Corporate Communications Manual

2020

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ABOUT COMESA BUSINESS COUNCIL

COMESA Business Council (CBC) is a Business Member Organisation, and a private sector institution of COMESA. We represent the interests of the private sector at a regional level. The services we offer go beyond advocacy to actively promote business participation in regional integration, investment and global trade. This is done by facilitating the growth of strong business synergies, the development of business opportunities, and through legislative and strategic advocacy. Our services are custom tailored and driven by both industry and enterprise interests.

CHAPTER 1:
BRANDING AND VISUAL IDENTITY GUIDELINES

INTRODUCTION

The following Chapter provides an overview of the CBC visual identity system, applicable to both print and online use. Use it as your tool to determine what to do and not to do as you present CBC material internally or externally.

No logos or brand identities that carry the name of the CBC may be created without adhering to the system outlined in this guide. All logos are trademarked legal items.

1.1 USE OF THE CBC LOGO

1.1.1 The CBC logo is the proprietary of the COMESA Business Council. Except as provided in these guidelines, you may not use the logo or any confusingly similar mark for your product, or use the logo in any other manner that might cause confusion in the marketplace, including but not limited to in advertising, on websites, or on products.

1.1.2 Usage is permitted in all instances that have been agreed to by the COMESA Business Council. These may be related to cooperating arrangements, partnerships, media engagements and others.

1.1.3 The CBC logo may not be used:
- in marketing or other publicity materials without the permission of the CBC.
- in any confusing way.
- in any way that suggests that CBC is affiliated with, sponsors, approves or endorses you, your organization, your websites, your products or your services, unless such a relationship exists.
- in any way that mischaracterizes any relationship between you and CBC.
- Vendors may not use the Logos to advertise CBC or its businesses as clients on vendor websites and promotional pieces without our written permission.

1.1.4 Media personnel in advertisements or publications may use the logo with prior permission and under the guidance of the CBC.

1.2   THE CBC LOGO & COLOUR VARIATIONS

CBC Logo _ Official in Full Colour
This is the official COMESA Business Council logo. Use it whenever possible on white or light-medium photographs, illustrations, or solid colour backgrounds.

CBC Logo _ Dark
For use over brightly coloured photographs, illustrations or over bright solid colour backgrounds. Use it only when other options are not legible.

CBC Logo _ White reverse
For use over medium-dark photographs, dark illustrations or over dark solid colours backgrounds.

1.3   LOGO OVERVIEW & CLEAR ZONE (WHITE SPACE)

Position, size, and colours, along with the spatial and proportional relationships of the logo elements, are predetermined and should not be altered.

The "clear zone" refers to a distance of "X" as a unit of measurement surrounding each side of the CBC logo. "X" equals the square width of the word "Region" found in the tagline.

This clear space surrounding the CBC logo is very important to ensure readability and the integrity of our corporate identity. Whenever possible, keep the area around the logo clean and uncluttered.

1.4 PROPER USE OF THE LOGO
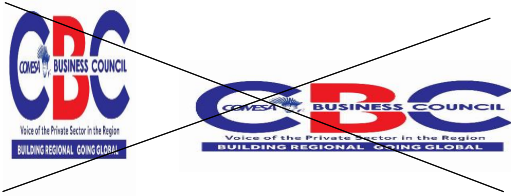
Do not distort the logo
Do not stretch or condense the logo.

Incorrect

Do not place white boxes over a coloured photo for logo placement:
When placing the logo over a photo, illustration, or colour background, do not use a white box as shown in the "incorrect" example.


Correct

Use CBC White reverse logo over medium-dark photographs, dark illustrations or over dark solid colours backgrounds.

Correct

Do place the logo over a light coloured/white background.

1.5 CORPORATE COLOURS

To maintain our "look and feel" so that all communications work together, we have developed an approved palette of CBC colours to use when designing corporate materials.

White: C0 M0 Y0 K0   Hex: #FFFFFF

Dark blue: C100 M67 Y0 K51   Hex: #002A7E

Red: C0 M100 Y100 K20   Hex: #CC0000

1.6 TYPOGRAPHY

Consistent font usage is another important component of CBC's corporate identity. All employees and vendors that produce professional printed marketing materials such as business cards, brochures, postcards or signage should have and use our approved font.

