CITY OF WINDHOEK

CORPORATE COMMUNICATION POLICY

Authorized by: ....

Chief Executive Officer

Approved by the City Council .... : Date: ..../......./2017

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i. DEFINITIONS OF TERMS:

TERM	MEANING
City of Windhoek	Refers to the Windhoek Municipality as the Local Authority established in terms of Local Authority Act, Act 23 of 1992 (as amended) including all its subsidiaries
Stakeholders	External and Internal: City Council, Residents, National Government, Khomas Regional Council, NALAO, AMICAAL, Other Local Authorities, Trade Unions and Related Associations, Suppliers of goods services, Electricity Control Board, Media, NCCI, NGO, International Missions and City of Windhoek Employees.
Media	Communication channels through which news or promotional messages are disseminated, such as print, electronic media and social media.
Spokesperson (s)	Individuals who are authorised to Communicate to the media on behalf of the organisation as stipulated in this policy.
Corporate Identity Manual (CI Manual)	The Corporate Identity manual of the City of Windhoek is the document that details how the City's logo, symbols, flags, and labels are to be represented.
Crisis Communications Plan	Is a sub-speciality of the public relations profession that is designed to protect and defend an individual, company, or organization facing a public challenge to its reputation; it is the collection, processing, and dissemination of information required to address a crisis situation.
Crisis	A crisis ("critical", "emergency event") is any event that is, or is expected to lead to, an unstable and dangerous situation affecting an individual, group, community, or whole society. Crises are deemed to be negative changes in the security, economic, political, societal, or environmental affairs, especially when they occur abruptly, with little or no warning.

ii. ABBREVIATIONS

CoW – City of Windhoek

CCP - Corporate Communications Policy

CCMPP - Corporate Communications, Marketing and Public Participation

CIM – Corporate Identity Manual

MICT – Ministry of Information Communication Technology

ICT – Information Communication Technology

MURD - Ministry of Urban and Rural Development

NAMPOL - Namibian Police

MoHSS - Ministry of Health and Social Services

KRC - Khomas Regional Council

iii. INTRODUCTION:

The City of Windhoek (CoW), which is a Municipality of Windhoek established by the Local Authority Act 23 of 1992 (as amended). It is committed to a two-way communication principle, building relationships with its internal and external stakeholders and to form partnerships with the public and private sector. The purpose of this policy is to provide clear principles and guidelines for communication in the organisation. The different roles and responsibilities within the City of Windhoek's communication are made clear, as to what is to be communicated, when, where and by whom. This policy will ensure that communication takes place in a well-coordinated and professional manner on all the City of Windhoek related matters.

iv. GUIDING PRINCIPLES OF THIS DOCUMENT:

This Corporate Communications Policy seeks to ensure that the City of Windhoek acknowledges the importance of communications as a strategic management function and as an integral part of its daily functioning. It demonstrates that the City of Windhoek is committed to a transparent and effective relationship with its internal and external stakeholders and will do so by a process of consultation and information dissemination. The City of

Windhoek acknowledges that it has a responsibility to inform its internal and external stakeholders on identified issues, progress made and result achieved in addressing its mandate.

The Corporate Communications, Marketing and Public Participation Division has the responsibility to ensure that all communications activities, including budgeting and procurement thereof of communication services, are done in accordance with these policies and procedures. This requires all communication and communication-related activities to be co-ordinated and recommended by the Division in consultation with Chief Executive Officer.

v.   POLICY STATEMENT:

It is the policy of the City of Windhoek (Windhoek Municipality) to provide information to its internal and external stakeholders about the organisation's programme and services. This should be done in an accurate, timeous, professional, relevant and understandable manner to:

- Ensure that it reports its achievements with regards to its mandate;
- Ensure that it is visible, accessible and answerable to its stakeholders and the residents it serves;

Procedures and compliance

The Communications Policy is intended to ensure that the City of Windhoek's communication processes are established streamlined standardised communication methods, and that the dissemination of information pertaining to the organisations business matters are communicated uniformly.

It is expected that all employees, contracted consultants, and political office bearers exercise adherence to the communications methods of the City of Windhoek as per this policy.

SECTION 1: CORPORATE COMMUNICATIONS POLICY IN THE ORGANIZATION

The starting point for a Corporate Communications Policy in any organization is the organizational strategy. This is because a corporate communication strategy should mirror organizational strategy and therefore a clear organizational strategy is a prerequisite for development of an effective Corporate Communications Policy. Therefore, this Corporate Communications Policy is aligned to the Transformational Strategic Plan 2017-2022 of the City of Windhoek.

For the City of Windhoek, the organizational vision, mission, strategic thrusts and value objectives as well as the decision-making structure provide a holistic picture/framework and communication input at those levels that should account for a strategic communication vision.

1.1 VISION, MISSION, VALUES, STRATEGIC THEMES AND OBJECTIVES

1.1.1 OUR VISION 2017-2022

To be a smart and caring city by 2022

Smart = Financial Sustainability and Governance Theme (e.g. technologically advanced, Clean, Best Practices, Vibrant, Green, Affordable, Innovative) SMART = Specific, Measurable, Achievable, Realistic, Time bound

Caring = Social Progression Theme (e.g. Safe, People and Service Oriented)

1.1.2 OUR MISSION STATEMENT 2017-2022

To enhance the quality of life for all our people by rendering efficient and effective municipal services.

1.1.3 OUR VALUES

- **TEAMWORK –** Let's do the right thing, right, together.

- **CUSTOMER FOCUS –** We render friendly, fair, simple, fast and effective services to all residents.

- **COMMUNICATION –** We are transparent and keep our staff and stakeholders well-informed.

- **FAIRNESS AND EQUITY** – We treat staff and stakeholders the same and with respect.

- **INTEGRITY –** We are trustworthy, responsible and honest in all our dealings.

