letter to X				
7.		Email to Y				
8.		FAQ for website				
9.		Governor's Facebook posting				
10		Official Twitter Account				
11.		Updated internal Q&As				
12		Medial Statement				





COUNTY GOVERNMENT OF ISILOLO



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