

SWAA CHAPTER

VOLUNTEER & CHAPTER **COMMUNICATIONS** HANDBOOK



SPA & WELLNESS ASSOCIATION OF AFRICA

Your How-To Guide to Working with your Team, the Press, Social Media, and More.

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INTRODUCTION

The SWAA Chapter's strength lies in our grassroots. Our chapters, groups, volunteers, and grassroots campaigns across the continent are often the face of our organization. As volunteers and staff with the SWAA Chapter, often with a leadership title, you are seen as reputable sources on spa and wellness issues in your community. That's why a good understanding of media and communications by volunteers, chapters, and groups is key to the SWAA Chapter's continued success.

While every chapter, group, and grassroots campaign has a different level of knowledge, expertise, and time to devote to communications, it cannot be overlooked.

Luckily, SWAA Chapter has a robust Communications Department devoted to crafting strong messages, using channels effectively, training good spokespeople, and more—and your team can too.

Your chapter, group, or campaign is always welcome to look to the Chapter's Communications Department for guidance while recruiting, developing, and using good, local talent. This is a great way to reach new audiences as the SWAA Chapter as a whole strives to be more diverse, inclusive, and equitable.

This handbook is designed to help SWAA Chapter volunteers and leaders at all levels of communications experience know about available resources, become better communicators, and comfortably represent the SWAA Chapter.

As you read and refer to this handbook, don't hesitate to reach out to (a) the SWAA Chapter's [media team](#) with questions about other communications tactics, and (b) the Chapter's [chapter support team](#) with questions about how best to build your team to include an emphasis on communications.

We've updated this handbook for 2023 to include more media and communications tactics, more resources, and an appendix full of templates and samples for you to have at your fingertips.

THE IMPORTANCE OF EFFECTIVE COMMUNICATION SKILL

Communication may be defined as “the exchange of thoughts, messages, or information, as by speech, signals, writing, or behaviour”. Communication is a two-way process that occurs through speaking, writing, listening and observing as individuals share ideas, thoughts and feelings. The ability to communicate effectively is a foundational skill required by all professionals, including Registered SWAA Committee Members. “Communication skills are second only to job knowledge in promoting workplace success.”⁸⁵ Good communication skills are fundamental to good dietetic practice. Registered SWAA Committee Members who have good communication skills are able to carry out each of the following responsibilities in a more effective manner (1, 2):

- Conducting accurate assessments
- Implementing plans
- Providing information and education
- Facilitating desired outcomes
- Enhancing rapport and trust with others
- Preventing problems and complaints
- Resolving conflicts
- Improving effectiveness in all areas of practice
- Demonstrating professionalism
- Practicing in compliance with legislation, standards and codes
- Meeting confidentiality and duty to report obligations
- Obtaining consent to treatment
- Applying principles of record keeping
- Avoiding conflicts of interest
- Establishing and maintaining professional boundaries

KEY PRACTICE POINT

The ability to communicate effectively is a foundational skill required by all professionals, including Registered SWAA Committee members and Registered SWAA members.

“STANDARD 2: COMMUNICATION

A committee member communicates and interacts effectively with individuals and groups in the provision of professional services.

Communicates clearly and effectively.

- Selects appropriate methods for communications.
- May include but is not limited to: face-to-face, telephone, group meeting, letter / memo, e-mail
- Identifies and addresses barriers to communication. May include but is not limited to: literacy issues, cultural issues, lack of understanding, interruptions, physical distractions, fear
- Adapts communication style to meet needs and level of understanding of individuals and groups.
- Uses effective verbal communication skills. 5.5 Writes clearly, concisely and professionally.
- Facilitates two way communications.

- Uses active listening techniques. May include but is not limited to: encouraging, clarifying, restating / paraphrasing, reflecting, summarizing, validating
- Interprets and responds to non-verbal communications.

The Communication Process

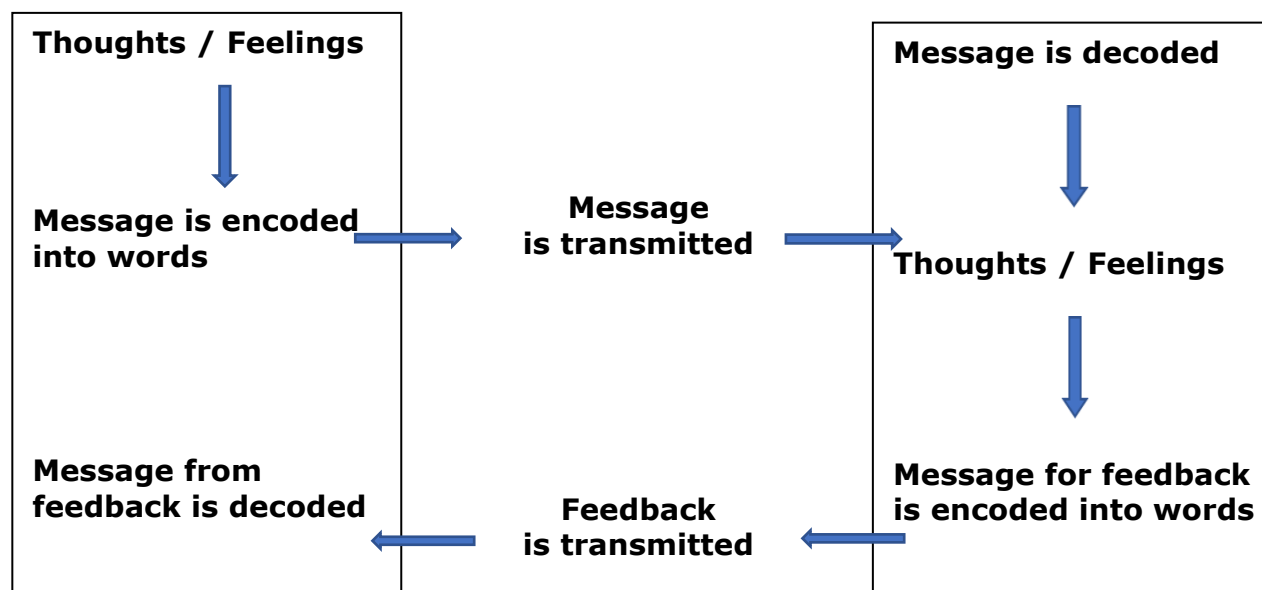
Numerous books and articles have been written on the topic of communication and the communication process. The basic communication process model diagrammed on the following page demonstrates, in a very simple manner, the way in which two people communicate. Based on the diagram, the sender will encode their thoughts / feelings into words, and then transmit them to the receiver. The receiver decodes the message and develops thoughts / feelings associated with the message that they have received. They then encode their thoughts / feelings into words and send a message back to the original sender.

KEY PRACTICE POINT

It is the responsibility of the sender to make sure that the receiver gets the message and that the message received is the one that was sent.

SENDER

RECIVER



Communication is a two-way process; the process is effective when the sender sends their message, the receiver receives it, and the message is understood by both parties. It is the responsibility of the sender to make sure that the receiver gets the message and that the message received is the one that was sent (3). In some situations, there may be some type of obstacle or interference that enters into the communication process, resulting in a decrease in the effectiveness of the communication. Such an interference or obstacle is referred to as a "barrier" to effective communication. The ability to recognize and deal with such barriers is essential to the effectiveness of the communication process. Some of the more common barriers to effective communication and strategies to overcome them are Discussed below (3).

Distractions: Background noise, hearing difficulties, excessive heat or cold, interruptions, lack of privacy, pain / physical discomfort and stress are all examples of possible distractions that can interfere with the communication process.

Registered SWAA Committee Members and Registered Members should ensure that when communicating with others, there are as few distractions as possible.

Poor Timing: When the timing of communication does not meet the needs of both sender and receiver, the receiver may be distracted or unwilling to listen and / or the sender may say things that they did not intend to, thereby interfering with the communication process. To optimize the communication process, Registered SWAA Committee Members should ensure that both the speaker and the listener are ready for the communication to take place.

Emotions: People who are overcome with grief, anxiety, anger, defensiveness, etc. are often preoccupied with their circumstances and therefore may not be fully engaged in the communication that is taking place. Registered SWAA Committee Members should be sensitive to the emotions of those with whom they are communicating, ensuring that the circumstances are appropriate for effective communication to take place. Differences in Background: There may be interference to the communication process when the receiver lacks the knowledge, education, experience or language skills to understand the message of the sender. Registered SWAA Committee Members should assess the knowledge, education, experience and language skills of those they communicate with and adapt their messages appropriately to ensure understanding by the receiver.

Prejudice: Prejudice may relate to a number of factors including age, gender, race, culture, religion, etc. Negative biases towards another individual for any reason have the potential to interfere with the communication process. To safeguard against prejudice, Registered SWAA Committee Members should treat everyone as individuals and with respect. As we live in a multi-cultural society, many practitioners may find it helpful to learn about the customs of the various cultures that they may work with. For example, in some cultures, it is inappropriate to look into the eyes of another person. In other cultures, physical touch such as shaking hands is inappropriate. In some cultures, it is important to consider the role of the father, husband or senior male in a family when providing care / services to clients (1). It is therefore important to understand that cultural differences exist and to be sensitive to the effects on communication.

Strategies for Effective Communication

Effective communication is not based on a single skill, but rather involves several skills. For example, when communicating, one must not only be able to speak to get their message across, but they must also be able to listen and understand what others are saying, as well as observe and interpret non-verbal communications. In order to communicate effectively, Registered SWAA Committee Members require skills in verbal communications, listening, non-verbal communications and written communications. Strategies for effective communication in relation to each of these areas are Discussed below:

Verbal Communication

When communicating verbally, the words that are spoken are very important. However, the way in which the words are spoken is just as important as the choice of vocabulary.

In their interactions with clients, Registered SWAA Committee Members can achieve effective verbal communications through the following strategies (1, 3):

- Plan and organize messages presenting the key points in a logical sequence.
- Get the attention and interest of the client; inform them of the purpose of the communication.
- Divide messages into small sections, communicating each portion slowly.
- Ensure that messages are understandable; choose vocabulary that meets the needs and level of understanding of the audience.
- Use good grammar and pronounce words accurately.
- Speak using a calm and respectful manner.
- Be honest and straight forward using a tactful and considerate manner.
- Provide an appropriate amount of information; avoid information overload.
- Summarize and repeat key points to reinforce the message.

KEY PRACTICE POINT
When communicating verbally, the way in which the words are spoken is just as important as the choice of vocabulary

- Ask open ended questions to ensure understanding of the client. It is the responsibility of the Registered SWAA Committee Member to ensure that the communication process has been effective.
- Give others the opportunity to ask questions and seek clarification; ensure that the responses provided are within the practice statement of a Registered SWAA Committee Member.

Listening

The communication process is effective when there is mutual understanding between the sender and the receiver. Therefore, listening is just as important as speaking. However, it should be noted that listening is not the same thing as hearing. Hearing is a physical ability while listening is a skill that requires becoming involved and engaged in what is being said.

People who have effective listening skills are better able to do the following (6):

- Understand the underlying meanings in what is said by others
- Gain a clearer understanding of what is expected of them
- Build rapport with others
- Modify their speech to meet the needs of others
- Answer questions and resolve problems
- Contribute and work more effectively in a work team

KEY PRACTICE POINT The communication process is effective when there is mutual understanding between the sender and the receiver. Therefore, listening is just as important as speaking.

Registered SWAA Committee Members can increase the effectiveness of their listening skills through the following strategies (3, 4):

- Give full attention to the person who is speaking; concentrate and remain focused on what is being said rather than thinking about what you will say next.
- Allow the speaker to finish saying what they wish to say; do not interrupt.
- Listen carefully for the main ideas, demonstrating respect for the speaker.
- Provide appropriate feedback to reassure the speaker that you are listening, i.e. nod, smile, frown, laugh, etc. when appropriate.
- Verify understanding of the intended message by using active listening techniques which include the following (4):
 - ♣ **Mirroring:** Re-state the key phrases of the speaker using their exact words.
 - ♣ **Paraphrasing:** Re-state the key message of the speaker using your own words.
 - ♣ **Summarizing:** Provide a condensed version of what the speaker has said, emphasizing the important points.
 - ♣ **Self-Disclosing:** Tell the speaker how you feel about what has been said and whether you agree or disagree.
- Ask questions to seek clarification.
- Provide feedback.

Non-Verbal Communication

“Non-verbal communication” or “body language” refers to those messages that are sent without the use of actual words. For example, during a verbal exchange between two people, both parties will also convey messages through the following:

Facial expression: The expression on the face of a person will often reveal a great deal about their attitude and emotions, communicating feelings such as happiness, agreement, confusion, anger, nervousness, defensiveness, embarrassment, etc.

Eye Contact: In Canadian culture, people who maintain eye contact during communications give the impression that they are confident, interested and engaged in the conversation. Alternately, those who avoid eye contact during communications often give the impression that they are passive, uninterested and / or possibly lying. South Africans tend to maintain steady eye contact throughout the duration of a conversation. However, older South Africans may avert their eyes to show respect to authority. In many African cultures, extended eye contact can be taken as an affront or a challenge of authority. It is often considered more polite to have only sporadic or brief eye contact, especially between people of different social registers (like a student and a teacher, or a child and his elder relatives).

Posture: People who are comfortable and interested in a situation generally stand, walk or sit in a relaxed manner. Slumped shoulders may communicate feelings of depression or hopelessness. An anxious or tense person will often move stiffly and may sit or stand with their arms folded tightly in front of themselves.

Gestures: The gestures of an individual also reveal a great deal about their attitude or feelings. Nodding may indicate that a person agrees with or understands what is being said. A person who is tense, uneasy or nervous may play with their hair or an object such as a pen, chew on their lips or fingernails, drum their fingers, etc. Yawning or watching the clock may indicate boredom or a lack of interest. Holding a hand up may indicate that a person wishes someone else to stop.

Physical Space: All people have need for a certain amount of physical space between themselves and another individual. The amount of space required will vary with each person and with the type of relationship. For most North Americans, their comfort zone for family and friends ranges from 60 – 120 cm (2 – 4 feet); in interactions typical of most business transactions, counselling services, etc. the comfort zone is 120 – 365 cm (4 – 12 feet).

Other Factors: Non-verbal communication can also occur while an individual is speaking. For example, the quality of a person's voice or their style of speaking can reveal emotions such as fear, stress or anger. Even the dress of an individual can convey non-verbal messages to others.

To communicate effectively, Registered SWAA Committee Members must be able to recognize,

This can be achieved through the following strategies (1, 3):

- Be sensitive and responsive to non-verbal messages that are being conveyed by others.
- Avoid conveying any non-verbal messages that may interfere with the communication process.
- Specifically, Registered SWAA Committee Members should:
 - ♣ Use appropriate facial expressions to demonstrate attention, understanding and concern.
 - ♣ Maintain appropriate eye contact and posture.
 - ♣ Be careful with the use of physical gestures.
 - ♣ Respect the personal sense of space of each individual.
 - ♣ Speak, dress and conduct themselves in a professional manner.

KEY PRACTICE POINT To communicate effectively, Registered Dietitians and Registered Nutritionists must be able to recognize, interpret and respond to non-verbal communications.

Written Communications

In their practice, Registered SWAA Committee Members provide written communications on a regular basis as they prepare records, reports, client chart notes, information / instructional materials, letters, memos, e-mails, etc.

Writing is one of the most challenging forms of communication for many people. Yet in many situations, writing is one of the best ways to communicate, being more concrete than verbal communications, with less room for misinterpretations, errors and mistakes.

Clear, organized writing generally corresponds with clear, organized thinking processes. However, the opposite is also true; unclear, disorganized writing generally corresponds with unclear, disorganized thinking processes.