1.1.4 STRATEGIC THEMES AND OBJECTIVES FOR 2017-2022

- **Theme 1**

 Financial Sustainability & Governance
- **Theme 2**

Social Progression, Economic Advancement and Infrastructure Development

THEME 1- FINANCIAL SUSTAINABILITY & GOVERNANCE

- Secure Stakeholder Funding *
- Revenue Enhancement *
- Financial Accountability*
- Find New Sources of Sustainable Revenue *
- Cash Flow Management - Opex/Capex
- Reduction of Cost
- Smart Procurement
- Improve Efficiencies in Urban Planning & Management *
- Diversification on Reliance on Bulk Supply

THEME 2 - SOCIAL PROGRESSION, ECONOMIC ADVANCEMENT & INFRASTUCTURE DEVELOPMENT

- Improve / Manage Customer Care*
- Provide Enabling Environment for Tourism, Trade & Investment
- Empower Youth
- Avail Serviced Land in All Use Categories*
- Increase Access to Services *
- Improve Water Security *

- Smart and Relevant ICT Services
- Smart and Relevant Transport Services*
- Increase Capacity of Electricity Supply *
- Increase access of electricity in informal settlements *

1.2 THE GENERAL AIMS AND OBJECTIVES OF THE CORPORATE COMMUNICATIONS POLICY

1.2.1 The overall aims of this Corporate Communications Policy (CCP) are:

a) To promote and preserve the positive corporate image of the City of Windhoek in a coherent way.
b) To improve and enhance communication between the City, its employees, stakeholders and development partners
c) To arouse public interest in the development affairs of the City and respond effectively to customer needs
d) To establish long term mutual understanding and keep good relationship with the City's stakeholders
e) To enhance the City's potential as an investment, tourist and conferencing destination through appropriate communication channels.

1.2.2 The specific objectives of the Corporate Communications Policy are:

a) To facilitate the flow of relevant information within the organization and from the City to the external public and vice-versa
b) To keep those having a stake in the City's service rendering activities, informed of the process and progress on decisions taken by the City
c) To continually appraise the external community level of satisfaction towards the City's services and devise necessary corrective measures
d) To implement a reliable and effective communication and feedback-giving procedures
e) To translate information and proactively counteract rumors, negative perceptions and misrepresentation of the City's action or inaction
f) To promote the City as an efficient service provider organization and ensure that an organization, its employees and its public find and adapt to each other
g) To address public concerns in a transparent and jargon free language and avoid provocative and ambiguous statements.

h) To ensure co-ordination and consultation with internal stakeholders within the organization for uniformity and prevention of double standard practices or conflicting messages

i) To instill a sense of belonging and pride in the City among the internal (staff) and external public

SECTION 2: COMMUNICATION ROLE AND RESPONSIBILITIES:

To ensure effective communication in the organisation, the Corporate Communications Policy stipulates that communications should be carried out as per the following set structural functions:

2.1 Mayor

2.1.1 The Mayor is the Political Head of the organisation, therefore the Mayor is the Chief Communicator (spokesperson) for the City of Windhoek on issues of political nature.

2.1.2 He/she can delegate these responsibilities to the Deputy Mayor or to the Chairperson of Management Committee.

2.1.3 The Mayor together with the Chief Executive Officer and the Manager Corporate Communications, Marketing and Public Participation will be responsible for defining the annual communication priorities, objectives and requirements in consultation with all Councillors and Strategic Management Team.

2.2 Chief Executive Officer

2.2.1 The City's Chief Executive Officer who is the Head of Administration and Operation is the spokesperson for the City on strategic and operational matters.

2.2.2 He/she ensures that the communications strategies are in line with City of Windhoek's organisation's priorities as per the overall organisational strategic plan.

2.2.3 The Chief Executive Officer ensures that communication within the organisation is well streamlined and reinforces adherence to information flow per the reporting structures.

2.3 Strategic Executives and Head of City Police:

Strategic Executives Officers and Head of City Police are the heads of respective departments in the City of Windhoek, and in relations with this Corporate Communications Policy they are responsible for:

2.3.1 Ensuring compliance with the City's Corporate Communications Policy and Procedures;

2.3.2 Attending to media inquiries through the Corporate Communication, Marketing and Public Participation Division with exemption of City Police:

  (i)   The Head of City Police is delegated as a spokesperson on all technical matters pertaining to the City Police operations.

2.3.3 Ensuring that key communication matters and priorities are identified annually in line with the organisation Corporate Communication Policy;

2.3.4 Ensuring that their programmes and projects have a communication action plans, this must be done in consultation with the Corporate Communications, Marketing and Public Participation Division.

2.3.5 Ensure that events related to launches of capital projects, social events etc. are well coordinated with Corporate Communications, Marketing and Public Participation Division for the formulation of timely communication plans and implementation thereof.

2.4 Manager of Corporate Communication, Marketing and Public Participation:

The Manager of Corporate Communication, Marketing and Public Participation Division, head the division with the sections that are responsible for the core functions of the corporate image, namely: Corporate Communications, Marketing and Public Participation. In line with this Corporate Communication Policy his/her key responsibilities are:

2.4.1 Overall spokesperson on all organisation operational matters daily;

2.4.2 He/she is responsible for co-coordinating all communications activities including budgeting for the procurement of the communications products and services. This includes the appointment of communication service providers, consultants and communication activities of the various department of the City of Windhoek;

2.4.3 He/she ensures that the Corporate Communications Policy and Procedures are communicated to staff and adhered to;

2.4.4 He/she provides communication advice to the Mayor and Chief Executive Officer;

2.4.5 He/she ensure proper media coverage, monitoring and evaluation and its impacts on the organisation's corporate image and provides solutions to enhance a positive organisational image/reputation;

2.5 Corporate Communications, Marketing and Public Participation Division

2.5.1 Corporate Communications, Marketing and Public Participation Division is responsible for co-coordinating all communication activities in the organisation. In this regards, the Division, shall support and co-ordinate all communication efforts with the main aim of enabling the Mayor and Chief Executive Officer to perform their function as Chief Communicators;

2.5.2 City of Windhoek employees are not allowed to directly comment on the City related services, products and operations to the media unless duly authorised to by the Office of the CEO and by the Corporate Communications Manager.

