COMMUNICATIONS STRATEGY (CS)

We Live for Humanity!

ETHIOPIAN RED CROSS SOCIETY (ERCS)

www.redcrosseth.org
BACKGROUND

The Ethiopian Red Cross Society (ERCS) was established by government decree on July 8, 1935 in the aftermath of the second Italian aggression over Ethiopia. On the 25th September 1935, ERCS was officially recognized as the 48th member of the International Federation of Red Cross and Red Crescent Societies.

ERCS is auxiliary to the government and yet it is an independent humanitarian organization. The current Charter was endorsed by the Parliament in January, 2018.

The Society has a structure consisting of 12 regional offices, 34 zonal branches and 132 district (woreda) branches, as well as more than 5,800 Kebele Red Cross Committees at the grass root-level.

ORGANIZATIONAL AND GOVERNANCE STRUCTURE

By Law, the Patron of the Society shall be President of the Federal Democratic Republic of Ethiopia.

The National General Assembly of the Society is the highest decision-making body. It is convened every two years and election is conducted every four years. The Governing Board (GB) is made up of 9 members at national level, 7 members at regional and zonal levels and 5 members at woreda level. The GB sets the general direction of the National Society.
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**ACRONYMS/ABBREVIATIONS**

- CBO: Community Based Organization
- COD: Counsel of Delegates
- ERCS: Ethiopian Red Cross Society
- FBO: Faith Based Organization
- FP: Fundamental Principles
- GCF: Global Communication Forums
- ICRC: International Committee of the Red Cross
- IFRC: International Federation of Red Cross and Red Crescent Societies
- IHL: International Humanitarian Law
- NS: National Society
- PNSs: Partner National Societies
- RC: Red Cross
- RCRC: Red Cross Red Crescent
- ROI: Return on Investment
- UN: United Nations

This CS is financially supported by the Netherland Red Cross
1. INTRODUCTION

Communication is a tool for establishing knowledge of and understanding for our work and building support for the Red Cross. We must continuously develop and boost communication, both within the organization and the broader public.

The global media and communication landscape has transformed dramatically over the recent years. Affected people, journalists, domestic audiences, donors and interest groups expect and demand faster and more targeted communication, information and engagement. These changes are both an opportunity and a challenge. It is therefore imperative that the Ethiopian Red Cross Society (ERCS) responds to new expectations within a shifting communications landscape and strengthens its position if it is to continue to be seen as a leading humanitarian organization and voice, both locally and globally.

This Communication Strategy (CS) is developed under the framework and inspiration from the Fundamental Principles; the ERCS Strategic Plan 2016-2020; the recommendations of the 2014 and 2017 Global Communication Forums of the Movement respectively held in Nairobi and Bangkok; and the directions of the IFRC the Counsel of Delegates (COD) given during the communications side meeting during the 2017 IFRC General Assembly in Antalya, Turkey. Article 12, Sub-articles 8 and 10 of the 2018 ERCS Charter that stipulate dissemination and promotion of the FP and IHL; as well as the strategic and program plans of the ERCS for the years 2020-2025 are also reviewed and aligned with this CS. Thus this CS is informed of strategic objective 5 of the SP2025; and the objectives indicated in #6.4 of the program plan of 2020-25 relating to the strengthening and upgrading of ERCS communication systems and tools are revisited.

Hence, this CS bases on the initiatives and decisions taken, achievements made and capacity assessments undertaken by the ERCS, the RCRC legal, policy, strategy and program documents, priorities, themes, and objectives pertaining to communications that are identified over the last ten years. This CS is therefore designed to provide a roadmap and contribute to the achievement of the vision, mission and values of the Society.

1 The COD workshop was designed to be a first step in galvanising senior leadership in the Movement partners to understand, identify and drive forward some common communications priorities. The main message emerging from the presentations made by the IFRC/ICRC leadership, the panel discussion and the group work was that the RCRC Movement must invest in strategic communications and elevate its organisational importance in order to build trust, maintain its credibility and relevance, and ensure sustained support for activities serving the most vulnerable. The priority actions identified will serve as a foundation for more focused and tangible initiatives driven by Movement partners that will require further investment, research and development in the coming years.
2. PURPOSE

This document outlines the ERCS Communications Strategy (CS) for 2021-2025. The purpose of the CS is to develop a clear direction to achieve the objectives of the ERCS and ensure there is a common understanding of the purpose of our communications. It is an essential tool that will inform the overarching four years communications vision based on ERCS’ past experiences, and is a major determinant in the sustainability of the Society.

