

CARE USA

CRISIS COMMUNICATION PLAN

By: Bara Hur

COMM 441 – CRISIS COMMUNICATION



25 March 2016

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INTRODUCTION

Dear Executive Team and Employees,

CARE USA prides itself in being a leading humanitarian organization that fights global poverty and provides lifesaving assistance in emergencies. However, while providing aid to those in need around us, it is crucial we do not neglect to help ourselves and be prepared for emergencies of our own.

We will never know for sure when a crisis will strike and we cannot predict what the crisis will be. All we can do is put in place a comprehensive plan to assist the organization's employees and board members in identifying potential crises and to be able to respond to them as quickly as possible in the event that a crisis does arise.

The purpose of this crisis communication plan is to help prepare CARE USA for a specific crisis; in the event CARE USA staff or project members become victims of a hostage taking. It is meant to provide instructions during a time when our emotions are running high and our judgment easily clouded, in hopes our reflexes will be at their prime.

Without proper planning for this type of crisis, we could suffer severe losses – reputational, operational and financial. It is only through meticulous planning, preparedness, and responsiveness during major events and crisis situations that we are able to continue operations.

I certainly hope we never experience a crisis, especially not one where our very own are put at risk. However, in the case we are faced with this challenge, reading and understanding the contents of this document will help us quickly respond to the crisis, protect the lives of our staff and ensure the continued success of CARE USA.

Sincerely,

Michelle Nunn
President and CEO of CARE USA

ACKNOWLEDGEMENT

By signing below, the crisis communications team, employees and board members indicate that they have read the crisis plan, understand all procedures, and are confident to carry out the plan in light of a crisis.

CRISIS COMMUNICATIONS TEAM

TITLE	SIGNATURE	DATE
Crisis Manager, Senior Director of Communications and Outreach, Bara Hur		
Assistant Crisis Manager, Director of Communications and Media Relations, Brian Feagans		
Control Room Coordinator, Emergency Communications Officer, Holly Frew		
Crisis Communication Team Member, Media Relations Manager, Nicole Harris		
Crisis Communication Team Member B, Chief of Staff & Secretary of Board of Dirs., Carol Hudson		

BOARD OF DIRECTORS' LEADERSHIP

TITLE	SIGNATURE	DATE
Chair, Paul J. Jansen		
President and CEO of CARE USA, Michelle Nunn		
Treasurer, Alex Cummings		
Secretary, Carol Hudson		

President Emeritus, Helene D. Gayle		
President Emeritus, Philip Johnston		

BOARD OF DIRECTORS

TITLE	SIGNATURE	DATE
COO of SoFi, Joanne Bradford		
Former resident and Chief Operating Officer of Novelis, Inc, Martha Brooks		
Private Investor, Eduardo Castro-Wright		
Founder & Chairman of SCE, Susan Crown		
Chief Executive Officer of the CNAS, Michele Flournoy		
Partner of Valor Equity Partners, Susan Hassan		
Founder of Samasource, Leila Janah		
President and CEO of the Global Fund for Women, Musimbi Kanyoro		
Retired Vice Chairman and Chief Risk Officer of Cargill, Inc, Emery Koenig		
President & CEO of New York Wheel, LLC, Richard A. Marin		
Private Investor, H. Conrad Meyer III		
Retired Executive Vice President of Coca-Cola Enterprises, Vicki Palmer		

Retired Executive Vice President of Cisco Systems, Randall E. Pond		
Co-founder of Sall Family Foundation, Virginia Sall		
Chairman of Trehan Foundation, Ranvir Trehan		
President of DJW, LLC, Deidra Wager		

EXECUTIVE MEMBERS

TITLE	SIGNATURE	DATE
President and CEO of CARE USA, Michelle Nunn		
Chief Financial Officer & VP of Finance & IT, Peter Buijs		
Chief of Staff & Secretary of Board of Dirs., Carol Hudson		
Vice President, Fundraising & Marketing, Lee Taliaferro (Tolli) Love		
International Programs and Operations, Nick Osbourne		
VP for Advocacy for CARE USA and Managing Director of CAN, David Ray		
Vice President of Program, Partnerships & Learning, Thomas Reynolds		
Vice President, Human Resources, Patrick Solomon		
General Counsel, Eric D. Johnson		

REHEARSAL DATES

Successful implementation of a crisis communications plan is highly dependent on the organization's preparedness, which can only be achieved through routine rehearsal.

The first full-scale rehearsal of the CARE USA Crisis Management Plan will be held on:

- Friday, January 8, 2016

Following the initial crisis rehearsal, tabletop drills and exercises will be held on a semi-annual basis in June and December. In 2016, the rehearsals will be held:

- Wednesday, June 8, 2016
- Thursday, December 8, 2016

PURPOSE AND OBJECTIVES

PURPOSE

The purpose of this Crisis Communications Plan is to prepare CARE USA to communicate openly, swiftly and accurately with leadership, staff, donors, affected community members and the media with the information they need in response to a hostage taking.