2.5.3 That anonymous sources and leaking of confidential information to the media will not be tolerated, as very often such leakages has potential to harm the organisations reputation.

2.5.4 The division shall provide strategic advice regarding Corporate Communications Policy development, programme planning and implementation;

2.5.5 The Corporate Communication, Marketing and Public Participation division shall develop and implement communication plans and produce publications for information dissemination.

2.5.6 Corporate Communication, Marketing and Public Participation Division Manager should establish a Communication Forum, which is a strategic platform to advise on Council Communications.

SECTION 3: PROCEDURES AND REGULATIONS

The following procedures and regulations are the guidelines that direct the implementation of the Corporate Communications Policy.

3.1 Media Relations

Corporate Communications, Marketing and Public Participation Division is the City of Windhoek's first line of contact with the media and is responsible for co-coordinating all media relations. The following procedures should be followed with regards to media liaison:

3.1.1   It is critical important that all media queries should be coordinated by the Corporate Communications, Marketing and Public Participation Division with the knowledge of the   CEO's Office. In situation where this is not possible, the response must be sanctioned by the relevant Strategic Executives through the Office of the Chief Executive Officer to the Manager Corporate   Communications.

3.1.2   All media queries must be referred to the Corporate Communications, Marketing and Public Participation Division that is responsible for coordination with the relevant departments for an adequate response.

3.1.3   The Corporate Communications, Marketing and Public Participation Division should be responsible to coordinate interactions with the media, such as media conference,   briefings, letters to the media and advertising.

3.1.4   The Division is responsible for media evaluation and monitoring. Consistent media monitoring services be maintained with regular reports on media coverage of the organisation. Items of importance will be circulated to those impacted upon, either for information purposes or for a factual draft response.

3.1.5   Media queries are to be responded to within 48 hours, exemption for earlier or late response can be given depending on the subject at hand.

3.1.6   Inquiries received after hours (**before or after 07:30 – 16:30 from Monday – Friday**) will only be dealt with during office hours unless here is obvious urgency or instruction to do so.

3.1.7 Inquiries from the media must be always in writing. Responses are to be supplied in writing except for radio and television interviews.

3.1.8   Media queries must be treated as top priority in the City of Windhoek.

3.2   Production of Communication Materials

3.2.1   The Corporate Communications, Marketing and Public Participation Division must be consulted on communications materials that are to be produced by various departments within the organisation for purpose of media and public audience.

3.2.1   Decisions to outsource such activities or part thereof must carry the approval of the Manager Corporate Communications, Marketing and Public Participation.

3.2.2   Corporate Communications, Marketing and Public Participation Division is the sole gatekeeper of assessing and disseminating messages to the media.

3.3   Advertising

3.3.1   The Marketing Section under Corporate Communications, Marketing and Public Participation Division is responsible for coordinating all advertising activities.

3.3.2   The Marketing Section is responsible for the formulation of marketing campaigns, corporate adverts, promotional concepts and coordination of advertising or procurement and budgeting of advertising services.

3.3.3   No Marketing and Advertising should be done without the approval of the Manager Corporate Communications.

3.3.4   In all instances, correct procurement procedures should be followed.

3.4   Corporate Image

The Corporate Communications, Marketing and Public Participation Division is responsible for the corporate image as per the **Corporate Identity Manual** of the City, with following responsibilities:

3.4.1   To ensure a uniformed corporate ambiance presence throughout all City of Windhoek buildings. Ensure that the Head Office of the City of Windhoek has a prominent logo displayed on the building, and that there is a presentable corporate flag hoisted in front of the Head Office building.

3.4.2 Monitor and approve usage of the corporate brand throughout the organisation as per the City of Windhoek Corporate Identity Manual (CI Manual). The City's corporate colours, logos, flags and symbols should be carried out in consultations with the Corporate Communications, Marketing and Public Participation Division (Marketing Section).

3.4.3 The Marketing Section is also responsible for the protocol display of Mayoral frames, Presidential frames, and CEO frame.

3.4.4 The Manager Corporate Communications (Section Head: Marketing) gauge the market for latest trends in marketing and brand management and advice the CEO on the type of marketing strategies that the organisation can make use of. He/she is to also ensure that marketing items such as folders, letterheads, business cards are correctly branded as per ID Manual; and that communication material are produced in line with the prescribed norms such as the corporate font type, with correct positioning of the corporate logo.

3.4.5 The Aloe is the official City of Windhoek emblem with the name of the City of Windhoek written in full underneath, the logo is adorned in the tier colours of royal blue: **100% royal blue, 60% royal blue and 20% royal blue.**

**3.5	Branding and Promotional Materials**

3.5.1 Promotional material using the corporate identity of the Municipality may only be used for official purposes. The production of such materials must be authorised by the Corporate Communications, Marketing and Public Participation Division.

3.5.2 Branded merchandise is an integral part of the City of Windhoek branding strategy and as such cannot be developed without the approval of the Manager Corporate Communications. The use of the municipality logo on projects not initiated by the City of Windhoek has to be approved by the Corporate Communications, Marketing and Public Participation Division. Strict adherence to the corporate identity is given with the development of any branded material.

3.5.3 Section Head Marketing should coordinate the branding of City events.

3.6   Procurement of corporate communication materials

3.6.1 All procurement of corporate communication materials, designs, processes intended to convey information to the public   shall   be approved in consultation with Corporate Communication, Marketing and Public Participation division.