This CS identifies and prioritizes opportunities that will provide the best ROI, as well as taking into consideration what is realistically achievable with the organization’s human and financial resources. The strategy outlines the actions, timescales and resources that will be implemented to enable the communications objectives to be met. This information will ensure clear and focused activities and outcomes for the NS and mitigate the wasting of time and resources.

The CS is a working document that staff and management use to review and record past successes, present undertakings and future recommendations. Regular reviews are to be carried out and adaptations made in response to changes that occur within the organization or the external environment.

All staff, volunteers and Board Members will be made familiar with the Communications Strategy to ensure a shared understanding of ERCS priorities and objectives and how these will be reached, based on the Vison, Mission and Core values of the NS stated next.

3. VISION, MISSION, CORE VALUES, MOTO

3.1. Organization Mission and Vision

Mission

“To prevent and alleviate human sufferings through appropriate and timely humanitarian and development interventions, contribute to the wellbeing of humankind and prevalence of peace by mobilizing the public and partners in Ethiopia and around the world”.
Vision

To be the leading National Society in Africa.

Core Values

- Care – we care about plight of affected and vulnerable people
- Learning – we believe in continuous learning and innovation
- Sensitive – we are sensitive to time, gender, disabilities and environment
- Solidarity – we collaborate with movement and non-movement partners to serve humanity
- Integrity – we walk the talk and strive to be trustworthy

Motto

‘We live for Humanity!’

3.2. Department Mission and Vision

Department Mission:

“To ensure that the internal and external public are aware of and understand the value, importance and impact of ERCS emergency and humanitarian development interventions by delivering communications that are informative, purposeful and efficient.”

Department Vision:

“To envision the Society’s sustainable visibility and image building.”

4. GUIDING PRINCIPLES OF CS

As a member of the Red Cross Red Crescent Movement, the ERCS promotes and creates awareness on the FP, IHL and Emblem protection, thereby enabling access and acceptability of the Society. While the FPs remain the foundation and cornerstone that holistically guide and inform this CS and guarantee the ERCS engagement with the most affected communities, the communications of ERCS will be conducted through the following working principles:
• **Responsiveness** – We respond timely and proactively and display willingness and ability to communicate with the internal and external public. In a situation of crisis, we give priority to delivering current and exact information to the public.

• **Credibility** – Our credibility is crucial to the trust placed in us by our donors, partners and beneficiaries. This means that there must be coherence between our words and actions.

• **Transparency** – We communicate information accurately and without prejudice. We are transparent and release information, positive as well as negative, as we uncover the facts around a specific occurrence, without compromising our FPs.

• **Clarity** – We always communicate with a purpose and clarity. It is our responsibility that other people understand our messages. This is why we use clear, concise, and correct language.

• **Collaboration** – Communication is a two-way process which includes the opportunity for input and a commitment to listening on all parties. We are committed to collaborating with movement and non-movement partners, and communicating in a manner which involves consultation in order to inform the decision-making process. Feedback is encouraged from all ERCS stakeholders and partners to help us continually improve our service delivery.

• **Community Engagement** – We are accessible and aim to understand others from their perspective. We treat all people with respect and dignity and give a voice to those who are disadvantaged, vulnerable and marginalized to share their stories.

• **Accountability** – We consistently evaluate our communications to ensure their impact and effectiveness. We take responsibility for the outcomes of our work and utilize learnings for continuous improvement.
5. ROLE OF COMMUNICATIONS

The thematic area of Communications includes:

- Internal communications to staff, volunteers and Movement Partners across headquarters and branches;
- External communication to various stakeholders and the public at large;
- Branding and emblem protection;
- Image building, reputational management and crisis communication;
- Public relations and advocacy, including the promotion of FPs and IHL;
- Partnerships development and strengthening networks with various bodies (including but not limited to the media, communications, public relations, information ...).