Registered SWAA Committee Members should realize that their written communications may represent them for some period of time. Once something is in writing, it is permanent and is very difficult to take back. Registered SWAA Committee Members can increase the effectiveness of their written communications through the following strategies (3, 5):

- Write in a clear, accurate, concise, organized manner, ensuring logical flow.
- Use language that will be understood by the reader; avoid slang words, symbols and abbreviations (unless clearly defined).
- Ensure use of correct spelling, particularly for the names of people and companies.
- Use good grammar.
- Keep sentences clear and short.
- Proof read carefully; do not rely on spell check.

KEY PRACTICE POINT Clear, organized writing generally corresponds with clear, organized thinking processes.

Overall, Registered SWAA Committee Members require skills in verbal communications, listening, non-verbal communications and written communications in order to communicate effectively. They also must be skilled at determining when each of these types of communication is the most appropriate means by which to communicate. Regardless of the means by which they choose to communicate, Registered SWAA Committee Members should ensure that all of their communications meet the attributes listed below:

Accuracy: The content is valid and without errors.

Accessible: The content is placed where the appropriate audience is able to access it.

Reliable: The content is from a credible source and based on current evidence. **Timely:** The content is provided when the timing is most appropriate for the audience.

Understandable: The language level is appropriate for the specific audience.

Special Considerations When Communicating with Clients

The strategies for effective communication in relation to verbal communications, listening, non-verbal communications and written communications are applicable in a wide variety of situations and practice settings. In addition to the strategies Discussed so far, there are some special considerations that should be made when communicating with committee members /association members/clients, whether in a wellness, community or administrative / management setting.

During the Term of Membership (1):

- Be punctual; apologize if there is a delay.
- Introduce yourself, describe your qualifications and the nature of your practice; information on promotional materials, advertisements, business cards, etc. should be consistent with the introduction provided. If in an institutional setting, ask the client if it would be a good time to have a Discussion.
- Discuss confidentiality issues, SWAA Data Protection for member/client information, i.e. the ECC is responsible for member access, insurance providers, supervisors / managers, etc.
- Explain the precise nature and reasons for each component of the wellness member benefits / services that will be provided; obtain informed consent throughout the process of providing wellness member benefits / services, as appropriate.
- Communicate with the member/client using a collaborative approach to develop goals and a plan for achievement of those goals.
- Acknowledge any fear and embarrassment that the member/client may feel during provision of benefits or services; reassure the member client by demonstrating respect and empathy.
- When appropriate, provide association general handouts, info, diagrams, etc. to reinforce membership benefits discussed.
- If applicable, discuss details of the financial aspects of the wellness benefits / services provided, being clear about the terms of payment.
- Discuss the anticipated length of time that benefits / services will be provided and what will occur when benefit / services are not paid for.
- Ensure that both parties have appropriate contact information for each other.
- If applicable, confirm the member is happy to stay on.

During Subsequent Term of Membership (1):

- Discuss any progress made or set backs in achieving the established goals.
- Continuously assess member/client understanding of the established goals and the plan for achievement of those goals.
- Discuss any changes to the established goals, the plan for achievement of those goals, or in the wellness benefits / services being provided; continue to obtain informed consent throughout the process of providing wellness benefit / services, as appropriate.

3 months to Membership ending (1):

- Ensure that the member/client wants to continue membership etc. agree with the continuation and Discuss new things coming to the associations provision of wellness benefits / services for members.
- Discuss the progress made and whether or not the established goals were achieved.
- Review options available to the member/client ensuring that applicable supports are in place.

- Ask for feedback on the wellness benefits / services provided using the information to ensure continuous quality improvement.

During membership, when working with an interpreter for the member/client, speak directly to the member/client. Be aware that an interpreter may not accurately translate what the Registered SWAA Committee Members or the member/client has said.

Special Considerations When Communicating via Social Media

Although best practice strategies for written communication also apply via social media, whether for personal or professional use, Registered SWAA Committee Members should pay close attention to their written communication style including tone, use of jargon, abbreviations and professional writing skills in general when communicating in an online environment. As noted above, written content may represent the professional for some time as online content cannot be considered temporary or private. Content may also be taken out of context, therefore clear, concise, professional writing is essential at all times, via all media.

Special Considerations When Communicating with Professionals and Colleagues

KEY PRACTICE POINT Maintaining accurate, timely and respectful communication in a collaborative manner is essential to the provision of quality dietetic services.

As professionals, Registered SWAA Committee Members not only communicate with their clients, but also with other professionals. These professionals may include other Registered SWAA Committee Members as well as professionals from other wellness or spa disciplines. The strategies for effective communication Discussed in this chapter are all applicable to communicating in an effective manner with professionals and colleagues. Maintaining accurate, timely and respectful communication in a collaborative manner is essential to the provision of quality wellness services (1).

The Importance of Team Work

In the Wisdom of Teams, *Katzenbach and Smith define a work team as follows: "A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable."⁸⁷ Work teams typically include a number of individuals from differing backgrounds, each of whom contribute their professional expertise through collaborative decision making.

The collective wisdom and productivity of an effective work team will always out perform the efforts of skilled professionals working on an individual basis. Effective work teams are able to overcome organizational barriers and improve communication among the various departments of an organization (3, 6).

KEY PRACTICE POINT The collective wisdom and productivity of an effective work team will always out perform the efforts of skilled professionals working on an individual basis.

Team work involves the interaction of the following five key elements: goals, tasks and roles, shared leadership and decision making, communication, and conflict resolution. Each element is discussed briefly below (7).

Goals

In order to work in an effective manner, a work team needs to determine what the focus of the team should be, what the team needs to accomplish and what the goals of the work team are. Over time, the team will need to evaluate the established goals and determine if they continue to be valid.

Tasks and Roles

A work team is most productive when they have a clear sense of their prime responsibilities. It is important for the team to determine the tasks / roles that need to be performed, who is most capable of performing the various tasks / roles, and ensure that the work load is shared fairly among the members of the work team.

Shared Leadership and Decision Making

An effective work team relies on the participation of all members. Each member is responsible for the outcome of the work team and as such, must share in the leadership and decision making processes of the team.

Communication

Effective communication skills are vital to a work team. Team members must communicate in a collaborative manner to ensure that the work team functions effectively and that the established goals of the work team are met. Barriers to effective communication must be recognized and addressed so that the team members can focus on building interpersonal relationships.

Conflict Resolution

An effective team is able to deal with and resolve conflicts. The work team needs to identify what they will do in the case of a disagreement and know what skills and processes they will need to succeed in resolving conflicts. Team members must feel free to raise issues of concern knowing that a mutual respect exists among team members.

Stages of Team Development

Effective work teams are not formed instantaneously. They typically pass through the following distinct developmental stages before becoming productive: forming, storming, norming and performing. Some work teams will go through the stages quite rapidly, while others require more time. The length of time that it takes to pass through each stage of team development depends on the composition of the work team, the capabilities of each of the members on the team, and the team leadership. All teams should be prepared to experience some challenging or stressful periods prior to experiencing the benefits of a productive team. Each stage of team development is Discussed below:

Forming

The "forming" stage of team development is the stage when team members are first brought together and begin to connect. During this stage, team members tend to focus more on learning about the roles, skills and background of each other rather than focusing on achieving team goals or performing tasks. Communication tends to be polite and guarded as team members get to know each other. Members may have many questions and wonder why they are on the team, what are the rules of the team, etc. Anxiety levels tend to be high and productivity levels tend to be low during the forming stage of team development. At this stage of team development, work team members need to make the transition from being "individuals" to "team members". Strategies for effective team building during this stage could include the following:

- Ensure that everyone on the team participates.
- Have team members work together to develop, a code of conduct, goals and procedures.
- Facilitate opportunities for team members to get to know each other and develop a sense of trust.

Storming

"Storming" is the stage of team development where conflict first arises, often as a result of attempts to clarify the goals and values of the work team. The politeness of the group gives way as personality differences become more apparent and members begin to perceive problems related to the team goals, workload, team leadership and hierarchical patterns. Members may have questions and ask who is really in charge of the team, why some members don't seem to be listening, how conflicts will be resolved, etc. At this stage, there is often a decrease in the level of performance of the work team.

Strategies for effective team building during this stage could include the following:

- Encourage open communication and interaction among team members.
- Facilitate negotiation and conflict resolution.
- Have team members re-evaluate the goals, tasks and roles of the team.

Norming

During the “norming” phase of team development, the storm begins to pass and the work team begins to act and function like a true team. Conflicts have been resolved and team members tend to be more tolerant of each other, appreciating the diverse perspectives and personalities within the work team. Roles have been established, the goals of the work team have been clarified; the work team begins to become a cohesive unit. Strategies for effective team building during this stage could include the following:

- Continue to encourage open communication among team members.
- Ensure that leadership is shared among team members.

Performing

During the “performing” stage of team development, the team is working towards achieving the goals of the work team in an effective manner. Productivity and trust tend to be high as members of the work team are committed to common goals and hold themselves mutually accountable for achieving those goals. Strategies for effective team building during this stage could include the following:

- Continue to review the goals, tasks and roles of the team.
- Continue to facilitate productive conflict resolution.
- Facilitate changing roles within the team and addition of new members.

Adjourning

There are times when a team member leaves the team, thereby affecting the dynamics and productivity of the team. The loss of certain key players and the skills that they had contributed typically leads to a re-assessment of roles and responsibilities. The work team may regress to an earlier stage of team development while the work team re-establishes itself. Strategies for effective team building during this stage could include the following:

- Reassure the team that change is inevitable but manageable.
- Encourage team members to re-evaluate the tasks and roles of the team and to re-establish themselves as a productive team.

Effective Work Teams Effective work teams are empowered to establish the goals of the team, to make decisions about how to achieve those goals, to carry out the tasks required to achieve those goals, and to be mutually accountable for their results. The work of a team is optimal when the team members interact using a collaborative approach. Using a collaborative manner requires balancing the many interests, strengths, needs and capacities of the members of the work team.

Key elements, or the six C's, of an effective work team are as follows (3, 6):

Communication: Open, honest and transparent communication is essential to the effectiveness of the team. Members of a work team require skills in verbal communications, listening, non-verbal communications and written communications.

Clear Purpose: Each member in an effective work team helps to define and accepts the mission, goals, roles and responsibilities of the work team.

Commitment: The members of a work team must be committed to work with their team and others as required to achieve their established goals. They also must be able to negotiate and resolve conflicts effectively.

Cooperation: A work team must function in a cooperative manner, focusing on the established goals of the team and sharing in the decision making process; roles and responsibilities must be balanced and shared. The work team shares accountability for the work of the team and the outcomes achieved.

Complimentary Skills and Expertise: Each member of a team contributes their unique skills and expertise to the work of the team. The collective combination of skills and expertise results in a work team that as a whole, is more highly effective.

Climate of Trust and Mutual Respect: A climate of trust and mutual respect is essential in facilitating all of the elements of an effective work team listed above.

Interacting with others is an important aspect of the practice of all Registered SWAA Committee Members, regardless of role, practice area or practice setting. In their practice, Registered SWAA Committee Members may interact with member/clients, SWAA members / Therapists, staff, co-workers, colleagues, other professionals, students / interns, members of work teams, sales representatives, the general public, their regulatory body, professional associations, etc. Regardless of where or with whom the various interactions occur, the ability to communicate effectively is fundamental to good wellness practice. The work of Registered SWAA Committee Members generally involves communicating with others on a one on one basis and with groups such as work teams. The ability to work effectively as a member of a work team is also an important skill for wellness practitioners. All Registered SWAA Committee Members can benefit from continually striving to improve their communication and team work skills.

Chapter Summary

Communication is a two-way process that occurs through speaking, writing, listening and observing as individuals share ideas, thoughts and feelings. The ability to communicate effectively is a foundational skill required by all Registered SWAA Committee Members. The communication process is effective when the sender sends their message, the receiver receives it, and the message is understood by both parties. It is the responsibility of the sender to make sure that the receiver gets the message and that the message received is the one that was sent. Barriers to effective communication include distractions, poor timing, emotions, differences in background and prejudices. The ability to recognize and deal with such barriers is essential to the effectiveness of the communication process. In order to communicate effectively, Registered SWAA Committee Members require skills in verbal communications, listening, non-verbal communications and written communications.

Work teams typically include a number of individuals from differing backgrounds, each of whom contribute their professional expertise through collaborative decision making. The collective wisdom and productivity of an effective team will always out perform the efforts of skilled professionals working on an individual basis. The stages of team development include forming, storming, norming and performing. Effective work teams are empowered to establish the goals of the team, to make decisions about how to achieve those goals, to carry out the tasks required to achieve those goals, and to be mutually accountable for their results. The work of a team is optimal when the team members interact using a collaborative approach. Key elements of an effective work team include communication, clear purpose, commitment, cooperation, complimentary skills and expertise, and a climate of trust and mutual respect. Good communication and team work skills are important to good wellness practice; all Registered SWAA Committee Members can benefit from continually striving to improve their communication and team work skills.

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SWAA CHAPTER COMMUNICATIONS DEPARTMENT

You might think that the Communications Department tweets all day and sends out press releases. You're right! But we also do so much more, and we have tons of experience and expertise that can serve as an example for your chapter, group, or campaign.

MEDIA RELATIONS

The SWAA Chapter's media team supports national campaigns, chapters, volunteers, and the broader SWAA Chapter with media relations, content development, entertainment relations, and more.

Throughout the field, media team staff build relations with reporters, bloggers, editors, Chapters and other members of the press to make sure the SWAA Chapter's stories are accurately reported in the media. Our polling and research team analyzes the most recent public opinion data to make sure we're using the best messages to reach our audiences. The SWAA Chapter's entertainment partnerships staff builds relationships with celebrities and other influencers to expand our reach, while our Africa media/engagement staff helps ensure that materials are translated into French/Portuguese and stories are told through the lens of Francophone values or Lusophone Africa. The media team also supports chapters and volunteers with communications skills through trainings and Discussions.

CONTENT DEVELOPMENT

The SWAA Chapter's Communications Department also includes writers and content producers. They write and edit blog posts, social media content, newsletters, and other communications materials.

Your chapter, group, or campaign probably already distributes newsletters and should continue to do so. The SWAA Chapter's **national newsletters**, which are all electronic, can serve as examples of how to bring good content together to a specific audience that will take specific action. We encourage you to consider using some of the content from our external newsletters in your own.

Here are a few national SWAA Chapter newsletters you should sign up to receive:

- **Africa Bulletin for Busy Spas & Wellness** is the SWAA Chapter's flagship newsletter. Every Month, the communications team distributes this newsletter to all members, with the inside SWAA scoop on the latest 'spa and wellness news, urgent action alerts, and more. (contact: gilly@swafrica.org)
- **(Country Name e.g: Mauritius - SWAA Chapter Currents** is distributed every Month to a list of the SWAA Chapter's most active members and supporters, those who are most likely to take action. It focuses on the most urgent action alerts. (contact [SWAA chapter](#))

- **SWAA Punchlist** is a weekly internal newsletter sent to SWAA Chapter staff and active volunteers, highlighting successes from the field, staff and organizational updates, and the SWAA Chapter's upcoming priorities for the week.
- (Contact gilly@swaafrika.org)

The SWAA Chapter's **national social media accounts** have an enormous reach and highlight everything from national campaigns to geo-targeted grassroots stories.

- Facebook: facebook.com/Spa&WellnessAssociationofAfrica
- Twitter: twitter.com/AfricaSpa
- Instagram: instagram.com/SWAAfrica.org
- LinkedIn: Spa and Wellness Association of Africa
- YouTube: youtube.com/SWAAfrica.org

DESIGN

The SWAA Chapter also has an in-house design shop. The staff designs materials such as advertisements, fact sheets, reports, infographics, websites, and more for national SWAA Chapter campaigns, and in some instances, can help chapters and volunteers.

