



Guidelines for Movement Communication

A guide to Movement communications in large-scale emergencies

Annex 1: Movement communications strategy template

Annex 2: Pre-emergency agreement for Movement communications

Guidelines for Movement Communication

Purpose

These guidelines will become operational in contexts where Movement components agree that coordinated communication strategies will strengthen Red Cross and Red Crescent positioning, outreach and impact.

PREPAREDNESS PHASE – in vulnerable contexts where ICRC has an operational presence/ country labs

Guideline	Suggested Key Actions	Who	Deliverables
Movement communication actors at country/ regional level develop a structure for coordination in the event of a large-scale emergency.	Include Movement communication coordination procedures in contingency planning and emergency SOP of host National Society. This can include a pre-emergency formal or informal agreement on communication between National Society, IFRC, and ICRC country/ regional offices (<i>Communications Coordination Framework</i>) covering the following: • The establishment of a Communication Leadership Group (Strategic Leadership, Objective 1) and an Operational Response Leadership Group (Objectives 3 & 4). • Communication focal points, roles and responsibilities for each Movement component • Scope of Movement communication (when, how and on what themes Movement partners should consider joint communication/develop joint products and procedures for coordinated communication) • Validation and verification structure for joint communication products • Communications coordination lines with regional and HQ counterparts	ICRC, IFRC and National Societies at country/ region	• Movement communication coordination included in country contingency plan • Coordination agreement on Movement communication at country-level as part of operations/ response pre-emergency agreement.

Guideline	Suggested Key Actions	Who	Deliverables
	Trigger surge support from Movement members when in-country capacities/ resources are stretched, in particular for content production, monitoring and coordination of international media requests).		
	Set up internal coordination and information sharing mechanisms <i>In country</i> - Establish regular meetings to discuss common communications opportunities and issues with Movement partners in country. - Organise/coordinate communications training and capacity building support to host National Society when required - Consider organizing a joint annual communication planning meeting <i>Headquarters</i> - Regular meetings to discuss common communications opportunities and issues with Movement partners. - Agree on digital information/content sharing mechanism for Movement communication actors (to share communication products and key messages etc.) e.g. Slack, IFRC Newswire/ ICRC NS Update, etc.	ICRC, IFRC and National Societies at country/ region	- Establish a coordination platform for relevant actors at the country level that can be scaled up in large-scale emergencies. - Establish regular coordination meetings among Movement partners to be scaled up in large-scale emergencies. - Agree on digital information/content platform where all Movement communication products can be stored and shared.

EMERGENCY PHASE

Guideline	Suggested Key Actions	Who	Deliverables
Defining Movement Structures and Responsibilities			
Activate Communication Leadership Group & Communication Task Force/ Technical Committee Develop Movement communication strategy	IMMINENT TO WITHIN 48 HOURS OF THE EMERGENCY – triggered by scale or escalation of emergency & media interest - Participate in Movement mini-summit in-country to agree on the communication approaches between Movement actors - Develop joint communication strategy and messaging - Identify Movement components' communications capacities and resources in country to support the strategy implementation and assess need for surge support - Coordinate and produce communication content - Media monitoring – national & international media, social media (using search categories such as subject/ language/ media type, issues or angle.) Process - Internally communicate the decision to do joint communication - Agree on mechanism and utilize digital platform to share information and communication products e.g. Slack, IFRC Newswire/ ICRC NS Update, etc. Resources - Assess human resources needed to support communication strategy, in consultation with host National Society - Use global surge tools where necessary to support human resourcing of communications	Communication leadership group & task force/ technical committee	- Movement communication strategy - Coordinate media advisory/ initial press release on situation and action taken by the Red Cross Red Crescent - Key messages - Social media messages & initial photos to be shared - Identify spokesperson(s) for respective Movement components covering 2 to 4 official languages - Deployment of surge capacity as needed - Briefing note to National Society and Movement communication focal points (internal communication)

Guideline	Suggested Key Actions	Who	Deliverables
Response design			
Implementation of Movement communication strategy (should integrate into the Movement operational strategy and plan of action).	48-72 HOURS - Identify Movement key issues/ angles and pitching of spokespeople on joint issues - Sharing of communication content – messaging, photos and b-rolls and packaged visuals on the common digital platform. - Identify joint media opportunities where relevant and coordinate press conference, media visit, etc. as necessary - Media monitoring – national & international media, social media (using search categories such as subject/ language/ media type, issues or angle.)	In country communication focal points & Communication Task Force/ Committee	- Updated key messages and numbers. - Regular updates, richer content for communication channels. - Intensified/targeted media relations. - Continuous liaison with operational teams at national and global levels for communications surge support needs. - Support as required global fundraising and operations initiatives. - Joint reactive lines if required for any potential reputational risk issues.
Mobilization of funds and communicating as one strong Movement			
Movement communication actors develop key products with the aim of the Movement speaking with strong and coherent voice.	72 HOURS – 1 WEEK Develop key products as follows: - Refresh previously developed materials. - Regular updates, richer content for all channels. - Sharing of communication content – messaging, photos and b-rolls and packaged visuals on the common digital platform. - Intensified/targeted media relations – issues-based communication	In country communication focal points & Communication Task Force/ Committee	

Guideline	Suggested Key Actions	Who	Deliverables
	• Continuous liaison with operational teams at national and global levels for communications surge support needs • Develop and package joint audio-visual materials and infographics where relevant. • Media monitoring (monitor national media and social media) using categories such as speaker/subject/language/media type/angle.		
Monitoring implementation and reporting			
Movement communication actors develop key products and processes with the aim of the Movement speaking with strong and coherent voice.	Ongoing Develop communications products for major milestones (i.e. 1-month, 6-month & yearly commemorations, etc.) as follows: • Assess long-term communications support/ human resource – longer term communication coordination position • Update/develop longer term joint communications strategy • Update previously developed materials. • Regular updates, richer content for all channels. • Explore media relations opportunity – joint press briefings and media visits to the field where possible • Media monitoring	ICRC, IFRC and National Societies	• Update/develop longer term joint communications strategy • Commemoration packs containing communication products – Key messages, road to recovery stories, AV materials, media visit, etc. • Plan joint advocacy messaging/ campaign where relevant • Longer-term communication coordination position if required