

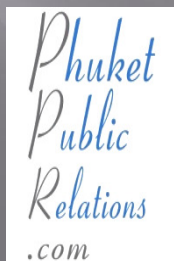
TEAMS IN CHARGE OF INFORMATION OF PROVINCIAL ADMINISTRATIONS.

Training Session, Phnom Penh, Cambodia

7-8 November, 2012

Alastair Carthew

Phuketpublicrelations.com



7 NOVEMBER

Training Session One.

Brainstorming Challenges

Processes/Structures

Organisation of TCI: Roles/Challenges

Internal Co-ordination/External Stakeholders.

TASKS



ROLES



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TASKS

- ▣ Interface media, public
- ▣ Liaison with Councils/Board
- ▣ Timely delivery
- ▣ Conform to laws
- ▣ Accountability
- ▣ Translator
- ▣ Planning
- ▣ Crisis management

ROLES

- ▣ Deputy Governor [chief]
- ▣ One official [member of team]
- ▣ One official of Information Department [member of team]

DEIKA=The Three Cs.....+R

CREDIBILITY
CONSISTENCY
CO-ORDINATION

Understand:What Is Important News?

repeat repeat repeat repeat repeat repeat repeat

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Brainstorm

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Brainstorming Guidelines

- ▣ All encouraged to participate.
- ▣ Questions:
 - What outcomes do you want to achieve?
 - What is the best process for Cambodian conditions?
 - Processes to be adopted?

All in group to participate. No question or statement rejected. Open mind.

Brainstorming: Current Challenges Faced by PIUs.

- ▣ What are your biggest daily challenges?
- ▣ How important is teamwork?
- ▣ What human resources do you have?
- ▣ Who are the most important audiences?
- ▣ What practical tools do you have?
- ▣ What reporting lines do you have?
- ▣ What issues are manageable?
- ▣ What issues are beyond your control?

THE STRUCTURES AND PROCESSES

Provincial/Regional

COMPASS

Restrictions...

- Courts
- Damaging Info
- Violation of Rights
- Security

Report to:

- Province
- Board
- Chairperson
- Council

Outcomes...

- Measure
- Report
- Monitor

Stakeholder

- Comms with
- NGOs
 - Business
 - Govt. Depts.



Media..

- Which?
- Priorities
- Messages
- Themes

Timeliness..

- ASAP
- Discipline
- 30 Days
- Written warning

Public...

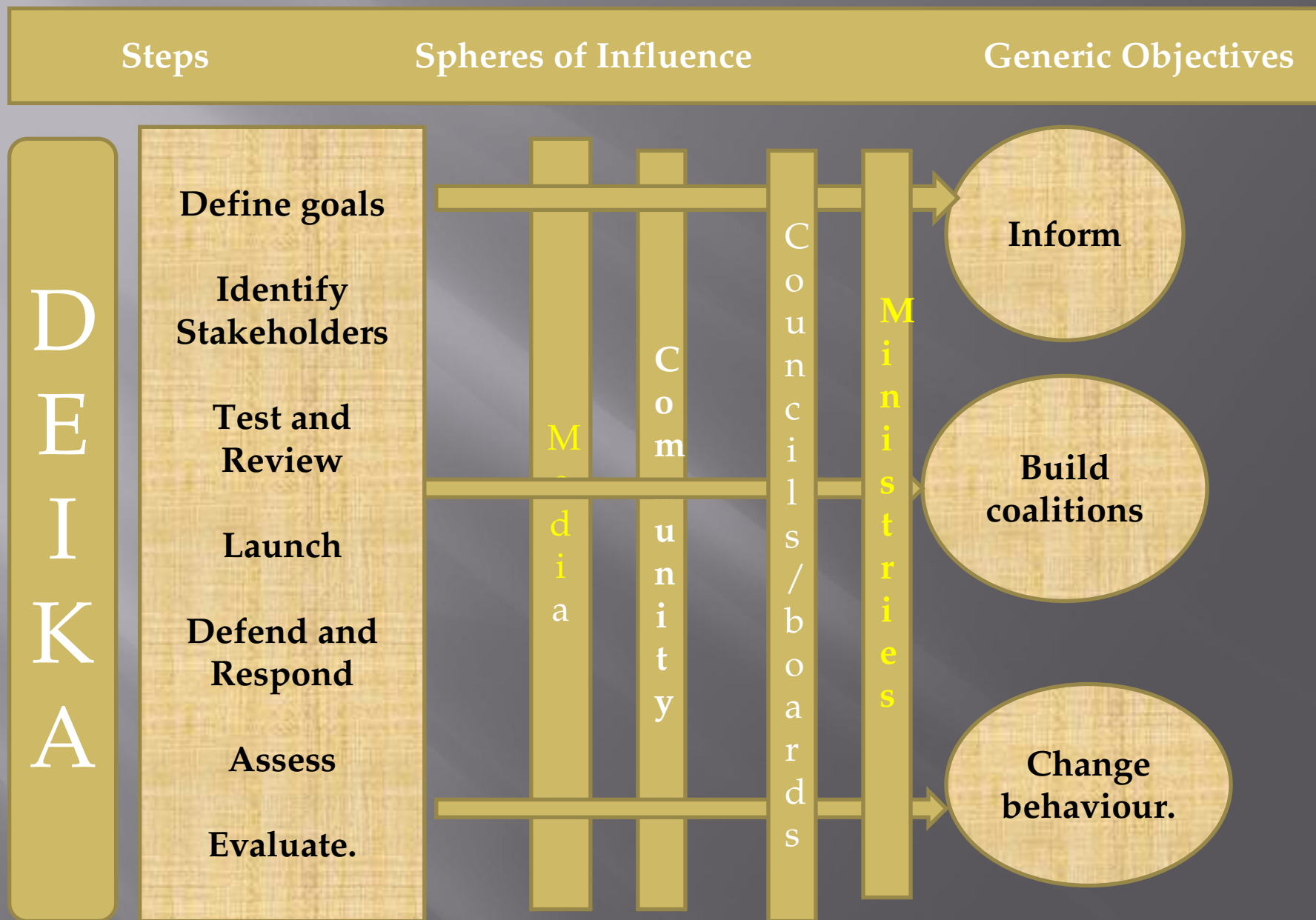
- Direct Comms.
- Liaison Community orgs.

Law..