Check out the design archive (swafrica.org/archive) for a comprehensive source of the SWAA Chapter design team's recent projects. It was created to inform staff and volunteers of past and present work, educate about the SWAA Chapter's design aesthetic, and inspire those who are in need of new creative materials. Check out the "Print materials" section in this handbook for more information.

SWAA CHAPTER PRODUCTIONS



The SWAA Chapter has in-house production staff responsible for video content. SWAA Chapter Productions helps staff and volunteers determine when the use of video is likely to be effective and to produce or offer guidance in crafting the finest-quality videos at the lowest possible price while adhering to our best practices. In some instances, we can meet your needs by identifying a video that already exists. SWAA Chapter Productions can also help suggest and/ or secure film rights for event SWAAreenings. In addition, we are frequently releasing new videos that you can include in newsletters, on your webpage or social channels. We of the SWAA Chapter. Today, the magazine publishes 7 issues in digital format. We reach one 5000 readers across Africa with every digital edition online.

The magazine's editors are always on the lookout for local or regional stories that are emblematic of larger spa and wellness challenges. We welcome story tips and suggestions from SWAA Chapter chapters, members, and volunteers. For the most part, we try to avoid campaign overviews, updates on SWAA Chapter work, and explicit messaging (with a few exceptions); these are the purview of other SWAA Chapter departments. Our job is to stimulate a different part of our members' brains and hearts. We want members to lose themselves in beautiful images and find themselves wrapped up in stories they can't put down.

For a more complete descriptions of the kinds of stories we are looking for, please visit this page <https://swafrica.org/digital-magazines/>, where you can also fill out a form to submit a story idea.

You can receive your stories direct to your inbox by subscribing.

AND MORE!

This is by no means an exhaustive list of the services that the SWAA Chapter's Communications Department offers. This is in addition to the skills and services that the SWAA's Digital Strategies Department covers, including social media, emails, list-building, and more. Please don't hesitate to reach out to the SWAA's media team if you have a question about whom you should ask about a certain topic.





KEY MEDIA-RELATIONS SKILLS

Now that you have an understanding of how the SWAA's national communications department functions, it's time to focus on building your team's key communications skills. You're on the right path if you can identify one or more staff members or volunteers as your team's communications specialists. The people who know the most about an issue are not always the best spokespersons, authors, or tweeters.

COMMUNICATIONS PLANNING

Creating a comprehensive and detailed campaign communications plan at the beginning of the process will help you hone your message, plan your timeline of events, identify key spokespeople, map out upcoming news hooks, determine press materials you may need, and prevent surprises from popping up down the road.

But what makes a communications plan effective? First, you need to develop your message. An effective message should try to communicate why your campaign or project is important and timely in a clear, concise, and relatively simple way. This message should be consistent across the board—from your press release, to your social media posts, to your printed materials, to anything public-facing, such as your chapter or group webpage. If you need to update your SWAA Chapter sub-webpage, please email admin@swafrica.org

In addition to effectively communicating your main points, your message should also align with the SWAA's **Diversity, Equity, and Inclusion (DEI)** goals to embrace, value, and respect a variety of social and cultural characteristics including, but not limited to race, class, ethnicity, sexual orientation, gender identity, mental/ physical ability, religion, and age. This is important at all levels of communication, from planning your message, to identifying spokespeople, to pitching outlets.

Communications planning is best handled by a staff member, but volunteers are often responsible for some elements of communications. If you have to hire an outside consultant, independent contractor, or vendor, be sure to check with Human Resources (admin@swafrica.org) for the SWAA's guidelines for hiring and payment.

A communications plan can help you determine the length of your campaign, hone your message, identify a timeline and key media moments, and brand your campaign, among other things. A successful communications plan should cover:

- **Communications Infrastructure**—What communications capacity do you have—do you have staff and time to devote to this plan? Who will do the work? What budget do you have to do this work?
- **Overview**—What is the status of the campaign for which you will be drafting the communications plan? How has it performed historically, and where do you see it going?
- **Goals**—Why are you launching communications efforts in the first place? What do you want? What would it take for you to consider the campaign successful? What do you wish to accomplish within the next six months? The next year?
- **Target/Target Audience**—Who can give you what you want? Can you directly influence this individual's decision making? If not, who is your target audience? Whom do you need on your side to get what you want?
- **Research**—What do you need to know about your target audience? How will you get the information?
- **Frame the Issue**—What is this issue really about? Who is affected? What values does your audience share? Can you brand your campaign with a catchy or pithy name or a hashtag?
- **Message (Message Box)**—Message boxes make us more nimble, succinct, and able to respond to reporters' questions while staying on message. More information on how to create an effective message box can be found in the "Nailing press interviews" section of this handbook.
- **Spokespeople**—Who are the best messengers to reach your target audience? Is there diversity among your spokespeople? Are the people/communities most affected by the issue/your campaign represented among your spokespeople?

- **Tactics**—Are there particular tactics you plan to undertake (house parties, press conferences, road shows, non-English media, videos)? These can be listed as bullets in the overall campaign communications plan, but please note that most tactics, such as targeted video releases or events, may require their own in-depth communications plan and individual measures of success. Please include a timeline.

- **News Hooks**—What news hooks or upcoming media moments might be used to amplify your issue?

Will your tactics provide additional earned-media opportunities?

- **Communications Channels and Outlets**—How will you reach your target audience, e.g., print media, online media, door-knocking, newsletters, email blasts, PSAs, etc.?

- **News Media**—If you’ve selected traditional and online media as primary vehicles to reach your target audiences, then you should begin to figure out which outlets would be most appropriate in any given situation. Some ways to receive coverage:

- ❖ News Article Op Ed
- ❖ Radio News/Talk

- ❖ Television

- ❖ News/Talk
Podcasts

- ❖ Blogs

- ❖ Facebook/Twitter

- ❖ Video production/posting

- **Reporters/Media Database**—Depending on which type of print and online media you’ve chosen to pitch, you’ll need to decide which specific outlets you want coverage in. In many cases, these will be locally based and locally focused outlets, but where relevant and applicable make sure to consider opportunities to amplify your news or event in the national press.

- **Metrics/Measures of Success**—How do you measure the success of your communications activities? Is it by number or type of media, a specific action that target audiences undertake, or a combination of many factors? What are the desired outcomes of your various tactics?

- **Tactics and Timeline**—Insert your campaign’s tactics into a timeline, from beginning to end and follow-up.

You can find a template communications plan in the [Appendix](#).

PITCHING TO THE MEDIA

One of the biggest ways we can make a difference through our campaigns is to generate media coverage and shape the conversation around our issues. We organize earned-media events in order to influence public opinion, to move policy makers to support our cause, and to

win our campaigns that save the planet and protect our communities. But if the press doesn’t show up to cover the events, it’s much harder to accomplish these goals.

The first thing to do before you begin pitching it to assess the newsworthiness of the event or topic. Each news story should cover the primary factors that determine its newsworthiness—impact, timeliness, prominence, proximity, bizarreness, conflict, and currency.

- **Impact:** The number of people whose lives will be influenced in some way by the subject of the story.
- **Timeliness:** Recent events have higher news value. Of particular value are stories brought to the public ahead of the competition. These are known as SWAAoops.
- **Prominence:** For the same occurrence, people in the public eye have higher news value than obSWAAure people.
- **Proximity:** Stories about events and situations in one’s home community are more newsworthy than events that take place far away.

- **Bizarreness:** A classic example of this is dog-bites-man vs. man-bites-dog. Man-bites-dog is more bizarre. Dog-bites-man usually is not news.
- **Conflict:** Strife, anger, and disagreement are newsworthy.
- **Currency:** More value is attributed to stories about issues or topics of public concern than to issues or topics about which people care less.

When in doubt about a story's newsworthiness, refer to this graphic in the [Appendix](#).

Now that you've determined whether your story is newsworthy, you can maximize your chances of success by following the five tips below to pitch events to the press:

- **Be confident.** You have an important story to tell. Speak clearly and wear your passion for the campaign on your sleeve. It also helps to practice before you make the call. Here are some key phrases to use:

- ❖ **"Are you on deadline, or do you have a quick second?"** Say this in the very beginning after you introduce yourself. It shows them that you are considerate of their timeline and that you can make it quick.



- ❖ **"I saw that great article you did on..."** Reporters are people too! They'll appreciate that you are familiar with their work. Plus, who doesn't like a nice compliment now and then, right?

- ❖ **"I wanted to give you a heads up on an interesting story idea...it seemed like it would be right up your alley."** This shows that you are doing them a favor, not begging them to help you.

- ❖ **"Does this sound like the kind of thing you'd be**

interested in covering?" At the end of your pitch, this is a good way to end the conversation. If the reporter says no, that is a great opportunity for you to ask, "Well, what kinds of stories are you interested in covering?" and then to figure out whether there's a different angle to your story that might work.

- **Use your hooks.** A hook is an angle that shows the reporter that your event is worth covering. It's not enough just to say you're hosting an event, even if you know the event will be interesting. Before you start pitching, you should have an idea of what your hook is.



- **Do your homework.** Before you start pitching, do some research to figure out who are the best local reporters to reach out to, and how. Look for reporters whose beat, or issue area, is aligned with your event, such as political editors or environmental reporters. You can get a good sense of this by looking up past coverage to see what a particular reporter usually reports on. If you haven't already, don't hesitate to ask, "Generally, how do you decide what you are going to write about? What kinds of stories are you and/or your editors looking for?"

- **Make it easy.** When you pitch reporters by phone, you have about 15 seconds to knock their socks off with your story idea. Have your pitch prepared in advance, and stick to the most exciting elements of the story, the things that will pique the reporter's interest the most. That includes VIP speakers, great visuals, or an unusual coalition working together. Make sure the reporters have access to all the background information they need. Provide them with well-prepared SWAA representatives whom they can interview and get quotes from.

And make sure they have your email and phone number so that they can follow up with you if they have questions. If you have a SWAAoop or a juicy story, think about giving a single reporter an "exclusive." Keep in mind, if they take it, you cannot give this story to another reporter, or you risk ruining the relationship.

- **Follow up.** If they say they're interested in an event, follow up a few days out and remind them. If they can't commit to the event when you pitch them, follow up later and ask again—with as fresh a hook as you can provide. And if a reporter does show up to cover your event, take the opportunity to build a relationship with them.

REPORTER MEETINGS

If you already have a relationship with a local reporter or would like to learn more about how you can help a local reporter, feel free to set up a brief meeting with them. Face time can be very valuable for relationship-building.

- **Talking to reporters** The same principles of pitching a reporter apply when the meeting is in person—do your research beforehand, offer to help, and follow up afterward. If you are SWAAheduling a reporter meeting, be prepared to make it short (20 to 30 minutes) and try to find a meeting spot that is not your office or home, or the reporter's office. Coffee shops and lunch spots are good options. Bring materials to give to the reporter, such as fact sheets and business cards of relevant sources.
- **Ed board meetings** Periodic meetings with newspaper editorial boards are an important way to present your case to some of your region's most important voices and build relationships with those with regular opinion columns. It's important to come prepared with ideas to pitch and tough arguments to defend your position, but annual meetings can pay off in the form of friendly editorials. Bring relevant materials, top line talking points for your presentation, and an idea of which writers typically cover your issues.



PREPARING AND DISTRIBUTING PRESS MATERIALS

In addition to pitching to the media and meeting with reporters, your team should be able to produce, edit, and distribute good press materials in case you can't get through to a person.

PRESS LISTS

Before you write a press release or media advisory, you need a good, current list of reporter contacts who will receive the press materials. The SWAA uses Cision (formerly Vocus) public relations software to find reporter contacts and make press lists.

We have established a "field login" that is available for staff, chapter staff, and volunteers who need to research contact information for media outlets and

journalists. Contact the media team for this information.

You can also normally find contact information for reporters on the source's website or by calling the newspaper, radio station, or other source.

PRESS RELEASES

A press release is the standard communication for carrying a message about your campaign or your

issue to the outside world. Press releases should be saved for a newsworthy event or story.

Here are some tips for writing a press release:

- **Make it timely**—We strive to send out press releases within three hours of the breaking news and, when possible, we draft press releases ahead of time if we know that events are going to happen or that news is going to break. Timely releases are more likely to get picked up by the press.
- **Keep it short and simple**—Long releases are less likely to be read or taken seriously. Limit the release to six paragraphs (roughly one page in Microsoft Word). Keep it simple, clear, and direct. Leave out superfluous information that could be explained in an interview or on background. Do feel free to include visual aids, such as photos and videos.
- **Write in inverted pyramid style**—Your press release should read like a news story. We do this by writing in the inverted pyramid format, where the order of the information is based on its importance. Say the most important things first, and use a catchy lead sentence to engage your reader. A limited amount of background information and supporting quotes should be put in the following paragraphs. The first time you use an acronym, make sure it appears in parentheses after the full name of whatever it represents. End your press release with your chapter's boilerplate.

• THE INVERTED PYRAMID STYLE OF WRITING

MOST IMPORTANT INFORMATION:
WHO, WHAT, WHERE, WHEN, WHY

INFORMATION:
BACKGROUND

LESS IMPORTANT INFORMATION:
**ADDITIONAL FACTS, DETAILS,
& QUOTES**

LEAST IMPORTANT

- **Include at least one quote**—Reporters are always looking for colorful quotes to include in their stories. To go through all the work of getting them a press release that actually is breaking news, catches their attention, is nice and succinct, but doesn't include a quote—that would be a terrible waste of time and effort. So make sure you have approval from a spokesperson to use a snappy quote in the release that reporters can use. At the same time, though,, be careful not to include too many quotes.
- **Think like a journalist**—A reporter won't cover something just because you wrote a well-structured press release. Journalists look for particular things when they receive a press release. They look for something that matches their beat, or issue area, something they can sell to their editors, something that's front page-worthy, and something they think readers will likely be interested in, click on, react to, and share. They're also going to be looking for names of prominent people who might be affected, because that adds another hook to their story. It all comes down to newsworthiness, and you want to make sure your press release highlights the things reporters will find most newsworthy.

Once your press release is written, the hardest work is done. But before you email your press release to reporters, keep these tips in mind to make sure your email is professional and more likely to be opened and read:

- Paste the press release into the body of the email. Don't attach it. This saves the recipient a step and avoids spam filters.
- Use a clean and simple subject line following sentence case. Avoid ALL CAPS.
- Put recipients' email addresses in the BCC line. This allows people to focus on the content of your press release rather than the list of other reporters you sent it to.

Follow up the release with a phone call to the top news outlets to make sure they received the release and to urge them to cover the story. Try to reach a live person with your phone call. If you must leave a message, keep it as brief as possible but give the top reason for why the release is newsworthy. If an outlet did not receive it, check their email address and offer to send it again.

You can use the SWAA's press release template (see [Appendix](#)) as a style guide for proper formatting, or you can contact the SWAA's media team for examples of press releases. You can see the SWAA's boilerplate and an example of a chapter boilerplate in the [Appendix](#).

You can also see the SWAA's national press releases online for inspiration: www.swafrica.org/press-releases

PRESS STATEMENTS

An alternative to a press release is a press statement. Use a press statement when rapidly responding to an event or statement that doesn't need much explaining. It includes one quote from an individual responding to a singular event or statement. Here are some tips for writing a press statement:

- **Choose the appropriate spokesperson**—Since this is the only quote that you will initially supply to the press, it needs to come from the right person. If the issue is high-profile, attribute the quote to a high-level representative. If the issue is

specific to a campaign or topic that one of your spokespeople specializes in, attribute the quote to that person.