3.6.3 Corporate Communications, Marketing and Public Participation Division has the responsibility of ensuring that communication product and services, including consultants or services are acquired in a fair and equitable manner in line with the Public Procurement Act, 2015 (Act No.15 of 2015).

3.6.4 It is advisable to make use of the in-house service such as layout and design, printing etc., depending on the type of project, the time frames, capacity available and budgets.

3.7   Website and Social Media Usage

The Ministry of Information and Communication Technology (MICT) developed a **Social Media Use Policy and Implementation Plan 2016/17-2019/20** that was approved by Cabinet. Under that Social Media Use Policy all O/M/As, Reginal Councils and Local Authorities are required to adopt and implement accordingly. Therefore, the City of Windhoek through this Communication Policy adopts the above-mentioned Policy.

The City of Windhoek Website and Social media serves as a window in which the public see the organisation, thus the Corporate Communications, Marketing and Public Participation Division is responsible for the following responsibilities:

3.7.3 Only the CCMPP division with approval of the divisional Manager is authorised to create a Social Media platform on behalf of the organisation;

3.7.4 To place content, updating and removing materials;

3.7.3 To ensure that departments provide information for update of the website and any other social media platform;

3.7.4 To approve creation of link on the City's website and social media platforms and or acceptance of a link to the City website and social media be done with approval from Manager Corporate Communication.

3.8   Language Policy and Translations

3.8.1 The City of Windhoek language use policy is based on the Namibian Constitution and the Local Authority Act, Act 23 of 1992, in this regard; it considers the language usage and preference of the resident when communicating.

3.8.2 English is the approved official language for the country, and it is therefore the approved business language for the City of Windhoek, and all official notes and advertisement issued for public information must be published in English. Translations into local languages spoken in the City should be done as the need arises for the benefit of the public.

3.9   Copyright

2.5.3 All publicity materials and information generated or paid for by the City remains its property.

2.5.4 The reproduction of any such material requires the approval of the Municipality.

2.5.5 Copyright to the Municipality allows the Municipality the freedom to allow others to use the materials without paying fees to the original producer. It also gives the Municipality the authority to prevent misuse of the materials by the producer or anyone else.

3.10   Exhibitions

The marketing Section of the Corporate Communications, Marketing and Public Participation Division is solely responsible for coordinating Exhibition and Trade Fairs and Branding as per CoW Corporate Identity of the Municipality thus, the Division must approve all participation in trade fairs and exhibitions on behalf of City of Windhoek.

3.11   Events

Events shall be organised as prescribed in the City of Windhoek's Events Policy, and Corporate Communications, Marketing and Public Participation Division shall take full reasonability for media, publicity and branding.

3.12   Training and Development

The Corporate Communications, Marketing and Public Participation Division shall identify communication-training courses in consultation with Human

Resources Development for Council officials who interact with media and public. Communications consultants engaged by Council should work closely with officials so that skills can be transferred.

SECTION 4: CRISIS COMMUNICATIONS

4.1 Introduction to the Crisis Communications Plan

4.1.1 Crisis communication is a sub-specialty of the corporate communication profession, it designed to protect and defend an individual, company, or organization facing a public challenge to its reputation.

The communication scholar Timothy Coombs defines crisis as "the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization's performance and generate negative outcomes and crisis communication as the collection, processing, and dissemination of information required to address a crisis situation".

4.1.2 It is important for the City of Windhoek to protect its reputation and image through appropriate responses during a crisis. When an emergency occurs, the need to communicate is immediate. If business operations are disrupted, City residents will want to know how they will be impacted. The public may need to be notified and the government and related stakeholders will want to know what is going on in the City. Employees and their families will be concerned and want information. If it is one of the City's facilities, people living near the facility may need information—especially if they are threatened by the incident. These audiences will want information before the organisation has a chance to begin communicating.

4.1.3 An important component of the preparedness program is the crisis communications plan in relations with the City's **Disaster Risk Management Plan**. The City of Windhoek must be able to respond promptly, accurately and confidently during an emergency in the hours and days that follow. Many different audiences must be reached with information specific to their interests and needs. The image of the City can be positively or negatively impacted by public perceptions of the handling of the incident/crises.

4.1.4 This step of Ready Business provides direction for developing a crisis communications plan. Understanding potential audiences is key, as each audience wants to know: ***"How does it affect me?"*** Guidance for

scripting messages that are specific to the interests of the audience is an important element of the communication plan.

4.1.5 Understanding the audiences that a business needs to reach during an emergency is one of the first steps of the crisis communications plan. There are many potential audiences that will want information during and following a crisis and each has its own needs for information. Therefore, potential audiences must be defined, determine their needs for information and then identify who within the City of Windhoek is best able to communicate with that audience.

The cause of almost all crises in the view of public perception falls into two broad categories:

1. Overt acts and acts of omission
2. Issues of competence or lack thereof

4.2 The Crisis Communication Team

4.2.1 Depending on the type of crises the City should formulate a crisis communication team that should be composed of the **Chief Executive Officer, Manager Corporate Communications, Corporate Legal, Strategic Executive** from the affected department, and other relevant officials or stakeholders.

4.2.2 This team is essential to identify what actions should be taken, and should come up with a plan of action and decide who the spokesperson should be. It is important for the team to have access to organisation's complete management list and contact numbers in the event their service may be required. Once the crisis communication team is selected a list should be made up of the people on the team and what each team member is responsible for.

4.2.3 In addition to the crisis communication team the Corporate Communications, Marketing and Public Participation Division should be supplemented with competent people who can answer phones and if required escort media. Having calls from the media answered promptly is essential. As soon as possible a prepared statement should be given to this staff. This statement should be something such as **_"Facts are still being gathered but there will be a media conference at a time to be announced, give me your name, e-mail and number and I will revert back to you to let you know when."_**

4.2.4 The Crisis Communication Team should be to determine the appropriate positioning or message to address the emergency. The team should identify a spokesperson, and the spokesperson must be able **"Tell it all, tell it fast and tell the truth/facts"**. It is always best when a mistake has been made to admit it up front, and begin doing whatever is possible to re-establish credibility and confidence with internal and external audiences.