Primary Font

The primary font family for documents and communications should be Arial. This font is available in various weights; for our purposes, the most commonly used are:

a) Arial Nova Light
Abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ

Arial Nova Light Italic
Abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ

b) Arial Regular
Abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ

Arial Regular Italic
Abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ

c) Arial Rounded MT Bold
Abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ

Arial Rounded MT Bold Italic
Abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ

Default Font

CBC's official brand fonts are The Sans and The Serif. These fonts require a paid license for use and are reserved for official publications, our website, stationery and marketing materials intended for external audiences. To access use of these fonts for official use, please contact the Marketing & Communications team. The Sans and The Serif should not be used in shared digital documents, such as email, Word documents and PowerPoint presentations, as the license does not allow for the fonts to be shared with external recipients.

The Sans Light
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

The Sans Light Italic
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

The Sans Plain
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

The Sans Italic
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

The Sans Bold
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

The Sans Bold Italic
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890

1.7 PHOTOGRAPHY

The CBC story can best be told with positive and inspiring photographs of the corporates and Micro, Small and Medium-sized Enterprises (MSMEs) that our work seeks to empower across national and regional levels. We strive to depict the ingenuity of the private sector and highlight the positive impact of our business facilitation, membership development and advocacy services in all our images.

Our photographic style is colourful and vibrant. We aspire to show the progressive results of our programs, and to portray the dignity and unique character of each subject we photograph. The following photos illustrate some of the types of images we endeavour to capture.

Lighting	✓
Resolution	✓
Composition	✓

1.8 STATIONERY

The COMESA Business Council's stationery design extends our visual brand into personal communications, where our documents reflect complete information, consistent layouts and constant quality. To ensure consistency across the institution, the following stationery designs and templates have been developed.

Business Cards

Insert Name
Title Goes Here
COMESA Business Council

Tel: +260 211 229 725/32, Ext: 7306
Fax: +260 211 225 107
Email: xxxxxx@comesabusinesscouncil.org
Web: www.comesabusinesscouncil.org

COMESA Centre
Ben Bella Road
P.O. Box 30051
Lusaka, Zambia

The CBC business cards must accommodate differences in length of name, variation in number of titles and inclusion of any additional contact information.

The type is sans-serif, in black and CBC's corporate colour blue. The prescribed dimensions, as per the illustrated template, are:
Size: 88.9 x 50.8 mm
Double sided

The only aspect of this layout that should be altered is the content respective to the individual. Margins, text size, text weight, leading, colours and the logos are not to be altered.

Envelopes

COMESA Business Council
COMESA Centre| Ben Bella Road
P.O. Box 30051
Lusaka, Zambia

To:
Insert Name
Insert Name of Company/Organisation
Insert Full Address
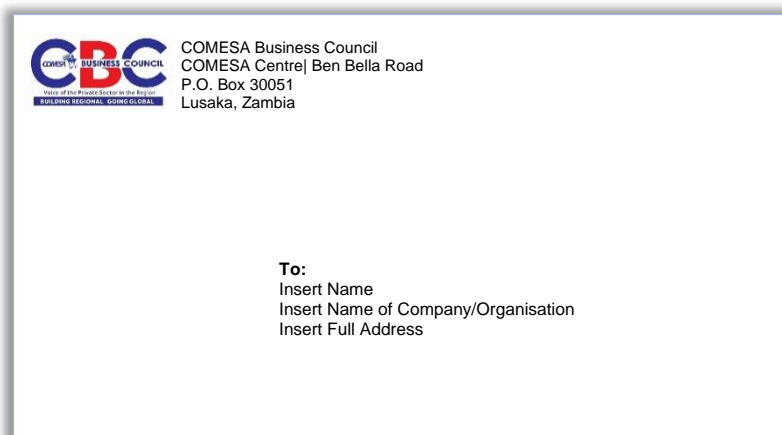
Our envelopes follow the layout here illustrated. The CBC logo, our institution's full name and address appears on the top left corner, in sans-serif type.

The addressee's details appear at the centre of the envelope in sans-serif type.

Letterheads

Our letterhead design has the CBC logo appearing on the far left, while our institution's name and contact information appears on the right side, in CBC's corporate colour blue, and in bold sans-serif type.