- Outreach
- Accurate
- Accountable
- Reporting

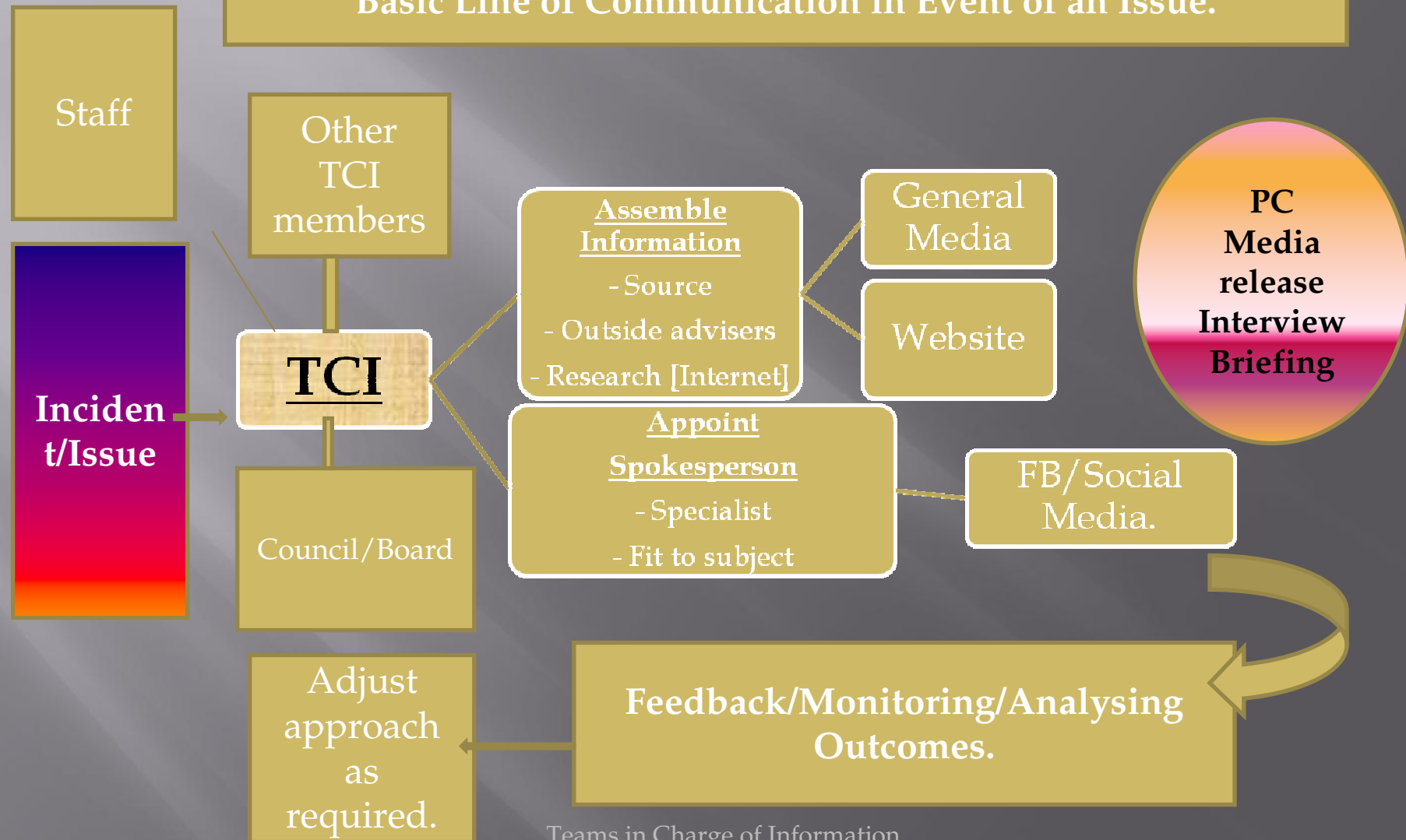
Issue That Needs Addressing

- ▣ TCI's have difficulty obtaining information from departments.
- ▣ Departmental officials may be afraid to give information.
- ▣ TCIs required good information in a timely fashion.
- ▣ TCIs need to build relationships with relevant departmental officials.



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Basic Line of Communication in Event of an Issue.



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Team in Charge of Information: Roles and Challenges.

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Consistent, Co-ordinated, Credible, **News** **Identification:** TCI Office Communications.

If not practised professionally, openly and in timely fashion:

- ▣ Public fears the worst.
- ▣ Impression of paralysis.
- ▣ Interests being ignored.
- ▣ Public needs not being met.
- ▣ False rumours.
- ▣ Opportunities missed.
- ▣ Political opponents can exploit
- ▣ Internal party conflict: very damaging.



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Important Issue: The Rule of Law

- ▣ Important all decisions by TCIs are based on the rule of law in Cambodia.
- ▣ Analyse and check statements, actions against the rule of law.
- ▣ No rules should be knowingly broken.

TCI..Why?

- Advocate for council/board policies.
- Correct erroneous information.
- Improve understanding of existing information. Coordination with other press offices essential.
- Lack of co-ordination can lead to embarrassing chaos.



TCI: Why?..cont'd

- TCI needs journalists to get information to the public.
- TCI offices must co ordinate with each other.
- Helps public understand issues affecting their lives.
- Explain council/board policies. Journalists need press officers to help them to understand issues.
- Governments have so much information-- TCI facilitates public understanding.



Co-ordination

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Duties of Teams in Charge of Information Officers.

- ▣ Handle day to day media/public inquiries.
- ▣ Writing and distributing media releases.
- ▣ Organising press conferences.
- ▣ Setting up interviews.
- ▣ Liaising with other Press Offices.
- ▣ Speech writing.
- ▣ Organising media trips.
- ▣ Maintaining media relationships.

Duties of Team in Charge of Information Officers [cont'd]

- ▣ Research issues through department.
- ▣ Liaison with department/other Govt. departments.
- ▣ **Planning campaigns [see next slide]**
- ▣ Adviser to Spokesperson on ministry issues.
- ▣ Overseeing web based communication.
- ▣ Assisting other officer with development of communication tools.
- ▣ Maintaining media relationships.
- ▣ Speech writing.

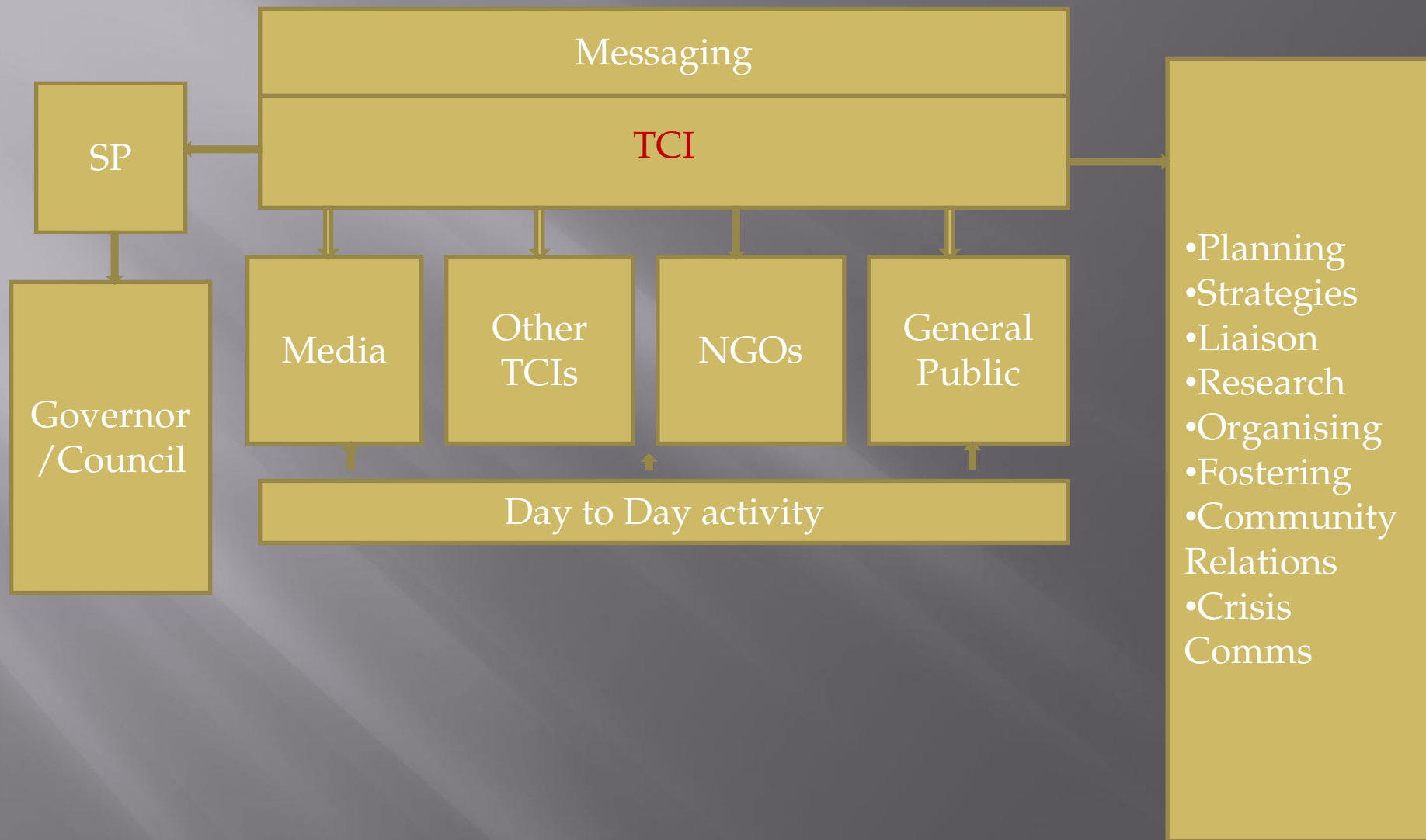
Campaign Planning

- ▣ Plan ahead: identify key dates, events.
- ▣ Match key events to communications requirements.
- ▣ Prepare plan around key theme of campaign.
- ▣ Identify key personnel to participate.
- ▣ Prepare messaging.
- ▣ Identify main communications tools to be used e.g. media release, press conferences, radio, notice boards.