6. ALIGNMENT TO ORGANIZATIONAL STRATEGY

In order to support the ERCS strategy, the role of communications is to:

- Raise the awareness and understanding of the ERCS mission, the RCRC FPs and IHL;
- Promote the activities of the ERCS based on the strategic priority areas: such as
  - Disaster preparedness and risk reduction;
  - Resource mobilization
  - Volunteers and membership development
  - partnership
- Pursue humanitarian diplomacy, humanitarian development communication image building, crisis/emergency communication;
- Ensure internal communications with in the Society between ERCS HQ, branches and PNS’s so that all stakeholders are informed on key organizational issues.
7. SITUATIONAL ANALYSIS

ERCS has been carrying out its humanitarian services to the most vulnerable across the country through its vast network. The volunteers and members are often the first to carry Red Cross messages to the general public. However, despite the extensive network, few people have the full awareness and understanding of the objectives and activities of ERCS, or the Red Cross mandate and principles in general.

Most of the general public in Ethiopia only known ERCS for its ambulance services - they are largely unaware of its other humanitarian activities. This is because there has been limited training of the network in dissemination of communication messages and no mass advocacy and information distribution has been undertaken.
<table>
<thead>
<tr>
<th><strong>Helpful</strong></th>
<th><strong>Harmful</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRENGTHS</strong></td>
<td><strong>WEAKNESSES</strong></td>
</tr>
<tr>
<td>• Established with a Charter and supported by strong legal base.</td>
<td>• Remote Visibility</td>
</tr>
<tr>
<td>• Society is widely popular and accepted by the community.</td>
<td>• Weak media relations and monitoring</td>
</tr>
<tr>
<td>• Its emblem is respected anywhere in the community that is easily recognizable and fetches access during hostilities.</td>
<td>• Lack of media releases and press conferences</td>
</tr>
<tr>
<td>• Willingness of the Governing Board to support the development and advancement of communications</td>
<td>• Limited awareness of the mandate and activities of ERCS amongst general public due to inadequate promotion</td>
</tr>
<tr>
<td>• Extensive network throughout the country that can be mobilized – including staff and volunteers at local branches, as well as members</td>
<td>• Limited budget allocation for dissemination about ERCS from core cost</td>
</tr>
<tr>
<td><strong>OPPORTUNITIES</strong></td>
<td><strong>THREATS</strong></td>
</tr>
<tr>
<td>• Advancement of internet and data technology including (introduction of cloud computing)</td>
<td>• Lack of funding and budget to implement required investment for the development and improvement of communications</td>
</tr>
<tr>
<td>• Growth of main stream and social media in Ethiopia</td>
<td>• Limitation in protecting the Red Cross emblem from improper use</td>
</tr>
<tr>
<td>• Increasing visibility budget allocated in programs</td>
<td>• Negative publicity about the organization</td>
</tr>
<tr>
<td>• Branches dispersed throughout the country and able to disseminate messages and information to the public</td>
<td>• Network and internet failure</td>
</tr>
<tr>
<td>• High number of volunteers that can be utilized for communication, visibility awareness raising activities, and resource mobilization</td>
<td>• Many NGOs competing for scares resources</td>
</tr>
<tr>
<td>• Presence of many international/local humanitarian organizations to tap on their expertise, resources (partnerships)</td>
<td>• Donor fatigue to the humanitarian plight</td>
</tr>
<tr>
<td>• Various skill upgrading and change related trainings available (including online) as part of capacity building initiative for Communications staff</td>
<td></td>
</tr>
</tbody>
</table>
7.1. SWOT Analysis

Moreover, ERCS has some major shortcomings in the area of communications, including lack of strategic direction, limited forward planning, no formal systems and documentation, poor media relations, no practice of monitoring and evaluation, and lack of development of staff skills in modern communication methods and practices.

8. COMMUNICATION OBJECTIVES

Based on the situation analysis mentioned above which are charted out as critical issues:

8.1. The General Objective of the CS is:

To strengthen the ERCS communications to aggressively utilize media tools and outlets; engage partners, stakeholders, donors with a view to seeking their collaboration for better humanitarian interventions and sustainable results.

8.2. The specific objectives include:

- Build up communication and dissemination capacity for better access, improved knowledge and positive image of ERCS;
- Advocate, promote and educate the public on humanitarian values, Fundamental Principles, IHL and inculcate positive behavior towards the protection of the most vulnerable;
- Strengthen links and partnerships within and outside the Movement to undertake wider information dissemination for resource mobilization;
- Make use of various ERCS events as platforms to drive volunteer recruitment and memberships;
- Promote branch activities and build their capacity through information sharing, guidelines and resources;
- Establish strategic links with local, national and international media for better coverage of humanitarian needs and services of the Society.
Such undertakings will result in an improved image for ERCS and in the mobilization of more resources for its various humanitarian services and grassroots development initiatives.

