

EVENT DESCRIPTION SHEET

(To be filled in and uploaded as deliverable in the Portal Grant Management System, at the due date foreseen in the system.)

 *Please provide one sheet per event (one event = one workpackage = one lump sum).*

PROJECT	
Participant:	4 - ZWIAZEK MIAST BALTYSKICH STOWARZYSZENIE (UBC)
PIC number:	917795959
Project name and acronym:	Project 101138271 — Resilient Cities

EVENT DESCRIPTION	
Event number:	2
Event name:	Crisis Management Conference: How to Reach Stakeholders
Type:	Conference
In situ/online:	in-situ
Location:	Latvia, Liepaja
Date(s):	October 1-3, 2024
Website(s) (if any):	https://resilient-cities.eu/?page_id=73
Participants	
Female:	36
Male:	40
Non-binary:	0
From country 1 Austria:	5 (2 male, 3 female)
From country 2 Denmark:	3 (1 male, 2 female)
From country 3 Estonia:	4 (1 male, 3 female)
From country 4 Finland:	2 (2 male, 0 female)
From country 5 Germany:	6 (3 male, 3 female)
From country 6 Latvia:	39 (22 male, 17 female)
From country 7 Lithuania:	9 (6 male, 3 female)
From country 8 Poland:	1 (0 male, 1 female)
From country 9 Slovenia:	3 (3 male, 0 female)

From country 10 Sweden:	2 (0 male, 2 female)		
From country 11 Ukraine:	2 (0 male, 2 female)		
Total number of participants:	76	From total number of countries:	10 + Ukraine
Description			
<i>Provide a short description of the event and its activities.</i>			
<p>In October 1st to 3rd, 2024, the second project “Resilient Cities” in-situ International Crisis Management Conference took place in Liepaja concert hall “Great Amber” on the topic: “Crisis Management Conference: How to Reach Stakeholders”. The conference had 76 participants from 10 EU countries and Ukraine.</p> <p>The agenda of the conference with descriptions of the activities:</p> <p>October 1st</p> <ul style="list-style-type: none"> - 13:30 Registration - The conference started with registration and welcome coffee for networking of the arrived participants; - 14:00 Opening of the conference – The conference was moderated and opened by Kaspars Vārpiņš (Chairman of the Union of the Baltic Cities Safe Cities Commission and Deputy Chief of Liepaja Municipal Police) who introduced Gunārs Ansiņš (Mayor of Liepaja). The Mayor of Liepāja welcomed all the conference participants to the city and during his welcome speech he highlighted the need of international corporation in crisis situation and to be united and help each other. The opening of the conference was concluded with the musical greeting of two guitar players – students from the Liepaja Music, Art and Design Secondary School that is located in the Concert hall. Before the key-note speakers, the project created animation video of the conference was demonstrated on the importance of communication and verifying the information seen on social networks. In general to highlight of media literacy. The video was and will be published on various channels. - 14:30 Key-note speakers – The first key-note speaker was Guna Šnore (Acting Branch Chief of Education and Training Branch of NATO StratCom Centre of Excellence) who spoke about reaching audiences in the age of hybrid warfare, highlighting the role of social networks and use of artificial intelligence in the crisis communication. The first key-note speaker was followed by key-note speech that consisted of three speakers – Louise Steen G.Kjeldsen (project manager of Danish Civil Protection League) together with two youth volunteer firefighters. They spoke about the youth involvement in crisis communication and activities and how through the youth it is possible to reach various other target audiences before, during and after the crisis. - 16:30 Pannel / expert discussion – the key-note speakers were the panellists and answered to the more specific questions from practitioners in the audience. - 17:00 End of the day – after the expert discussion the conference working day was finished and time was given to freshen-up for the dinner. - 18:30 Dinner – the dinner was held in the same venue as the conference and was used for the networking between various participants of the conference. <p>October 2nd</p> <ul style="list-style-type: none"> - 9:00 Start of the 2nd day – the conference participants were informed about the programme of the second day. - 9:10 Conference contributions – participant presentations – The first half of the second day of the conference was dedicated to the conference participant presentations. In total there were 8 presentations regarding the crisis communication various stages: <ul style="list-style-type: none"> o State police of Latvia representatives presented about communication crisis and how to reach the senior target audiences that in Latvia lately fall as a victims to the phone scams. Key take-away – look for the channels they use, i.e. cooperation with supermarket chain where in their weekly brochure they added educational information for seniors and phone scams. o Council of the Baltic Sea States representative presented about crisis communication with children and youth. In EU project “PA Secure Kids” a methodology for practitioners on how to work with children and involve them in DRR 			

activities is developed.