4.2.5 The Communication Plan and the positive actions taken by the communication team are essential to minimise any legal cost that may arise after the crises.

4.2.6 The Communication Team should strive to protect the integrity and reputation of the organisation, and should be mindful that denying or lying or hiding and or ignoring the crises may escalate it and cause damage to the City of Windhoek's reputation.

4.2.7 The Crisis Communication Plan is helpful in mitigating crisis issues brought into the media domain such as legal dispute, theft, accident, fire, flood or manmade disaster that has potential to adversely affect the City of Windhoek reputation.

4.2.8 The Plan is also essential to situations where in the eyes of the media or public the organisation seemed not to have reacted to one of the above situations in the appropriate manner, and therefore requires rectification to safeguard the organisation's image.

4.2.9 When a situation arises that may be a crisis the first thing any employee in the City of Windhoek should do is contact the Chief Executive Officer and or the Manager Corporate Communications, so that Crisis Communication Plan can be initiated.

4.3   Designated Spokesperson

4.3.1 The Crisis Communication Team should designate one individual as the designated primary spokesperson to represent the City of Windhoek, make official statements and answer media questions throughout the crisis. A back-up to the designated spokesperson should also be identified to fill the position if the primary spokesperson is unavailable.

4.3.2 In addition to the primary spokesperson and the backup spokesperson, individuals who will serve as technical experts or advisors should be designated. These resources might include a senior person from the

City's Finance Department (e.g. to speed procurement processes), Infrastructure Department (e.g. engineering needs), City Police, Fire Brigade, Emergency Management, Electricity Department etc.

4.3.3 Some external resource person may also be required depending on the crisis. Some information may need may be of technical nature and technical expert should be at hand to supplement the knowledge of the spokesperson.

4.4 Criteria for the Spokesperson, backup Spokesperson during Crisis Communication

The spokesperson should be:

4.4.1 Comfortable in front of the Media (a TV camera) reporters.

4.4.2 Preferably, skilled in handling media, skilled in directing responses to another topic, skilled in identifying key points, able to speak without using jargon, respectful of the role of the reporter, knowledgeable about the City of Windhoek and the crisis at hand.

4.4.3 To establish credibility with the media, able to project confidence to the audience, suitable regarding diction, appearance and charisma, sincere, straightforward and believable, accessible to the media and resource full persons and;

4.4.4 Able to remain calm in stressful situations.

4.4.5 In addition to the designated spokesperson, it can be anticipated that other parties involved in the crisis such as: Namibian Police (NAMPOL), Ministry of Health and Social Services (MoHSS), Khomas Regional Council (KRC), Ministry of Urban and Rural Development (MURD), NamPower, NamWater etc. will also have their spokesperson, and it is important to obtain the identities and contact numbers of those spokespersons as early as possible so that their media release do not contradict information at hand and as such enhance media coordination between the respective institutions whenever possible.

4.5 Phases of Crisis and Communication tactics to consider during the crises

Five factors crucial for consideration during a crisis: Crisis origin; crisis type; infrastructure, message strategy, and message form.

There are three phases of crises stages:

4.4.6 **Pre-crisis:** preparing ahead of time for the crisis, set up early your Crises Communication Team.

4.4.7 **Crisis:** Be vigilant and asses how the organisation is responding to the actual crisis event.

4.4.8 **Post-crisis:** occurs after the crisis has been resolved; the efforts by the crisis management team to understand why the crisis occurred and to learn from the event.

Things to do during the three phases of the crises:

Pre-crisis:

a) Researching and collecting information about crisis risks with specific to the City of Windhoek.

b) A rapid response Crisis Communications Team should be organized during the pre-crisis stage.

c) The organisation should at a strategic level create a Crises Management Team that is guided by a Crises Management Plan and should make decisions ahead of time about who will handle specific aspects of a crisis when it occurs.

d) The Crisis Communications Team should prepare press release before the onset of the crisis and ensure that information should flow rapidly to the public or affected communities.

e) Establish a chain of command that all employees will follow in the dissemination of information to the public during the crisis.

In-crisis:

Crisis communication tactics during the crisis stage may include the following:

a) The identification of the incident as a crisis by the City of Windhoek 's Crisis Management Team;

b) The collection and processing of pertinent information to the Crisis Management Team for decision making; and

c) The dissemination of crisis messages to both internal and external publics of the organization by the Crises Communication Team.

Post-crisis:

- Reviewing and dissecting the successes and failures of the Crisis Management Team to make any necessary changes to the organisation, employees, practices, or procedures.

- Providing follow-up crisis messages as necessary.

It is important for crisis communication to include the following five steps:

a) Deliver all information promised to stakeholders as soon as that information is known.

b) Keep stakeholders updated on the progression of recovery efforts including any corrective measures being taken and the progress of investigations.

c) Analyse the crisis management effort for lessons and integrate those lessons in to the organization's crisis management system.

d) Scan the Internet channels for online memorials.

e) Consult with victims and their families to determine the City of Windhoek's role in any anniversary events or memorials.

f) All victims should be provided an expression of sympathy, any information about corrective actions and trauma counselling when needed. This can be called the care response.

g) For crises with minimal attributions of crisis responsibility and no intensifying factors, instructing information and care response is sufficient.

h) For crises with minimal attributions of crisis responsibility and an intensifying factor, add excuse and/or justification strategies to the instructing information and care response.

i) For crises with low attributions of crisis responsibility and no intensifying factors, add excuse and/or justification strategies to the instructing information and care response.

j) For crises with low attributions of crisis responsibility and an intensifying factor, add compensation and/or apology strategies to the instructing information and care response.

k) For crises with strong attributions of crisis responsibility, add compensation and/or apology strategies to the instructing information and care response.

l) The compensation strategy is used anytime victims suffer serious harm.

m) The reminder and ingratiation strategies can be used to supplement any response.

n) Denial and attack the accuser strategies are best used only for rumour and challenge crises.