- **Keep it short and simple**—The statement can be as short as one sentence, but should not be longer than two paragraphs.

You can use the SWAA's press statement template as a style guide for proper formatting (see Appendix), or you can contact the SWAA's media team for examples of press statements.

MEDIA ADVISORIES

Similar to a press release, a media advisory is the standard communication for carrying a message about an event or media availability to the outside world before the event. Media advisories should also be saved for a newsworthy event.

Here are some tips for writing a media advisory:

- **Send it early**—Reporters typically need at least 24 hours notice of an event so they can check with their editors to cover the event. You should plan to send out your advisory at least the day before the event, but no earlier than a week before the event, otherwise your event might be forgotten. In any case, you should resend the advisory the morning of the event and bring attention any new information.
- **Answer the five W's**—The advisory should include the Who, What, Where, When, and Why of the event—who will be present (highlighting VIPs), what the event is, where the event is (including directions), when the event starts and ends, and why this is news.

As with press releases, distribute media advisories in the body of an email (not an attachment) and BCC your list of reporter contacts.

Your event should include strong visuals, so be sure to add photo desk contacts to your list of reporter contacts for your media advisories.

Follow up the advisory with a phone call to the top news outlets to make sure they received the advisory and to urge them to attend the event.

You can use the SWAA's media advisory template as a style guide for proper formatting (see [Appendix](#)), or you can contact the SWAA's media team for examples of media advisories.

BOOKING MEMOS

When planning your campaign or event, if you have a notable spokesperson available to talk to the press about your issue (such as a celebrity or a scholar who typically has a limited schedule or is in town visiting), one way to secure press interviews is by providing reporters with a booking memo.

A booking memo should be used only when you have a notable expert available for an interview on a specific topic. The memo should be fairly concise, with key background information on the issue or event at the top and a list of the pertinent information for the reporter and audience below: the name(s) and title(s) of the experts, the experts' availability on specific dates and at specific times, and the contact information for the person coordinating the interviews.

Using the appropriate press list and completed memo, distribute your booking memo in the body of an email (not an attachment) and BCC your list of reporter contacts.

Follow up the memo with a phone call to the reporters to make sure they received the memo and to see if they would like to set up an interview.

You can use the SWAA's booking memo template as a style guide for proper formatting (see [Appendix](#)), or you can contact the SWAA's media team for examples of booking memos.

ECC BOARD MEMOS

When your campaign's goals would benefit from an endorsement by a local newspaper, sending a memo to local editorial boards is a good approach. The purpose is to urge the paper's editorial staff to write in support (or opposition) to a specific topic. It includes relevant background information and citations, as well as persuasive arguments for endorsement.

Ed board memos should be saved for rare instances. They can be a bit longer than a press release since

these memos contain background information and will not be published word-for-word. Try to limit an ed board memo to two typed pages .

Once you have created a list of ed board contacts in your region and completed your memo, distribute it in the body of an email (not an attachment) and BCC your list of ed board contacts.

Follow up the memo with a phone call to the editorial boards to make sure they received the memo and to urge them to editorialize.

You can see the [Appendix](#) for an example of an ed board memo to use as a style guide for proper formatting.

LETTERS TO THE EDITOR

Newspaper letters to the editor (LTEs) are an important way to inform the public, policymakers, and press about an issue and how the public views it. LTEs are an excellent media tactic for “rapid-response” situations and campaigns where we need to demonstrate public support or opposition, or where we wish to pressure a decisionmaker. LTEs are especially effective for campaigns related to politics and legislation, because congressional staff closely monitor the opinion pages of newspapers in their districts.

Some best practices for writing LTEs:

- **Find opportunities to write LTEs—** read media coverage and identify LTE-writing opportunities. How can you link your issue to something that’s already in the news? Where is the news coverage lacking balance?
- **Identify good writers and signers—**Try to find individuals who are influential in their community to submit LTEs. One way to motivate people to write LTEs is to ask them to “fight back against media misinformation or bias” on a given topic. Follow up with people who signed an online petition and added their own comments—an indication that they like to write! This is even more successful if you reference their comments specifically, and ask them to expand on them into a LTE.

- **Provide volunteer writers with the right tools—** These include:

- ❖ a message box or very short list of talking points on the topic,
- ❖ links to background info or news coverage to respond to,
- ❖ links or specific instructions on how to submit an LTE to specific targeted media outlets,
- ❖ tips for writing LTEs.

- **General letter-writing tips**

- ❖ Pay attention to a newspaper's specific LTE guidelines. Save time by checking these guidelines before you start writing. You can usually find the guidelines on the opinion section of the paper's website. This will include the email address to send the letter to and required information such as name, email address, hometown, and phone number.
- ❖ Know and stick to the word limit (often under 200 words).
- ❖ Reference a recent event, local development, or news coverage.
- ❖ Add some personal values/beliefs/emotions to demonstrate your connection to issue (if relevant).
- ❖ Keep the tone civil.
- ❖ Point out a novel or different (and still important) part of the story that is being missed.

You can see the [Appendix](#) for an example of a good LTE.

OP-ED COLUMNS

An op-ed appears in a newspaper's print edition and/or online, often opposite the editorial page, and always in the opinion section—which is a heavily read part of a newspaper! Like publishing LTEs, publishing an op-ed is a great way for you to inform the public, policymakers, and the press about your issues. In general, op-eds are longer than LTEs and should be saved for the strongest submissions.

Here are some best practices for writing op-ed columns:

- **Keep the topic relevant.** The topic should be related to a current news story or event. It should be relevant to folks in your community. Even if your topic is focused on a national or international issue, it's important to make a local connection to get your readers invested in the issue.

- **Identify good writers and signers.** Try to find individuals who are influential in their community to submit op-ed columns. Think about doing a joint op-ed with (no more than) two people who might not ordinarily share the same opinion.

- **Use personal opinion.** This is an opinion piece, after all. You are trying to persuade and educate your readers. Make your case in a rational manner. Use credible sources if needed, but don't go overboard with them.

- **Feel free to use emotion, but in a limited manner.** While the proposed construction of a new coal power

plant may make you angry, expressing that anger in an opinion piece may inhibit your ability to persuade readers. The key is to draw readers in, not turn them away.

- **Use persuasive language.** Use clear, strong language to convey your message. You may have a lot to get off your chest, but remember that your goal is to persuade readers. A focused narrative will help readers follow your thoughts.

- **Get your facts straight.** While there is limited protection afforded to opinion pieces, you still want to avoid any chance of your piece being construed as libel. Be sure that all facts are correct and are attributed. Never call names, and be deliberate when you choose your words.

- **Be entertaining.** Keeping in mind all of the above, there is still room to write in an entertaining and creative manner. Readers usually expect to get more out of an opinion piece than simple facts or a list of talking points, so don't disappoint. Use humor, a story, or another unique method to illustrate your thoughts if appropriate.



- **Prepare for feedback.** Sometimes newspapers will publish email contact information for opinion submitters, so prepare to receive both positive and negative feedback. Readers might also respond with published opinion columns or LTEs themselves. This isn't a bad thing; it means you have started a conversation and gotten people engaged!

You can see the [Appendix](#) for examples of good op-eds

PRESS CONFERENCES

Sometimes events and decisions rise to a level of importance where a press conference is the best media tactic. Press conferences can be done in person or over the phone through a telepresser. When identifying whether or not to have a press conference, consider the VIPs who will attend, the visuals, and the newsworthiness of the event.

release as soon as the press conference has wrapped up. Bring copies of the press release to the press conference to hand out to reporters who attend.

Follow up with your attendees with thank-you emails, and offer your help with anything they need.

Here are some best practices for in-person press conferences:

- **Give yourself time**—Press conferences can include many moving pieces, and thus can take a lot of time to plan. Start early and have a checklist of tasks to accomplish before the event.
- **Pick your location wisely**—The location of the press conference is key. It should be visually pleasing and relevant to the topic. For example, if you are announcing that a coal plant is set to retire, consider having the press conference in front of that coal plant, if appropriate.
- **Pick your speakers wisely**—If you are partnering with other organizations for your press conference, you should limit each organization to

Send a media advisory (see best practices above) before your press conference, and send a press

one speaker. Choose the speaker with the best public-speaking skills. Consider diversifying your speaker line up so it doesn't sound like the same type of person is saying the same thing over and over.

- **Keep it brief and uniform**—Each speaker should have the same amount of time to speak, and each should keep his or her speech short (maximum of five minutes long). Choose a moderator who can keep these speakers on schedule and is not afraid to cut them off.
- **Always use visuals**—Think about the photos that will accompany the story that you want the news to write. Are there signs or banners you can place in front of or behind your speakers? Are there costumes or outfits activists or speakers can wear? Strategically crowd your volunteers around the speakers or main focal point to show large turnout. If chairs are set up for attendees, make sure your volunteers fill in the front rows with their on-message campaign t-shirts and signs.
- **Consider actions**—While visuals are great, actions can be even better, especially if camera crews are present. Consider asking volunteers to participate in an action that is within reason and could visually represent the message you are trying to send.
- **Consider hiring a photographer or videographer**—If you're able to, consider hiring a photographer or videographer, or see if one of your volunteers is a skilled photographer or videographer and can shoot your event. That way, you can send out photos or video clips with your press release, tweets, and/or blog posts. This is particularly helpful if news photo and video desks are unable to cover your press conference. There's more information on this below.
- **Consider a call-in option**—Most reporters, unless they are pitched early and often, will not be willing to travel to your press conference, so consider having a call-in option available. This is an easy

option for indoor press conferences but will probably not work for outdoor press conferences.

- **Prepare for questions**—Leave ample time for questions, and identify beforehand which speakers will take which types of questions. Also be prepared to have no questions, and consider having a volunteer ask a question to get the ball rolling.

Here are some best practices for tele pressers:

- **Give yourself time**—Just like press conferences, tele pressers take much coordination. Start early and have a checklist of tasks to accomplish before the event.
- **Consider paying for audio conferencing**—While you can use your existing conference lines or even free conference lines, professional audio conferencing services can offer recordings of your tele presser, a readout of the attendees, and more. These can come in handy for the follow-up.

- **Keep it brief and uniform**—Telepressers should be even shorter than press conferences, because reporters can hang up the phone easier than leave an event. Each speaker should have the same amount of time to speak, and each should keep his or her speech short (maximum of three minutes long). Choose a moderator who can keep these speakers on schedule and is not afraid to cut them off.
- **Prepare for questions**—Leave ample time for questions, and identify beforehand which speaker will take which type of question. Also prepare to have no questions, and consider having a volunteer ask a question to get the ball rolling.

PHOTOGRAPHY AND VIDEOGRAPHY

One tactic you might consider when planning your campaign or event is the use of photography and videography. Planning ahead to capture photos and videos of your work can be an invaluable asset down the line, whether it be for a blog, to send pictures to reporters, or to post on social media.

All professional photographers and videographers need to be on contract with SWAA prior to any work being done. It takes us about a week to get Independent Contractor Agreements reviewed and approved by the Human Resources Department and Operations team, so please try to give us at least 1-2 weeks to finalize. Please contact the Operations team by emailing admin@swaafrika.org.

Our contract templates include unlimited licensing of images/work produced or full ownership (see [Appendix](#) for forms). This should be discussed with the photographer/videographer, and all parties must agree. Flat fees should also be discussed and agreed upon prior to contracting.

Volunteer photographers and videographers can be used, but understand that the quality of work may vary. If you have a volunteer who wishes to donate his or her work to the SWAA, that can be done using the Content Submission Form available from the Operations team (see [Appendix](#) for sample form).

Once you have the availability and terms of working with a photographer or videographer confirmed, fill in the required fields of the appropriate contract template. You'll need the following information ready to fill in the template:

- The start and end date of the contract (can not be longer than 1-year)
- A description of the services to be performed, including
 - ❖ Date and times of event
 - ❖ Location of event
 - ❖ Any required credit/copyright notice
- The fee agreed upon

Once the template is filled out send the draft contract, along with the following documents any other documents to the Operations team (admin@swaafrika.org) so they can review and approve the contract:

- SWAA Questionnaire
- Form
- A copy of the Independent Contractor's form

You'll also want to make sure that you have provided the photographer or videographer with a clear plan for the day of the shoot: time and place to meet, event rundown, assigned point person on the ground, key images needed, expected deliverables (e.g. all raw photo files, or asking for some to be made into a highlight group and/or retouched), and expected deadline.

- **Video Guidelines**—When a videographer is required, please reach out to, video productions for SWAA admin@swaafrika.org , and let them know the details of the event so they can help source and contract someone. SWAA’s video production and should be looped in as early as possible—it will take several days to find a contractor in your country and will likely take additional contracting time. An average guide is \$800/day for a contractor to film, and additional budget will need to be set aside for editing. This cost is born by the chapter.

SWAA Productions can also provide advice if you are planning a video, including understanding the process. SWAA Productions can advise on budgeting and contracting from conception and development, pre-production planning, physical production, post-production, and related issues like ensuring Compliance review (admin@swaafrika.org), proper licensing of footage and third-party assets (e.g. music, photos), and planning for distribution and marketing.

Currently, the most effective distribution method is through social media, with videos less than two-minutes long that tell an engaging story and provide a call to action.

For staff or volunteers who are filming, we have created a less-than-five-minute video that talks about some of the key elements to consider like lighting, framing, audio, and getting enough coverage. That can be viewed here: <https://www.youtube.com/watch?v=SIDSHa8v94&t=4s>. If you want your video to look worthy of SWAA branding, we do suggest hiring a professional.

- **Drones**—If you are hoping to use a drone for any event, please follow the SWAA’s Drone Policy and fill out the SWAA Drone UAV Application Form (see Appendix for form). Please make sure you start this process early and provide the necessary instructions during each step. There is a stringent Drone Policy that requires pilots to be country certified and drones to be registered and in compliance with all country regulations.
- **Photo and Video Releases**—Regardless of whether a staff person, volunteer, or professional is capturing images, a Photo/Video Release is required (see Appendix for release). All individuals must sign this form prior to any photos or video being taken.
- **Photography Guidelines—Creative and Technical** These are technical guidelines, suggestions, and tips to help freelance and other photographers capture photographs that will be most compatible with the needs of the SWAA.
 - ❖ **Framing**—While vertical portrait shots are definitely needed, they also conflict with the 16x9 frame used in videos. So in addition to shooting portrait shots, always try and grab some horizontal shots as well.
 - ❖ **Content**—Although photography tasks and assignments vary, there is one constant need from all photographs taken that is often neglected. That need consists of close-ups depicting human emotion.

For example, if you are shooting a SWAA event, your instinct may be to focus primarily on the vast scope of the speakers and to capture as many wide shots as possible. This tends to be a trend among photographers when shooting events. Although wide shots are certainly needed, more often than not they vastly outnumber the amount of photographic close-ups of people.

Try and focus on capturing the heart of your assignment by concentrating on close-ups of human beings in action. Find subjects that will fill your frame and tell a vivid story. Look for shots that move you.

Always try and capture images that have a strong presence and evoke sincere human emotion. Do not be afraid to ask people to pose or to repeat something you missed. Be an active photographer and not a passive observer. Engage!

❖ **Diversity**—Diversity, Equity, and Inclusion is a top priority for the SWAA. Do your best to authentically capture a wide variety of people during your assignment, including people of all age ranges, without tokenizing. Shots of children are always powerful, though somewhat difficult to capture (and especially require photo releases). And don't be afraid to throw a dog or something quirky into the mix every now and then!

❖ **Delivery and final file**— It is important that you provide high-resolution photographs. Here are some tips on how to ensure the highest quality photos:

- ++ An 8-megapixel camera (as seen in the iPhone 5 or higher) shoots at 3264x2468 pixels. That is more than enough resolution for a photograph.
- ++ A current 1080p High Definition video frame is 1920x1080 pixels, and the best is for photos to be uncompressed and as large as possible.
- ++ JPEG, TIFF, and PNG are acceptable formats.
- ++ Please provide images free of watermarks or heavy visual FX.