Important Point

- ▣ TCI officers should be multi-tasked.
- ▣ One officer could specialise in planning, forward preparation.
- ▣ **Key point: work together and know each other's skills and abilities.**

TCI Member's Roles



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Internal TCI Day to Day Process

[Pro and Reactive]

- Day to day administration
- Media management
- Tool preparation.
- Organisation [press conferences etc]

[Planning]

- Planning
- Liaison with Ministry
- Media liaison
- [issues management]

Spokesperson [Deputy Governor]

- Office overview.
- Handle media as required.
- Info prepared by other officers

Municipal/Provincial Admin.

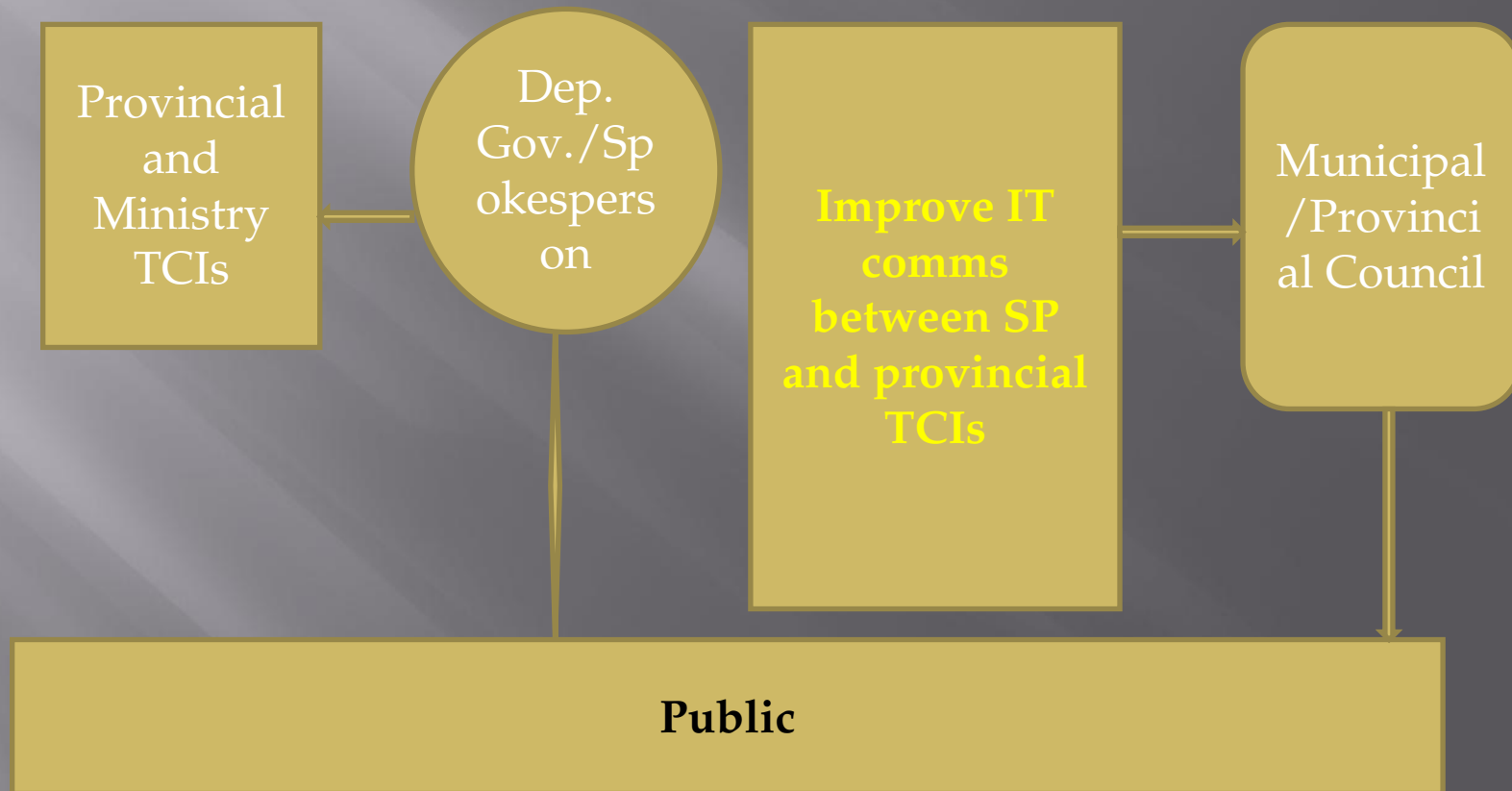
- Oversight of Press Office.
- Disciplinary action.
- Political issues.

Work Closely Together

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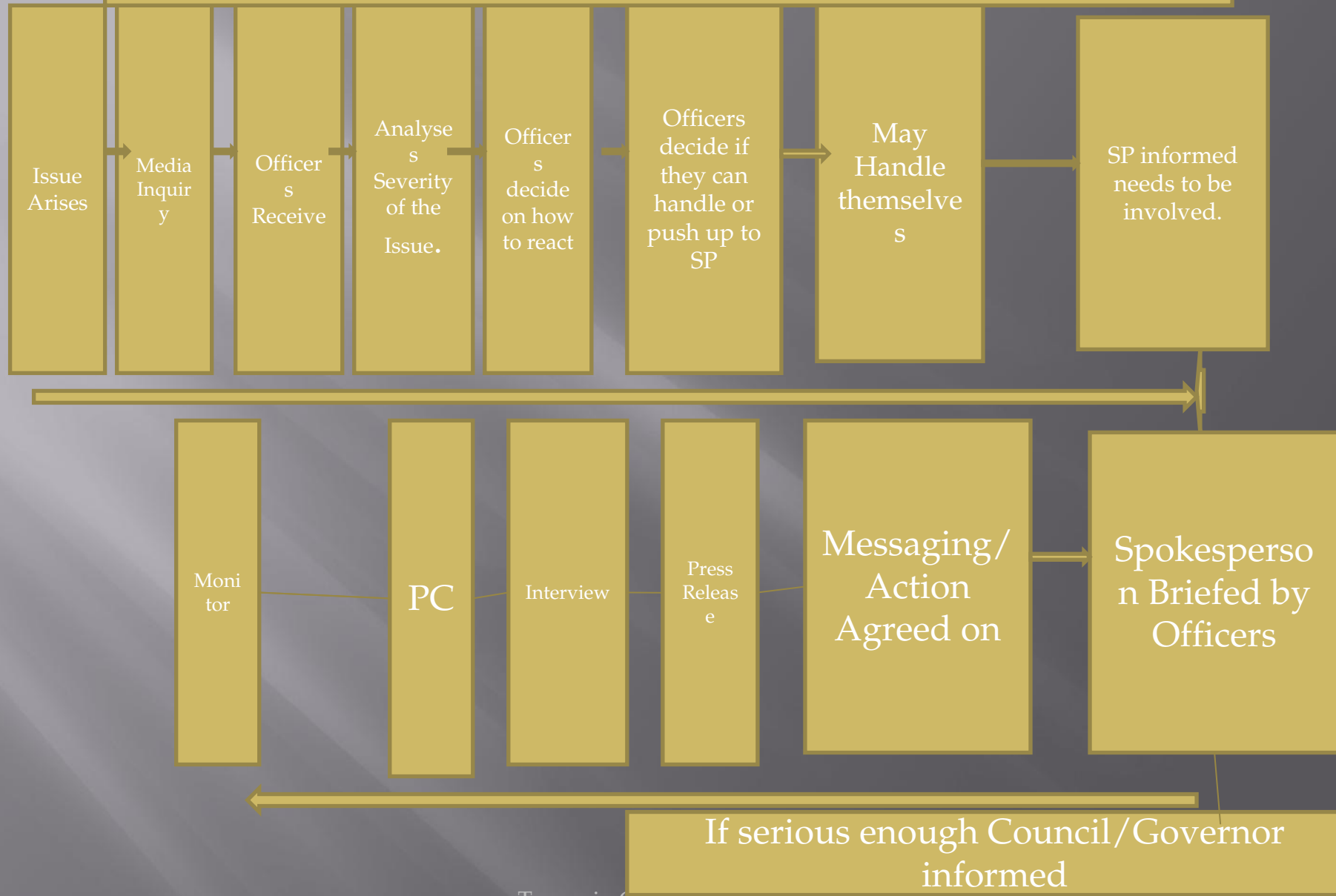
TCI Accountability