4.6 Crisis Response Strategy

During a crisis, it is important for the information to be handled rapidly and correctly so that in the process the potential damage to the City of Windhoek reputation can be minimized. It is also important that during the crisis event to tell it all, tell it fast and tell the truth.

Further, how to draft effective message to defend the crisis is the focal point of the Crisis Communication Team. If need be the team should decide depending on the complexity of the crises, on the image repair theories it can adopt such as *denial, evade responsibility, reduce offensiveness, corrective action, and mortificatio*n. Specifically, denial strategy contains two sub-strategies, simple denial and shift blame. Evade responsibility strategy includes provocation, defeasibility, accident, good intention. Reduce offensiveness strategy garners bolstering, minimization, differentiation, transcendence, attack accuser, and compensation.

Amongst other strategies includes: denial, scapegoat, attack the accuser, excuse, justification, ingratiation, concern, compassion, regret, apology.

4.7 Crisis Communication dilemma

An increasing number of studies are investigating "stealing thunder". The concept originates from law, which indicates that lawyers report flaws in their own cases instead of giving the opponent opportunities to find the flaw. Journal articles frequently demonstrate the advantage of adopting "stealing thunder" strategy in minimizing reputational loss during crises. They argue organizations should report the problems first. However, the strategy itself is fundamentally counterintuitive. Companies are unwilling to disclose their crisis because there is a chance that the public will never know.

4.8 Process for disseminating crisis information

4.8.1 Select a place to be used as a media centre. It should be some distance from offices of the Crisis Communication Team, and Emergency Operations Centre to ensure that media is not in the middle of the action if they happen to take the wrong turn. If there is a visual (a fire or rescue operation) don't make the media centre in such a remote site that they can't see what is going on because they may not show up and if they do you will lose their confidence and it may appear that you are hiding something.

4.8.2 The Crisis Communications Team should decide the locations for interviews and press briefings. Don't change the rules that you already

have established for the media. If the media are currently required to be escorted, then during a crisis they should be required to be escorted. These things should be considered and preparations made now to find people who can escort media during a crisis. If they are not required to be escorted now, then don't require them to be in a crisis. If there are special circumstances that would require them to be escorted such as a safety hazard, they should be advised of this up front. Any change in the way the media is dealt with during a crisis may change the views of the reporter. It is important that they feel that you aren't trying to hide anything.

4.8.3 Controlling the interview process is important to managing the crisis, and all interviews should be restricted to the primary spokesperson, back-up spokesperson or technical expert. However, remember that reporters have the right to interview anyone they want to and if they don't get the answers they want from designated spokesperson they will get them somewhere. They are all after the scoop. They all want a different angle than the reporter standing next to them. They will try for that scoop with you. If the possibility is there to provide them with what they want, then it should be considered very carefully. All media should be treated equally. What is given to one (such as access to an area affected by the crisis) should be available to all media.

4.9 Preparing the Crisis Communication media release/statements

4.9.1 The City of Windhoek should always communicate immediately when in a crisis, as failure to do will diminish opportunity to control the crisis event. The first news/media release of the crisis should include at a minimum the **who, what, when and where** of the situation.

4.9.2 The designated spokesperson must give the facts that have been gathered from reliable sources and confirmed. He/she should not over reach and should not speculate.

4.9.3 The first media release should reflect concern for the public, employees, affected communities etc.

4.9.4 The outcome of expressing concern and generating good will at the public level is important to garner loyalty from the residents and employees. It is important to note that should employees and residents not made to feel like insiders, they will likely act like outsiders and thus jeopardise corporate reputation.

4.9.5 There must be a   prepared media release/statement on hand that can be used to   make an initial general   response to the media when knowledge about the crisis first becomes known on a widespread basis or by reporters.

4.9.6 As the crisis progresses and new information and facts become available, it is also advisable to develop prepared media release/statements to be made by the spokesperson at the onset of any media interview, briefing or news conference.

4.9.7 These prepared media release/statements can also be e-mailed to reporters who call to request information but are not represented at news conferences or briefings.

4.10 Collateral Materials

4.10.1 Information brochures or fact sheets about the company or the area in which the crisis has occurred are helpful in informing the reporters or anyone else seeking information about the company.

4.10.2 In some cases, it might be necessary to create materials that explain technical systems or in-house procedures. If the City explain how a technical system or in-house procedure works and point out where a breakdown occurred, there is less chance of a reporter interpreting the situation erroneously. If one is not already in place when possible a generic fact sheet should be created and made available.

4.10.3 Complicated information should be made simple as possible for the ease of reporting by the journalists. If the crisis was caused by a piece of equipment consider bringing in a similar piece of equipment to show journalists. At the very least provide a schematic or drawing, as it helps keep the journalist from seeking one out themselves. It is important to try not to use the actual piece of equipment that failed since that is morbid and allows an opportunity to an overzealous reporter to do some yellow journalism. It may also be traumatic to the relatives of victims.

4.11 **Contact Information**

4.11.1 There should be an updated media contact list.

4.11.2 It is important to have an updated employee's contacts list, including senior management, executive management, councillors, and mayor, stakeholders and suppliers.

4.12   Emergency notification protocols

4.12.1 Internal notifications:

There should be established and documented emergency protocols for when to notify the leadership of the organisation, and should be clearly understood and documented. Some crisis events can occur on a holiday, weekend or in the middle of the night. The City's leadership will not be pleased to learn about the situation from the news media. It should be clear to staff members on standby to know that the situation requires immediate notification to executive management regardless of the time of day. Similar protocols and procedures should also include crisis notification to Mayor, Councillors, immediate stakeholders, bulk service suppliers etc.