- Rostock city representative informed about the project “Resilient Cities” homepage where will be to retrieve information on all four project conferences and other helpful information regarding crisis management.
 - Guests from the Ukrainian city Rubizhne (associated members of UBC) presented about their crisis management in Rubizhne community and their priority tasks to create a security environment in the community.
 - Tallinn Municipal Police representative informed the conference participants about crisis knowledge to kindergartens. She presented their developed games for children to teach about crisis management and evacuation bag showing the game to conference participants.
 - Vienna representative during his presentation highlighted the need of Inclusive communication in crisis management and informed on the work how Vienna municipality is working with the involvement of people with various disabilities in the crisis management various processes.
 - Vilnius representative presented Vilnius city defence policy plan and how to strengthen civil security via various communication channels.
 - Other Vilnius representative informed about voluntary organizations during emergency situations in Vilnius city and how to coordinate and involve the volunteers in specific tasks with specific roles.
- **12:00 Lunch** – to work hard, it is needed to gain strength and energy. The positive side of the lunch at in-situ meetings is that the people can continue to network and exchange ideas while eating.
 - **13:00 Workshop – how to create effective message** – during the workshop, the conference participants were divided in various groups where they had to create a profile of specific target audiences that were provided by the conference organizers (the target audiences for profiles – youth organization, non-governmental organization, volunteer organization, municipal employees, elderly citizens without family support, refugees, families with children, foreign tourists). In the target audience profile they had to determine their specifics – age, skills, what are the main responsibilities in daily life, where do they get information for their daily activities, what are their potential actions in different crisis situations. The exercise was given to develop and understand various target audiences. After the task, groups presented their outcomes and they were discussed with the others to provide feedback.
 - **14:30 Table top exercises** – they were built up based on the outcomes of the workshop. The same groups worked with the same target audiences. They were provided with a scenario – “We live in a city that is placed next to the second biggest river in whole country. River is wide, but the city is small with about 40 000 inhabitants. Suddenly The State Meteorological Center informs that heavy rain will start soon.”. The groups had to create a main message and the communication channels for communication for the specific target audiences for the time before the crisis and during the crisis. They were provided with two additional inputs afterwards where they had to answer to the same questions. Input 1 – “The State Meteorological Center warn that the heavy rain could last 3-4 days and it might overflow the river”, Input 2 – “Power outages occur and city is left without electricity and telecommunications”. After each stage the participants presented their results and they were discussed among all participants. At the end of the table top exercise a discussion was carried out to try to understand and learn how situations change and how the communication message and channels may change during various stages of the crisis.
 - **17:00 End of the day** – after the expert discussion the conference working day was finished and time was given to freshen-up for the dinner.
 - **18:30 Dinner** – the dinner was held in the same venue as the conference and was used for the networking between various participants of the conference.

October 3rd

- **9:00 Start of the 3rd day** – meeting all participants for the study visit.
- **9:10 Study visit** – First part of the study visit was to visit the headquarters of NGO “Tabitas sirds” in nearby city (Grobiņa) that has been a big support to Liepāja Municipality and other municipalities during various crises, including the Ukrainian refugees. They shared about their work and communication with volunteers and coordination of spontaneous volunteers as well they provided the descriptions of main volunteers in their organization. The study visit

then continued near the border of Liepāja, at the Northern fortifications, where various possible crises were indicated (slides of the historic fortification buildings, landslides of steep banks by the Baltic sea, historic various type munition washing out by the Baltic sea) as well as a previous crisis in the wastewater treatment plant nearby. During these possible or previous crises it is important to communicate not only to locals, but as well as tourists (local and international). These crises were highlighted as a challenges and food for thoughts when returning back to the participants home organizations.

- **13:00 Lunch** – before starting their way back to home, last lunch was provided to summarize the conference and final conclusions.

After the conference all the presentations and animation video will be provided in the Resilient Cities homepage. The outcomes of the workshop and table top exercise will be combined and digitalized (as an Action plan) and provided in the homepage of Resilient Cities project.

