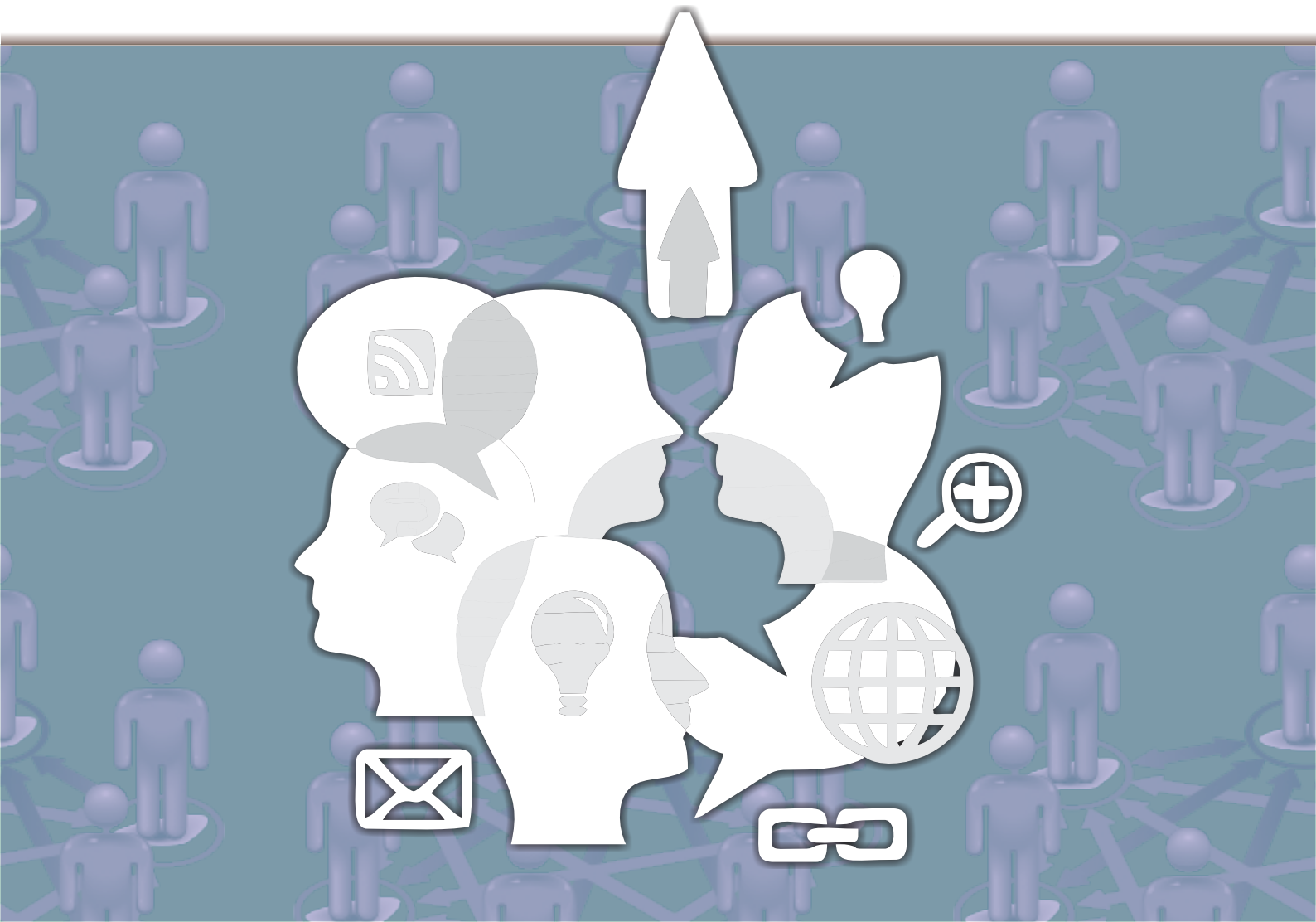# INTEGRATED DEVELOPMENT FOCUS, SOMALIA - IDF-S

COMMUNICATION POLICY MANUAL

INTEGRATED DEVELOPMENT FOCUS – SOMALIA (IDF-S)

COMMUNICATION POLICY MANUAL

REVISED MANUAL DATE: 10th of February 2019

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POLICY APPROVAL

APPROVING AUTHORTY			
Title	**Name**	**Signature**	**Date**
IDF Executive Director			
IDF Board Member			
IDF Chairperson			

INTRODUCTION

1.   INTRODUCTION TO POLICY

Integrated Development Focus (IDF) is committed to ensuring appropriate communication policies, procedures and monitoring arrangements are in place to support good internal and external communications. IDF is further committed to developing two way communications channels recognizing that the key stakeholder groups who can support IDF to improve services are those who use the services and those who deliver them. It is the aim of IDF to continually improve communications, thus assisting employees to understand IDF's objectives and reasons for its existence.