4.12.2 Government Officials & Regulators

Communications with government officials depends upon the nature and severity of the incident and regulatory requirements. Environmental regulations require notification if there is chemical spill or release that exceeds threshold quantities. Other regulators may need to be notified if there is an incident involving product tampering, contamination or quality.

A major incident in the community will capture the attention of elected officials; therefore, the Chief Executive Officer should communicate with elected officials and public safety officials.

4.12.3 Employees, Victims and Their Families

Human Resources and Corporate Services department is responsible for the day-to-day communications with employees regarding employment issues and benefits administration. HR management should assume a similar role on the Crisis Communications Team. HR should coordinate communications with management, supervisors, employees and families. HR should also coordinate communications with those involved with the care of employees and the provision of benefits to employees and their families. Close coordination between management, company spokesperson, public agencies and HR is needed when managing the sensitive nature of communications related to an incident involving death or serious injury.

4.12.3 The Community

If there are hazards at a facility that could impact the surrounding community, then the community becomes an important audience. If so, Community Services should be part of the Crisis Communications plan. The plan should include coordination with public safety officials to develop protocols and procedures for advising the public of any hazards and the most appropriate protective action that should be taken if warned.

4.12.4 News Media

If the incident is serious, then the news media will be on scene or calling to obtain details. There may be numerous requests for information from local, regional or national media. The challenge of managing large numbers of requests for information, interviews and public statements can be overwhelming. Prioritization of requests for information and development of press releases and talking points can assist with the need to communicate quickly and effectively. Therefore, the Crisis Communication Team should coordinate the dissemination of the information through the designated communication person.

4.13 Messages and audience

4.13.1 During and following an incident, each audience will seek information that is specific to them. "**How does the incident affect my job, safety, my house, community etc".**_?_ It is important to identify potential audiences as these types of questions need to be answered when communicating with each audience.

4.13.2 After identifying the audiences and the spokesperson assigned to communicate with each audience, the next step is to script messages. Writing messages during an incident can be challenging due to the pressure caused by "**too much to do**" and "**too little time**_."_ Therefore, it is best to script message templates in advance if possible.

4.13.2 Pre-scripted messages should be prepared using information developed during the pre-crisis stage and risk assessment done. The risk assessment process should have identified scenarios that would require communications with stakeholders.

There may be many different scenarios but the need for communications will relate more to the impacts or potential impacts of an incident:

- accidents that injure employees or others

- damage to properties and or road infrastructures

- liability associated injury to or damage sustained by others

- production or service interruptions

- chemical spills or releases with potential off-site consequences, including environmental

Messages should be scripted to address the specific needs of each audience, which may include:

- **Council Leadership, CEO, Strategic Executive, and Corporate Commmunication** - "What happened?" "When did it happen?" "Was anyone injured?" "How bad is the property damage?" "How long do you think municipal service interruption will remain?"
- **Employees** - "When should I report to work?" "Will I have a job?" "Will I get paid during the shutdown?" "What happened to my co-worker?" "What are you going to do to address my safety?" "Is it safe to go back to work?"
- **Government Regulator** - "When did it happen?" "What happened (details about the incident)?" "What are the impacts (injuries, deaths, environmental contamination, safety of residents, etc.)?"
- **Elected Official** - "What is the impact on the community (hazards and economy)?" "How many residents/employees will be affected?" "When will you be back up and running?"
- **Bulk Suppliers** - "When should we resume electricity and water supply?"
- **Neighbors in the Community** - "How can I be sure it's safe to go outside?" "What are you going to do to prevent this from happening again?" "How do I get paid for the loss I incurred?"
- **News Media** - "What happened?" "Who was injured?" "What is the estimated loss?" "What caused the incident?" "What are you going to do to prevent it from happening again?" "Who is responsible?"

4.13.3 Messages can be pre-scripted as templates with blanks to be filled in when needed. Pre-scripted messages can be developed, approved by the management team and stored on a remotely accessible server for quick editing and release when needed. Another important element of the Crisis Communications Plan is the need to coordinate the release of information. When there is an emergency or a major impact on the business, there may be limited information about the incident or its potential impacts. The "story" may change many times as new information becomes available.

4.13.4 One of the aims of the Crisis Communication Plan is to ensure consistency of message. If you tell one audience one story and another audience a different story, it will raise questions of competency and credibility. Protocols need to be established to ensure that the core of each message is consistent while addressing the specific questions from each audience.

4.13.5 Another important goal of the Crisis Communications Plan is to move from reacting to the incident, to managing a strategy, to overcome the incident. The Crisis Management Team needs to develop the strategy and the Crisis Communications Team needs to implement that strategy by allaying the concerns of each audience and positioning the organization to emerge from the incident with its reputation intact.