With utmost transparency to uphold CARE USA's values and its integrity, this plan will:

- Identify potential crises and threats;
- Minimize risk;
- Increase coordination and team work;
- Provide employees with detailed guidelines to reduce ambiguity and confusion; and
- Speed up the response time and improve overall effectiveness.

OBJECTIVES

1. To contact all relevant publics, as listed in the [crisis directory](#), the [list of key media](#) and the [list of spokespersons from related organizations](#), within two hours of the crisis to make sure they are aware and can take appropriate action;
2. To proactively contact all relevant media within two hours of the crisis in order to ensure the reputation of CARE USA during and after the crisis through transparent communications;
3. To openly communicate what CARE USA is doing and plans on doing by updating the CARE USA website 24/7 for the duration of the crisis, and directing key publics to relevant and accurate information and new developments through the CARE USA blog and social media platforms;
4. To ensure CARE USA maintains its reputation as a leading humanitarian assistance organization that cares about its humanitarian workers as much as it cares for the vulnerable communities the humanitarian workers are dispatched to, by stressing how meticulous and thorough its training and preparation for field work is;
5. To turn the crisis into an opportunity where CARE USA can improve its image as an organization that is serious about its mission, and CARE USA's employees' reputation as compassionate, selfless, knowledgeable and careful experts who would go as far as putting safety second to service remains in tact; and
6. To advocate for and better ensure the safe return of its humanitarian workers.

CRISIS INVENTORY

The crisis inventory for CARE USA lists crises common to international nonprofit organizations (INGOs). Crises are listed in order from greatest probability and potential damage, to lowest probability and potential damage, and are color-coded from red (indicating the impact on CARE USA is highly alarming) to light orange (indicating impact on CARE USA is less alarming).

Crisis	Probability	Potential Damage
	0 - Nearly Impossible 5 - Highly Possible	0 - No Damage 5 - Devastating Damage
Hostage Taking ¹	5	5
Mishandling of Donor Money ²	4	5
Inaccurate Reports ³	4	4
Mistreatment & Malpractice Abroad ⁴	3	5
Sexual Harassment ⁵	3	4
Hacked Emails ⁶	3	4
Poor Conditions ⁷	3	3

¹ With increasing international security issues (i.e., ISIS, terrorism, border disputes), there is a higher chance of a hostage situation arising.

² Mishandling donor money, money laundering, embezzlement, misappropriation of funds (i.e., excessive spending on executive salaries and organization as opposed to actual development projects)

³ Reporting inaccurate or fraudulent results and outcomes to coerce more support from donors, the US government and the public

⁴ CARE employees accused of mistreating, abusing, manipulating, and taking advantage of children, elderly, and other vulnerable populations abroad; colonialism as opposed to development

⁵ Alleged inappropriate sexual harassment cases within organization

⁶ CARE emails are hacked (Note: severity dependent on content of email)

⁷ CARE offices abroad are understocked of health supplies and short on natural resources (water, food, etc.)

Based on the rankings in the inventory, the threat of being taken hostage needs its own distinct crisis communications plan because (a) probability of a hostage taking occurring and the damage it can have on the organization are both exceptionally high, (b) CARE USA staff are susceptible to hostage taking as they frequently fly in and out of developing countries for developmental work in vulnerable areas, and (c) the chances of a hostage taking happening is rapidly increasing due to current international challenges presented by changing times.

KEY PUBLICS

ENABLING PUBLICS

- Paul J. Jansen – Chair, CARE USA
- Michelle Nunn – President and CEO, CARE USA
- Alex Cummings – Treasurer, CARE USA
- Nick Osbourne – International Programs and Operations, CARE USA

FUNCTIONAL PUBLICS

- Brian Feagans – Director of Communications and Media Relations, CARE USA
- Holly Frew – Emergency Communications Officer, CARE USA
- Nicole Harris – Media Relations Manager, CARE USA
- Carol Hudson – Chief of Staff & Secretary of Board of Directors, CARE USA
- Eric D. Johnson – General Counsel, CARE USA

NORMATIVE PUBLICS

- Deborah Willig – Director of Communication & Outreach, InterAction
- Richard Stearns – President, World Vision
- Winnie Byanyima – Executive Director, Oxfam International
- Gail J. McGovern – CEO & President, American Red Cross
- Paloma Escudero – Director of Communications, UNICEF
- David Miliband – President, International Rescue Committee
- Director, CARE USA – Northeast Region: Boston
- Director, CARE USA – Northeast Region: New York
- Director, CARE USA – Northeast Region: Philadelphia
- Director, CARE USA – Southeast Region: Atlanta (Headquarters)