The footer is reserved for the institution's tagline, "Building Regional, Going Global". It is displayed against a banner in CBC blue colour, and in white bold sans-serif type.
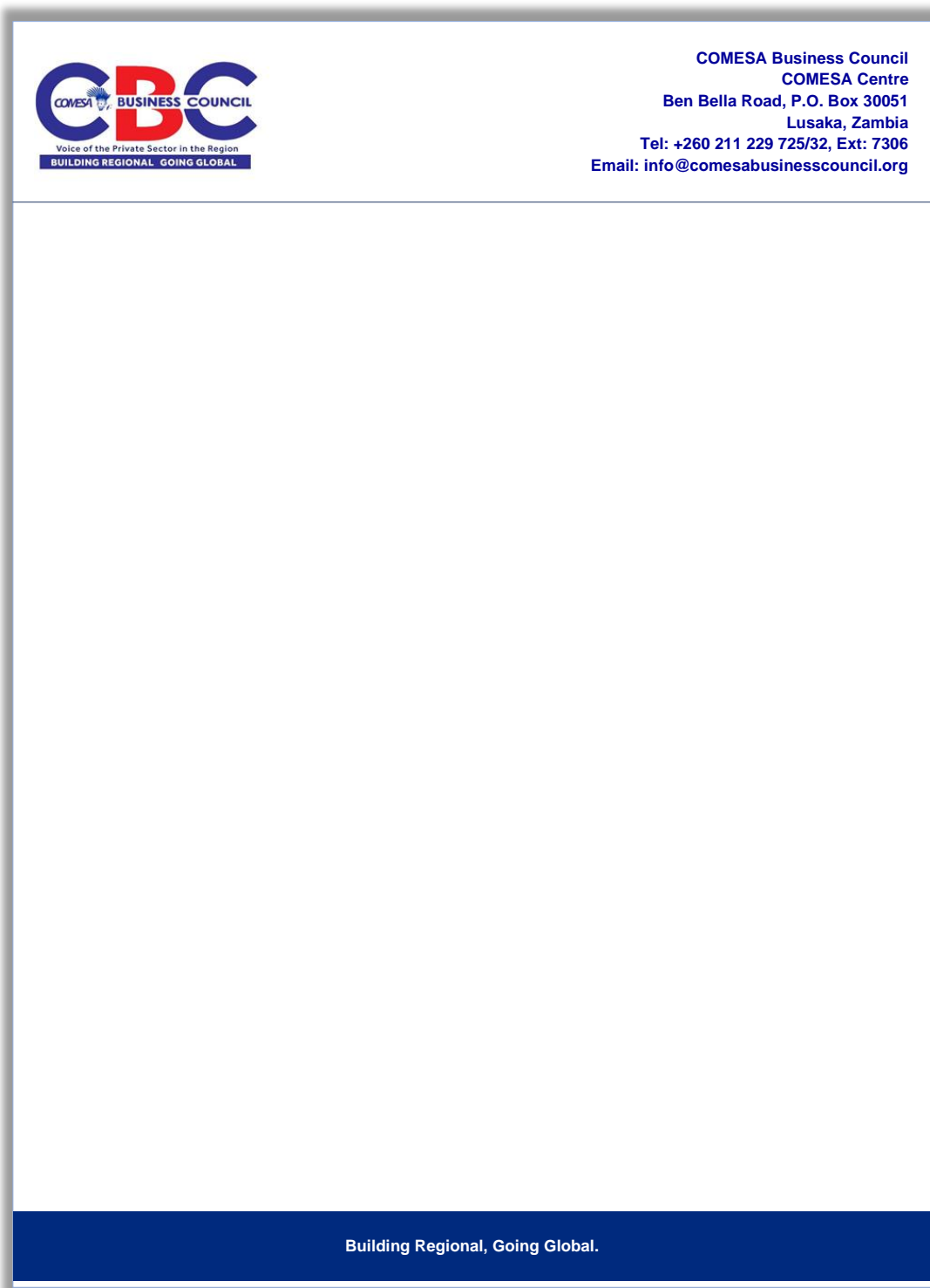
CHAPTER 2: EDITORIAL POLICY

INTRODUCTION
CBC's publications are developed to provide an informed and focussed multi-sectoral assessment of different private sector industries within the region, and to ensure a regional common advocacy process for said industries.