2.   PURPOSE AND AIMS

Maintaining good internal and external communications is particularly important during a climate of organizational change. Effective communication during such critical time will help staff and other stakeholders to understand IDF's mission, values, objectives, developments and issues. Planned communication policy aims to:

a)   Provide stakeholders with timely information regarding matters of interest or concern to   them;
b)   Ensure that staff, their representatives and other key stakeholders are engaged on a regular basis in order to provide information, receive feedback and act on this as appropriate;
c)   Enhance the commitment of all staff to IDF's performance;
d)   Build staff awareness of the financial, economic, and environmental factors affecting the performance of IDF;
e)   Inform stakeholders (as appropriate) of the financial, economic, and environmental factors affecting the performance of IDF;
f)   Raise awareness of IDF and its achievements;
g)   Promote and enhance the reputation of IDF;
h)   Champion and facilitate the ethos of staff involvement within IDF; and
i)   Ensure that all employees receive consistent messages

IDF has a culture of openness and the Chairman, Executive Director and Senior Management Team regularly meet employees on an informal and formal basis to pass on information about current issues, respond to queries and receive feedback.

3.   POLICY STATEMENT

IDF is committed to the following clear communication principles for staff, service users and all other stakeholders including but not limited to Donors, Partners, government institutions among others. All communications activity should:-

a)   Be accessible to all in line with IDF's commitment to equality legislation, including the provision of material in alternative formats and languages on request;
b)   Reflect a commitment to using clear and plain language of target audience;
c)   Be open and honest to all stakeholders and people with interest;
d)   Be relevant, accurate, sensitive and timely;
e)   Enable meaningful engagement with stakeholders;
f)   Recognize the importance and value of engaging with service users, beneficiaries, partners, donors, authorities and staff;
g)   Ensure that IDF listens to stakeholders, acts on information received when appropriate and provides feedback;
h)   Reflect the principles of confidentiality, Data Protection, Freedom of Information and other relevant legislation;
i)   Information passing procedures, content and use shall not harm the end users

4. Policy Objectives

Internal

The main internal objectives of IDF's communication includes:

- To maximize staff potential by improving communication systems and ensuring appropriate mechanisms are in place to increase staff understanding of IDF's vision, core values and corporate objectives
- To ensure that healthy and rigorous communications systems are in place
- To ensure that all staff are kept aware of policies and procedures relevant to their work
- To ensure that all staff are made aware of and participate in the implementation of the Communications Policy
- To develop a formal consultative process, including team briefings, which will contribute to the achievement of IDF humanitarian and development Do no harm objectives
- To put in place a mechanism to audit internal and external communication systems within IDF and to act on findings
- To ensure staff maximize potential opportunities to promote IDF's identity to relevant stakeholders within levels of responsibility and other constraints (e.g. finance, confidentiality)

External

- To develop effective two way communication channels between IDF and all key stakeholders including donors, partners, authorities, beneficiaries and others
- To ensure timely communication of changes or developments in humanitarian response and development initiatives
- To build and maintain confidence in the quality of services provided by IDF
- To develop and sustain positive relationships with key external stakeholders

5. ENSURING GOOD COMMUNICATION

For good communication system to be in place:

a) Two way communication between management and staff is crucial to the effective operation of IDF.