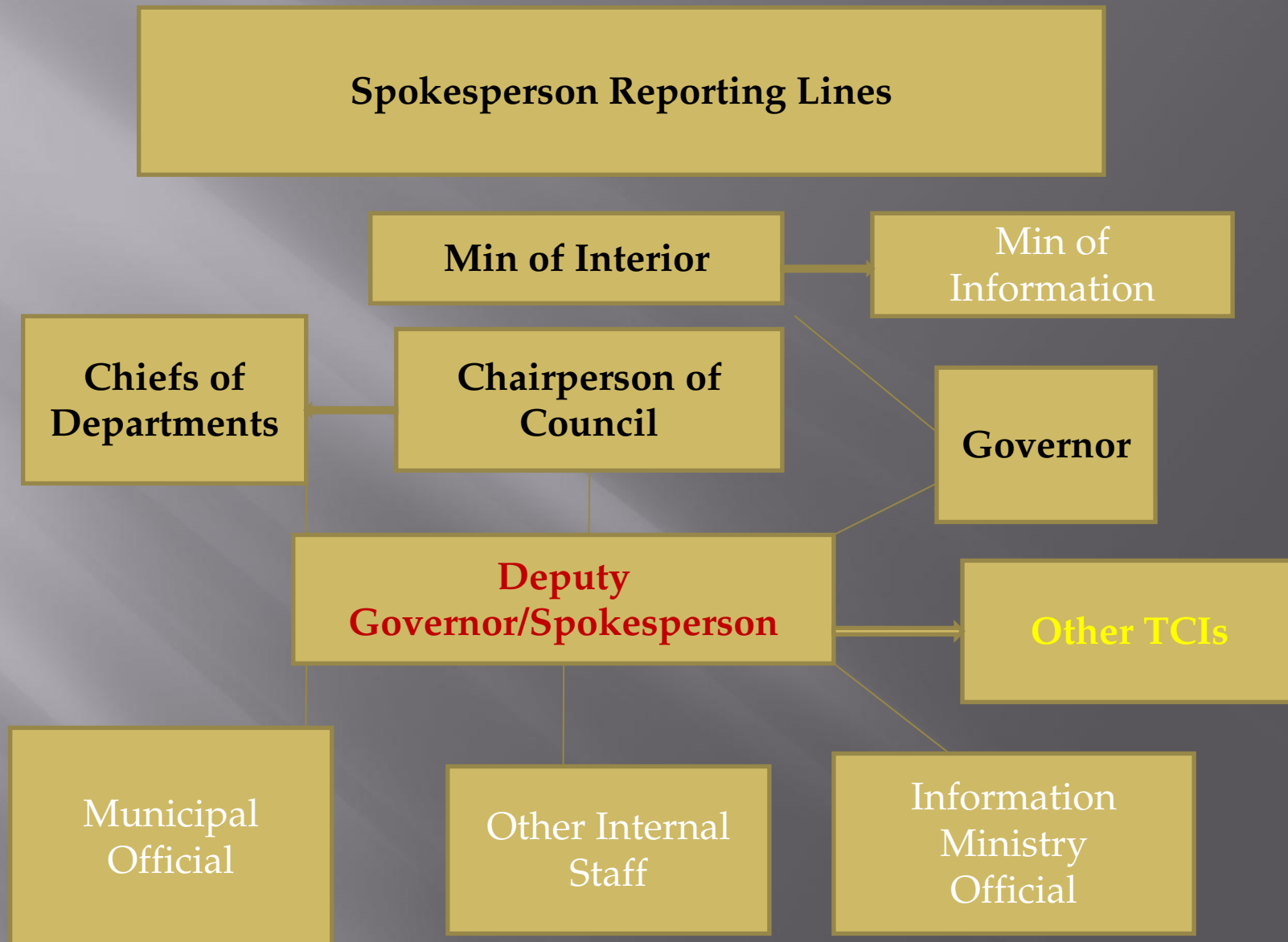
TCIs must adhere to the rule of law in Cambodia.



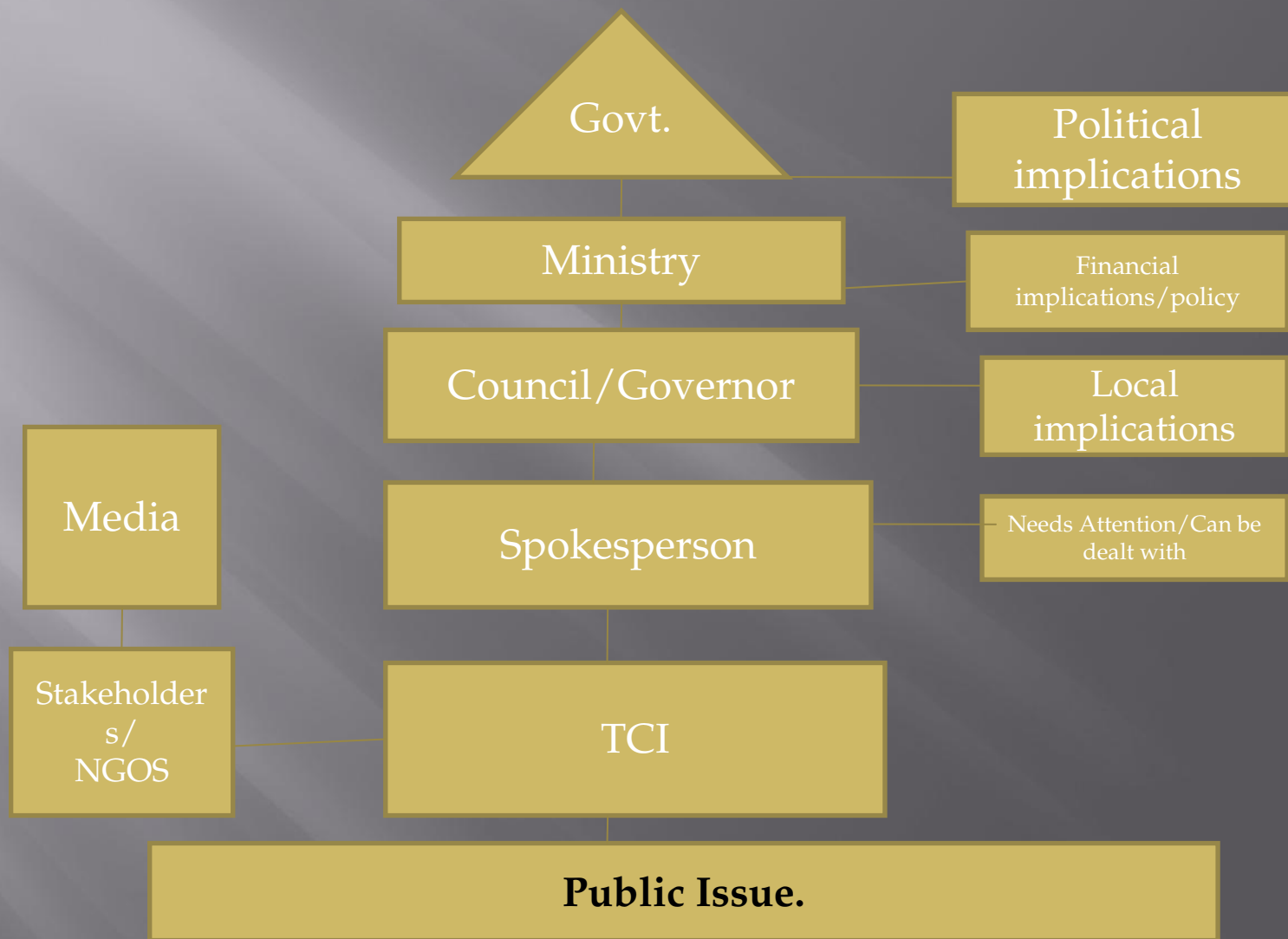
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TCI Issues Management Process





The Filter/Control The Message System.