2.1 OUR VALUES
The editorial policy relating to CBC's publications has the following values:
Accuracy, integrity, fairness, cultural sensitivity, gender sensitivity, and the good of society. This means that whatever is published should be factual and the analysis reasonable and not implausible nor subjective. Honesty and impartiality should not be put in question for any reason whatsoever on the part of a member of the Secretariat. Dealings with one another internally, and dealings with the rest of the world including those that wish to publish with us, are based on openness and fair play, and each is accorded his or her due.

The publications of the COMESA Business Council Secretariat should not offend the cherished values of the member states and our members, including their cultural and religious values.

2.2 DOCUMENT DEVELOPMENT AND VALIDATION PROCESS
Step 1:
Author develops document following the prescribed editorial guidelines below.

Step 2:
Document is shared internally for initial validation. Internal validation processes will take between 5 days -10 days depending on the nature of the document or information under review.

Step 3:
Document is sent to external relevant stakeholders for second round of validation; contingent on the number of stakeholders, this will take up to 7 days – 30 days depending on the nature of the request or information. The team may proceed to the next stage, in the event that the provided time has lapsed by more than 14 days, taking into cognisance the due diligence processes to ensure the authenticity and truthfulness of the information.

Step 4
Final validation and incorporating feedback by editorial team.

Step 5:
Document is sent for publication.

2.2.1   Editorial Team
The editorial team will but driven by the department of Business Facilitation services with the final approval by the Chief Executive Officer. The team will change on an annual basis. This will include members of the technical leads, and marketing and communications units.

2.3 GENERAL DRAFTING GUIDELINES

2.3.1 Technical Expressions and Jargon

a) Technical expressions should be used sparingly but if unavoidable, say due to the technical nature of the subject or issue, they should be carefully and simply defined and explained in footnotes or a glossary.

b) Jargon must be avoided, and when used because it has become a usual expression in the area, for example in VVTG negotiations, it must be explained in a footnote.

2.3.2 Intellectual Property

a) All of the intellectual property in or relating to a publication by COMESA Business Council shall be vested in CBC Secretariat. It is the duty of any contributor of material for publication to seek any exceptions if at all. However, the rights of the Secretariat should be consistent with the public good, by allowing reasonable use for non-commercial purposes to assist the achievement of the strategic vision of CBC.

b) It is compulsory for the authors to ensure that no material submitted infringes existing copyrights or the rights of a third party.

c) An author should be the sole author of any given report and should have full authority to enter into an agreement with CBC and in granting rights (if any) which are not in breach of any other obligation.

d) Authors should ensure the integrity of reports submitted and related works.

e) Authors should mandatorily ensure that reports submitted result in no breach of contracts, or of confidence, or of commitment given to secrecy.

f) If author(s) are using any part of a published paper (in English or any other language), they should give a proper reference or in any case, if required they should get permission from the previous publisher or copyright holder (whichever is suitable).

g) Duplicate publication, sometimes called self-plagiarism, occurs when an author reuses substantial parts of his or her own published work without providing the appropriate references. This can involve getting an identical paper published in multiple journals, or an author adding small amounts of new data to a previous paper.

h) If a submitted study replicates or is very similar to previous work, authors must provide a sound scientific rationale for the submitted work and clearly reference and discuss the existing literature.

i) For certain CBC publications, such as research papers, the author should be acknowledged by indicating his or her name appropriately in the document; but authors shall not be acknowledged in documents that go to the statutory meetings of the CBC.

j) Research papers submitted must meet all applicable standards for the ethics of experimentation and research integrity.

2.3.3 English Quality

a) Documents in English may use the Oxford English. The author should always utilise MS Word's spell check provision before submitting the document.

b) The language in submitted articles must be clear, correct, and unambiguous. It is author's responsibility to improve the English quality (if required) by any other third-party service.