9. KEY STRATEGIC PILLARS

<table>
<thead>
<tr>
<th>Pillars</th>
<th>1. Content</th>
<th>2. Engagement</th>
<th>3. Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We provide regular, accurate and engaging information to the public</strong></td>
<td>We ensure interaction, involvement, and participation with stakeholders</td>
<td>We foster collaborative relationships with HQ departments, branches and Movement Partners</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Advocate on humanitarian issues to influence perceptions, attitudes and beliefs</th>
<th>Empower and build the resilience of communities through the sharing of educational and behavior change information</th>
<th>Interconnectedness and engagement to build solidarity within the NS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide timely and accurate information to the public and media in the event of a crisis</strong></td>
<td>Build positive relationships with media outlets to jointly raise attention of humanitarian emergencies</td>
<td>Two-way communication and sharing of information to ensure the Red Cross network is kept up-to-date on key internal issues</td>
<td></td>
</tr>
<tr>
<td><strong>Build the image of the NS and generate support by publicizing its activities and achievements</strong></td>
<td>Foster open dialogue and ensure vulnerable and marginalized individuals and communities are given a platform for their voices and stories to be heard</td>
<td>Departments, branches and PNS’s communications needs are supported to achieve the objectives of their programs/services</td>
<td></td>
</tr>
<tr>
<td><strong>Raise awareness of and educate the public on humanitarian and development issues to mobilize resources</strong></td>
<td>The public are prompted to take action and get involved by volunteering, membership and supporting the Red Cross to assist communities in need</td>
<td>Participate in strengthening of the broader RCRC Movement through supporting and working towards shared communication objectives of IFRC, ICRC and NS’s.</td>
<td></td>
</tr>
</tbody>
</table>

10. EXPECTED RESULTS

**Increased awareness:** Improved image of ERCS amongst the public and understanding of our services.

**Increase and diversify revenue:** Grow financial support from the public (including increased membership), private sector donors and PNS’s.

**Build capacity:** Improve community understanding of the Red Cross Fundamental Principles, and enhanced respect and safer access to volunteers and services.
Advocate for change: Influence government policies around humanitarian issues and compliance with IHL.

Strengthened relationships: Enhanced engagement with media and increased partnerships with local, national and international level partners.

Develop and maintain internal unity: Staff and volunteers throughout the ERCS network are informed and engaged, there is minimal change resistance, and public messaging from each ERCS branch office is consistent.

Timely and strategic information and messaging: Properly addressed crisis/emergency communication and well-planned, proactive communications

Effective processes and measures: Improved performance indicators, processes and systems to better track the performance of our communications and the impact it has.

Innovation: Modernized ways of communicating are utilized that have great reach and impact than traditional communication approaches which have become redundant in the competitive and changing media landscape. This will include taking some measured risk.

11. AUDIENCE AND STAKEHOLDERS

ERCS has cordial working relationship with partners within and outside the Movement, nurtured over many years of working together to reduce vulnerabilities. The relationship with PNS’s, which had started shortly after the establishment of the NS, is thriving well. ICRC and IFRC have had a presence in Ethiopia for a long period, with both executing their roles and responsibilities in accordance with the Seville Agreement of 1997. In addition, the ERCS governance, management and employees continue to be the major stakeholders.

On the other hand, ERCS is also working closely with the Federal, Regional, Zonal and Woreda governments and administrations and with municipalities/city administrations that provide substantial amount of financial support to ERCS’ programs and services. ERCS also works with UN agencies and other international organizations such as UNICEF supporting Maternal and Child Health (MCH), European Civil Protection and Humanitarian Aid Operations (ECHO) and Office
for the Coordination of Humanitarian Affairs (UNOCHA) assisting disaster Response.

As ERCS has a number of different stakeholders which require tailored messaging and information, stakeholder segmentation is imperative so that the type of messaging and the media used to communicate it is relevant and appropriate to the specific audiences.