- Director, CARE USA – Southeast Region: Washington, D.C.
- Director, CARE USA – Southeast Region: Miami
- Director, CARE USA – Central Region: Chicago
- Director, CARE USA – Western Region: Los Angeles
- Director, CARE USA – Western Region: San Francisco
- Director, CARE USA – Western Region: Seattle
- Eva Lystad - Chairperson, CARE International – CARE International Secretariat
- Director, CARE International – CARE Australia
- Director, CARE International – CARE Canada
- Director, CARE International – CARE Denmark
- Director, CARE International – CARE Germany
- Director, CARE International – CARE France
- Director, CARE International – CARE India
- Director, CARE International – CARE Japan
- Director, CARE International – CARE Netherlands
- Director, CARE International – CARE Norway
- Director, CARE International – CARE Austria
- Director, CARE International – CARE Czech Republic
- Director, CARE International – CARE Peru
- Director, CARE International – CARE Thailand
- Director, CARE International – CARE Int'l UK
- Director, CARE International – CARE Afghanistan
- Director, CARE International – CARE Bangladesh
- Director, CARE International – CARE Benin

- Director, CARE International – CARE Bolivia
- Director, CARE International – CARE Bosnia and Herzegovina
- Director, CARE International – CARE Brazil
- Director, CARE International – CARE Burundi
- Director, CARE International – CARE Cambodia
- Director, CARE International – CARE Cameroon
- Director, CARE International – CARE Chad
- Director, CARE International – CARE Cote D'Ivoire
- Director, CARE International – CARE Cuba
- Director, CARE International – CARE Demoratic Republic of Congo
- Director, CARE International – CARE Ecuador
- Director, CARE International – CARE Egypt
- Director, CARE International – CARE Salvador
- Director, CARE International – CARE Ethiopia
- Director, CARE International – CARE Georgia
- Director, CARE International – CARE Ghana
- Director, CARE International – CARE Guatemala
- Director, CARE International – CARE Haiti
- Director, CARE International – CARE Honduras
- Director, CARE International – CARE India
- Director, CARE International – CARE Indonesia
- Director, CARE International – CARE Jordan
- Director, CARE International – CARE Kenya
- Director, CARE International – CARE Kosovo

- Director, CARE International – CARE Laos
- Director, CARE International – CARE Lesotho
- Director, CARE International – CARE Madagascar
- Director, CARE International – CARE Malawi
- Director, CARE International – CARE Mali
- Director, CARE International – CARE Morocco
- Director, CARE International – CARE Mozambique
- Director, CARE International – CARE Nepal
- Director, CARE International – CARE Nicaragua
- Director, CARE International – CARE Niger
- Director, CARE International – CARE Pakistan
- Director, CARE International – CARE Papua New Guinea
- Director, CARE International – CARE Rwanda
- Director, CARE International – CARE Serbia
- Director, CARE International – CARE Sierra Leone
- Director, CARE International – CARE South Africa
- Director, CARE International – CARE Sri Lanka
- Director, CARE International – CARE Tanzania
- Director, CARE International – CARE Timor Leste
- Director, CARE International – CARE Togo
- Director, CARE International – CARE Uganda
- Director, CARE International – CARE Vietnam
- Director, CARE International – CARE West Bank/Gaza
- Director, CARE International – CARE Yemen

- Director, CARE International – CARE Zambia
- Director, CARE International – CARE Zimbabwe

DIFFUSED PUBLICS

- Project Leaders of other INGOs, nonprofits, or development groups surrounding CARE USA local and regional teams
- Gary Noesner – Hostage Negotiator, FBI
- Michael O'Reilly – Deputy Executive Director of Policy, International Coordination and Member Advocacy, Amnesty International
- US Ambassadors in region of hostage taking
- Heads of states of surrounding countries

NOTIFYING PUBLICS

The employee who is first aware of the crisis will notify the executive director as quickly as possible by phone outside of office hours and in person inside office hours. The executive director is then responsible for activating the crisis communication plan by notifying the crisis team.

The crisis team will be responsible for notifying key publics and stakeholders in a timely manner. The table below identifies the appropriate contacts and channels that will be used to notify each of the key publics.

Primary Channels

	Email	Physical Letter	Local Media	Internal Emails	Marketing /Ad Content	Social Media	In-Person Meetings	Virtual Conference (i.e., Skype)	Phone	Newsletter
Stakeholders	Donors	X	X		X	X			X	X
	US Government Officials (i.e., USAID)	X	X			X	X	X	X	X
	Local Foreign Government	X	X			X	X	X	X	X
	Staff & Employees	X	X		X	X	X	X	X	X
	Satellite Offices Abroad	X	X		X	X		X	X	X
	General Public			X		X	X			
	Media	X	X			X	X	X	X	

IDENTIFY CRISIS COMMUNICATION TEAM

CRISIS MANAGER, BARA HUR, SENIOR DIRECTOR OF COMMUNICATIONS AND OUTREACH

Responsibilities of the crisis manager:

- Communicate with government officials, board of directors' leadership, board of directors, and executive team
- Make key decisions during the crisis
- Draft and approve statements
- Notify the crisis communications team of decisions or changes during the crisis