2.3.4 Format and Style

a) Documents, including letters, should be typed on A4 paper, using the <u>Arial or Garamond Font</u> in <u>size 11</u> and <u>1.15 line spacing.</u>

b) Long tables should be attachments, which should be indicated in the text of the document.

c) The language used in submitted articles must be clear, correct, and unambiguous. It is author's responsibility to improve the English quality (if so required) by any other third-party.

d) Except for Decisions and non-English words, <u>Italics</u> should be used sparingly.

e) Latin words should not be used unless this is absolutely necessary. For instance, use above, below, refer to and ff instead of supra, infra, vide, et al.; and do not use op cit, loc cit or inter alia.

f) Dates should be indicated as <u>day/month/year</u>; and the month should always be written in wording not number (for example 22 August 2019).

g) For a duration of two or more days, use a dash between the days (for example 22-24 August 2019).

h) In making reference to such a duration, don't say "from'', but say "on" (for example on 22-24 August, and not from 22-24 August).

i) Double quotation marks should be used when quoting. Quotations that are five or more lines should be separated from the rest of the text and indented on both sides by one tab and in this case <u>should not</u> have quotation marks, and should one size less, for example:

> CBC recognises the need to upscale efforts to contain the COVID-19 pandemic and to mitigate against the spread of the virus. It is important that as a region, we maintain continued solidarity and cooperation to curb the impact of the pandemic on the lives of our people and fabric of our economies.

j) <u>Capitalisation</u> should be used sparingly. Reference to a particular organisation, industry body, Agreement, Decision, or to Member States, should be in title case and consistent (first letter of a word should be capital). "Member States" should not be written as "<u>m</u>ember <u>S</u>tates".

k) The number of the chapter should be written in words and not numbers. For example: <u>Chapter Five</u>; and not Chapter V or Chapter 5.

l) <u>Titles should not exceed 10 words</u> and should clearly indicate the subject, and as far as possible, the nature of the message in the publication. For example:

<div align="center">The COMESA Tourism and Wildlife Heritage Handbook</div>

m) The author's name should appear below the title of the article or chapter and should be centred. An asterisked footnote should indicate the author's position, institutional address and one-sentence bio but without degrees and qualifications. For example:

<div align="center">Francis Telkome*</div>

n) The article or chapter should have an <u>abstract</u> of not more than <u>150 words</u> written in full sentences without abbreviations and citations, summarising the paper. The abstract should indicate the issue addressed and the findings or conclusion and key recommendations made.

o) Use <u>footnotes</u>, and not end notes. The footnotes should be numbered using normal/Arabic numerals and should be in a smaller font than the rest of the text (Arial Font size 10). This means that you select the option of number format 1, 2, 3. Where footnotes are used, each chapter should start with footnote number one and have its own set of footnotes.

p) <u>Cross reference</u> within footnotes should be used sparingly and can then be used as follows: see Mangeni, above n 5, at 44.

q) References and citations should follow the APA format, and this should be carefully checked before submission. It is the author's responsibility to check that references are correctly given in the reference list.

r) In general, documents and publications should be as short as possible and <u>should not be verbose</u>. The chapter or article should not exceed 2,500 words and should be at least 1,500 words, that is, 6-10 pages, <u>1.15 line spacing on A4 in Arial Font size 11</u>. CBC will provide guidance to external consultants on the size of the reports or documents when undertaking any research works.

s) In all documents, a repetitive use of some words in a sentence should be avoided; words such as "also", "or", "and", "and/or". The excessive use of "or" for example, makes it difficult for a reader to retain all alternative positions while trying to understand the point of a sentence. The same applies for the use of "and" and "and/or", which further increases the complexity of a sentence.

t) Paragraphs of the reports and other documents (except for articles in a journal and chapters in a book) should be numbered using ordinary (or Arabic) numerals with the first line indented by one tab. Items in a paragraph should be numbered using the alphabetical letters in lower case. Roman numerals should not be used anywhere, as

they tend to be difficult to use and lengthy when they exceed the number five. Bullets or tirets should not be used.

u) Every report, paper and other document exceeding three pages should have a table of contents. In all cases, the table of contents should be generated automatically, by accordingly programming the headings in the document.

v) Acronyms should be used sparingly and should not be the first word of a sentence. The full name should appear at least in every third paragraph. In addition, every report should have a table of acronyms used, placed after the table of contents. A sentence should not start with an acronym.