<table>
<thead>
<tr>
<th>Audience</th>
<th>Role in communication interventions</th>
<th>Role in humanitarian activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries</td>
<td>Targeted as recipients of support during times of need and to influence knowledge and practices as they relate to the reduction of risk.</td>
<td>Are people requiring protection from harm and building resilience; Are partners in decision making</td>
</tr>
<tr>
<td>Community members / public</td>
<td>Targeted to influence attitudes and as supporters of humanitarian activities and the Red Cross cause.</td>
<td>As potential donors, members and volunteers, and social value influencers.</td>
</tr>
<tr>
<td>Private sector businesses</td>
<td>Targeted as strategic partners to provide finance or services that support program activities.</td>
<td>As funders, sponsors and agents of corporate responsibility.</td>
</tr>
<tr>
<td>Partners (National Societies, ICRC, IFRC)</td>
<td>To seek common agendas and work collaboratively and consistently together through sharing of knowledge and resources.</td>
<td>As those responsible for actively identifying, reporting and responding to humanitarian issues, and developing systems and programs to improve community resilience.</td>
</tr>
<tr>
<td>Governments and State authorities</td>
<td>Can introduce and sustain systems to better support people in need.</td>
<td>As community decision makers and leaders in instigating systematic improvements for the wellbeing and social welfare of its people.</td>
</tr>
<tr>
<td>NGOs and UN Agencies</td>
<td>Targeted to respond to and influence multi-sector responses. Resulting joint approaches and harmonized messaging and communication can help foster the change in all levels of target audiences described above.</td>
<td>Similar to ERCS, as significant civil society actors, instigating change and providers of social services to vulnerable groups of the population.</td>
</tr>
<tr>
<td>Media</td>
<td>To raise awareness, share information and foster open dialogue about humanitarian disasters. Can also compel governments to greater action through increased public exposure of humanitarian concerns.</td>
<td>As amplifiers of public issues with a responsibility to share important information on matters that impact communities.</td>
</tr>
<tr>
<td>ERCS staff and volunteers</td>
<td>To work together and contribute to achieving the organizations mission and communications objectives.</td>
<td>As providers of social services to vulnerable groups of the population.</td>
</tr>
</tbody>
</table>
**ERCS audiences are arranged into three categories,** which reflect their connection and involvement with the organization. Messages and channels will be appropriately tailored to reach, influence and collaborate with each of these target groups.

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Donors</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Community members</td>
<td>• General public (including members)</td>
<td>• Partner National Societies</td>
</tr>
<tr>
<td>• Private sector business</td>
<td>• Partner National Societies</td>
<td>• ICRC, IFRC</td>
</tr>
<tr>
<td>• Partner National Societies</td>
<td>• Funding bodies</td>
<td>• UN and other NGOs, HOs</td>
</tr>
<tr>
<td>• Funding bodies</td>
<td>• Multilateral and bilateral donors</td>
<td>• Government (Federal, Regional and Local)</td>
</tr>
<tr>
<td>• Multilateral and bilateral donors</td>
<td></td>
<td>• Media outlets</td>
</tr>
</tbody>
</table>

**Beneficiaries:** For community-based audiences, communications will be about information sharing and education.

**Donors:** Compelling stories of our activities, mission and vision will be communicated to donors in a clear and consistent manner. ERCS will focus on showcasing the impact and value of our work in communities.

**Partners:** ERCS believes that the greatest impact and the best way to achieve systemic change is by working together. ERCS will make strategic partnerships to provide an enabling environment for change to occur.

**12. METHODS AND MEDIUMS OF COMMUNICATION**

Disseminating information to raise awareness is not sufficient in itself, thus ERCS will design communications to also influence aspects of how target groups think about and act in relation to humanitarian issues.
<table>
<thead>
<tr>
<th>Target group</th>
<th>Audience</th>
<th>Methods</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries</td>
<td>• Community members</td>
<td>• Education workshops • IEC</td>
<td>• Face to face • Digital media • Marketing collateral</td>
</tr>
<tr>
<td>Donors and members</td>
<td>• Community members • Private sector businesses</td>
<td>• Advertising • Face-to-face communication • Presentations</td>
<td>• Digital media • Marketing collateral • Traditional media</td>
</tr>
<tr>
<td>Partners</td>
<td>• PNS’s • ICRC • IFRC</td>
<td>• Face-to-face communication • Presentations • Training and workshops</td>
<td>• Digital media • Published guidance and tools • Marketing collateral</td>
</tr>
<tr>
<td>Sector Stakeholders</td>
<td>• Government • NGOs • UN agencies</td>
<td>• Face-to-face communication • Presentations • Working group meetings • Submissions</td>
<td>• Research publications • Letters and opinion pieces</td>
</tr>
</tbody>
</table>

The medium/s utilized in various communication activities should be selected based on budget, project timeframe, appropriateness for the message, level of implementation required by available resources, and the relevance and likely reach to the target audience.