ASSISTANT CRISIS MANAGER, BRIAN FEAGANS, DIRECTOR OF COMMUNICATIONS AND MEDIA RELATIONS

Responsibilities of the assistant crisis manager:

- Takes on the crisis manager's responsibilities when she is unavailable
- Help craft messaging and draft statements
- Help communicate with the media
- Communicate with key stakeholders, major governmental foundations, investors and donors

CONTROL ROOM COORDINATOR, HOLLY FREW, EMERGENCY COMMUNICATIONS OFFICER

Responsibilities of the control room coordinator:

- Set up the crisis communications control center
- Update crisis website with most recent news
- Assist with the notification of key stakeholders and relevant foreign local governments, other INGOs, and satellite offices
- Communicate with satellite offices and project teams abroad

CRISIS COMMUNICATION TEAM MEMBER, NICOLE HARRIS, MEDIA RELATIONS MANAGER

Responsibilities of crisis communication team member:

- Assist with the notification of key stakeholders and media
- Help with the drafting of new releases, newsletter, emails and other forms of communications with key stakeholders
- Report completed tasks to the crisis manager

CRISIS COMMUNICATION TEAM MEMBER B, CAROL HUDSON, CHIEF OF STAFF & SECRETARY OF BOARD OF DIRS.

Responsibilities of crisis communication team member:

- Assist Media Outreach Coordinator with notification of key stakeholders and media
- Ensure all contact lists are up-to-date
- Help with the drafting of new releases, newsletter, emails and other forms of communications with key stakeholders
- Report completed tasks to the crisis manager

CRISIS DIRECTORY

This crisis directory contains the contact information for the crisis team, board of directors, shelter management and other key publics that should be notified during a crisis. Please refer to the “[Notifying Publics](#)” section of the Crisis Communication Plan on [Page 14](#) for the system that will be used to notify each different public.

Crisis Team					
Name	Title	Phone Numbers			Email
		H	W	C	
Bara Hur	Crisis Manager				
Brian Feagans	Assistant Crisis Manager				
Holly Frew	Control Room Coordinator				
Nicole Harris	Crisis Communication Team Member				
Carol Hudson	Chief of Staff & Secretary of Board of Dirs.				

Board of Directors Leadership					
Name	Title	Phone Numbers			Email
		H	W	C	
Paul J. Jansen	Chair				
Michelle Nunn	President and CEO of CARE USA				

Alex Cummings	Treasurer				
Carol Hudson	Secretary				
Helene D. Gayle	President Emeritus				
Philip Johnston	President Emeritus				

Board of Directors					
Name	Title	Phone Numbers			Email
		H	W	C	
Joanne Bradford	COO of SoFi				
Martha Brooks	Former resident and Chief Operating Officer of Novelis, Inc				
Eduardo Castro-Wright	Private Investor				
Susan Crown	Founder & Chairman of SCE				
Michele Flournoy	Chief Executive Officer of the CNAS				
Susan Hassan	Partner of Valor Equity Partners				
Leila Janah	Founder of Samasource				
Musimbi Kanyoro	President and CEO of the Global Fund for Women				

Emery Koenig	Retired Vice Chairman and Chief Risk Officer of Cargill, Inc				
Richard A. Marin	President & CEO of New York Wheel, LLC				
H. Conrad Meyer III	Private Investor				
Vicki Palmer	Retired Executive Vice President of Coca-Cola Enterprises				
Randall E. Pond	Retired Executive Vice President of Cisco Systems				
Virginia Sall	Co-founder of Sall Family Foundation				
Ranvir Trehan	Chairman of Trehan Foundation				
Deidra Wager	President of DJW, LLC				

Executive Team						
Name	Title	Phone Numbers			Email	Emergency Contact
		H	W	C		
Michelle Nunn	President and CEO of CARE USA					
Peter Buijs	Chief Financial Officer & VP of Finance & IT					
Carol Hudson	Chief of Staff & Secretary of Board of Dirs.					

Lee Taliaferro (Tolli) Love	Vice President, Fundraising & Marketing					
Nick Osbourne	International Programs and Operations					
David Ray	VP for Advocacy for CARE USA and Managing Director of CAN					
Thomas Reynolds	Vice President of Program, Partnerships & Learning					
Patrick Solomon	Vice President, Human Resources					
Eric D. Johnson	General Counsel					

CARE USA Offices: An up-to-date list of heads of CARE USA offices will be kept by Control Room Coordinator, Emergency Communications Officer, Holly Frew.

Satellite Offices (CARE USA regional offices, CARE International member offices, and CARE International country offices): An up-to-date list will be kept by Chief of Staff & Secretary of Board of Dirs., Carol Hudson.

Donors: An up-to-date list will be provided by Assistant Crisis Manager, Director Of Communications And Media Relations, Brian Feagans.