b) IDF recognizes that effective communication is critical to the achievement of its objectives to serve needy people (beneficiary individuals and beneficiaries)

c) IDF recognizes that if employees are kept well informed and given opportunities to provide feedback, their ability to embrace change is likely to be enhanced

d) IDF has a responsibility through the line management structure to keep staff informed. It recognizes that staff have rights to receive up to date and accurate information concerning IDF and its activities, including any proposed changes to service delivery

e) Systems for communicating will include the following: induction, staff/team meetings, publications, newsletters, e-briefings, social-media, intranet and public Board meetings. It is IDF's aim to implement, maintain and monitor these systems to ensure that the information reaches all staff and that staff are able to provide feedback

f) IDF should ensure that any developments or changes in its humanitarian, development and social safety nets service provision programs are appropriately communicated to the relevant stakeholders both internally and externally

g) IDF must aim to build and sustain stakeholder confidence in the quality of services provided by IDF and effective external communications can assist in the achievement of this

h) IDF recognizes that excellence in communication practices will contribute to enhanced public awareness and understanding of IDF leading to improved reputation of the organization

6. INTERNAL COMMUNICATION

IDF is committed to providing timely and appropriate information to staff in order to:-

- Ensure staff awareness of the Trust's:-
  - o Vision and corporate values
  - o Objectives
  - o Structure
  - o Policies and procedures
  - o Significant important alerts, risks or changes
- Maintain and monitor formalized methods of communication such as:-
  - o Team/Staff meetings
  - o In-service training and induction
  - o One to one interviews / meetings
  - o Staff performance appraisal
  - o Newsletters
  - o Trust Intranet
  - o Chairman and Chief Executive facility visits
  - o Direct mailshots to staff
  - o Staff events
  - o Staff attitudinal surveys
  - o Employee surveys
  - o Road shows / seminars
  - o Whistle blowing
- Improve communication within and between directorates, program managers, professional groups and staff side IDF
- Achieve timely communication of relevant information to staff

IDF will conduct staff surveys and the results of these are of great importance in identifying specific areas of good and bad practice within organization. All employees will be encouraged to participate as the larger the response the more reflective of people's concerns the survey will be. The organization will operate a formal policy for staff to raise issues of concern at work (whistle-blowing). Sometimes employees have concerns about things happening at work and if concerns and issues such as unlawful conduct, financial malpractice or danger to staff or beneficiary, it can be had to know what to do. The Whistle-blowing Policy exists to help employees raise these concerns as soon as possible and in an appropriate way.

7. EXTERNAL COMMUNICATION

The organization recognizes the importance of engaging key stakeholders such as donors, partners, authorities, beneficiary individual and communities about key developments in a timely manner. However, external media communication is structured and organized in a way that should be harmless. This is to say only the executive director or someone he appointed can communicate with media houses on behalf and for IDF. For social media communication sector heads are allowed to post their program activities so long as they don't harm the integrity of beneficiaries, partners and IDF. The organization (IDF) will achieve this by:-

- The development of IDF Communication Strategy
- Ensuring there is awareness amongst stakeholders of relevant information regarding IDF humanitarian and development service delivery to needy individuals and communities
- Promoting a positive organizational identity
- Maintaining and monitoring methods of external communication such as:-
  - Media relations
  - IDF website
  - Publications
  - Events
  - Public Liaison / Lobbying
  - Presentations

- Presentations
- Direct and indirect personal contacts
- Use of social media

✠ Taking reasonable steps to ensure that communication is accessible to all by ensuring that information is made available in a variety of formats for example in alternative languages, by e-mail on audio cassette etc. in line with the organization's commitment to equality and other relevant legislation.

8. ROLES AND RESPONSIBILITIES

Policy implementation a common responsibility for all staff and management team. However lead responsibility for policy implementation and monitoring lies with the Executive Director and Human Resources and Organizational Development in charge person.   IDF will appoint communication head who will be responsible for the implementation, monitoring and review of the communication policy. This person will report to the executive director. However, for any external media communication only the Executive director or appointee can give information.

Line Managers

Line Managers have a responsibility with regards internal and external communication policy implementation:

✠ The Communication Policy is implemented in full within his/her department using the appropriate means

✠ There is timely and efficient dissemination of pertinent information to relevant individuals and or teams

✠ Departmental induction is implemented in a complete and thorough manner alongside the formal multi-disciplinary corporate induction programme

✠ All communication with the media must be conducted through the Trust Communications Team

✠ The corporate identity of the Trust is maintained and promoted at all times.