2.3.5   Format of the Report

The CBC shall guide on the format or reports or research studies on a case by case basis. In general, all research studies will follow the format below:

a) Abstract
b) Acknowledgements
c) Table of Contents
d) Abbreviations
e) Foreword
f) Executive Summary
g) BODY OF THE RESEARCH
h) Recommendations
i) Conclusion

2.3.6   e-Newsletters

CBC's cyclical digital publications comprise BizNet bi-weekly newsletter and Insider Policy Briefs. The prescribed fonts for the former are Arimo and Alike, with a line spacing of 1.28 and a font size of 18, on the design software, Designbold.

The Insider Policy Briefs are designed on the software, Canva. The prescribed font is Cormorant Garamond Medium, with line spacing of 1.4 and a font size of 12.

2.3.7   Documents for COMESA Business Council Meetings

The reports of meetings, and documentation that go to meetings should be as concise as possible:
a) The narrative on any given item should not exceed two paragraphs, each not more than 10 lines
b) Each decision or recommendation should be clearly formulated and should not exceed five items
c) In terms of length, no one document from a preparatory meeting should exceed 20 pages. Reports of Statutory meetings should not exceed 50 pages; details could be put in annexes.

The structure of the reports of the Statutory meetings should be as follows:
a) Introduction, which should cover the subject of the meeting, and indicate the attendance

b) Opening, agenda as agenda item one, that is, opening statements, and adoption of the agenda and of the organisation of work; in that order

c) There should not be a title called "account of proceedings". Instead, after the section on opening statements, the report should have the titles of the agenda items, each indicated as heading one.

<u>Timely preparation of documents</u> is critical. Documents for the meetings should be prepared as early as possible. If done at the last minute, this adversely affects the quality of participation in the meeting and therefore the importance of the outcomes because participants would not have had adequate time to study said documents or undertake consultations.

CHAPTER 3: MEDIA POLICY

INTRODUCTION

The purpose of the CBC Media Policy is to support coordinated, coherent and strategic media interactions that are aligned with the institutional goals and corporate communication priorities; it will help reinforce the objective of speaking with one voice, ensuring that in all dealings with the media, the organisation acts in a professional manner, and that all statements made are accurate and appropriate.

For the purposes of this policy, interaction with the media includes:
a) responding to media enquiries over the phone and via email,
b) interviews or briefings,
c) disclosing information to the media,
d) comments on talkback radio,
e) addressing a seminar or conference where the media are present,
f) and media activities for events.

3.1 MEDIA RELATIONS STRATEGY

a) All media relations activities will aim to educate, raise awareness and improve understanding of how CBC's programs address the regulatory and administrative obstacles to business growth within the private sector.
b) All proactive media contact will be consistent with the organisation's mission objectives, as outlined in the strategic plan.
c) All reactive media responses will be consistent with the organisation's area of expertise, as defined within the strategic plan.
d) The Chief Executive Officer (CEO) will be the official spokesperson and will coordinate media engagement through the marketing communications team. On occasion, the CEO may delegate speaking authority to the media on specific matters.
e) All staff will report emerging issues of potential media and public sensitivity relating to the organisation to the immediate attention of the marketing communications team. The team will work with the CEO to develop a media response that is consistent with the organisation's media strategy and mission.

3.2 CONTACT WITH THE MEDIA

a) Non-communications staff will not respond directly to media enquiries. Staff will timely advise the marketing communications team of likely events or announcements that may attract media interest and ensure that the information provided to the team is accurate.
b) If non-communications staff are contacted directly by a journalist, they will request the journalist's name, contact details, publication or program deadline (date and time), topic, and what they are requesting - for example, an attributable quote, statement, or background briefing.
c) This information should be passed promptly to the Marketing Communications team, and the journalist told that this will happen.
d) All media enquiries will be referred to the marketing and communications team. If unable to comment, the journalist will be referred to an approved list of suitable organisations.

e) The spokesperson will be briefed prior to interview and debriefed after. Journalists are to be treated respectfully and courteously by all staff at all times.

f) Media responses should always be 'on the record'. They will be accurate, and not include speculation, guesswork or personal opinion. They will not include disparaging comments about other organisations or individuals.