<table>
<thead>
<tr>
<th>Medium</th>
<th>Assets</th>
<th>Benefits</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital media</td>
<td>• Facebook • twitter • Instagram • eDMs • videos • online advertising</td>
<td>• large-scale reach • low-cost • easily adjustable • highly trackable performance results • targeted • Interactive</td>
<td>• promote news and events • share HP’s • raise awareness of organization • generate revenue • expand networks • encourage and foster discussion • recruitment of volunteers and members</td>
</tr>
<tr>
<td>Traditional media</td>
<td>• TV • radio • press • outdoor billboards</td>
<td>• high impact • builds trust and credibility • large-scale reach</td>
<td>• raise awareness of ERCS • generate revenue • raise public awareness on humanitarian issues</td>
</tr>
</tbody>
</table>
### 13. KEY MESSAGES

<table>
<thead>
<tr>
<th>Topic</th>
<th>Target Audience</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Information</td>
<td>• Beneficiaries • Partners • NGOs • Media</td>
<td>• approved by CEO/GB</td>
</tr>
<tr>
<td>Volunteer recruitment</td>
<td>• Community members (Ethiopian public)</td>
<td>• Ditto</td>
</tr>
<tr>
<td>Fundraising and Membership</td>
<td>• Community members (Ethiopian public) • Private sector businesses</td>
<td>• Ditto</td>
</tr>
<tr>
<td>Advocacy</td>
<td>• Governments • NGOs • Media</td>
<td>• Ditto</td>
</tr>
</tbody>
</table>

### 14. COMMUNICATIONS PROCESS

It is known that communication is not subjected to one entity or process. Communication activities may be led by a dedicated team that coordinate the communications and facilitate the dissemination, however, communications also require the input from different work units within the organization and community level dissemination may also often involve branch staff, members and volunteers.
All stakeholders, from ERCS Governing Board members, Secretary General, Senior Managements, HQ and branch staff, and volunteers are responsible for undertaking communications and/or dissemination work in accordance with the responsibilities and relevance of the matter stipulated in the Communications Policy.

15. MONITORING AND EVALUATION FRAMEWORK

ERCS is committed to ensuring that communications are both effective (delivering progress towards the stated objectives) and efficient (delivering quality, providing value for money and continuously improving). The Communications team will therefore systematically and rigorously monitor and evaluate the above-mentioned communication initiatives to enable learning and improvement, and to ensure accountability. Quarterly communications reports will be conducted using a combination of qualitative and quantitative methods to measure reach and impact both at the individual and social levels. These reports will be shared with the ERCS Secretary General, senior leadership team and Board.

Monitoring and Evaluation is an integral part of ensuring credible and verifiable evidence of communications achievements and outcomes, and will:

- Provide information to ERCS board members, leadership team, staff, donors, partners and other stakeholders, on the progress towards planned objectives.
- Provide understanding regarding changes in context that require adaptations to our approach and messaging.
• Enable ERCS to identify successes and challenges, which will inform evaluation and learning.
• Encourage and celebrate the organizations achievements.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase awareness: promote ERCS as the key organization in humanitarian responses in Ethiopia</td>
<td>• Number of visits to the ERCS website.</td>
<td>• Comments and messages via social media and email.</td>
</tr>
<tr>
<td></td>
<td>• Number of followers and engagement on social media.</td>
<td>• Awards received.</td>
</tr>
<tr>
<td></td>
<td>• Number of media publications about ERCS and audience readership.</td>
<td>• Market research into public awareness of and attitude towards ERCS.</td>
</tr>
<tr>
<td></td>
<td>• Number of advertising materials produced and disseminated.</td>
<td></td>
</tr>
<tr>
<td>Build capacity: Improve community understanding of the FP /IHL/ Emblem.</td>
<td>• Number of volunteers (including % increase).</td>
<td></td>
</tr>
<tr>
<td>Raise funds: Grow financial support from public and private sector donors and PNS’s</td>
<td>• Amount of money donated (including % increase).</td>
<td>• Market research into level of awareness and depth of knowledge about FP amongst the public.</td>
</tr>
<tr>
<td></td>
<td>• Value of in-kind donations.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Number of members (including % increase).</td>
<td></td>
</tr>
<tr>
<td>Advocate for change: Influence government policies on IHL</td>
<td>• Number of forum and conference presentations given.</td>
<td>• Quality of partnerships established and maintained.</td>
</tr>
<tr>
<td></td>
<td>• Number of press releases and statements featured in the media.</td>
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16. FINANCIAL SOURCES