PRINT MATERIALS

Reports, flyers, rally signs, t-shirts, and other creative materials are great supplements to your press events and other public events, if your budget allows them.

Whether it is a sticker, a factsheet, an ad for a local newspaper or a full-blown report, it's important that your print materials match the SWAA brand, so working with the Communications Department can help you uphold the SWAA's graphic standards and deliver your online or hardcopy print materials in a timely manner. In certain instances, the Communications Department's creative team can help design your materials, but normally a chapter, group, or campaign will need to hire outside vendors or find a volunteer for their graphic design needs. That person or firm should use the SWAA's creative archive as inspiration and guidance for keeping the materials on brand.

Before preparing any print material, consider the following:

- **Purpose:** What is the reason for the materials? An upcoming event? Information sharing?
- **Type:** What is it that needs to be developed and how will it be distributed?
- **Timeline:** Graphic design and printing can be time-intensive, so make sure to plan early and put in a request as early as possible.
- **Budget:** Do you have the budget for this expense, or are you asking for additional monetary support from outside?
- **Copy:** Do you need writing assistance from a communications expert? Are you using the appropriate messaging? Has your content been copy edited?

- **Compliance:** Has your copy been reviewed by Compliance? admin@swaafrika.org Review must be complete before the materials are designed and printed to ensure the correct funds can be used for the project.
- **Logos:** What logos will need to appear on these materials? You can find the SWAA's logos (both national and chapter) and guidelines for their use here: <http://www.swaafrika.org/styleguide>

NEWSLETTERS

While newsletters are typically for internal audiences such as members, and are thus not traditional press

materials, they are important communications tools. Newsletters are sometimes the only communications that SWAA members see, which makes them one of our most effective public education tools.

Since we only have that opportunity a few times a year— perhaps monthly, quarterly, or less often—we should make sure newsletters are a two-way street—they're fun for your members.

NAILING PRESS INTERVIEWS

Press interviews are the best opportunity for sharing a message on a local level. They may seem daunting, but when you are using the right skills and tips, they can be a breeze and help boost your credibility in the community.

USING THE MESSAGE BOX METHOD

Message boxes are simple visual tools defining strategic messages that will be presented to public audiences through the media. Message boxes make us more nimble, succinct, and able to respond to reporters' questions while staying on message. They are much easier to use than long lists of talking points. The SWAA has adopted one standard format for message boxes, with four sections of the box defining one main message. Together, the four components of the message box tell a persuasive and comprehensive story.

You should create a message box before you are interviewed, and then try to visually memorize the four components.

Be prepared to bridge from one section of the message box to another, so even if you are only asked about the problem, you can also talk about the solution (and the call to action, and the benefit) in your answer. The goal is to get a soundbite that addresses as many of these four components as possible.

- **Problem:** Starting at the top-left corner of the box is the message related to the "problem"—a lot of SWAA issues relate to threats to health, the environment, and/or the climate. When we are delivering a strategic message, we have an opportunity to define the problem as we see it—and set the stage for proposing a solution or change.

- **Solution:** Moving clockwise, the top-right corner of the box is the "solution" to the "problem" we've defined.

Communicating compelling solutions is key to political communication—research shows that simply "raising awareness" or getting people upset by defining problems does not motivate them to join a cause or see things from a given perspective. We must also present solutions and show people that they can take action to make a difference.

- **Call to action:** The bottom-right corner of the box is the "call to action"—where we explain how our target audiences and targets can work together to implement the solutions we've defined.
- **Benefit:** The lower left corner of the box is the "benefit"—how we as a group, a community, and a nation will benefit if we solve this problem and act together. Clearly communicating the benefits to a given political issue is essential—we must make explicit why the target audience should care.

You can use the SWAA's message box template (see [Appendix](#)) and contact the SWAA's media team for examples of effective message boxes.

For any type of interview, remember that nothing is ever truly "off the record." Assume that anything you say or give them—in a conversation before or after an interview, in an email, or while on hold—could end up in the news.

INTERVIEWING FOR PRINT OR ONLINE

Now that you have prepared and reviewed your message box and practiced bridging from one component to the next, you are ready to take media inquiries. Never feel like you need to take an inquiry right when it comes in. Feel empowered to ask the reporter if you can call them back



before their deadline so you can do your research and be ready for the interview.

Here are some best practices for interviewing for a print or online article:

- **Prepare your message and yourself**—Preparation also means knowing whom you're talking to and how much time you have, so that you can prepare accordingly. Research reporters—check out bios on the newspaper's website, LinkedIn profiles, and Twitter pages—to get a sense of personalities and reporting styles. Ask them what kind of story they are doing, how much information they need, and make their job as easy as possible. Perhaps the most important element of preparation is just getting into a confident mindset. Remember that you are the one who gets to determine what you talk about in the interview. You get to drive the conversation—not the reporter. You know what you came prepared to say—and in this interview, you're going to say it!

- **Keep it simple, and repeat**—As a spokesperson, your job is to make the key points in your message box, and to come back to these key points often. So don't be afraid to make one point several times in an interview. That just maximizes the chances that your message will survive the cutting-room floor and come across in the final story. Be calm. Listen carefully to the question. Take a breath, speak slowly, and when you've made your point, you're done. Avoid jargon. Speak with confidence and enthusiasm.
- **You don't have to answer every question**—If a reporter asks you something you're not equipped to answer or don't want to answer, it's okay to say "I don't know," or "I'm not the best person to talk to about that." The important thing is to then move on to the key points you came to make.
- **Use bridge phrases**—A bridge phrase is a way to message you want to convey. You can find a list of commonly used bridge phrases in the appendix.

INTERVIEWING FOR TELEVISION

Television interviews are for the more experienced interviewees. The best way to prepare for these is to practice with another person, have them record you on camera, watch it back, and critique yourself. Whether you are on a live talk show or being taped for the local evening news, the following tips will help you make the most of a TV interview.

The same best practices apply from interviewing for a print or online article. Here are some additional best practices for interviewing on television:

- **Pick the right spokesperson**—Your spokesperson must first and foremost be somebody who knows the angles of your campaign and issue well, and has had some experience talking about and debating the topic.
- **Master the sound bite**—A sound bite is a quote or succinct one-liner that summarizes an opinion in a colorful but simple manner. Since there is a lot of competition for airtime, it is essential that you keep sound bites to 15 seconds. As with quotes in press releases, lead with the conclusion since that's the bite you want them to take. The less editing that must be done by the TV producer, the better. Avoid jargon, use analogies, and be personal by explaining how the issue affects this particular audience. Be brief and direct.

and used out of context. When you are in the studio, assume the cameras are always rolling.

- **Know your show**—Before you have your interview, you should watch several clips from the talk show or news broadcast to familiarize yourself with the program and with the type of questions your interviewer might ask. Also, talk to the booker or producer ahead of time about the overall format of the show, including whether your interview is taped or live and if there will be a studio audience. Find out whether there will be other guests and the order of appearance. You might be able to dictate your introduction or even the framing of the topic, but only if you ask or are asked. Take someone with you who can signal to you if you need to make adjustments such as speaking louder or smiling more.
- **Know your message**—Since this interview is taped, the spokesperson will likely not be able to have notes in front of them. If they can, use a small notecard with the four components of your message box that they can quickly see at a glance. Anticipate questions, but do not over-rehearse—you want to sound natural. Steer the interview toward the points you want to make before time runs out.

Repetition is key—Make an effort to repeat your major points over and over, especially in taped interviews. Remember that portions of the interview may be edited, and you want your soundbite to make it into the final program. You have a right to complete your answers, so if you are interrupted, politely and firmly insist on finishing your answer. Request clarification if you are asked a question you do not understand, use facts and figures only if you know they are correct.

- **Pay attention to body language**—Avoid exaggerated hand movements, tapping your foot, saying phrases like “well” and “uh,” and clearing your throat. If you are sitting, sit upright, lean slightly forward and never cross your legs. Look at the interviewer, not the camera. Use only moderate hand gestures, smile, and nod. Remember that everything you do will be magnified.
- **Assume you are always on camera**—Even if you think the camera is focusing on someone else, act like you are on camera at all times. Do not say anything, even jokingly, that could be taken out of context or picked up

- **Dress carefully**—You should dress in solid-colored, simple clothing. Avoid light colors, busy patterns, sparkling or noisy jewelry and heavy makeup. Otherwise, dress accordingly: Look professional but don't overdress. Ties should not have wild colors. Avoid clothes that are uncomfortable or that rustle and make noise against a microphone. Contact lenses are preferred over glasses.



INTERVIEWING FOR RADIO

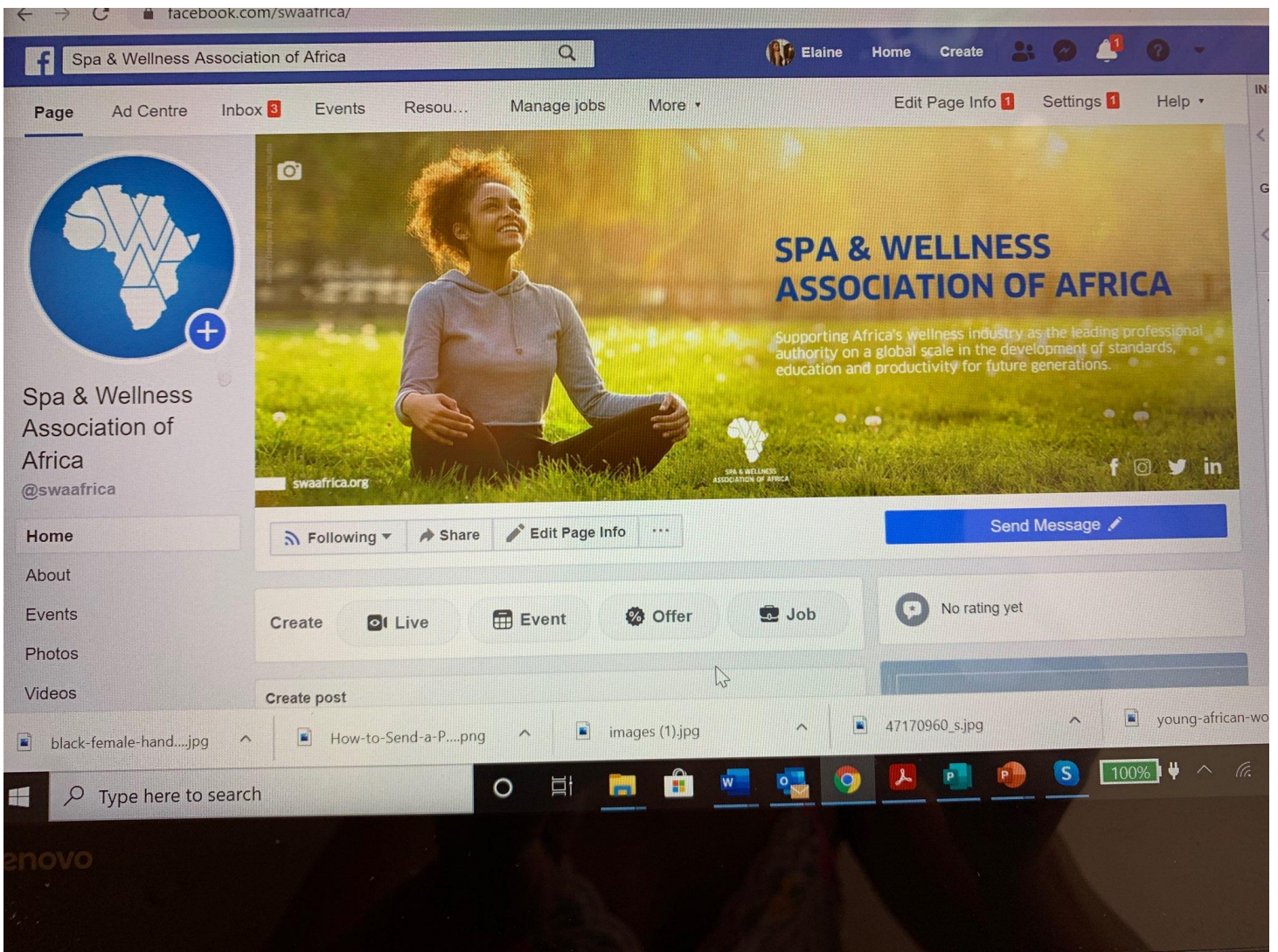
Radio interviews are closer in similarity to television interviews than to print or online interviews, since your recording is what will be published. While television interviews depend on soundbites, radio interviews depend on “radio actualities,” pre-recorded, brief statements or full interviews for radio stations to use during their news broadcasts.

Many of the same best practices from above apply for radio interviews. Here are some additional best practices for interviewing on radio:

- **Find a quiet place**—Most of the time you will be interviewed over the phone. Most radio stations prefer that you call from a landline and use a headset with a working microphone to avoid outside noises that sometimes are apparent with telephone interviews.
If you are unable to use a headset, make sure your surroundings are quiet and that there are no distractions. Have your message box and relevant materials in front of you, but clear the rest of your work space to avoid distractions.

Pretend you're interviewing for television—Sit up straight, wear appropriate clothing, and pretend you are in the television studio so you are in the right mindset for the

- interview. Your listeners will be able to hear the difference if you are prepared!
- **Sound engaged**—Your voice should never sound monotonous. Stress the interesting and important facts and figures. The station will usually edit the interview, so keep your answers brief and to the point, and state the most relevant and important facts first. Be assertive with your points, but not aggressive.
- **Repetition is key**—This is particularly important for radio, where new listeners might be tuning in or tuning out at any moment. Make sure your main points come across early and often, so it makes the radio actuality.



USING SOCIAL MEDIA EFFECTIVELY

The Internet has changed how people interact. Think about it: How many letters have you mailed in comparison with emails you've sent? It's become second nature for many to use the Internet as their primary source of communication—and social media is the next stage in this media revolution. It has moved us from the one-way communication of the past to an instant, interactive conversation for the future.

Here are a few important things to keep in mind while considering the role social media will play in your campaign or chapter strategy:

- Social media channels are all about having a conversation.

❖ Imagine a cocktail party. You want to have a good experience and great conversations, right? You probably aren't looking for someone to stuff their agenda down your throat. That analogy works pretty well to describe the world of social media. It's about discussing back and forth with people that care about the same things you do. Make sure to use it that way. This is the golden rule online: "Post unto others as you would have them post unto you."

- ❖ If you have an account for your chapter, group, or campaign, make sure it's set to public. If your content is private, you're limiting your ability to engage with a broad audience.
- ❖ Social media is one creative way you can engage with members of the press. Many reporters are very active on social media, particularly Twitter, so reaching out to them by these means creates a new space for dialogue. For example, once you've emailed out your press release or statement, you might consider tweeting a message with a link to the press release at one or two of those same reporters as a follow-up.
- Every channel is different. Understand which ones are right for you and how to use them.

There are many social media channels, each with different-sized user bases and unique user demographics. To decide how to invest your time, first understand what sites or apps the people you want to reach are using. After you've determined those outlets, make sure to understand what it's like to be a user on those outlets. Create an account and figure out what feels right as a general user before trying to use that medium as an entity. What do you like to see or interact with? What feels like good content to you? What features do you like or not like? Use this experience to help guide your usage as a chapter, group, or campaign.

- Understand the sensitivities of your audience.
 - ❖ You are building a long-term online relationship with each person you converse with online. As you post, reply, like, comment, etc., you will learn more about what your new online friends like to see and Discuss and what they definitely do not want to see or chat about. Use this knowledge to better understand how you can introduce different topics to the conversation.