Employees

Employees have a crucial role to play in ensuring effective communication internally and externally. It is each employee's responsibility to:

✠ Communicate effectively

✠ Be mindful that communication is a two way process and to ensure that appropriate information is shared and understood

✠ Promote a positive image of the organization at all times

✠ Act professionally with courtesy and regard for service users and careers

✠ Not act in a manner which could bring the reputation of IDF into disrepute

Team/Staff Meeting

There is a responsibility upon line managers to ensure that all employees have an opportunity to participate in regular team/staff meetings. There is a responsibility upon each employee to attend and participate in these meetings. At team/staff meetings managers should ensure that:

✠ Staff are regularly advised of IDF vision, mission, culture and value

✠ Relevant organization activities material is shared and discussed

✠ New or revised policies and procedures are discussed and understood. This should include plans for local implementation

✠ Staff are given the opportunity to respond and provide feedback

✠ Managers will in turn process this information to senior management where appropriate

✠ Staff should be encouraged to identify opportunities for internally and externally promoting IDF activities

IDF Board/Public Meetings

IDF Board holds its annual meetings in public to ensure openness and accountability. Notification of the Board meetings and agendas will be circulated to the local media and posted on the intranet and social media. IDF is committed to encouraging public involvement and feedback in these meetings.

Confidentiality and Disclosure of Information

IDF policy and procedures, legislation such as Data Protection policy and codes of professional conduct govern the sharing and disclosure of information. Information concerning community and individual beneficiaries, partners, staff or aspects of IDF operations should be treated as confidential. Any communication involving such information should reflect its confidential nature. If in doubt staff are advised to seek advice from their Line Manager in the first instance.

Monitoring Arrangements

Surveys of employees' views and audits of communications practices within IDF will be conducted on an annual basis. Surveys of stakeholders' views and audits of external communications practices will also be undertaken on an annual basis. In light of the findings from these measures, the policy will be updated in consultation with relevant IDF management, personnel and with staff side, as appropriate.

9.   RELEVANT POLICIES, PROCEDURES AND GUIDANCE

This policy should be read in conjunction with IDF Partnership Agreement and Guidelines for Communicating and Consulting with Staff Side. This policy should in no way be read independent of IDF partnership agreements communication arrangement.

10.   EQUALITY & HUMAN RIGHTS CONSIDERATIONS

Since there are policy screening systems in Somalia, this communication policy has not gone through any equality screening process. Therefore it has no any significance of equality implication thus not subjected any equality impact assessment. However, IDF with human right lens has considered all possible human right aspect in this policy and it is compliant with human right aspect.

11.   ALTERNATIVE FORMATS

This document can be made available on request in alternative formats, e.g. plain English but for those who are fluent or good to understand the English a Somali version will be provided.

12.   COPYRIGHT

The supply of information under the Freedom of Information does not give the recipient individual or organization the automatic right to re-use it in any way that would infringe copyright. This includes, for example, making multiple copies, publishing and issuing copies to the public. Permission to re-use the information must be obtained in advance from IDF.

13.   SOURCES OF ADVICE

Line Managers should be contacted in the first instance, in relation to any specific queries on Policy content. Line Managers should then escalate queries which they are unable to address, to the Policy Author.

B. COMMUNICATIONS OPERATIONAL GUIDELINES

1. Introducing the communications team

The communications team provides specialist support and advice to staff across Integrated Development Focus (IDF), recognizing that effective communication is an integral part of any successful organization. The team is based in Northern Gedo but works across all program area where IDF have presence. Each sector manager have communication management responsibilities and is aligned to a specific sectoral information to provide full range of communications services which are outlined below.

The team members are:

Mr. _____ Head of communication and Executive director

Email: _____ Telephone: _____

Please list all those in charge of managing communication system, their position and contacts etc

2. Services provided by the communications team include;

a) ***Media Relations***
   a. A 24 hour media relations service. All media (newspapers, TV, radio and social media or bloggers) queries should be referred immediately to the communications team
   b. All pro-active media relations including service development announcements, official launches, new initiatives and key achievements
   c. A full media monitoring service
   d. Media training and preparation for media interviews.

b) ***Strategic communications***
   a. Development and implementation of communications strategies
   b. Advising on the most effective techniques to engage with stakeholders and communicate IDF message.

c) ***Internal communications***
   a. Production of e-briefs, staff newsletters and implementation of other communications initiatives to keep staff up to date with IDF news.