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Training Session 2.

Feedback/Brainstorm Co-ordinate TCI Roles

Roles/Qualities of Spokesperson

Co-ordination of Spokesperson Role

Co-ordinating Role with Messaging

Responsibilities To Council/Board/Province

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Checks & Balances: Check Before Speaking

- **Spokesperson MUST check with responsible authorities .**
- **Accountability to the council and council board on information being disseminated.**
- **Regularly report to the council and council board about such information.**
- **Failure to respond in the prescribed time [30 days] chairperson or governor can issue a written warning.**



FIRST RULE OF
ACCOUNTABILITY....ALWAYS
CHECK FACTS AND POLITICAL
IMPLICATIONS FIRST.

Council/Municipality/Province Responsibilities.

- **Must co-operate.**
- **Provide clear information on time to TCI.**

Transfer Responsibility To TCI

- If not in charge of information in council/province.
- Requests from others, TCI transfer responsibility to council/board/province or relevant government department.



What NOT to Provide Information On.



- Info courts bans.
- Case under court investigation
- National security and public disorder
- Damage with foreign countries
- Violation of individual rights
- Info on health issues and other secret information.

THE SPOKESPERSON'S ROLE

Spokesperson: Crucial Role



Jay Carney, President Obama
Spokesperson.
-always calm
--always friendly
-- always on top of the facts.

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The spokesperson **MUST** be part of the top echelons decision making process

- must have authority to meet Governor [for example] at any time.
- direct contact at all times essential.

Do's and Don'ts



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Do's

- Always assess the situation carefully before responding.
- Respond according to the information at hand.
- If not all information available, say so.
- If further information becomes available, distribute it as required.
- Correct mistakes immediately.
- Use plain language.
- Treat everything as “on the record.”
- Be OPEN.
- Correct mistakes by media if warranted.
- Use all types of media to get your message out.
- Return all phone calls PROMPTLY.
- Have a sense of humour.



Don'ts

- Never LIE: if you don't know the answer immediately, say so.
- Avoid saying NO COMMENT if possible.
- Do NOT speculate : if you don't know, don't say.
- Don't comment "off the record." [unless you know and implicitly trust the person].
- Never expect any email not to be public property.
- Never fail to respond to phone calls.
- Never harass a reporter.



MESSAGING AND THE SPOKESPERSON'S ROLE

Messaging: Stay On Message at All Times



repeatrepeatrepeatrepeatrepeatrepeatrepeatrepeatrepeatrepeatrepeat
repeat

Message Development



- Map out your year, if possible, focusing on the major recurring events.
- Fill the calendar with themes—even one a week.
- Develop a message for each theme e.g. theme: agricultural production reform. Message: we will look at methods to encourage productivity.
- Make a master calendar
- Check that themes and messages are agreed upon and relate to council/board objectives.
- Ask: who do you want to hear the message e.g. farmers, students, women.

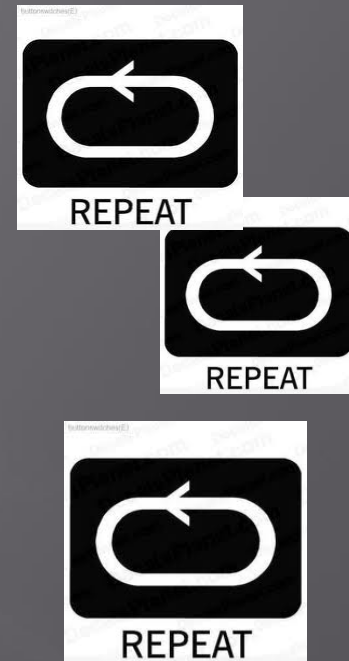
Messaging to Media

- Identify media outlets and locations.
- Make delivery visual: photo opportunity at a site outside the office.
- Identify media likely to be most interested in your issue.
- Remember specialised media e.g. agricultural journals.
- Tiered approach—e.g. newspapers
 - --hard news
 - --feature article
 - --editorial page article



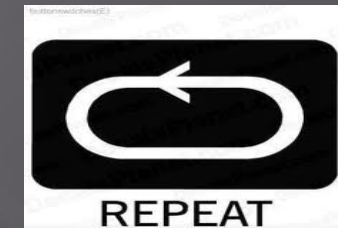
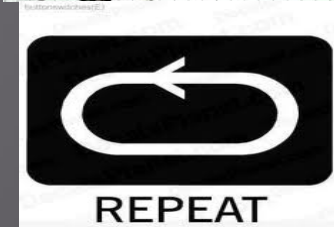
Staying on Message

- Leader of council/board must help develop the messages.
- Articulate three to five themes or objectives the leader wishes to accomplish.
- Messages must be repeatedly articulated.
- Focal point of the administration.
- Short term messages—handle immediate issues.
- Long term messaging—adhere to agreed themes.
- **Above all: BE CONSISTENT...**
- **...REPEAT, REPEAT, REPEAT.**



Communications Plan.

- Once messaging is agreed, develop plan around it.
- Research: audit of internal and external stakeholders to obtain views about the organisation [strengths and weaknesses].
- Ask yourself: what themes do you want to communicate
- What media strategy to use to communicate these themes.
- Prioritize the most important themes then..
- REPEAT, REPEAT, REPEAT.



Important Issue: Change Public Behaviour

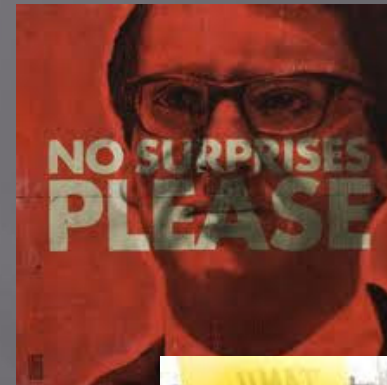
- ▣ Good messaging can positively change public behaviour e.g. compulsory wearing of motorbike helmets.
- ▣ Repeated messaging will help public understand policies that affect their daily lives e.g. importance of HIV protection programmes.

Spokesperson Duties/Role

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Spokesperson's Role

- **NO SURPRISES!!!!!!!**
- **CO-ORDINATION**
- **PLANNING**—short and long term
- **ASSERTIVE**—emphasise certain aspects of the council/board policies.
- **CORDIAL/POLITE**
- **TRANSLATOR**
- **LINK**—between council/board and public.
- **CRISIS MANAGEMENT**—fronting for the organisation, as required.



**Highly
adaptable to
changing
situations**



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DUTIES

- Respond to media requests as required.
- Conduct regular press conferences
- Develop the messaging
- Short and long term planning.
- Co-ordinating messages with other press offices/council/board
- Develop themes
- Liaison with council, board.
- Supervising speech writing.
- Supervising research.
- Overseeing monitoring.



Spokesperson's role could vary according to topic e.g someone else who has intimate knowledge of subject..this should be decided by the team.

Spokesperson's Typical Day.