During the conference, networking occurred between 10 European countries and Ukraine from 18 cities and Rubizhne (Ukraine) city. The goal of the conference was achieved to improve the knowledge and share experience of crisis communication in various stages of crisis.

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	01.04.2022	Initial version (new MFF).

International Crisis Management Conference

“Crisis communication: How to reach stakeholders?”

1-3 October, 2024

Liepāja, Latvia

Summary and action plan of workshop and table top exercise of conference participants

In October 1st – 3rd, 2024 in the Liepāja (Latvia) concert hall “Great Amber” took place 2nd International Crisis Management Conference that was organized within the EU funded project “Resilient Cities”. The topic of the conference was “Crisis communication: How to reach stakeholders?”. At the conference attended 76 participants from 11 countries, that work in the field of public safety. During the conference participants were involved in two activities – workshop and table top exercise.

In the workshop part the participants had to create a portrait of specific target audience / stakeholder, that was provided for them and describe the stakeholders specific points that may be helpful to know during the crisis. Meanwhile during the Table top exercise, the participants were given a scenario and they had to describe what the main message and used channels would be before and during the crisis. Two additional inputs were provided where the participants had to possibly change their main message and channels used. The scenario was following:

We live in a city that is placed next to the second biggest river in whole country. River is wide, but the city is small with about 40 000 inhabitants. Suddenly The State Meteorological Center informs that heavy rain will start soon.

After the descriptions of main message and channels used to inform their stakeholder were presented by the participants, an additional input was provided where they had to provide the answers in limited time:

The State Meteorological Center warn that the heavy rain could last 3-4 days and might overflow the river!

Afterwards a second input was provided for the participants to answer in limited time:

Power outages occur and city is left without electricity and telecommunications!

Afterwards a summary was organized to understand how the communication message and channels change during the various crisis stages.

Project “Resilient cities” is funded by the European Commission’s CERV programme. During the project four International Crisis Management Conferences will take place during 2024 and 2025 – Vienna, Liepāja, Ljubljana, Rostock. For more information please visit the official homepage of the project - <https://resilient-cities.eu/>

ACTION PLAN

The overall outcome of the International Crisis Management Conference “Crisis communication: How to reach stakeholders?” was that for the successful communication before, during and after the crisis is important and the organizations who are responsible for the crisis communication need to know their target audiences. It is crucial not only to know about them, but know specific details. Because of that various tools can be used. One of them was used in the Conference Workshop, where the organizers provided a tool of creating the portrait of the target audience / stakeholder where it is needed to describe the average member of the target audience. In this workshop five descriptive details were provided for describing the target audience:

- Age – helps to create the understanding of the target audience,
- Skills – helps to understand what they may need during crisis and how they may be utilized for solving the crisis,
- What are the main responsibilities in daily life? – helps to understand their daily lives and where they may be found during the days,
- Where do they get information for their daily activities? – helps to understand how they could be reached,
- What are their potential actions in different crisis situations? – helps to understand what could be their mindset during crisis and what help would they need from authorities.

These descriptive points of the target audience may be changed, updated and/or broaden based of the needs of specific organization. But knowing these descriptive points of the audience helps to understand them and the ways to reach them. In the workshop participants had to describe various target groups, i.e. municipal employees, elderly citizens without family support, refugees, etc. There may be the case that one general target audience could be split in smaller, more specific target audiences.

Afterwards, based on the target audience descriptions the Table top exercise provided the opportunity to understand how the knowledge of the audience could be helpful in reaching them before and during the crisis. During the Table top exercise the participants had different outcomes when it came to creating a main message and using the channels in reaching the target audiences. The outcomes varied because of the specific knowledge of the specific target audiences. The main outcome of the Table top exercise was that you need to know your target audiences to know what to message them and how to (via which channels) inform them.

There are no secret guidelines that would work for everyone, that is the job of the institutions / authorities to know their specific target audiences that are different through the cities, regions and countries. Knowing almost all of your target audiences it will be easier for the authorities to select the most vulnerable ones which may need the help earlier than other target audiences.

STAY CALM! STAY INFORMED! STAY SAFE!