d) ***Quality print and design***
   a. Management of all quality design and print projects, publicity and promotional materials, posters, information leaflets and newsletters to ensure consistency with the IDF's corporate identity guidelines.

e) ***Event management***
   a. Management of all major IDF events including Donor, partners, authority visits, launches, exhibitions and conferences.
   b. The team can advise on all aspects of event management to ensure that IDF event runs smoothly.

f) ***New Media***
   a. Development of IDF website and intranet content
   b. Development, updating and monitoring IDF social media accounts

g) ***Public Affairs***
   a. Support to IDF staff in any engagement with public representatives e.g. Community leaders, local authorities, beneficiary communities among others.

h) ***Ensuring consistency of messages***
   a. Support IDF staff in ensuring consistency of response in relation to FOIs, AQs and other requests for information.

i)   ***Advertising***

    a.   Managing all press, broadcast, outdoor and convenience advertising campaigns and facilitating production of DVDs and other promotional items.

j)   ***Awards***

    a.   Promoting award schemes such as Charter Mark, Best Kept Awards and HPSS Quality Awards. Staff are encouraged to participate in these activities which help to communicate a positive corporate image of the Trust.

k)   ***Photography and blogging***

    a.   All photography bookings must be made through the communications department. Communications team and other IDF staff can also manage your photo call to maximize subsequent publicity opportunities.

NB: the message from the communication team to the rest of IDF staff and management or board members is that "Please contact us if you require any of the services outlined above". Good communication is a two way process. Please keep us informed of achievements and developments within your directorate so we can promote your news throughout IDF and beyond.

3. Media handling Protocols

The principles of Integrated Development Focus (IDF) is committed to providing a comprehensive media management service. IDF will ensure that in all dealings with the media, the integrity of beneficiary individuals and communities, Donors, partners, clients and staff shall be maintained, and that all communications will be carried out in a professional, courteous and timely way.

4. Responding to media queries

Media queries can come from a variety of sources - newspapers and magazines, television and radio as well as social media bloggers. They also operate at different levels - local, regional, national and international. Regardless of the source of the query, all staff must follow these guidelines to ensure responses accurately reflect the views of IDF.

a) All media queries should be referred immediately to the communications team (contact details above). This includes requests to interview/film/photograph, project activities, beneficiaries and activity sites among others

b) All staff should inform the communications team of any contact with the media. Any questions relating to IDF should be passed to the communications team immediately without comment

c) The response will be collated by the communications manager and/or executive and signed off in agreement with other management staff

d) Other organizations who may be impacted by IDF response will be notified of the query prior to release of the information

e) The response will be issued in recognition of media deadlines, where reasonable notice has been given

f) All media queries and responses will be logged

g) Request to interview/film/photograph beneficiaries or local partners will only be granted once consent has been given by the individual and community beneficiaries, or community leaders/authorities of the area

h) The communications manager responsible for handling the query shall take further action as necessary

i) Communications Managers shall be mindful of the importance of legislation such as confidentiality of those involved, Data Protection Act which governs the sharing or disclosure of any information.

5. Requests for information

All contact with the media, even if it seems a routine request for information e.g. relating to specific project beneficiaries information should be referred immediately to the communications team. In line with data protection legislation, community/individual beneficiary information must not be shared with a member of the press.

Pro-Active media

- ✠ The communications team shall be solely responsible for generating all contact with the media. This will ensure a consistent and accurate approach.
- ✠ The appropriate communications manager will be responsible for developing news releases, in conjunction with the service director or designated officer. All press releases must be approved by the relevant director, or designated officer, before issue.
- ✠ The communications team will be responsible for issue of press releases/statements to the media.
- ✠ The communications manager, in conjunction with the executive director or any other assigned staff will collate background information as required.
- ✠ The communications manager will prepare staff for media interviews, including provision of briefing materials and interview technique training as required.
- ✠ The communications team will keep a record of all media coverage to assist in audit and evaluation processes.

6. Out of hours media relations

Out of hours is for emergency contact only. Routine media calls should be dealt with 8am - 4pm. Any out of office communication calls shall only be directed to IDF executive director. All out of office press queries must be referred to the executive director. IDF communications team will be part of major incident plan and in the event of a major incident being declared, the communications team will, under the Executive director be solely responsible for all contact with the media.