MEDIA SPOKESPERSON

PRIMARY SPOKESPERSON

Chair, Paul J. Jansen

ALTERNATE SPOKESPERSON

President and CEO of CARE USA, Michelle Nunn

SPOKESPERSON FOR RELATED ORGANIZATIONS

Other Organizations: Media, INGOs, Nonprofits, Developmental Organizations			
Organization Name	Spokesperson	Phone Number	Email
InterAction	Crisis Manager, Senior Director of Communications and Outreach, Bara Hur		
World Vision	Crisis Manager, Senior Director of Communications and Outreach, Bara Hur		
UNICEF	Crisis Manager, Senior Director of Communications and Outreach, Bara Hur		
Oxfam International	Assistant Crisis Manager, Director of Communications and Outreach, Brian Feagans		
American Red Cross	Assistant Crisis Manager, Director of Communications and Outreach, Brian Feagans		
International Rescue Committee	Assistant Crisis Manager, Director of Communications and Outreach, Brian Feagans		

** Build advocacy coalition with INGO, NGO, and developmental organizations to generate greater push for safe return of fellow humanitarian workers.

LIST OF EMERGENCY PERSONNEL AND LOCAL OFFICIALS

FEDERAL GOVERNMENT

Name	Phone Numbers	Address
President of the USA, Barack Obama	(202) 456-1111	1600 Pennsylvania Ave NW, Washington, DC 20500
Vice President of the USA, Joe Biden	(202) 395-5895	Eisenhower Executive Ofc Bldg, W Executive Ave NW, Washington, DC 20500
Secretary of State, John Kerry	(202) 647-4000	320 21st St NW, Washington, DC 20451
US Ambassador to UN, Samantha Power	(202) 789 - 7890	1775 K St #400, Washington, DC 20240

Local Government Officials of Satellite Offices & U.S. Embassies Abroad: An up-to-date list will be kept by Control Room Coordinator, Emergency Communications Officer, Holly Frew.

LIST OF KEY MEDIA

BROADCAST/RADIO

<i>Organization Name</i>	Media Contact	Phone Number	Email
<i>NBC</i>	NBC News4 Anchor, Jim Vance	(202) 885-4111	jvance@nbc.com
<i>CBS</i>	CBS News Foreign Correspondent, Holly Williams	202-479-6960	hwilliams@cbs.com
<i>ABC</i>	Chief Global Affairs Correspondent, Martha Raddatz	(703) 236-9555	mraddatz@abcnews.com
<i>FOX</i>	Chief Intelligence Correspondent, Catherine Herridge	(212) 301-4229	cherridge@foxnews.com
<i>CNN</i>	CNN International, Christiane Amanpour	(705) 105-6091	camanpour@cnn.com
<i>PBS</i>	Chief Foreign Correspondent, Margaret Warner	(703) 739-5000	mwarner@pbs.org
<i>NPR</i>	International Correspondent, Deborah Amos	(202) 513-2073	damos@npr.org
<i>Voice of America</i>	International Broadcaster & Reporter at Voice of America, Essarayoss Mean	(202) 203-4959	emean@voanews.com

PRINT/ONLINE NEWSPAPER

<i>Organization Name</i>	<i>Media Contact</i>	<i>Phone Number</i>	<i>Email</i>
<i>Associated Press</i>	Cybersecurity & Terrorism, Tami Abdollah	(202) 641-9541	tabdollah@apnews.org
<i>Al Jazeera</i>	News Correspondent, Divya Gopalan	(202) 123-1234	dgopalan@aljazeera.com
<i>Reuters</i>	Chief Correspondent, Angela Moon	(202) 898-8333	amoon@reuters.com
<i>BBC</i>	Producer, World News America, Sarah McHaney	(212) 705-9300	smchaney@bbcnews.com
<i>Bloomberg</i>	White House Correspondent, Mike Dorning	(415) 912-2960	morning@bloomberg.com
<i>New York Times</i>	Reporter, Ashley Parker	(202) 862-0300	aparker@nyt.com
<i>Wall Street Journal</i>	Senior Editor, Bob Davis	(202) 862-9200	bdavis@wsj.com
<i>The Guardian</i>	National Editor, Dan Roberts	(203) 353-2000	dan.roberts@theguardian.com

INDUSTRY OR ASSOCIATION PUBLICATIONS

<i>Organization Name</i>	<i>Media Contact</i>	<i>Phone Number</i>	<i>Email</i>
<i>United Nations News Centre</i>	Reporter, Almigdad Mojalli	(212) 963-7160	amojalli@unnews.org
<i>DevEx</i>	Reporter, Naki B. Mendoza	(202) 249-9222	nmendoza@devex.com