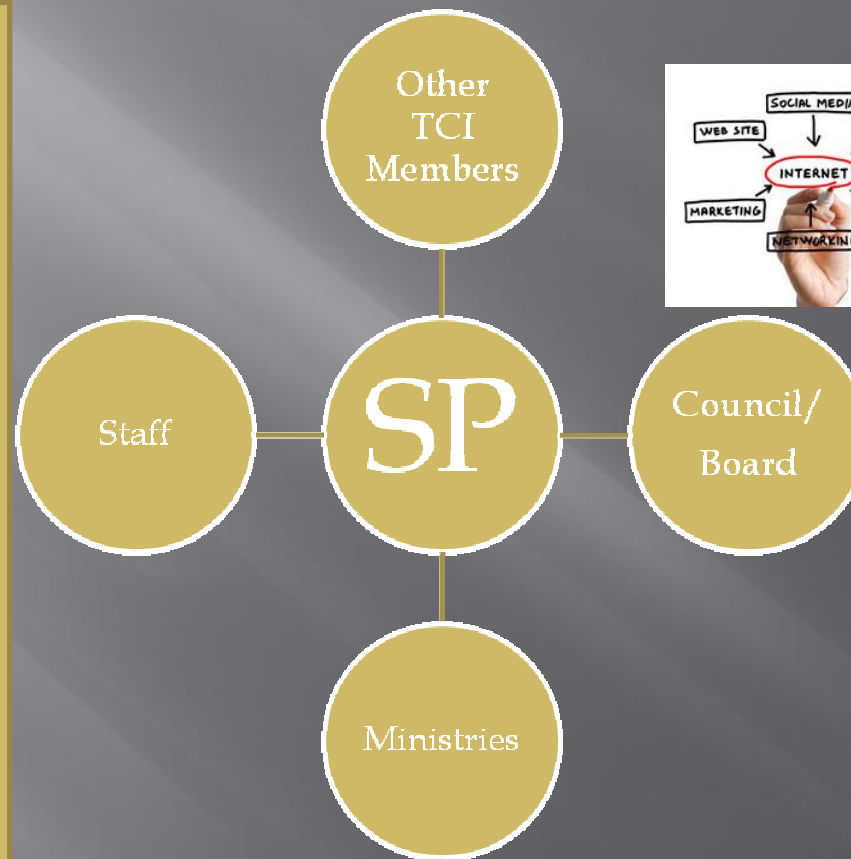
- Start early.
- Review day's media [newspapers, radio, television]
- Early meeting with staff.
- Identify key issues.
- Develop key messages
- Assess if interviews, press conference necessary.
- Answer questions throughout the day.



Spokesperson's role could change according to circumstances e.g. someone else with better understanding of specific topic.

Co-ordinate, Co-ordinate, Co-ordinate

- Are other offices authorised to answer questions?
- Who reviews press releases etc
- Should someone else higher up sign off?
- Does the spokesperson have access to the higher levels?



Calendar is important for coordination.

Monitor the key communications issues.

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Weekly Grid To Track Comms.

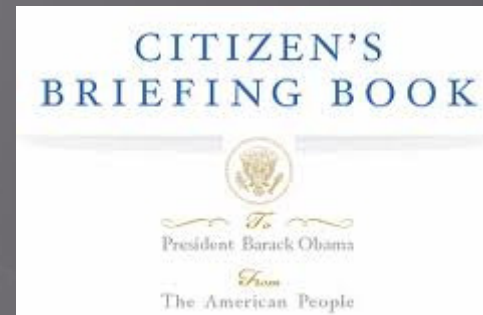
April.	Mon	Tues	Wed	Thurs	Fri	Weekend
External events		Report				
Chair	Overseas		Report		Chair back	
Dept Chair	In charge					
Councillors	Messaging meet	Media briefing			Info/PS planning meeting	
Website						
Internal			Staff attend			

- ▣ Co-ordinates across council/province
- ▣ Reduces slip ups.
- ▣ Better informed comms. Specialists.
- ▣ Keeps on message.
- ▣ Well informed media is a happier media.

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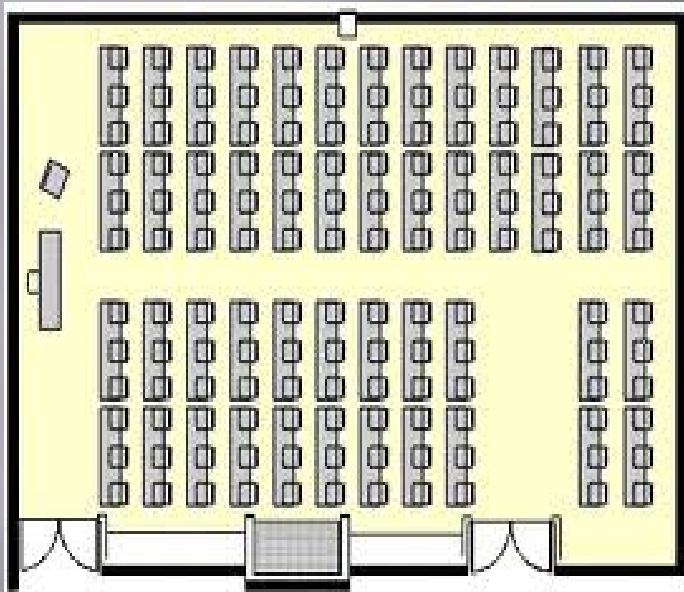
Briefing Book [optional]

- Prepare a briefing book in advance.
- Official information about the event.
- Who will attend.
- **TO AVOID SURPRISES.**
- Key information:
 - purpose of event
- Size of audience
- If media attending.
- Major issues being addressed.
- Names of participants.
- List of issues.
- **Diagram of the layout.**



Applies mainly in the event of a high up person meeting the media direct e.g. Governor or minister.

Layout For Briefing Important



In office interview. SP must sit in on the interview.

***Note: Budgets should take such events into account.**

- ❑ Key person well positioned.
- ❑ Backdrop possible [for TV, photos]
- ❑ Accessible camera space.
- ❑ “Press Conference” feel.
- ❑ Key person has more control.
- ❑ Looking down on media.
- ❑ Room for officials.

Spokesperson's Job Description

- Media background [not essential].
- Working knowledge of media.
- How the media works.
- Experienced in own job.
- Understands issues
- Calm under pressure.
- Credible/trustworthy.
- Maturity
- Sense of humour.
- Patience
- Shrewdness
- **CREDIBLE FACE OF THE ORGANISATION.**



8 NOVEMBER

Training Session 3.

Media: how to handle.

Crisis communications: case study.