7. Developing a Communications Strategy

On a regular basis issues/situations will arise which will require either a reactive or proactive communication strategy. Examples of this include, service developments, changes to IDF programs, new projects to be launched, and community mobilization among others. These issues may originate from any aspect of IDF program activities and it is important that they are dealt with in a timely and professional manner. IDF staff should identify these issues through their line management structure who should then contact the Communications Team to agree a way forward. In the event of such situations arising, the following steps should be considered:

Step 1 Identify the issue and impact on beneficiary individual/community and IDF programs
Step 2 Identify a Communication Sub-group if required
Step 3 Identify the objectives of the communication strategy
Step 4 Identify the "message" to be communicated
Step 5 Identify the target audiences/stakeholders
Step 6 Agree of budget
Step 7 Define the channels of communication
Step 8 Develop action plan and timetable
Step 9 Evaluation.

8. Strategy Objective

It is important to set measurable objectives. The objectives of communication strategy may be to:

a) Inform, provide information
b) Raise awareness
c) Provide or receive feedback
d) Negotiate, explain circumstances or resolve conflict

9. Message

The message must be:

✠ Thoroughly planned
✠ Clear
✠ In an appropriate language for the targeted audience
✠ Timely
✠ Accurate
✠ Consistent

10. Audience/Stakeholders

IDF has a number of stakeholders both internally and externally and is committed to developing positive relationships with them. Some target audiences may be harder to reach than others.

11. Channels of Communication

It is necessary to identify the best ways to reach the target audience. Communication channels may include face to face meetings, leaflets, posters, staff briefings, internet, intranet, newspapers, radio, TV, social media, public meetings and lobbying.

12. Action Plan/Timetable

It is important to decide:

- ✠ Who is the target audience
- ✠ What has to be communicated
- ✠ What is the most appropriate communication channel(s) to use
- ✠ Who is communicating the message
- ✠ When should the message be delivered

An action plan should adopt the following format:-

Target Audience	Communication channel	Time frame	Responsibility	Status update / success criteria
Internal Audiences				
External audiences				

13. Evaluation

It is important to evaluate the effectiveness of the communication and act on the findings. Monitoring feedback will help evaluate the success of a communications strategy.

14. Design and Print

Design and print can be used in many ways to promote the work of IDF amongst its audiences e.g. through reports, newsletters or leaflets. However for your publications to communicate your message, it is important that they are used effectively. The information should be:

- ✠ Readily available
- ✠ Attractive and interesting
- ✠ Relevant and useful
- ✠ Understandable
- ✠ Accurate and credible
- ✠ All publications must reflect IDF image using the logo in the correct way and Arial font in minimum size 12. The Communications Team can advise on IDF identity guidelines
- ✠ These guidelines aim to ensure that all IDF publications are appropriate, of high quality and user friendly.

15. Before You Start

- ✠ Check that the publication is necessary
- ✠ Identify available funding
- ✠ Identify your target audience and quantity required
- ✠ Decide how you will distribute the publication
- ✠ Select a medium that best suits your target audience and available resources (e.g. newsletter, flyer, poster, report)
- ✠ Decide if the materials will be produced in-house or by an external supplier
- ✠ Contact the Communications Team to discuss your requirements and complete a print specification form.

✠ Compile information in an accessible format, considering visual impairment and learning disability

✠ Use local language or plain English depending the target audience, short sentences and paragraphs

✠ State that the document can be made available in alternative languages or formats on request

✠ Check that content is accurate and up to date

✠ Check material for clarity, grammar and spelling

✠ Check photos are the correct ones

✠ Date the document.

17. Layout

✠ Avoid too much detail and clutter on a page

✠ Use photos and illustrations where appropriate and sensitively representing the topics

✠ Use positive images, particularly of minority groups who may face discrimination

✠ Caption photos

✠ Use a clear and attractive format

✠ Always use Arial font at a minimum of 12 point size

✠ Pilot materials where possible for presentation, clarity, style and usefulness.

18. Distribution

✠ Implement a distribution plan

✠ Put a pdf of the document on IDF website and Intranet

✠ Send a copy to the executive director and/or management team for record

The Communications Team can advise on each stage of this process and liaise with designers and printers on your behalf.