PORTRAITS OF TARGET AUDIENCES / STAKEHOLDERS

Portrait of	Municipal Employees
<i>Age</i>	~ 40
<i>Skills</i>	<ul style="list-style-type: none"> - Answering phone calls - Organizational skills - E-mailing - Working with databases - Knowledge of municipal structures, local policies, local lifestyle, infrastructure, local habits - Good communication skills, social, “open”, representative, respectful
<i>What are the main responsibilities in daily life?</i>	<ul style="list-style-type: none"> - Communication with local people, governmental and other authorities - Problem solving - Budget dealing
<i>Where do they get information for their daily activities?</i>	<ul style="list-style-type: none"> - Legislation – law, policies, system regulations - Official mass media – internet - Other institutions (government, etc.) - Communication with public
<i>What are their potential actions in different crisis situations?</i>	<ul style="list-style-type: none"> - Management - Communication - Depends on the position - Problem solving - Creating / adapting new rules - Fast thinking / fast decision making - Being reactive - Being online and available - Giving commands - Keeping calm
How to reach	Municipal Employees
	Before crisis
<i>Main message</i>	Stick to the civil protection plan, no panic
<i>Channels</i>	Official. Rescue service announcements (e-mail, message (phone), real life calls, radio, meeting)
	In crisis situation
<i>Main message</i>	Put in the action civil protection plan. Do what is expected based on your position (feedback on what is done, what is needed). To confirm official information in public communication with locals. Encourage them to follow the instructions
<i>Channels</i>	Phone calls, in person.
	Input 1
<i>Main message and channels</i>	To be ready for possible dangers in closest 4 days (online, 24 hours, 4 days). Communicate with rescue services, closest cities
	Input 2
<i>Main message and channels</i>	The plan is activated, use generators. Information provided via megaphone, loudspeakers and radio.

Portrait of Elderly citizens without family support

<i>Age</i>	~70+
<i>Skills</i>	<ul style="list-style-type: none"> - Knowledge and experience because of their age - Driving license - Limited or no computer / digital literacy - Skills from former work experience
<i>What are the main responsibilities in daily life?</i>	<ul style="list-style-type: none"> - Cooking - Shopping - Cleaning house - Gardening - Taking care of a pet - Visiting doctor - Pharmacy
<i>Where do they get information for their daily activities?</i>	<ul style="list-style-type: none"> - TV, Radio - Newspaper - Neighbours, friends - Medical personnel - Activity club
<i>What are their potential actions in different crisis situations?</i>	<ul style="list-style-type: none"> - Support / help to neighbours - Provide local information - Can offer space in their house - Food to survive in crisis - Stay at home

How to reach Elderly citizens without family support

	Before crisis
<i>Main message</i>	Flood may be coming, prepare your home, don't stay on low levels (buildings). Prepare to have enough energy / electricity, food, water (also for animals / pets). Charge the cell phone. Prepare for evacuation, You can get more information on TV, radio, hotline with instructions. Trust information only from national / local sources.
<i>Channels</i>	TV, radio, cell broadcast, helpline to call, maybe social media
	In crisis situation
<i>Main message</i>	For people located on a lower level next to the river – switch off the electricity, take your backpack and leave to a specific point. If you need a transportation – go to another meeting point. For more help call helpline. Stay informed via cell phone and battery operated radio
<i>Channels</i>	Radio, helpline, sirens, megaphone
	Input 1
<i>Main message and channels</i>	Nothing changes
	Input 2
<i>Main message and channels</i>	Nothing changes

Portrait of Families with young children

<i>Age</i>	Wide range of age - Focus on kids 3 to 7 years of age
<i>Skills</i>	<ul style="list-style-type: none"> - Read signs, navigate their surroundings and move around - Use of public transport - Use of smartphone - Understand dangers - Follow instructions - Knowing responsibilities
<i>What are the main responsibilities in daily life?</i>	<ul style="list-style-type: none"> - To learn - Knowing when it is time to act - Follow instructions
<i>Where do they get information for their daily activities?</i>	<ul style="list-style-type: none"> - Parents, family - Schools, kindergartens - Friends - Social media
<i>What are their potential actions in different crisis situations?</i>	<ul style="list-style-type: none"> - Recognize danger - Who to inform (parents, emergency services) - Help others

How to reach Families with young children (focus on kids 3-7)