Often in order to implement the planned communications and dissemination activities of the society, securing financial resources has been one of the challenges. If sufficient finance cannot be raised it is unlikely that the image building and humanitarian communication identified by the National Society as one of its strategic priorities will be implemented.

Over the years the sources of finance for ERCS communications and dissemination interventions are drawn from:

Traditional sources (70%+): those that have been linked with the department and been financing it for many years – primarily the ICRC for dissemination, public communications and RCRC events; the IFRC and PNS’s for capacity building of the communications unit.

Own capital (20%): from the core cost and PNS field projects and visibilities.
Non-own capital (10%): Sponsorships the department often secures from media houses for free promotions and publications advertisements.

16.1. In order to realize the performance of the communication and dissemination activities of the NS, this CS requires an annual budget of 10% from the core cost of the NS; 80% from Programs/projects; and another 10% from external sponsorships.

17. CONCLUSION AND RECOMMENDATIONS

Implementing the strategy requires the full commitment and dedication of the Communications team, senior management and the Board. If this is done, it will result in the enhancement of the Society’s image and make a vital contribution to the resource mobilization endeavors to realize future self-sufficiency.

In order to bring better opportunities for supporting vulnerable people, ERCS needs to build relationships and strengthen partnerships with public and private sectors, at both national and international levels. Additionally, by improving communication and coordination with Movement Partners like the ICRC, IFRC and Partner National Societies (PNSs), ERCS can work together for the social marketing of its programs and strengthening humanitarian representation.
ERCS also needs to increase the volume of quality media products (infographics, videos, human stories, etc.) promoting ERCS and its partners’ work supporting people vulnerable to disaster of any form and encourage stakeholders to disseminate these on their own platforms. This will increase ERCS’s reach and visibility within the supporter and donor community. ERCS must ensure continued targeted visibility through particular media action (for example, op-eds, short videos clips, articles in mainstream print and broadcast media, and interviews with media outlets), including as support for critical moments such as high-level visits to service delivery and development intervention sites, high-visibility events and online campaigns.

The messaging needs to always reflect a strong and capable National Society that impacts positively on the development of disaster resilient community. The messaging around the needs of the vulnerable or affected community should be based on continuous information gathered by the pertinent organs of the Society and external-facing actors, intelligently tailored to different audiences and partners. On the other hand, aligning the tools of communication and or dissemination is important not only to reach the different stakeholders, but also to determine the content and form of the issues to be communicated and disseminated.

Therefore, strengthening the communication coordination in terms of trained manpower and resources should be the top priority of ERCS. Ensuring that all staff in the Communications department have clear roles and work plans that align with a communications strategy, and that they are equipped with the necessary skills, resources and technologies, will be fundamental to achieving the objectives of the Communications area and the broader goals of ERCS.

18. AVAILABLE RESOURCES

The ERCS, as part of the RCRC is aware of the existence of the below documents at international level. Based on this, this CS will envisions the formulation and or the finalization of the following documents

- Communications Policy (draft)
- Social Media Guidelines (draft)
- Brand Guidelines (to be developed)
- Photography and Videography Guidelines (to be developed)
The Fundamental Principles

ERCS is guided by the seven fundamentals principles of the Red Cross and Red Crescent Movement.
These are:

1. **Humanity**
The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavors, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding and, friendship, cooperation & lasting peace amongst all peoples.

2. **Impartiality**
It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

3. **Neutrality**
In order to continue to enjoy the confidence of all, the movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

4. **Independence**
The movement is independent. The National Societies, while auxiliary in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able as all times to act in accordance with the principles of the movement.

5. **Voluntary service**
It is a voluntary relief movement not prompted in any manner by desire for gain.

6. **Unity**
There can only be one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

7. **Universality**
The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.
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