19. Photography

✠ All photography (including donations) must be booked through the Communications Team

✠ Only authorized photographers or staff members may be commissioned for IDF photography

✠ Photography may be organized to include in a publication, website or for a press feature

✠ All photography used for IDF publications or publicity must meet quality standards. The Communications Team can advise on picture quality

✠ If you think you would like to organize photography contact the Communications Team who can give advice on the format or photo concept

✠ Think of appropriate creative photo ideas that visually describe your message e.g. location, props

✠ Always ensure that the setting represents good practice and accurate

✠ Always ensure you have written consent from beneficiaries' participants or vulnerable adults

✠ The participant should be aware of exactly how and where the photo will be used. Consent forms should be available from the Communications Team

✠ When organizing photography always provide a caption of those in the photo

✠ A photographic library of all IDF photos is maintained by the Communications Team

✠ When booking a photographer contact the Communications Team who will provide a booking form, consent form and a press release template if required.

20. Making a Presentation

Checklist

✠ Does your introduction grab participant's attention and explain your objectives?

✠ Do you follow this by clearly defining the points of the presentation?

✠ Are these main points in logical sequence?

✠ Do these flow well?

✠ Do the main points need support from visual aids?

✠ Do the main points need support from visual aids?

✠ Does your closing summarize of the presentation clearly and concisely?

✠ Is the conclusion strong?

✠ Have you tied the conclusion to the introduction?

✠ Be mindful of Data Protection legislation. Do not include any information which could lead to the identification of a patient or client.

21. Delivery

✠ Are you knowledgeable about the topic covered in your presentation?

✠ Do you have your notes in order?

✠ Where and how will you present (indoors, outdoors, standing, sitting)?

✠ Have you visited the presentation site?

✠ Have you checked your visual aids to ensure they are working and you know how to use them?

22. Appearance

✠ Make sure you are dressed and groomed appropriately and in keeping with the audience's expectations

✠ Practice your speech standing (or sitting, if applicable), paying close attention to your body language, even your posture, both of which will be assessed by the audience.

23. Visual Aids

✠ Are the visual aids easy to read and easy to understand?

✠ Are they tied into the points you are trying to communicate?

✠ Can they be easily seen from all areas of the room?

24. Power Point Do's and Don'ts

Do

✠ Refer to IDF Identity Guidelines

✠ Use IDF PowerPoint template (available from Communications Team)

✠ Use legible type size. Titles should be at least 36 to 40 points, bulleted text or body copy at least 24 points

✠ Be brief. Cut paragraphs down to sentences, sentences into phrases, and phrases into keywords

✠ Use key words to help audience focus on your message

✠ Enhance readability. Don't crowd your slides. Use normal case (not all capitals) and punctuate sparingly

✠ Make every word and image count. Each one should help convey your message in the strongest possible way

✠ Limit the number of slides. A good rule of thumb is one slide per minute.

Don't

✠ Don't overuse special effects. Use sound, animation, and other effects to emphasize major points, but don't let them become distracting

✠ Don't use more than eight words per line or eight lines per slide

✠ Don't use too many words or include non-essential information

✠ Avoid hard-to-read color combinations such as red/green, brown/green, and blue/black, blue/purple. Aim for high contrast between background and text

✠ Use patient identifiable information.

Edit

⌘   After you've created your slides, go back and edit
⌘   Take out sentences and replace them with key words and phases
⌘   Take out slides you can live without
⌘   Take out clip art, if you have used more than you really need
⌘   Take off punctuation
⌘   Cut your presentation by as much as half so that your slides are streamlined.

25.   Press Release Template

Title:	
Nature of Scheme/Project:	
Key Message 1:	
Key Message 2:	
Key Message 3:	
Funders/Sponsors/Organizers	
Quote	
Other Relevant Information:	
Photo Caption from Left to Right:	

26.   Event Planner

Photo Caption from Left to Right:	
Photo Caption from Left to Right:	
Photo Caption from Left to Right:	
Photo Caption from Left to Right:	
Photo Caption from Left to Right:	

The Communications Team can provide full support in organizing events. This Event Planner is a comprehensive guide to event management and includes a checklist. Not all the actions will apply to every event that you are hosting or project that you launch. For smaller local events, such as the presentation of certificates or in-house training workshop, the Communications Team can provide advice and information.