	Before crisis
<i>Main message</i>	General warning, daily routine will change To parents – follow the forecast
<i>Channels</i>	All kinds of media, personnel of kindergarten, trustful information
	In crisis situation
<i>Main message</i>	Location of the flooded area. To parents – kids are safe with teachers. Location of the children
<i>Channels</i>	Usual communication channels for communication with parents (whatsapp groups, etc.). News, social media, tv, official website, other family members
	Input 1
<i>Main message and channels</i>	Stay home and away from the river. Take care of others. Get go-to (evacuation) backpack ready. Think about special medicine and food
	Input 2
<i>Main message and channels</i>	Provide safe places to go where disaster management provides communication Fire brigade and police can go around the town with announcement through the loudspeakers / megaphone

Portrait of Young firefighter organization

<i>Age</i>	Under 18
<i>Skills</i>	<ul style="list-style-type: none"> - Digital natives - Physical capabilities - Highly motivated - Resistance to stress (hopefully) - First aid - Scout skills
<i>What are the main responsibilities in daily life?</i>	<ul style="list-style-type: none"> - To learn (school) - To train - Hobbies, social life - Daily responsibilities at home
<i>Where do they get information for their daily activities?</i>	<ul style="list-style-type: none"> - Social media - School - Friends and family
<i>What are their potential actions in different crisis situations?</i>	<ul style="list-style-type: none"> - Stay with your family - Help the community (neighbourhood) - Help the organization (youth firefighters)

How to reach Families with young children (focus on kids 3-7)

	Before crisis
<i>Main message</i>	Be prepared (emergency backpack) and warn others (family, neighbours, inclusive people)
<i>Channels</i>	Social media groups like whatsapp, e-mail, text messages
	In crisis situation
<i>Main message</i>	Stay safe and don't put yourself in danger. Help neighbours and family if possible. Follow the instructions and listen only to official channels
<i>Channels</i>	Government information, radio, TV
	Input 1
<i>Main message and channels</i>	Nothing changes
	Input 2
<i>Main message and channels</i>	Warn others, we still continue to communicate with channels that we have. Use the radio with batteries.

Portrait of Refugees (immigrants)

<i>Age</i>	All (often very diverse group, socio-economically disadvantaged)
<i>Skills</i>	<ul style="list-style-type: none"> - Diverse - Education, trades and professions - From both rural and urban backgrounds - Illiterates to PhD's
<i>What are the main responsibilities in daily life?</i>	<ul style="list-style-type: none"> - Survival - Job search - Learning the culture and language
<i>Where do they get information for their daily activities?</i>	<ul style="list-style-type: none"> - Home country sources (religions, political, cultural) - Chain – internal cultural network - NGO's - Local government where they are currently located - Fellow countrymen / women - Their children – integration bridges
<i>What are their potential actions in different crisis situations?</i>	<ul style="list-style-type: none"> - Fear / Post trauma syndrome / tragic memories and experience - Often want to help – give back to society - Think outside the box

How to reach Refugees (immigrants)

	Before crisis
<i>Main message</i>	Stay calm and authorities are equipped to deal with this. Water can be dangerous and can come suddenly and cause trees to fall, electricity cut-offs, floods can carry heavy and dangerous debris. Information about potential evacuation procedures and centres. Self-preparation packages – charge electronic devices, have food and water. Need to monitor further information.
<i>Channels</i>	Different languages, mouth to mouth via community leaders and centres. Hotline, social media channels.
	In crisis situation
<i>Main message</i>	Stay off roads, public transport will be affected. Stay informed and calm. Be prepared and ready to evacuate quickly and on short notice. We are here to help you. About emergency alert levels.
<i>Channels</i>	Automatic SMS alerts, radio, social media and other apps, talk with neighbours, press conference, liaison person for refugees.
	Input 1
<i>Main message and channels</i>	More or less the same messages in different languages with the highlight of – we are here to help you and stay prepared and informed. Could be 2-3 days or a week. Will be opened evacuation centres (with locations). Inform the authorities / liaison if you have special needs / medications / mobility, etc.
	Input 2
<i>Main message and channels</i>	Refugees in centre – easier to inform everyone. In different languages. Walkie-talkies, generators. Liaison needs to let authorities know about any special needs. Careful about making promises (better to be conservative). Power outage and telecommunications disruptions are caused by storm, not terror attack.