SOCIAL MEDIA & BLOGGERS

Organization Name	Twitter Handle	Phone Number	Email
NGO Pulse SANGONeT	@SANGONeT	N/A	N/A
NGO Source	@NGOsource	N/A	N/A
Global Voices	@globalvoices; www.globalvoices.org	N/A	N/A
CIVICUS	@CIVICUSalliance	N/A	N/A
The Guardian: Global Development	@GdnDevelopment; www.theguardian.com/global-development/poverty-matters	N/A	N/A
My Heart's in Accra	www.ethanzuckerman.com	N/A	N/A
Social Media for Good	www.sm4good.com	N/A	N/A
Social Media for Int'l Aid and Development	www.social-media-for-development.com	N/A	N/A
DEV Blog	www.uea.ac.uk/devresearch/blogs	N/A	N/A
Poverty Matters	dfid.blog.gov.uk	N/A	N/A
Blood and Milk	www.bloodandmilk.org	N/A	N/A

CRISIS COMMUNICATION CONTROL CENTER

CARE Headquarters

Address: 151 Ellis St NE # 1, Atlanta, GA 30303

Phone Number: (404) 681-2552

Hours: Monday through Friday, 8:00 AM to 4:00 PM.

Contact: Director of Communications and Media Relations, Brian Feagans

Phone: (404) 457-4644

Email: bfeagans@care.org

CARE Crisis Call Center

In the case that the (a) crisis communication team members, (b) board of directors' leadership, (c) board of directors or (d) executive members cannot be reached in-person, they may be reached via the CARE Crisis Call Center. A Crisis Conference Call (Code: Triple C) will be initiated. The crisis communication team, leadership of board of directors, board of directors and executive members will be alerted via text, voice message and email, and they will be able to join the conference call by calling in remotely, using the hotline.

Address: N/A

Phone Number: (202) 123-1234

Hours: 24/7

Contact: Senior Director of Communications and Outreach, Bara Hur

Phone: (202) 555-5555

Email: bhur@care.org

EQUIPMENT AND SUPPLIES

Equipment:

- Chairs and tables
- Landline telephone service
- Bulletin board (displaying communications team phone numbers and college website address)
- Laptop computers
- Extra laptop power supplies
- High-speed wireless modem
- Wi-Fi hotspot (for travel)
- Mobile phones assigned to communications team (with portable chargers and emergency spare batteries)
- DSLR
- Extension cords
- Printer
- Copy machine
- Fax machine
- Pre-paid cellphones
- Company letterhead
- Copy paper
- Pens
- Pencils
- Radio with AM and FM reception, both electric and battery-powered
- Television with access to all top media networks

Media:

- Copies of crisis communications plan
- Media directories
- Press kits
- Photos of members listed on Crisis Directory
- Photos of staff taken hostage

Other:

- Food
- Beverages
- Coffee
- Energy drinks
- Cot

PRE-GATHERED INFORMATION

The pre-gathered materials listed below will be stored on CARE USA's internal network *The Village* and the share drive.

Additionally, each member of CARE USA, along with the crisis team, the board of directors' leadership, the board of directors and the executive team will keep a hard copy of the following documents printed, and also, on a separate thumb drive.

- Copies of the crisis communications plan
- Board of Directors leadership biographies
- Board of Directors biographies
- Executive Team biographies
- All CARE USA staff biographies
- Headshot of every CARE USA employee
- Annual report
- Financial information for the past two years
- Backgrounders and brochures
- Skeletal news release about hostage taking (located on [pages 32 to 33](#))
- Most recent FAQ documents
- Information on all current CARE development projects, domestic and international
- Hostage negotiation guidebook



CARE USA
151 Ellis Street NE # 1
Atlanta, GA 30303
Phone: (404) 681-2552
Fax: (404) 577-5977

FOR IMMEDIATE RELEASE

CARE USA HUMANITARIAN HEROES TAKEN HOSTAGE

Humanitarian heroes taken hostage while risking life to provide lifesaving assistance to those who need it most

WASHINGTON – Today, CARE USA humanitarian hero[es], [NAME OF INDIVIDUAL(S)] were taken hostage by [NAME OF GROUP] while working on a field project abroad in [COUNTRY NAME]. CARE USA works with the US government, foreign republics and international non-governmental organization, nonprofit and development communities to respond to emergencies, such as hostage takings.

CARE USA takes extra measures to maximize the safety of all their employees, domestic or abroad.

“CARE USA workers are given thorough training on how to decrease, prevent and eliminate risk as much as possible,” said President Michelle Nunn. “However, since CARE USA’s humanitarian heroes risk their lives to provide lifesaving assistance to vulnerable communities who need it most, safety often comes second to service.”

Despite the precautionary steps taken to avert hostage takings, the situation was inevitable. CARE USA employees are fully aware of the risk they are placed in prior to joining field projects in unstable and insecure areas around the world.

“CARE USA is working tirelessly with U.S. government, foreign republics, and international non-governmental, nonprofit and development communities at home and overseas, to negotiate the safe return of its CARE USA heroes,” said Chairman Paul J. Jansen.