Event management is about planning, budgeting, organizing and directing occasions. An event brings people together, conveys messages and is a powerful communication tool. In order for an event to be successful, detailed planning is crucial. The most common events include:

a)   **Receptions:** Provide an opportunity for networking with stakeholders and lobbyists in order to enlist their support

b)   **Launches:** Similar to receptions but on a larger scale which may attract some high level officials and support from e.g. partners and donors

c)   **Ceremonial occasions:** Affords the opportunity to celebrate success within a service, team or an individual's achievement

d)   **Conference:** To take the initiative on a subject and raise awareness among potentially interested people

e)   **Exhibitions:** An event aimed at providing information and displaying services/opportunities available to particular beneficiary groups

All staff are responsible for ensuring that the Communications Team is informed in advance of all events and that relevant background information on all events/activities is provided to the relevant Communications Manager.

Category	Task	By Date	Notes	Action
Planning	Work out budget/ sponsorship/funding			
	Brainstorm ideas			
	Set up an event committee			
	Allocate roles			
	Planning			
	Agree title of event			
Bookings	Visit venue			
	Confirm date & time (inc. set up & clear)			
	PA Hire			
	AV Requirements (hire?)			
	Black out requirements			
	Lectern			
	Logos			
	Staging / venue dressing/ room layout			
	Book special equipment / translator, consider special needs			
Catering	Advise venue of requirements – numbers, menu, drinks, staff, and timings. Confirm in writing			
Entertainment	Detail needs, date, time, venue, cost, arrival time. Confirm in writing.			

Category	Task	By Date	Notes	Action
Photographer	Provide brief to include date, time, venue, arrival time and requirements. Build photo call into programme.			
Admin	Mailing list			
	Pre event flyer			
	Discuss programme, running order and topics for group work			
	Invitations (Printing costs?)			
	Agree Delegates List			
	Lapel Badges			
	Place cards / table plan			
	Collate Delegates Pack (printing costs?)			
	Stationery / postage			
	Staff requirements – set up/ manning reception desk			
Publications	Writing, proofing, design, printing			
Materials	Briefing notes for all speakers Full 'walk through' paper			
	Prepare information packs			
	Display Boards / Logos / directional signage			
Publicity	Press invite / pre event publicity if appropriate			
	Draft press release & agree key personnel to speak			
Closer to event	Finalize Programme / timings			
	Identify facilitators			
	Allocate roles for the day, including who brings what to venue			
	Agree parking arrangements with venue if required (consider security / capacity / access)			

Closer to event	Arrange transport			
	Confirm final numbers to venue / caterers			
	Prepare contingency plan in event key speaker drops out			
	Consider risks/hazards and how they can be minimalized or managed			
	Purchase gifts for VIP / speakers			
	Order a plaque, curtains and curtain rail if there is to be an official opening – decide wording with Director/Chief Executive/ VIP etc			
	Check if flowers are required for the venue			
	Arrange for Estates staff to tidy grounds and have windows cleaned			
Speakers	Brief all speakers in advance verbally			
	Ask for copy of speech in advance			
	Agree AV materials, link speakers' presentations			
	If appropriate, request arrival at least 10 -15 minutes before event due to start			
	Provide 'pen pictures' to VIP of personnel they will meet			
	Provide map showing entrance and parking area			
	Allocate roles for the day, including who brings what to venue			
Invitations	Decide who to invite and where they come from			
	Issue at least three weeks in advance			

Invitations	Decide if invite can be sent by email			
	Confirm final numbers to venue / caterers			
	Include RSVP options – name, e-mail address, fax, phone, address			
On the Day	Allow plenty of time before event due to start			
	Reserve car park spaces			
	Reserve seating / print ' Reserved' notices, if required			
	Set up registration, logos, staging, sign age, AV, PA well in advance (night before if possible)			
	Check all equipment			
	Check room layout			
	Arrange background music, if appropriate			
	Organize a dress rehearsal, if necessary			
	Arrange greeting party for VIP/Key speakers			
	Ensure presentations to VIP is in place			
	Distribute evaluation forms			
	Monitor time to allow for changes to the programme			
	Brief and supervise photographer			
	All staff to know details such as location of toilets / cloakrooms etc			
	Identify and direct press			
	Guide guests who appear lost			
Post Event	Team to be available to clear up as quickly as possible afterwards			
	Issue post-event publicity			
	Evaluate event			
	Send thank you letters to all participants			

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