FIVE TIPS FOR GETTING STARTED

1. It is better to do one channel well then to do two or three poorly. If you are short on time, this is key. If you have to manage more than one channel, try a social media management tool like HootSuite or Buffer.
2. New is not better. A single post that takes advantage of existing pages or accounts to reach an existing community is often easier and more effective than starting from scratch.
3. Remember the three Ss. Each post should be:
 - ❖ Scannable: Do I know what it's about with just a quick three-second scan?
 - ❖ Scalable: Does this image/text/content display properly when it's super small on a mobile device or tablet? How about when it's larger on a laptop or desktop?
 - ❖ Shareable: Is this something I would repost if it weren't mine? Is the content compelling to me as a general user?
4. Sometimes the best way to illustrate your point is to have others do it for you. Consider using a news story or video clip from an outside party versus using your own words. This also plays to "joining a conversation", versus starting your own.
5. Social media posts still have to be compliant. It might seem like the Wild West on the Internet, but all SWAA-related posts have to play by SWAA rules.

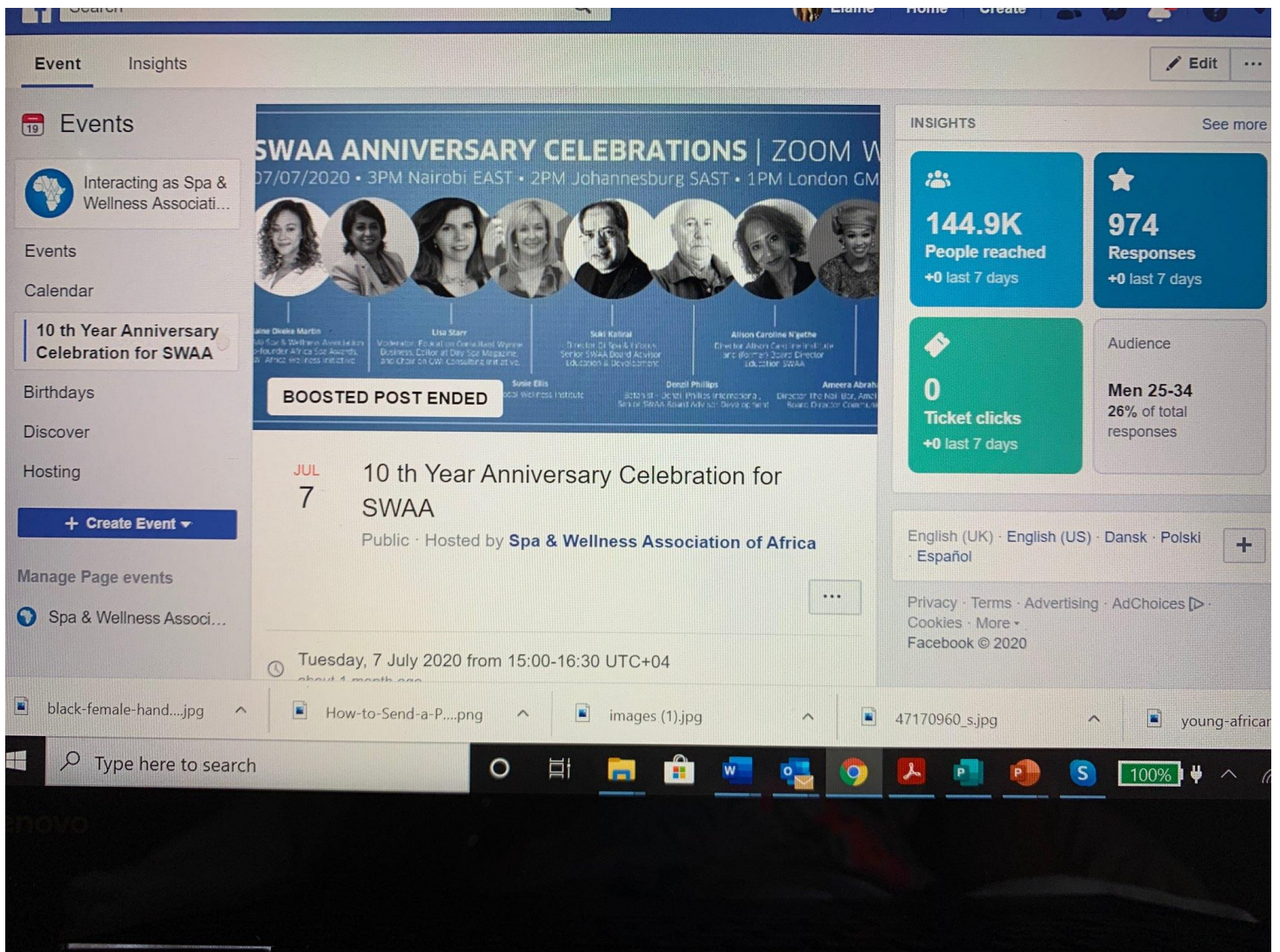
By following best practices, social media can strengthen your campaign or chapter strategy. At the moment, the most popular social media channels are Facebook, Twitter, and Instagram. Contact the SWAA's social media team if you want additional information on how to use other channels effectively.

BLOGGING

Blogging has revolutionized journalism. With blogs, anyone can be a journalist. Have you joined the conversation?

Here are some best practices for blogging:

- **Don't reinvent the wheel**—If your chapter or campaign has an existing blog, use and update that for your immediate purposes. This blog might already have a readership, and you don't want to start from scratch.
- **Keep it short and simple**—Blogging is your opportunity to frame a story your way, but it should be easily digestible and shareable. Keep your posts short (200 to 500 words) and include images, graphics, and photos to keep it interesting and visually appealing. Be sure to include links to your data/stats or to places where people can go if they want more information or if they want to take action.
- **Blog consistently but don't overdo it**—You should not create a blog if you only plan to update it once or twice. Try to update your blog at a consistent pace—once a month, once a week—but don't post constantly. Only blog if the topic is relevant and newsworthy.
- **Crosspost blogs when appropriate**—Have you posted your blog on the SWAA website, but you're hoping to get more exposure? Consider crossposting your blog on another platform, such as Medium or the Huffington Post. This can be a great way to amplify your message and reach out to new audiences. Make sure that you have the proper permissions to crosspost if you need them. For example, if you have a blog posted on a different organization's website, be sure to check with them first before posting the blog on another website, even if it's the SWAA's.



FACEBOOK

Facebook is the largest social network in the world, claiming over 1 billion active users. Chances are your local SWAA chapter, group, or campaign has a Facebook page. Managing a Facebook page with fresh content and engaging with followers is a lot of work, but it will help expand your brand, increase connections and dialogue, and motivate supporters to take action.

Here are some best practices for Facebook:

- **Keep your copy short**—You can say what you need to in two or three sentences followed by a link, video, or photo. Use tight, punchy language. Almost all Facebook users will skip over your post if it's longer than one paragraph. Facebook will initially display only the first 400 characters (not words) of a post. Don't use political or insider jargon, and shorten very long URLs when possible by using tools like Bitly.com
- **Use visual storytelling**—People on social media love pictures and graphics. Post a single great photo on your timeline, upload photo albums of local events, and use photos to promote events. Share others' pictures. "A picture is worth a thousand 'likes.'" Look to the SWAA's design archive for examples of quality graphics and infographics.
- **Diversify your content**—Post photos, graphics, news stories, live video, blog posts, events, announcements, video, etc., but remember that posts with a visual element typically perform better than those without.

- **Post consistently but don't overdo it**—Keep your content fresh, but don't bog down your followers with information overload. Twice a day is a good maximum to stick to while getting familiar with the platform
- **Engage your followers**—Answer questions, “like” favorable comments, and tag peoples’ names when responding. Do not delete critical or antagonistic comments unless they harass or include profanity or spam. Make sure to answer Facebook messages promptly to build better relationships with those who are trying to contact you directly. Follow other SWAA chapters and other non-profits to get ideas for content and to engage in online conversation with them.

Check out the SWAA's national Facebook page for inspiration, reposting opportunities, and ideas:

<https://www.facebook.com/swaafrika/>

TWITTER

Twitter is a powerful and flexible social media tool that can allow you to reach audiences in ways that blogs and Facebook cannot. Although you are limited to 140 characters per tweet, you are more likely to create an engaging dialogue with influential users on Twitter.

Here are some best practices for Twitter:

- **Use visual storytelling**—Tweeting high-quality photos, videos, and infographics has a ripple effect because people are more likely to click on the preceding tweets.
- **Shorter is better**—While you have 140 characters to get your message across, shorter and pithier is better. Avoid using abbreviations to save space unless necessary, and be sure to shorten long URLs when possible by using tools like Bitly.com.
- **Use hashtags wisely**—Hashtags are words or acronyms with # in front of them, which hyperlink the word or acronym, making it searchable across Twitter. Hashtags are used to enter a conversation on Twitter, but should not be used to artificially insert an account into something irrelevant. You don't have to use hashtags, but if you do, avoid acronyms when possible, and don't overdo it with more than two hashtags per tweet.

- **Join the community**—Follow local journalists, elected officials, other influencers, and your campaign's strategic targets, and consider including their Twitter handles in your tweets announcing news. Retweet relevant content to diversify your history of tweets to a mixture of original content and shared content. You can even use Twitter to reach out to reporters by tweeting your press release or information at them. Many reporters are very active on Twitter, so this is just another way to engage outside of a standard email.

Check out the SWAA's national Twitter page for inspiration, retweeting opportunities, and ideas:

<https://twitter.com/SpaAfrica>

INSTAGRAM

Instagram is a great channel for eye-catching visual content. This can be anything from natural landscapes to your lunch. The audience is on the younger side, and there are no clickable links from the site, so clicks off-site are impossible. That being said, Instagram is still a great way to spread awareness and share moments. Typically,



organic pictures and videos do better than assembled graphics and produced clips, but that is not a rule by any means.

A few more important tips for Instagram:

- **Download the app**—Although you can access Instagram on an web browser, Instagram is mobile-application based, so you will need to install it on a smartphone to get the full experience and to post.
- **Images do better when square**—If possible, try to take the picture this way. This saves the headache of having to crop out your friend or your dog from the picture. You can share images that are portrait or landscape but these run the risk of being scaled differently on different devices.
- **The minimum resolution is 640x640**—If you make it any smaller, the site will “upscale” your image (or sometimes not let you post), and it will look pixelated and grainy, which ruins its visual appeal.
- **Use filters!** These are a great way to make your photo pop. They also allow the image to fit in line with the others that are posted and create a native experience for your potential followers.
- **Use hashtags!** This channel loves hashtags. Similar to Twitter, hashtags insert your images into a larger pool of images and conversation that are easily searchable. Tag it with relevant hashtags. #HowTo #Instagram #relevant #help #tips #usehashtags

APPENDIX

About SWAA

The Spa & Wellness Association of Africa (SWAA) is a non-profit association founded in 2010 by Elaine Okeke Martin and led by expert volunteers. We unite Member National Spa and Wellness Societies, Businesses, Educators and individual members, to develop and maintain internationally recognised standards while giving members a platform to channel their voice for the spa & wellness industry in Africa. The association has seen a need for regional Coalition of countries to meet the challenges presented by the growth of Africa spa & wellness industry, while gathering market information in regions. We work alongside country Ministry of Tourism, Ministry of Education, Ministry of Health and Operators to set quality standards and encourage education and preventive health measures within the spa, health, and wellness industry. The association coalition allows us to reach out to the global spa & wellness community and keep our finger on the pulse of spa & wellness. Diversity is our strength.

EXAMPLE CHAPTER BOILERPLATE

About the SWAA Chapter – Country Chapter

The (Country??_____ SWAA Chapter) is SWAA 's Affiliate non-profit chapter for spa and wellness. The SWAA association coalition allows us to reach out to the national spa & wellness community and maintain internationally recognised standards and encourage education and preventive health measures within the spa and wellness industry. The (Country_____ SWAA Chapter) mission is to make wellness accessible to all in Africa. The (Country_____ SWAA Chapter) is made up of (100_____)members and supporters working to promote wellness for all.

TEMPLATE COMMUNICATIONS PLAN

Communications Plan: [Chapter Name]

Date Range:

Communications Infrastructure

What communications capacity do you have – staff and time? Who will do the work?
What budget do you have to do this work?

Overview

What is the status of the campaign for which you will be drafting the communications plan? How has it performed historically, and where do you see it going?

Goals

Why are you launching communications efforts in the first place? What do you want? What would it take for you to consider the campaign successful? What do you wish to accomplish within the next 6 months? The next year?

Target / Target Audience

Who can give you what you want? Can you directly influence this individual's decision making? If not, who is your target audience? Who do you need on your side to get what you want?

Research

What do you need to know about your target audience? How will you get the information?

Frame the Issue

What is this issue really about? Who is affected? What values does your audience share?

Message (message box)

Problem:

Solution:

Call to Action:

Benefit:

Spokespeople

Who are the best messengers to reach your target audience? Is there diversity among your spokespeople? Are the people/communities most affected by the issue/your campaign the ones represented among your spokespeople?

Tactics

Are there any particular tactics you plan to undertake (house parties, press conferences, road shows, non-English media, videos)? These can be listed as bullets in overall campaign communications plan, but please note that most tactics, like a targeted video release or event may require its own in-depth communications plan and individual measures of success. Please include a timeline.

Newshooks

What are newshooks for the issue. Do your tactics provide additional earned media opportunities?

Communications Channels and Outlets

How will you reach your target audience, e.g., print media, online media, door-knocking, newsletters, email blasts, PSAs, etc.?

News Media

The remainder of the template assumes you've selected traditional and online media as primary vehicles to reach your target audiences. The following are general ways in which to receive coverage, and there are many more that may apply to your campaign. Check the ones that will reach your target audience:

◆ News Article

◆ Op Ed

◆ Radio News/Talk

◆ Television News/Talk

◆ Podcasts

◆ Blogs

◆ Facebook/Twitter

◆ Video production/posting

◆ Other

Reporters / Media Database

Based on what you've checked above, rank the top 10 (or more) outlets in which you want coverage:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Metrics/Measures of Success

How do you measure the success of your communications activities? Is it by number or type of media, a specific action that target audiences undertake, or a combination of many factors? What are the desired outcomes of your various tactics?

Tactics and Timeline

Insert your campaign's tactics into a timeline, from beginning to end and follow-up.

TEMPLATE PRESS RELEASE

FOR IMMEDIATE RELEASE:

Tuesday, June 7, 2022

Contact: Your name (###) ###-#### or ??chapter@swaafrika.org

View as webpage

Title Should Not Be Longer Than Ten Words
Subtitle Should Not Be Longer Than Ten Words

SWAA Head Office Port Louis, Mauritius. -- Body of the press release. Should be no longer than one page total. The first paragraph of a press release needs to tell the complete story. You should be able to do away with all of the subsequent paragraphs and still have a cogent, if terse, message. After all, the reporter might not make it any further.

"Quote. Quote. Quote. Quote. Quote. Quote. Quote," said _____, **director of the Sample Chapter of SWAA.**

Body text. Body text. Body text. Body text. Body text. Body text.

Body text. Body text. Body text. Body text. Body text. Body text. Body text. Body text. Body text.