Further details will be released by [NAME OF PERSON TO MAKE ANNOUNCEMENT] at a news conference scheduled for [DATE AND TIME OF NEWS CONFERENCE], at [LOCATION OF NEWS CONFERENCE].

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Media Contact:

Director of Communications and Outreach, Brian Feagans

(404) 457-4644
bfeagans@care.org

About CARE USA

CARE USA is a leading humanitarian organization working to reduce poverty, promote social justice and enhance people's quality of life throughout the world. CARE USA especially focuses on empowering women, because by raising women leaders, they can go on to raise more leaders. To learn more, please visit us online at www.care.org.

For more information on this news release and its contents, contact us.

KEY MESSAGES

1. CARE USA'S HUMANITARIAN HEROES RISK THEIR LIVES TO PROVIDE LIFESAVING ASSISTANCE TO VULNERABLE COMMUNITIES WHO NEED IT MOST.
2. CARE USA TAKES EXTRA PRECAUTIONARY MEASURES TO ENSURE THE SAFETY OF ALL THEIR EMPLOYEES, DOMESTIC OR ABROAD BY REVIEWING AND TRAINING EVERY EMPLOYEE ACCORDING TO THE STANDARDS SET BY AND STATED IN THE [CARE International Safety & Security Handbook](#).
3. CARE USA EMPLOYEES ARE AWARE OF THE RISK THEY ARE PLACED IN PRIOR TO JOINING FIELD PROJECTS IN UNSTABLE AND INSECURE AREAS AROUND THE WORLD. ALL DEPLOYMENTS TO HAZARDOUS AREAS ARE DONE ON A VOLUNTARY BASIS, WITH NO RETALIATION AGAINST AN EMPLOYEE WHO DOESN'T FEEL SAFE DEPLOYING.
4. DEDICATED CARE USA HUMANITARIAN HEROES OFTEN PUT SAFETY SECOND TO SACRIFICIAL SERVICE.
5. CARE USA IS WORKING WITH THE US GOVERNMENT, FOREIGN GOVERNMENTS, AND INTERNATIONAL NON-GOVERNMENTAL ORGANIZATION, NONPROFIT AND DEVELOPMENT COMMUNITIES, TO NEGOTIATE THE SAFE RETURN OF ITS CARE USA EMPLOYEES.

WEBSITE

Holly Frew, Control Room Coordinator, Emergency Communications Officer, is responsible for updating and managing the website.

STATEMENT FROM BOARD OF DIRECTORS' LEADERSHIP

In the event of a crisis like a hostage taking, Frew will update the website with a direct quote by CARE USA President and CEO, Michelle Nunn, expressing solemn sadness about the hostage taking while still praising their courage. CARE USA must take extra care to paint CARE USA's humanitarian workers as heroes in order to protect CARE USA and the employees' reputation.

CARE USA's statements should be crafted in a way the CARE USA employees do not seem like they were being careless, and so CARE USA does not seem like they were negligent in preparing their workers for in-field work in dangerous areas around the world.

This will appear on the homepage of the shelter's website.

CRISIS INFORMATION

In addition to the message from the president of the board of directors, CARE USA Frew will update the website with a BREAKING NEWS section with most recent findings and news surrounding the hostage negotiation.

All press releases and media updates will be listed on its homepage for the duration of the crisis. These updates will be posted at the same time they are released to the media to facilitate the open, honest and consistent flow of information.

Information about what CARE USA is doing to negotiate the release of its employees should also be regularly updated to show CARE USA is committed to the safe return of its employees.

Photos of the CEO talking with US government officials should be taken often, uploaded consistently, and circulated widely.

HOW COMMUNITIES CAN HELP

CARE USA will form a coalition with other international nongovernmental organizations, nonprofits and developmental organizations to advocate for the release of CARE USA's humanitarian workers.

Details about this coalition and advocacy work will be posted on the webpage.

For instance, a singular hashtag will be created (i.e., #CareAboutCARE, #BringBack[NAME OF HOSTAGE]). The hashtags that will be used for this campaign will be posted on one section of the website so everyone would use the single hashtag. This will help create a singular and thus, more powerful message as the message would be more consistent across communities.

There will be a live feed of social media posts made about the issue to keep the conversation about the issue on-going. Donors and supporters of the international development community would see this and be encouraged to join the campaign on their personal social media accounts through the website.

A link to a crowdfunding site would also be available on the website. Communities could help by donating money to the families of the hostages through this crowdfunding site. Information about how to donate to help the employee's family should be listed here along with the ways CARE USA is assisting the hostages' families.

MATERIAL FROM TRAINING AND PREPARATION FOR FIELD-WORK

In case the public may doubt CARE USA's training and preparation leading up to the dispatching of in-field workers, CARE USA will upload the training booklet, handout, and workshops that employees must complete prior to leaving for projects abroad.

BLOGS AND SOCIAL MEDIA

Crisis Communication Team Member, Nicole Harris, Media Relations Manager is responsible for managing the blog, as well as all social media platforms.