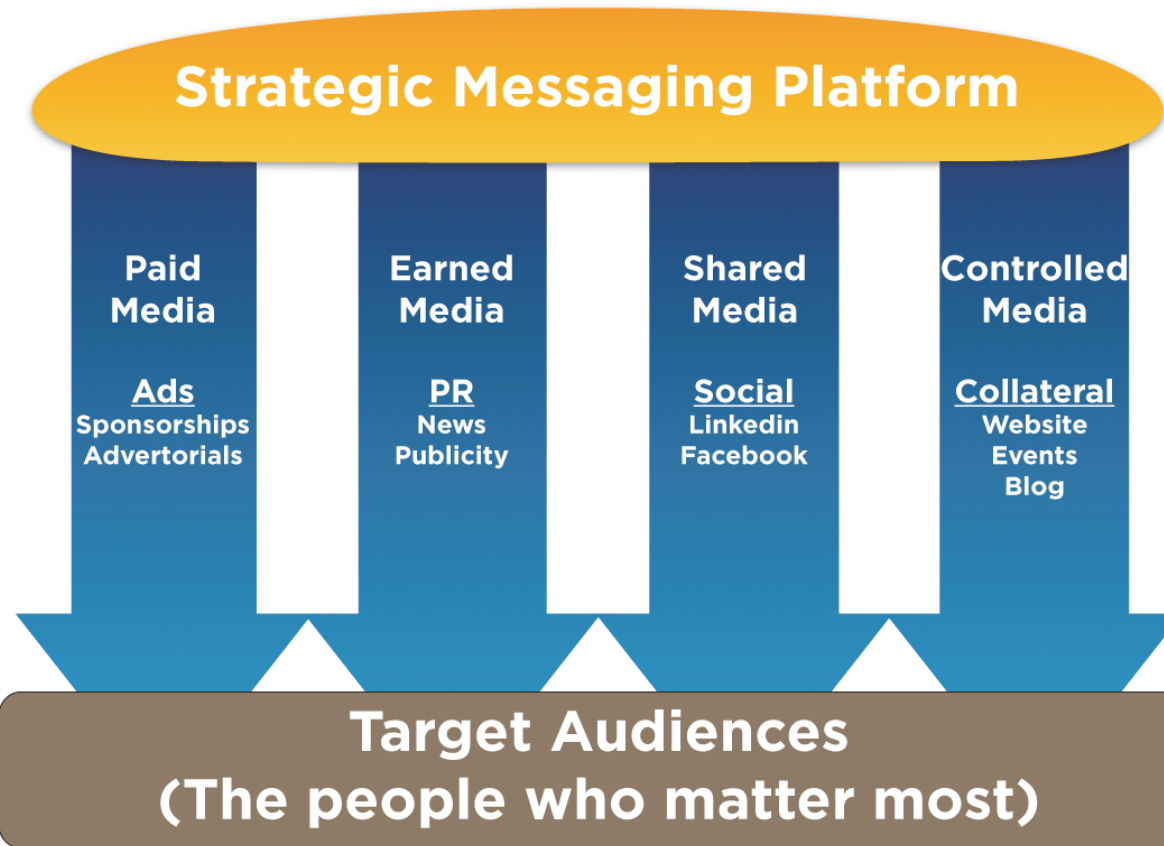
Preparation of scenario.

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Basic Model

The Four-Channel Media Model



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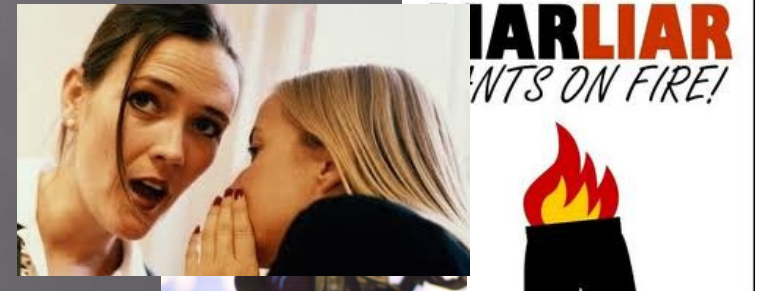
Media: Remember...

- Media are on the outside looking in.
- You have access to more information than they do.
- Your credibility hangs on transparency, facts .
- In general media must take the information given at face value.
- Media will always seek an alternative point of view viz critics, NGOs, politicians, people affected by the crisis [families].
- Be prepared to anticipate what your critics will say.[Q and A for minister]



Media Perspective of PR People.

- PR people are “necessary evils.”
- PR people are “paid liars.”
- Avoid PR people if possible.
- Off the record/background briefings highly valued.
- Press releases generally viewed sceptically [starting point].
- Television the most important medium.
- Radio can set the day’s agenda.
- Social media changed all traditional rules.



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Media Perspective [cont'd]



- ▣ **Healthy tension between media and PR people.**
- ▣ **Anyone in your office is fair game to obtain information.**
- ▣ **The ends justify the means to get information .**
- ▣ **Key personnel acknowledgement/friendship is highly valued.**
- ▣ **Physical presence in council office as much as possible.**
- ▣ **Off the record briefings highly valued.**
- ▣ **Press releases generally viewed sceptically.**
- ▣ **Speeches important source of information.**

Media Tool Kit

- Press release
- **Press conference**
- Confidential briefing
- Written statement
- Website
- **Monitor**

Use Paper

- **Helps refine the message**
- **Media will better understand information.**
- **Reference for media.**
- **Increases chances of story hitting the emphasis you want.**

Social Media

- Website
- **Blogs**
- **Facebook**
- **Twitter**
- **Apps**



CRISIS COMMUNICATIONS

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Crisis Communications

“Never let a good crisis go to waste”

- **Rahm Emanuel, Former White House Chief of Staff**



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NO COVER UP



- ▣ **Avoid the temptation to cover up.**
- ▣ Being up front and being seen to address the issue honestly is the best course in the long run.
- ▣ Cover ups seldom work in a thriving democracy.
- ▣ **Social media is making it even harder.**

Acknowledge



- ▣ Acknowledge, explain, re-assure.
- ▣ **Avoid the blame game.**
- ▣ Present the facts as you have gathered them.
- ▣ Promise to follow through and sort the problem out.

**Above all: GET ALL THE INFORMATION
OUT THERE IN ONE GO.**

The Crisis Communications Process

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Don't Panic

- ▣ Don't panic.
- ▣ Identify the specific problem.
- ▣ Separate the speculation from fact
- ▣ Confirm the facts.
- ▣ **Analyse the source of the information e.g. media, citizen journalist, political enemy, NGO.**
- ▣ Does the “cock up” theory or the “conspiracy theory” apply?



Assemble the Team

- ▣ Spokesperson to lead but PR to advise.
- ▣ Political Team: TIC, chairman, council and board members, Press Office, political advisers, legal, experts as required.
- ▣ Others: other Press Offices, departmental heads and advisers; maybe outside trusted colleague [business person?]



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Appoint a Spokesperson

- ▣ **Who? Depends on severity of the crisis.**
- ▣ If serious the Governor/Council for ultimate transparency and credibility.
- ▣ If not so serious: PR who works trusted contacts.
- ▣ **One spokesperson throughout. All of the team must be “on message.”**



Messaging



- ▣ **Crucial to define the message and rigidly stick with it, unless circumstances require a new tactic.**
- ▣ *All key players should participate in developing the message. Sometimes time will dictate this is only two or three people.*
- ▣ **Must be co-ordinated with council/board/province and other offices.**
- ▣ TCI must ensure all likely players [council. Board members, Press Offices, other aides] are on message.
- ▣ **If applicable, other council/boards—Royal Government personnel, should be informed.**

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Agree the Line to Take [Message]



Prepare a brief for the chairman [if necessary to front]:

- ▣ **Decide if the issue needs immediate addressing or not**
- ▣ **If you decide to address the issue decide: if it can be dealt with by written statement to avoid ambiguity, or needs someone to “front up” to the media.**
- ▣ **If a spokesperson is required select one person and don't deviate from this. PR person if not serious, chairman/head if serious.**

TIME



- ▣ “Time cures everything.”
- ▣ **Somewhat true in politics and still applies.**
[public and media attention quickly moves on]
- ▣ **But not as much as it used to be.**
- ▣ Reason: Social media/television/radio 24/7 news cycles.

By being up front from the outset the issue is more likely to disappear than a cover up.

Key Processes

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Press Conference/Confidential Briefing.



- ▣ Hold it in top person's office if necessary.
- ▣ On site of crisis if possible.
- ▣ Only with selected media. Those you want to make the most impact with.
- ▣ "Off" or "on" the record assessment made.

PR to Conduct:

- ▣ Only with trusted journalists.

On and Off The Record

Four Os:

- ▣ On the record: everything can be used and attributed to you by name.
- ▣ On background: can use by not attribute to you e.g. well informed source.
- ▣ On deep background: can use but without any contribution.
- ▣ Off the record: for his/her knowledge only but cannot be used in any way. Used to provide a context to the story.

Social Media



- ▣ Instant filing at briefing or press conference common e.g. the wire services.
- ▣ Be careful not to admit non-registered media [citizen journalists] to briefings or press conferences.
- ▣ Spokesperson should be prepared to Twitter, Facebook or website blog rebuttals/information.
- ▣ SM can put you on the front foot again if you are proactive enough.