3.3 CONFIDENTIALITY

a) Personal or contact details of staff, clients, spokespeople, stakeholders or board members will not be provided to the media without prior consent.

b) The release of any information will remain consistent with the organisation's HR and confidentiality policies.

CHAPTER 4:
CRISIS MANAGEMENT GUIDELINES

INTRODCUTION

This chapter focuses on the design of preparatory response measures for the institution in the event of a crisis. The objective is to develop structured solutions to emergency situations by allocating and utilising effective resources to ensure minimal impact to individuals, the institution's reputation and assets in this order of priority.

A crisis can therefore be qualified as a situation that falls outside normal business response arrangements and one that:
a) Has elements of the unknown, with escalating intensity,
b) Significantly threatens the safety or wellbeing of individuals,
c) Affects the ability of the institution to operate effectively.
d) Results in adverse publicity,
e) Impacts financial the bottom line,
f) Exposure to liability and ultimately the reputation of the organisation involved.

COMESA Business Council will prepare itself for a potential crisis by putting in place mechanisms to lessen the impact of the damage.

4.1 CRISIS PREPARATION AND COMMUNICATION CHECKLIST

a) Understand the Crisis

Gathering as much of a factual summary of the event/situation along with contacts and an associated timeline will be vital to determining the extent of the crisis and the corresponding response needed from your crisis communication team.

b) Activate Crisis Communication Team

The Chief Executive Officer shall constitute a crisis management team. Once the key crisis personnel are contacted, the crisis communication team will follow the protocol outlined in the crisis communication plan.

c) Assess the Situation

Confirming all the information and sources gathered so far will be essential as the crisis progresses. Answers will be needed for general questions of who, what, when, where, and why, as well as specific questions about timelines, impacts, descriptions, and any vulnerabilities to external stakeholders.

d) Identify Actions

Defining clear roles of responsibilities for the industry in responding to a crisis will be helpful in determining the actions required. Addressing the need for third party resources and specialists to this particular crisis will be important at this step.

e) Develop Response

Determine procedures for an action plan - assembling a team, analysing the situation, developing messages and reacting should be finalised within 24 to 48 hours.

Formulating key messages that provide one clear message in a timely manner is central.

f) Communicate with Audiences
Identify and communicate to key audiences honestly, openly, and in a timely fashion.

g) Re-evaluate Conditions
As new information emerges, changes in the messages or outreach to different audiences should be continuously re-evaluated and should evolve to reflect the most up to date information.

h) Define Recovery
Once the crisis is resolved, a plan that addresses the reason(s) for the crisis and any changes in procedures or protocol should be created and include communication outreach that was used during the crisis situation.

4.2 KEY SITUATIONAL MESSAGES

Below are the "Four Rs" of crisis communications to be adopted in the development of response messages (they are not necessarily applicable in all situations):

Regret:	The first course of action is to express concern that a problem has developed - even if it was not the fault of the COMESA Business Council.
Responsibility:	Whether the problem was CBC's fault or not, as an institution, we should be prepared to take responsibility for solving the problem. Our actions will reinforce our words and provide a credible demonstration of the institution's commitment to doing the right thing.
Reform:	Various stakeholder audiences must know we are taking steps to ensure that the problem will not happen again.
Restitution:	If appropriate, detail how we, as CBC, will help those who have been affected by the problem.

4.3 A FIVE STEP MODEL FOR PREPARING MESSAGES

The following model guides the development of crisis response messages, building upon the afore-discussed key situational messages.

Responses should:

4.3.1   Express empathy, listening, caring or compassion as a first statement. Messages should be developed as follows:
   a) Using personal pronouns, such as "I", "we", "our" or "us";
   b) Indicating through actions, body language and words that you share the concerns of those affected by events;
   c) Acknowledging the legitimacy of fear and emotion;
   d) Using a personal story, if appropriate, to bridge to the key messages.

4.3.2   Highlight the key messages:
   a)   Limiting the total number of words to no more than 27;
   b)   Limiting the total length to no more than 9 seconds;
   c)   Using positive, constructive and solution-oriented words as appropriate.

4.3.3   State supporting information:
   a)   Using 2 - 3 additional facts;
   b)   Using well thought out and tested visual material, including graphics, pictures, photographs and analogies;
   c)   Using a personal story;
   d)   Citing credible third parties or other sources of information.