All posts must be reviewed and approved unanimously by all members of the crisis team and board of directors' leadership prior to being posted for the sake of crafting a cohesive, unified and singular messaging.

Blogs and social media platforms will be used to send out most up-to-date news about the hostage taking.

Photos of executives and designated spokespersons working with high officials (i.e., US government officials, foreign republics, heads of INGOs, nonprofits and developmental organizations) will be uploaded often, consistently and dispersed widely so the public knows CARE USA is trying everything in its power to bring back the hostages safely.

Digital new media platforms will play a crucial role in building an advocacy coalition with INGOs, nonprofits and development organizations and posting a singular message by all accounts.

They will also assist in advocating for the return of the CARE USA humanitarian workers.

TRICK QUESTIONS

Q: COULD THIS HOSTAGE TAKING BEEN PREVENTED THROUGH MORE PRECAUTIONARY SAFETY MEASURES?

A: We at CARE USA are proud of the work we do, and the training we provide prior to dispatching teams to field projects. The rigorous training and thorough preparation we require all of our CARE USA employees to undergo leading up to joining development projects abroad help minimize, prevent and eliminate as much risk as possible.

CARE USA takes extra precautionary measures to ensure the safety of all their employees, domestic or abroad by reviewing and training every employee according to the standards set by and stated in the [CARE International Safety & Security Handbook](#). Chapter 5, Section 13 of the handbook specifically addresses 'Kidnapping and Hostage Situations' which outlines how CARE USA and local authorities should respond, and what each employee should and should not do.

However, no matter how meticulous our preparation may be, we cannot eradicate 100% of the threats that come with working in insecure, unstable and dangerous areas where the people in most need reside.

Q: WHAT ARE YOU CURRENTLY DOING TO ENSURE THE SAFE RETURN OF THE HOSTAGES?

A: CARE USA is working tirelessly with the U.S. government, foreign republics, and international non-governmental, nonprofit and development communities at home and overseas, to negotiate the safe return of its CARE USA heroes.

CARE USA has also started an advocacy campaign with a coalition of partner INGOs, nonprofits and development organizations. Please join our campaign to advocate for the safe return of our CARE USA humanitarian heroes.

CARE USA is also sending monetary support to the families of the hostages. We encourage you to join us in showing support for the families of our heroic humanitarian workers by sending support through the crowdfunding page we launched in their name. The link to the page can be found on our website.

Please also check back to our website frequently to stay up-to-date on what else we are doing to advocate for their safe return, and for recent news and findings.

Q: WILL THE HOSTAGES COME BACK ALIVE?

A: CARE USA is working tirelessly with the U.S. government, foreign republics, and international non-governmental, nonprofit and development communities at home and overseas, to negotiate the safe return of its CARE USA heroes.

Q: HOW CAN WE BE SURE THEY'RE STILL ALIVE?

A: CARE USA is working tirelessly with the U.S. government, foreign republics, and international non-governmental, nonprofit and development communities at home and overseas, to negotiate the safe return of its CARE USA heroes.

We will share any and all news as soon as it becomes available to us.

Q: DO YOU HAVE ANY COMMENTS FOR THE [TERRORIST] GROUP RESPONSIBLE FOR THE HOSTAGE TAKING OF CARE USA STAFF?

A: CARE USA condemns, in the strongest possible terms, any heinous act of violence charged with the malicious intent to strike panic, pain and suffering into communities around the world.

As an organization that provides aid and relief to survivors of violence, war and disaster, there is nothing we detest more than the evil responsible for placing communities in these tragic situations.

To commit any violent act, especially against humanitarian heroes who voluntarily join communities in the world's most vulnerable, impoverished, and disaster stricken areas to provide aid by peaceful means, are committing a crime against humanity.

LIST OF PRODROMES

Some indicators that CARE USA may be vulnerable to a hostage taking include:

- Terrorist threats
- Border disputes
- Increase in violence in specific region of the world
- Comments by dictators, rulers
- Recent bombings in the news
- Receiving large shipment of aid

EVALUATION FORM

The following evaluation form should be completed by all those who participated in the crisis response effort.

Date and Time of Crisis _____

Last Recorded Crisis Rehearsal Date _____

Person Who Reported The Crisis _____

Time Until Executive Director Was Notified _____

How much time elapsed between the crisis and the first communication from CARE USA to its key publics? _____

How much time elapsed between the crisis and the first communication from CARE USA to the media? _____

Were you easily able to locate a copy of the crisis communications plan? Yes No

Was the crisis communications plan followed? Yes No

Was there any information missing from the crisis communications plan? Yes No

If yes, please list the information that would have been helpful:

What aspects of the crisis communications plan were executed well?

What aspects of the crisis communications plan were not executed well?

What information could be added to the crisis communications plan to make it more helpful during the next crisis?

What could the crisis team do differently during the next crisis to help lessen the severity of the crisis or reduce the crisis' impact on the shelter's reputation?