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Website

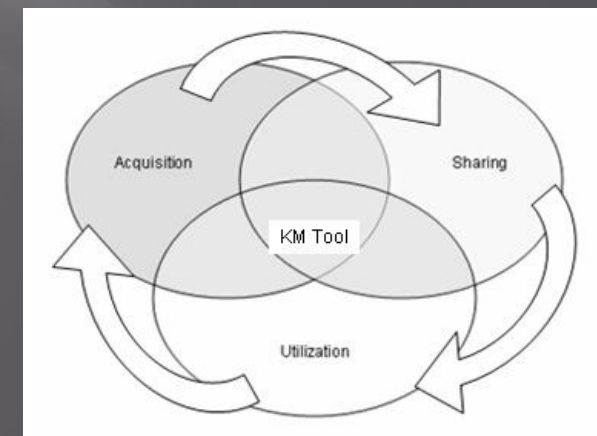


- ▣ Post notice of action to be taken, if warranted.
- ▣ Major Crisis: activate “dark” site.
- ▣ Post continual updates on progress of crisis.
- ▣ Use to keep media and public informed.
- ▣ Avoid speculation: only facts.
- ▣ Use to extend condolences if required.

Action

Main processes for dealing with a crisis.

- ▣ **Wait and see if it has “legs” and not respond if it doesn’t.**
- ▣ **If it does one or all of the following depending on how serious it is:**
- ▣ **Written statement**
- ▣ **One on one briefing.**
- ▣ **Press Conference.**
- ▣ **Website**
- ▣ **Twitter, Facebook**
- ▣ **Parliamentary statement.**



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Written Statement

- ▣ Write a brief statement for email distribution.
- ▣ **If only one media source for the issue, issue just to them.**
- ▣ *If the story is running in multiple media: issue to media with most immediate deadlines.*
- ▣ If media say deadline is imminent, dictate statement over the phone.



Press Conference



- ▣ Only if a major issue.
- ▣ Hold it in council/province/board office if possible.
- ▣ Have expert advisers on hand for advice.
- ▣ Set firm time for start and finish.
- ▣ **Do not talk to media after the press conference.**
- ▣ However: some media will definitely want to talk “off the record” if possible. **Should only be done with trusted media.** PR person should do this if possible with official consent.

Confidential Briefing

Chairman/Spokesperson to conduct:

- ▣ **Only with selected media. Those you want to make the most impact with.**
- ▣ “Off” or “on” the record assessment made.

PR to Conduct:

- ▣ Only with trusted journalists.
- ▣ Usually “off” the record.



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Social Media



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- ▣ Spokesperson/head should be prepared to Twitter, Facebook or website blog rebuttals/information.
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Website



- ▣ If office has a website, or government website.
- ▣ Post notice of action to be taken, if warranted.
- ▣ Major Crisis: activate “dark” site.
- ▣ **Post continual updates on progress of crisis.**
- ▣ Use to keep media and public informed.
- ▣ **Avoid speculation: only facts.**
- ▣ **Use to extend condolences if required.**

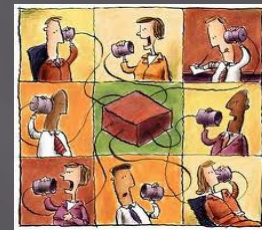
Monitoring



- ▣ Use personal contacts with media to monitor the issue.
- ▣ Professional monitoring organisation.
- ▣ **Website applications e.g. Google alerts.**
- ▣ Analyse if more information is required.
- ▣ Prepare extra information as required.
- ▣ **Use selective information drops if it is not necessary for all of the media to know the same messaging.**
- ▣ Monitor all media coverage.

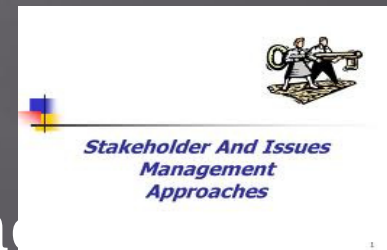
Internal Communication

- ▣ Keep staff informed. PM PR person should attend any briefing, press conference.
- ▣ Spokesperson to keep other province/board/council heads informed personally, by email. PRs included.
- ▣ Keep relevant Government department PRs informed.
- ▣ Keep own staff informed.
- ▣ Prepare statement to council/board if necessary.



Issues Management

- ▣ Creating an environment through personal contact to mitigate damage in times of crisis.
- ▣ Frequent meetings with the media.
- ▣ Media training for politicians.
- ▣ Cultivate certain members of the media who may be more “friendly” than others.
- ▣ Given selective briefings as required.
- ▣ **Social contact important.**





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Facilitation Of Scenario

- ▣ 3-4 facilitators required
- ▣ Group appoints own facilitators.
- ▣ Locations for group meetings to be identified.
- ▣ Facilitators to gather groups together.
- ▣ Brief groups on scenario and allocate roles.
- ▣ Set time limits for report back.
- ▣ Use white boards for exercise.
- ▣ All group members encouraged to contribute.
- ▣ Facilitator to note key points on whiteboard.
- ▣ Facilitators to prepare report back to main group.
- ▣ Facilitators or nominee report verbally to whole group.

Scenario Scene Setter

- ▣ Cambodia's health care varies greatly because of isolation in some areas, and concentration of people in others [800,000 in Phnom Penh]
- ▣ Many diseases: malnutrition, malaria, tuberculosis, diarrheal, dysentery, typhoid, hepatitis, yaws, intestinal worms.
- ▣ Preventative health measures include educational materials via radio, TV, newspapers, posters, seminars with flip charts, audio visual displays.
- ▣ In fact mortality rate of 120 per 1000 births up to age one, one of highest in the world.

Health Scare Scenario

Background....

- Seven villages [communes] in isolated province.
- **Outbreak of unidentified disease in remote province.**
- 25 adults and 30 children affected.
- Five people died.
- **No immediate medical facilities available within 50 km.**
- Area remote. Diseases such as malaria, TB, Typhoid, hepatitis, VD common.

Challenge...

- ▣ Could cause panic as disease not identified.
- ▣ To calm public concern that this outbreak could spread to nearby villages.
- ▣ To establish a suitable course of action.
- ▣ To handle aggressive media questions.
- ▣ **How to co-ordinate with provincial health department.**
- ▣ Public concern being whipped up by media.
- ▣ **Mobilise public opinion.**
- ▣ To ensure the Council's reputation is not damaged.

Action to be Taken

- ▣ What internal lines of communication would you use?
- ▣ Delegations of responsibilities.
- ▣ What research necessary?
- ▣ What messages?
- ▣ Who is the spokesperson?
- ▣ What authority head to co-ordinate with?
- ▣ At what stage is the issue referred upwards?
- ▣ What appropriate communication tools will you employ?
- ▣ Other issues: legal, political?
- ▣ How monitor and adapt to changing situation?

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Outcomes Sought

- ▣ Calm public fears.
- ▣ Preserve reputation of organisation.
- ▣ Prevent misinformation by media.
- ▣ Limit criticism by experts, NGOs.
- ▣ Educate public about the “mysterious” disease.
- ▣ Show authority, calmness in dealing with crisis.
- ▣ Mobilise public participation on the issue.
- ▣ Move on to the next issue.

8 NOVEMBER

Training Session 4.

- Report Back on Scenario
- Discussion
- Summing Up
- Further Development of Deika

SCENARIO REPORT BACK

- Approach.
- Messaging
- Action.
- Delegations
- Reporting Lines
- Monitoring.
- Outcomes

Further Development of The Deika: Talking Points

- ▣ Intense spokesperson training.
- ▣ Co-ordination with stakeholders.
- ▣ More IT training at provincial level.
- ▣ Stronger communication between provinces and government.
- ▣ Building media relationships.
- ▣ More on internal co-ordination.
- ▣ Calendar of events defined.
- ▣ Liaison with other press offices.
- ▣ More message development.
- ▣ Define communications plan objectives.
- ▣ Prepare crisis communications plan.

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