4.3.4   Specific next steps should be stated, providing contact information for obtaining additional information, if appropriate.

CHAPTER 5: BUSINESS CONTINUITY PLAN

INTRODUCTION

The purpose of this plan is to mitigate the effects of a human-induced, technological, or natural disasters, on CBC's business operations. This approach anticipates the full range of potential emergencies, from those that cause the temporary interruption of a single function to the shutdown of the entire institution or region, requiring the suspension of all non-essential functions and the relocation of essential functions to an alternative site for a given period of time.

A member of the CBC's senior management team may initiate the Business Continuity Plan (BCP) - emergency response at their discretion. Outlined below are the key emergency response components.

5.1 STAKEHOLDER COMMUNICATIONS

Key stakeholder groups to whom targeted communication may be required include CBC staff, Membership, development partners, Board of Directors, contractors, Workgroups and the media.

The initiation of an emergency response will necessitate the launch of an adapted Communications Strategy that will:
- State the nature of the emergency
- State how staff and external stakeholders may be affected
- State how services may be affected and what contingencies are being developed.

Depending on the nature of the emergency and the undisrupted resources available, communication tools may comprise:
- Emails to the different stakeholder groups, as necessary
- Regular website updates
- Instant messaging Apps
- Press statements
- Regular posts on CBC's social media accounts, updating stakeholders on facts that the Secretariat may be privy to; this is central to dispelling fake news.

5.2 BUSINESS IMPACT ANALYSIS

The CEO or designate will convene the Business Continuity/Emergency Response Team to address the mapping of the institution's activities in accordance to Programs, Business Facilitation, Digital Services, Human Resources, Administration and Operations; these activities will then be classified as critical or non-critical.

Critical Activities: These are activities that need to be constantly up and running at all times; they can be further classified and ranked based on the extent to which the institution would suffer if they were to be disrupted.

Non-critical Activities: Although important, these activities are not central to day-to-day smooth operations of the institution, as compared to the critical functions.

5.3 RECOVERY STRATEGY

This stage will involve the identification and documentation of resource requirements for the restoration of said critical activities with minimum delay. The following resources will be needed to restore CBC's business operations to normalcy:

a) Personnel
b) Office space and furnishings
c) Technology (information systems, applications, software, laptops, printers, telephones)
d) Vital records (electronic and hard copy)
e) Utilities (power, water, sewer, telephone, internet access)
f) Third party services

5.4 MANAGING WORKFORCE OPERATIONS

a) Staff should have counterparts who are well trained, and have access to resources that are necessary for them to perform all tasks deemed as critical.
b) In the event of a pandemic, "physical distancing" strategies will be employed to minimize typical face-to-face contact with both internal and external stakeholders.
c) Where the staff performing critical tasks are required to be onsite (at the CBC Secretariat offices), rotational shiftwork will be enforced.
d) Should the Secretariat experience staff absenteeism as a result of the emergency, affected tasks will receive timeline alterations on their due dates.
e) Approved workplans with defined deliverables will be updated for each member of staff and department; the nature of the emergency will inform any required extensions to project milestones.
f) In-person meetings with external stakeholders will be rescheduled, as necessary, and conducted through teleconference calls or video conferencing.

5.5 IT INTEGRATION

For the purposes of ensuring undisrupted internal and external stakeholder communications, if it is deemed to be in the best interest of the Secretariat that personnel work from home, staff will:

a) Receive support to ensure remote internet access.

b) Have access to, and training on, software that enables unified communication and remote collaboration between members of staff through chat, video meetings, file storage and sharing, and application integration.

   Project and individual workplans will also be documented on said software for ease of tracking and reporting.

c) Regularly check their emails and be readily accessible on mobile and on instant messaging Apps.

5.6 RESOLUTION PROTOCOL

Highlighted below are critical information tracking steps following the Business Continuity Plan emergency response:

a) Confirmation that all staff have returned to work safely
b) Final status/incident reports on affected stakeholders successfully contacted
c) Complete list of resources that were needed, obtained and returned

d) Actions taken to end the incident
e) Complete list of challenges encountered and how they were resolved
f) Complete narrative of the incident: what happened, what was done, what are the results.

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