###

About SWAA

The Spa & Wellness Association of Africa (SWAA) is a non-profit association founded in 2010 and led by expert volunteers. We unite Member National Spa and Wellness Societies, Businesses, Educators and individual members, to develop and maintain internationally recognised standards while giving members a platform to channel their voice for the spa & wellness industry in Africa. The association has seen a need for regional Coalition of countries to meet the challenges presented by the growth of Africa spa & wellness industry, while gathering market information in regions. We work alongside country Ministry of Tourism, Ministry of Education, Ministry of Health and Operators to set quality standards and encourage education and preventive health measures within the spa, health, and wellness industry. The association coalition allows us to reach out to the global spa & wellness community and keep our finger on the pulse of spa & wellness. Diversity is our strength.

www.swaafrika.org

TEMPLATE PRESS STATEMENT

FOR IMMEDIATE RELEASE:

Tuesday, May 7, 2020

Contact: Your Name (###) ###-#### or your.name@swaafrika.org

View as webpage

Title Should Not Be Longer Than Ten Words
Subtitle Should Not Be Longer Than Ten Words

SWAA Head Office Port Louis, Mauritius (Current).-- Description of the event that prompted the statement. Should be no longer than two paragraphs.

In response, SWAA Chapter Sample Chapter Director _____ released the following statement:

"Begin each paragraph with quotation marks.

"Do not close every paragraph with quotation marks.

"The only paragraph which should have both open and close quotes is the final paragraph being quoted."

###

About SWAA

The Spa & Wellness Association of Africa (SWAA) is a non-profit association founded in 2010 by Elaine Okeke Martin and led by expert volunteers. We unite Member National Spa and Wellness Societies, Businesses, Educators and individual members, to develop and maintain internationally recognised standards while giving members a platform to channel their voice for the spa & wellness industry in Africa. The association has seen a need for regional Coalition of countries to meet the challenges presented by the growth of Africa spa & wellness industry, while gathering market information in regions. We work alongside country Ministry of Tourism, Ministry of Education, Ministry of Health and Operators to set quality standards and encourage education and preventive health measures within the spa, health, and wellness industry. The association coalition allows us to reach out to the global spa & wellness community and keep our finger on the pulse of spa & wellness. Diversity is our strength. www.swaafrika.org

TEMPLATE MEDIA ADVISORY

FOR PLANNING PURPOSES:

Tuesday, May 7, 2020

Contact: Your Name (###) ###-#### or your.email@swafrica.org

View as webpage

MEDIA ADVISORY

Today: Title Should Not Be Longer Than Ten Words
Subtitle Should Not Be Longer Than Ten Words

SWAA Head Office Port Louis, Mauritius.-- Background of the issue and synopsis of the event. Should be no longer than two paragraphs.

What: One-line description of the event.

When: Date and time.

Where: Location. If this is a telephone, put call-in information here or ask press to RSVP to receive call-in information.

Who: Speakers include:

Mrs. @[Smith](#), Mr. @[Ade](#)

SWAA Chapter Sample Chapter Director_____, @twitterhandle

Follow along online using #hashtag.

RSVP to your.email@swafrica.org

###

PROBLEM

This is about 50 words. 14 point text. Space after paragraph. Don't use bullets, they take up tons of room, use a symbol if you need a visual to denote a point. Keep message points very SHORT and CONCISE.

> Fact/figure to support main problem

SOLUTION

This is about 50 words. 14 point text. Space after paragraph. Don't use bullets, they take up tons of room, use a symbol if you need a visual to denote a point. Keep message points very SHORT and CONCISE.

> Fact/figure to support main solution

This Is Twelve Words for the Title and Date of Message Box

CALL TO ACTION

This is about 50 words. 14 point text. Space after paragraph. Don't use bullets, they take up tons of room, use a symbol if you need a visual to denote a point. Keep

BENEFIT

This is about 50 words. 14 point text. Space after paragraph. Don't use bullets, they take up tons of room, use a symbol if you need a visual to denote a point. Keep

INDEPENDENT CONTRACTOR AGREEMENT

This AGREEMENT is made this ___ day of _____, 20___, between the Spa & Wellness Association of Africa (SWAA)
, having its principal place of business **Port Louis, Mauritius** _____
, and _____ ("Contractor"), _____ having its principal
place of business at _____.

ARTICLE 1. TERM OF CONTRACT

Section 1.01. This agreement will become effective on _____, 20___ and will continue in effect through _____, 20___ (the "Termination Date"), unless terminated in accordance with the provisions of Article 7 of this agreement.

ARTICLE 2. INDEPENDENT CONTRACTOR STATUS

Section 2.01. It is the express intention of the parties that Contractor is an independent contractor and not an employee, agent, joint venturer or partner of SWAA. Nothing in this agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between SWAA and Contractor or any employee or agent of Contractor. Both parties acknowledge that Contractor is not an employee for state or federal tax purposes. Contractor agrees he/she is not covered by SWAA's Worker's Compensation Insurance Policy, liability insurance policies, personnel policies, performance evaluation and compensation systems or any employee group benefits program. Contractor shall retain the right to perform services for the general public during the term of this agreement.

ARTICLE 3. SERVICES TO BE PERFORMED BY CONTRACTOR

Section 3.01. Contractor agrees to perform the following services (the "Services"):

To the extent that any material written, produced or furnished by Contractor hereunder is neither original nor in the public domain, Contractor shall acquire the right to use such material for all purposes contemplated by this Agreement, worldwide, in perpetuity, in any medium or format now known or hereafter diverged.

Section 3.02. Contractor will determine the method, details, and means of performing the Services. SWAA shall have no right to, and shall not, control the manner or determine the method of accomplishing the Services.

Section 3.03. Contractor may, at the Contractor's own expense, employ such assistants as Contractor deems necessary to perform the services required of Contractor by this agreement. SWAA may not control, direct, or supervise Contractor's assistants or employees in the performance of those services. Contractor assumes full and sole responsibility for the payment of all compensation and expenses of these assistants and for all state and federal income tax, unemployment insurance, workers' compensation insurance, Social Security, disability insurance and other applicable withholdings.

ARTICLE 4. COMPENSATION

Section 4.01. In consideration for the services to be performed by Contractor, SWAA agrees to pay Contractor a fee of _____ SWAA shall be under no obligation to pay for any activities over and above the SWAA opn of the engagement or incremental cost not initially estimated which are required for completion of these services, unless Contractor has obtained SWAA's prior written approval for such additional hours.

Section 4.02. Contractor shall submit invoices for all services rendered to:

Section 4.03. Contractor shall be paid after final delivery of the production within 30 days after invoice is submitted to SWAA except as otherwise stated herein.

Section 4.04. Contractor shall be responsible for all costs and expenses incident to the performance of services for SWAA including, but not limited to, all costs of equipment provided by Contractor, all fees, fines, licenses, bonds or taxes required of or imposed against Contractor and all other of Contractor's costs of doing business. SWAA shall not be responsible for any expenses incurred by Contractor in performing services for SWAA.

ARTICLE 5. OBLIGATIONS OF CONTRACTOR

Section 5.01. Contractor will supply all equipment and instrumentalities required to perform the Services under this agreement.

Non-Disclosure of Confidential Information

Section 5.02. (a) "Confidential Information" means any SWAA proprietary information, technical data, trade secrets, copyrightable material or know-how, including, but not limited to, research, product plans, products, services, member and donor lists, markets, software, developments, inventions, processes, formulas, technology, designs, drawings, engineering, hardware configuration information, marketing, finances or other business information disclosed by SWAA either directly or indirectly in writing, orally or by drawings or inspection of parts or equipment. Confidential Information does not include information which (i) is known to Contractor at the time of disclosure to Contractor by SWAA as evidenced by written records of Contractor, (ii) has become publicly known and made generally available through no wrongful act of Contractor, or (iii) has been rightfully received by Contractor from a third party who is authorized to make such disclosure.

(b) Contractor will not, during or subsequent to the term of this agreement, use SWAA's Confidential Information for any purpose other than the performance of the Services on behalf of SWAA, nor will Contractor disclose SWAA's Confidential Information to any third party. It is understood that said Confidential Information shall remain the sole property of SWAA.

(c) Contractor agrees that Contractor will not, during the term of this agreement, improperly use or disclose any proprietary information or trade secrets of any former or current employer or other person or entity with which Contractor has an agreement or duty to keep in confidence information acquired by Contractor, if any, and that Contractor will not bring onto the premises of SWAA any unpublished document or proprietary information belonging to such employer, person or entity unless consented to in writing by such employer, person or entity.

(d) Contractor recognizes that SWAA has received and in the future will receive from third parties their confidential or proprietary information subject to a duty on SWAA's part to maintain the confidentiality of such information and to use it only for certain limited purposes. Contractor agrees that Contractor owes SWAA and such third parties, during the term of this agreement and thereafter, a duty to hold all such confidential or proprietary information in the strictest confidence and not to disclose it to any person, firm or corporation or to use it except as necessary in carrying out the Services for SWAA consistent with SWAA's agreement with such third party.

(e) Upon the termination of this agreement, or upon SWAA's earlier request, Contractor will deliver to SWAA all of SWAA's property or Confidential Information that Contractor may have in Contractor's possession or control.

Ownership of Intellectual Property

Section 5.03. (a) Contractor agrees that all copyrightable material, notes, records, drawings, designs, creations, improvements, developments, discoveries and trade secrets (collectively, "Work Product") conceived, made or discovered by Contractor, solely or in collaboration with others, during the period of this agreement which relate in any manner to the business of SWAA that Contractor may be directed to undertake, investigate or experiment with, or which Contractor may become associated with in work, investigation or experimentation in the line of business of SWAA in performing the Services hereunder, are the sole property of SWAA. Contractor further agrees to assign (or cause to be assigned) and does hereby assign fully to SWAA all Work Product and any copyrights, patents, mask work rights or other intellectual property rights relating thereto.

Contractor agrees to assist SWAA, or its designee, at SWAA's expense, in every proper way to secure SWAA's rights in the Work Product and any copyrights, patents, mask work rights or other intellectual property rights relating thereto in any and all countries, including the disclosure to SWAA of all pertinent information and data with respect thereto, the execution of all applications, specifications, oaths, assignments and all other instruments which SWAA shall deem necessary in order to apply for and obtain such rights and in order to assign and convey to SWAA, its successors, assigns and nominees the sole and exclusive right, title and interest in and to such Work Product, and any copyrights, patents, mask work rights or other intellectual property rights relating thereto. Contractor further agrees that Contractor's obligation to execute or cause to be executed, when it is in Contractor's power to do so, any such instrument or papers shall continue after the termination of this agreement.

(c) Contractor agrees that if in the course of performing the Services, Contractor incorporates into any Work Product developed hereunder any creation, improvement, development, concept, discovery or other proprietary information owned by Contractor or in which Contractor has an interest, (i) Contractor shall inform SWAA, in writing, before incorporating such invention, improvement, development, concept, discovery or other proprietary information into any Work Product; and (ii) SWAA is hereby granted and shall have a nonexclusive, royalty-free, perpetual, irrevocable, worldwide license to use, copy, reproduce, distribute, perform, display, prepare derivative works of, make, have made, sell and export such item as part of or in connection with such Work Product. Contractor shall not incorporate any invention, improvement, development, concept, discovery or other proprietary information owned by any third party into any Work Product without SWAA's prior written permission. If contractor fails to inform the SWAA, in writing, that he has incorporated any invention, improvement, development, concept, discovery or other proprietary information into any Work Product, he shall forfeit all rights to said invention.

(d) Contractor agrees that if SWAA is unable because of Contractor's unavailability, mental or physical incapacity, or for any other reason, to secure Contractor's signature to apply for or to pursue any application for any United States or foreign patents or mask work or copyright registrations covering the Work Product assigned to SWAA above, then Contractor hereby irrevocably designates and appoints SWAA and its duly authorized officers and agents as Contractor's agent and attorney in fact, to act for and in Contractor's behalf and stead to execute and file any such applications and to do all other lawfully permitted acts to further the prosecution and issuance of patents, copyright and mask work registrations thereon with the same legal force and effect as if executed by Contractor.

(e) Contractor hereby represents and warrants that (i) all Work Product will be the original work of Contractor and (ii) the Work Product will not infringe the copyright, patent, trade secret, or any other intellectual property right of any third party.

Representations and Warranties

Section 5.04. Contractor represents, warrants and covenants that:

(a) Contractor has the right, power and authority to make and enter into and fully perform its obligations pursuant to this Agreement and to grant to SWAA all of the rights herein granted to SWAA;

Any and all material written, produced or furnished by Contractor hereunder is or will be (i) the original work of Contractor, which shall not have been exploited in any manner or medium, (ii) shall be in the public domain, or, (iii) to the extent such material is neither original nor in the public domain, Contractor shall acquire the right to use such material for all purposes contemplated by this Agreement, and such material shall not infringe upon or violate any law, agreement or other rights of any kind, of any person or entity including, without limitation, rights affecting copyright, patent, trademark, unfair competition, contract, defamation, privacy and/or publicity;

(c) Neither the Services or the production, nor the exercise by SWAA or its designees of the rights granted in the Agreement shall violate or infringe upon the rights of any person or entity whatsoever, or create any liability of any kind;

(d) There are (and will be) no liens, claims or encumbrances which might conflict with or otherwise affect any of the provisions of this Agreement or SWAA's exercise of any rights granted herein. Contractor is not subject to any obligation or disability which will or might prevent him from fully keeping and performing all of their services, obligations, covenants and conditions to be kept or performed by them hereunder, and Contractor has not made nor will make any grant, assignment, commitment or do or permit any act which will or might interfere with or impair the full and complete performance of Contractor's services and obligations hereunder or SWAA's full and complete enjoyment and exercise of the rights and privileges granted herein; and

(e) Any third party engaged by Contractor to fulfill any of Contractor's obligations will be bound by the obligations of Contractor set forth herein.

(f) The information and answers provided by Contractor on SWAA's Independent Contractor Questionnaire (the "Questionnaire") are true, correct and complete, and Contractor acknowledges that SWAA will utilize the information and answers on the Questionnaire in connection with SWAA's tax and other regulatory compliance. Contractor shall notify SWAA's Human Resources Department promptly in writing of any changes to Contractor's information or answers on the Questionnaire.

Indemnification

Section 5.05. Contractor on behalf of itself and its employees, agents, contractors, subcontractors and other personnel (collectively, the "Contractor Parties") will defend, indemnify and hold SWAA, its affiliated and related entities, licensees, successors and assigns, and their respective officers, directors, agents, representatives, contractors and employees (collectively, the "SWAA Parties") harmless from and against any and all claims, losses, damages and expenses (including, without limitation, reasonable attorneys' fees and disbursements) (collectively, "Claims") directly or indirectly arising out of or resulting from a breach or alleged breach by any of the Contractor Parties of their obligations, representations, warranties, covenants or undertakings under this Agreement, or (ii) the development, production, distribution, advertising, promotion or use of the Work Product, production or Services performed or provided hereunder, including any Claim that any license, Work Product or service provided to the SWAA Parties or otherwise produced hereunder infringes, violates or misappropriates any rights of any third party (including copyright, patent, trademark, trade secret, license, or other proprietary rights or any right of privacy or publicity) or defames, libels or slanders any third party. Contractor shall also indemnify and hold the SWAA Parties harmless against any and all liability imposed or claimed, including attorney's fees and other legal expense, arising directly or indirectly from any act or failure of any of the Contractor Parties, including all Claims relating to the injury or death of any person or damage to any property, or statutory or common law claims relating to employment discrimination or sexual harassment.

Insurance

Section 5.06. Contractor agrees to acquire and maintain workers' compensation insurance for Contractor and for Contractor's employees as prescribed by country law. Contractor shall provide SWAA with a certificate of insurance prior to delivery of the production and final payment to Contractor.

Additional Documents

Section 5.07. Contractor shall execute, verify, acknowledge and deliver any and all instruments or other documents which may at any time be deemed necessary or advisable to evidence, establish, maintain or protect any rights granted by or obligations of Contractor under this Agreement. These other documents include, but are not limited to, delivery by Contractor of a written summary of any and all material written, produced, or furnished by Contractor hereunder along with copies of all licenses obtained from third parties in a form acceptable to SWAA (often referred to as the "rights bible") prior to delivery of the production and final payment to Contractor. Contractor hereby irrevocably appoints SWAA the true and lawful attorney-in-fact of Contractor to execute, acknowledge and deliver any such assignment or instrument if Contractor shall fail or refuse to execute, acknowledge or deliver the same, in which event Contractor will promptly be furnished with copies of any and all such signed documents.

Assignment

Section 5.08. Neither this agreement nor any duties or obligations under this agreement may be assigned by Contractor without the prior written consent of SWAA.

Taxes

Section 5.09. As Contractor is not an employee of SWAA, Contractor is responsible for paying all required state and federal taxes. In particular:

- SWAA will not withhold (Social Security) from Contractor's payments;
- SWAA will not make state or federal unemployment insurance contributions on Contractor's behalf;
- SWAA will not withhold (except as specified below) state or federal income tax from payment to Contractor;

- SWAA will not make disability insurance contributions on behalf of Contractor;
- SWAA will not obtain workers' compensation insurance on behalf of Contractor.

Notwithstanding the foregoing, Contractor acknowledges that SWAA may be required by California law to make withholdings on payments made to Contractor under this Agreement, and Contractor hereby consents to any such withholding. In the event that any such withholding is required by California law, SWAA will notify Contractor of the withholding requirements and will supply Contractor with any reports of such withholding as are required by law.

ARTICLE 6. OBLIGATIONS OF SWAA

Section 6.01. SWAA agrees to comply with all reasonable requests of Contractor (and provide access to all documents reasonably) necessary to the performance of Contractor's duties under this agreement.

Section 6.02. Neither this agreement nor any duties or obligations under this agreement may be assigned by SWAA without the prior written consent of Contractor.

ARTICLE 7. TERMINATION OF AGREEMENT

Termination on Occurrence of Stated Events

Section 7.01. This agreement shall terminate automatically on the termination date (as stated in section 1.01) or on the occurrence of any of the following events:

1. Bankruptcy or insolvency of either party;
2. Sale of the business of either party;
3. Death or disability of Contractor. "Disability" means any mental or physical incapacity of Contractor which prevents Contractor from performing the duties specified in this agreement or ninety (90) days, whether or not consecutive, out of the term of this agreement;
4. Theft, fraud embezzlement, dishonesty or other similar behavior by Contractor; or
5. Any habitual neglect of duty of Contractor in discharging any of Contractor's duties under this agreement.

Upon termination of this Agreement pursuant to the occurrence any of the above stated events prior to the completion of the project contemplated by this Agreement, Contractor shall return to SWAA any advance payments or deposits no later than 10 days after such termination.

Termination by SWAA for Default of Contractor

Section 7.02. Should Contractor default in the performance of this agreement or materially breach any of its provisions, SWAA, at its option, may terminate this agreement by giving five (5) days written notice to Contractor. Upon termination of this Agreement pursuant to this

paragraph prior to the completion of the project contemplated by this Agreement, Contractor shall return to SWAA any advance payments or deposits no later than 10 days after such termination.

Termination by Contractor for Default of SWAA

Section 7.03. Should SWAA default in the performance of this agreement or materially breach any of its provisions, Contractor, at its option, may terminate this agreement by giving five (5) days written notice to SWAA.

Termination for Failure to Make Agreed-Upon Payments

Section 7.04. Should SWAA fail to pay Contractor all or any part of the compensation set forth in Article 4 of this agreement on the date due, Contractor, at the Contractor's option, may terminate this agreement if the failure is not remedied by SWAA within thirty (30) days from the date payment is due.

Termination on Ten Days Notice

Section 7.05. Either party may terminate this agreement by providing ten (10) days written notice to the other party.

ARTICLE 8. ARBITRATION PROVISIONS

Section 8.01. Except as provided in 8.04 below, SWAA and Contractor agree that any dispute or controversy arising out of, relating to or in connection with the interpretation, validity, construction, performance, breach or termination of this agreement shall be settled by binding arbitration to be held in SWAA Parent country of registration, in accordance with the Commercial Arbitration Rules, supplemented by the Supplemental Procedures for Large Complex Disputes, of the American Arbitration Association as then in effect. The arbitrator may grant injunctions or other relief in such dispute or controversy. The decision of the arbitrator shall be final, conclusive and binding on the parties to the arbitration. Judgment may be entered on the arbitrator's decision in any court of competent jurisdiction.

Section 8.02. The arbitrator(s) shall apply SWAA Parent country of registration law to the merits of any dispute or claim, without reference to conflicts of law rules. Contractor hereby consents to the personal jurisdiction of the state and federal courts located in SWAA Parent country of registration for any action or proceeding arising from or relating to this agreement or relating to any arbitration in which the parties are participants.

Section 8.03. SWAA and Contractor shall each pay one-half of the costs and expenses of such arbitration, and each shall separately pay its counsel fees and expenses unless otherwise required by law.

Section 8.04. The parties may apply to any court of competent jurisdiction for a temporary restraining order, preliminary injunction, or other interim or conservatory relief, as necessary, without breach of this arbitration agreement and without abridgment of the powers of the arbitrator.

Section 8.05. By signing this agreement, Contractor agrees to submit any claims arising out of, relating to, or in connection with this agreement, or the interpretation, validity, construction, performance, breach or termination thereof, to binding arbitration, except as provided in section 8.04, and that this arbitration clause constitutes a waiver of Contractor's right to a jury trial.

ARTICLE 9. GENERAL PROVISIONS

Section 9.01. Any notices to be given hereunder by either party to the other may be effected either by personal delivery in writing or by mail, registered or certified, postage prepaid with return receipt requested, or by overnight express courier. Mailed notices shall be addressed to the parties at the addresses appearing in the introductory paragraph of this agreement, but each party may change the address by written notice in accordance with this paragraph. Notices delivered personally will be deemed communicated as of actual receipt; mailed notices will be deemed communicated as of two days after mailing.

Section 9.02. This agreement supersedes any and all agreements, either oral or written, between the parties hereto with respect to the rendering of services by Contractor for SWAA and contains all the covenants and agreements between the parties with respect to the rendering of such services in any manner whatsoever. Each party to this agreement acknowledges that no representations, inducements, promises, or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which are not embodied herein, and that no other agreement, statement, or promise not contained in this agreement shall be valid or binding. Any modification of this agreement will be effective only if it is in writing signed by the party to be charged.

Section 9.03. If any provision in this agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

Section 9.04. This agreement will be governed by and construed in accordance with the laws of the Mauritius.

Section 9.05. The provisions of the sections captioned "Non-Disclosure of Confidential Information," "Ownership of Intellectual Property," "Indemnification" and "Arbitration Provisions" and those with respect to choice of laws shall survive any expiration or termination of this Agreement.

Executed at _____, California.

CONTRACTOR:

SWAA: SWAA

Taxpayer Identification Number:

Dated: _____, 20__

Dated: _____, 20__

SWAA Content Submission Form

The SWAA, a nonprofit corporation (the "SWAA"), hereby solicits Content from individuals 18 years of age or older, for use in support of its mission to promote enjoyment and protection of the wild places of the earth, to practice and promote the responsible use of the earth's ecosystems and resources, to educate and enlist humanity to protect and restore the quality of the natural and human environment, and to use all lawful means to carry out these objectives. Contributions, gifts, and dues to the SWAA are not tax deductible. "Content" as used in this document means any and all text, computer code, pictures, sounds, graphics, video, audio or other data in any format whatsoever supplied by you for uses contemplated herein, including, but not limited to, images, photographs, illustrations, graphics, audio clips, video clips, or text. Because of the volume of materials sent to us, we cannot arrange for the return of any Content submitted to us by you. Therefore, we strongly encourage you to submit a copy of your Content to us in digital form. We are not responsible for loss or damage to original or copied versions of Content submitted to us.

NOTE: We cannot accept Content that includes recognizable children under the age of 18 unless you are the parent or legal guardian of the child(ren).

A. License of Rights

1. If you submit Content to the SWAA in response to the foregoing solicitation, the SWAA may select some or all of it to use in support of its mission. **The SWAA acknowledges that you will remain the owner of the copyright in the Content, and the SWAA will include your requested form of copyright notice when your Content is used, to the best of its ability.** You must indicate such notice on the Submission Form. The SWAA cannot be held responsible for incorrect credits.

2. **You grant to the SWAA (select one):**

☐ **The right to use this Content in any way that supports the SWAA's mission.**

That is, the non-exclusive, royalty-free right to reproduce, use, copy, sell, distribute, create derivative works from, publicly display, or publicly perform this Content throughout the world, in perpetuity for the purpose of, but not limited to, public education, advocacy, advertising, publicity, business, or any other lawful purpose whatsoever, in any media now known or hereafter developed. The SWAA may sublicense or otherwise transfer the rights granted herein.

or

☐ **The right to use this Content in SWAA's Web sites, electronic publications, electronic mailings, and chapter and group newsletters.**

That is, the non-exclusive, royalty-free right to reproduce, use, copy, distribute, create derivative works from, publicly display, or publicly perform this Content throughout the world, in perpetuity for the purpose of, but not limited to, public education, advocacy, advertising, publicity, business, or any other lawful purpose whatsoever, in any of the SWAA's internal and external Web sites, electronic publications and mailings, and chapter and group newsletters. The SWAA may sublicense or otherwise transfer the rights granted herein.

B. Terms & Conditions

1. Terms of Agreement. Because the SWAA receives submissions from many sources, it is not able or willing to accept different terms and conditions proposed by different individuals. Therefore, if you decide to submit Content to SWAA, you will thereby agree, with respect to the Content, if any, selected by the SWAA from such submissions, to the terms and conditions set forth in Parts A (License of Rights) and B (Terms & Conditions) hereof. No different or additional terms set forth in any invoice or other document submitted by you, previously or hereafter, will affect our agreement, which will be only as set forth herein. THIS OFFER IS MADE EXPRESSLY CONDITIONAL ON THESE TERMS.
2. Warranty and Indemnification The SWAA cannot accept Content from anyone but the owner. **By submitting Content, you represent and warrant that you are 18 years of age or older, that the this Content is your original work, that your agreement hereto does not violate any agreement between you and a third party, and that the SWAA's use of this Content shall not infringe upon or violate any law, agreement or other rights of any kind, of any third party, without limitation, rights affecting copyright, patent, trademark, unfair competition, contract, defamation, privacy or publicity.** You agree that you will, at your own expense, defend, indemnify, and hold harmless the SWAA and its

affiliated and related entities, licensees, successors and assigns, employees, officers and directors, representatives, contractors and agents from all claims, losses, damages and expenses of any kind (including, without limitation, attorneys' fees and disbursements) arising out of or in connection with a breach or alleged breach by you of your obligations or warranties under this agreement.

3. Governing Law. This offer, and the agreement that will be formed if you submit Content to the SWAA, will be interpreted under the laws of the State of California without regard to conflict of law principles, and any disputes or litigation arising in connection with such agreement shall be venued only in registered country of SWAA parent. You hereby waive any defense or lack of personal jurisdiction or forum non conveniens.
4. No Obligation to Use Rights. Nothing herein will constitute any obligation by the SWAA to make use of any of the rights herein or any of the Content.
5. General Provisions. This agreement supersedes any and all agreements, either oral or written, between the parties hereto and contains all the covenants and agreements between the parties with respect to the subject matter hereof. Each party to this agreement acknowledges that no representations, inducements, promises, or agreements, oral or otherwise, have been made by any party, or anyone acting on behalf of any party, that are not embodied herein, and that no other agreement, statement, or promise not contained in this agreement shall be valid or binding. Any modification of this agreement will be effective only if it is in writing signed by both parties. If any provision in this agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way. No waiver or any breach of any provision of this agreement shall constitute a waiver of any prior, concurrent, or subsequent breach of the same or any other provision hereof, and no waiver shall be effective unless made in writing and signed by an authorized representative of the waiving party. The parties to this agreement are independent contractors. Neither party is the agent, representative, or partner of the other party, and neither has any right, power, or authority to enter into any agreement or other commitment for, or incur any liability or obligation on behalf of, or otherwise bind, the other party.

The undersigned hereby represents that it has read the foregoing and fully and completely understands the contents hereof.

BY: _____ DATE: _____

Copyright notice that should appear with this content:

Copyright [year] by [author/owner]

Description of content (for example, ten images of the Spa at One & Only Cape Town and staff shot in the month of May 2020; five images of spa therapists in front of the hotel 8/8/08 in South Africa; 25 images of spa rooms in the desert on 8/8/08). Provide names of pictured individuals, if possible:

SWAA PHOTO & VIDEO RELEASE FORM

I hereby irrevocably grant the SWAA (the "SWAA") and its assigns, licensees and successors, the royalty-free right to use my image, name, likeness, and voice throughout the world, in perpetuity for the purpose of, but not limited to, public education, advocacy, advertising, publicity, business, or any other lawful purpose whatsoever, in any media now known or hereafter developed, and I waive any right to inspect or approve such use.

I release the SWAA and its assigns, licensees and successors from any and all liability that may arise in connection with the use of my image, name, likeness, or voice including, but not limited to, any claims of defamation, invasion of privacy, or infringement of moral rights, rights of publicity or copyright. The SWAA is not obligated to utilize any of the rights granted in this Agreement.

I have read and understood this Agreement, and I am over the age of eighteen (18). This Agreement expresses the complete understanding of the parties and may not be amended unless mutually agreed to by the parties in writing.

Name: _____
(Please Print)

Signature: _____ Date: _____

Address: _____

Email Address (*optional*): _____

Parent/Guardian Consent [use if the person is under 18]:

I hereby agree and consent to the foregoing Agreement on behalf of the minor below.

Name and Age of Minor : _____
(Please Print) (Age)

Parent/Guardian Name: _____
(Please Print)

Parent/Guardian Signature: _____ Date: _____

Parent/Guardian Address: _____

Parent/Guardian Email Address (*optional*): _____

FORMULAIRE D'ACCORD D'UTILISATION DE PHOTOS ET DE VIDÉO

SWAA

Par la présente, j'accorde irrévocablement au SWAA (le «Club») et à ses cessionnaires, licenciés et successeurs, le droit sans redevance d'utiliser mon image, mon nom, ma ressemblance et ma voix dans le monde entier, à perpétuité à cette fin, mais sans s'y limiter, l'éducation du public, le plaidoyer, la publicité, le commerce ou tout autre but juridique, sur tout support connu ou développé ultérieurement, et je renonce à tout droit d'inspecter ou d'approuver une telle utilisation.

Je dégage le Club et ses cessionnaires, licenciés et successeurs de toute responsabilité pouvant découler de l'utilisation de mon image, de mon nom, de ma ressemblance et de ma voix, y compris, mais sans s'y limiter, toute réclamation pour diffamation, atteinte à la vie privée, ou la violation des droits moraux, des droits de publicité ou des droits d'auteur. Le Club n'est pas obligé d'utiliser l'un des droits garantis dans le présent Contrat.

J'ai lu et compris cet accord et j'ai plus de dix-huit (18) ans. Cet accord exprime l'entière compréhension des parties et ne peut être modifié à moins d'un accord mutuel entre les parties et par écrit.

Nom: _____

Date de la signature: _____

Accueil: _____

Courriel (facultatif): _____

Consentement du parent / tuteur (si la personne a moins de 18 ans):

J'accepte et j'accepte par la présente cet accord au nom du mineur identifié ci-dessous.

Nom et âge du mineur: _____ Âge: _____

Nom du parent / tuteur: _____

Signature du parent / tuteur: _____ Date: _____

Adresse du parent / tuteur: _____

Courriel du parent / tuteur (facultatif): _____.