4.14 Crisis communication hub/centre

Communications before (pre-crisis), during (crisis) and after (post-crisis) the crisis is bi-directional. The media, stakeholders or audiences/residents will ask questions and request information. The organisation should answer questions and provide information. Therefore, this flow of information should be managed through a communications hub.
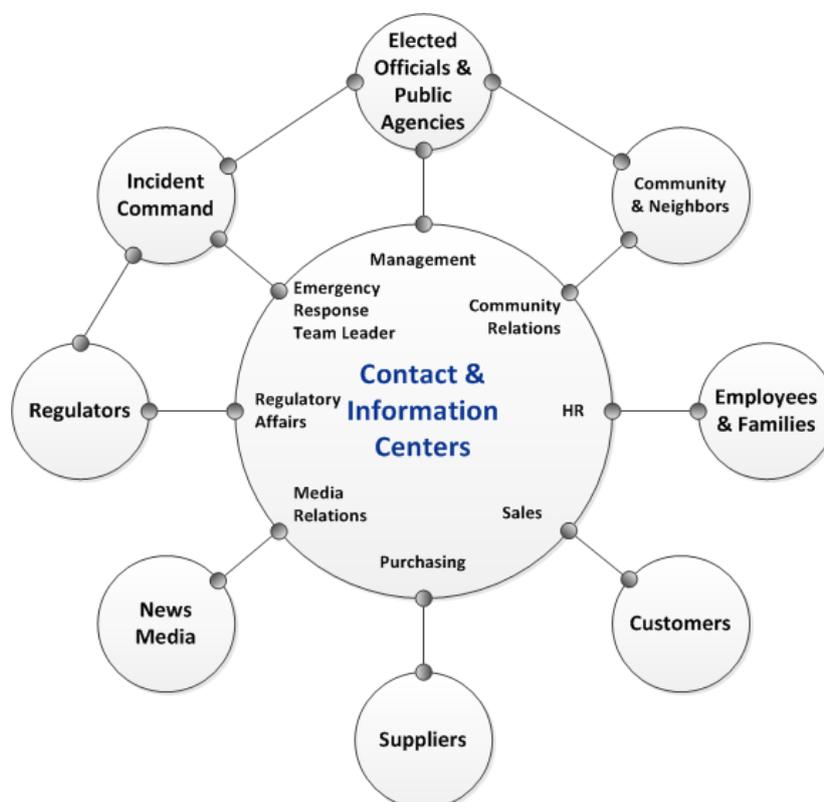

Figure: Crisis Communications Hub & Spoke Diagram - Text Version

4.14.1 Contact and Information Centre form the "hub" of the crisis communications plan. The centre receives requests for information from each audience and disseminates information to each audience. Employees from multiple departments may be assigned to communicate with a specific audience.

4.14.2 The "contact centre" fields inquiries from customers, suppliers, the news media and others. The contact centre should be properly equipped and staffed by personnel to answer requests for information. The staff working within the contact centre should be provided with scripts and a "frequently asked questions" (FAQ) document to answer questions consistently and accurately.

4.14.3 The "information centre" consists of existing staff and technologies (e.g., website, call centre, bulletin boards, etc.) that field requests for information from the public, employees and others during normal business hours. The information centre and its technologies can be used to push information out to audiences and post information for online reading.

4.14.4 The Crisis Communications Team, consisting of members of the management team, should operate in an office environment to support the contact and information centre. The offices may be clustered near the emergency operations centre or at an alternate site if the primary site cannot be occupied. The goal of the crisis communications team is to gather information about the incident. This should include monitoring the types of questions posed to call centre operators or staff in the office; emails received by customer service; social media chatter or stories broadcast by the news media. Using this input, the Crisis Communications Team can inform management about the issues that are being raised by stakeholders. In turn, management should provide input into the messages generated by the Crisis Communications Team. The team can then create appropriate messages and disseminate information approved for release to the media and the public.

4.15 Resources for Crisis Communications

Resources should be available within the primary business site and provisions should be made to set up similar capabilities within an alternate site in case the primary site cannot be occupied.

a) Telephones with dedicated or addressable lines for incoming calls and separate lines for outgoing calls

b) Access to any electronic notification system used to inform employees

c) Electronic mail (with access to "info@" inbox and ability to send messages)

d) Fax machine (one for receiving and one for sending) and photo copy machine

e) Digital and Online Communication Officer access to company website to post updates

f) Access to social media accounts (e.g. Face Book, WhatsApp etc.)

g) Access to local area network, secure remote server, message template library and printers

h) Hard copies of emergency response, business continuity and Crisis Communications Plan

i) Site and building diagrams, information related to business processes and loss prevention programs (e.g., safety and health, property loss prevention, physical and information/cyber security, fleet safety, environmental management etc.)

j) Forms for documenting events as they unfold

k) Message boards (flipcharts, white boards, etc.)

l) Pens, pencils, paper, clipboards and other stationery supplies

4.15 Contact Log

A log should be established to record all telephone calls from the media or other parties inquiring about the crisis. This will help to ensure that the many call backs required are not overlooked. It will also assist in the post-crisis analysis.

The contact log should contain the following information:

Date, name of caller, questions asked, telephone number, person responsible for response, and additional follow-up needs.

ANNEXURES

ANNEXURE 1 – IMMEDIATE RESPONSE CHECKLIST

Step One – First Alert

Tick	Steps	Responsible Person
	Alert the Chief Executive Officer and Manager Corporate Communications	
	Inform switchboard to direct all media calls to the Corporate Communications Officers	
	Asses situation and level of impact	
	Decide to issue a written statement or to hold a press briefing	
	If necessary, decide location for press briefing.	
	Alert switchboard and media to time and location of press briefing.	

Step Two- get the Facts

Tick	Steps	Responsible Person
	Gather known facts.	
	Verify nature and scope of incident with Health and Safety officer or responding emergency agencies.	
	Determine if injuries and/ or fatalities (do not release names).	
	Asses public health risk (if any)	
	Determine what authorities must / should be consulted.	
	Consult immediately with responding agencies to coordinate release of information.	
	Begin to craft message for release to media, use key messages worksheet.	
	Begin to plan to inform internal, stakeholder audiences.	

Step Three- verify and keep the Information Moving

Tick	Steps	Responsible Person
	Time code all information as it arrives.	
	Verify all facts before releasing.	
	Keep appropriate senior officials up-to-date.	
	Keep in consultation with appropriate government and legal authorities.	
	Begin plan to inform internal, stakeholder audiences.	

Step Four – Prepare for Media (Calls and Visits)

Tick	Steps	Responsible Person
	Start media contact record.	
	Brief and rehearse designated media spokesperson. Go through "What information media will want" list and rehearse what verified information will be made available.	
	Discuss media inquiry strategy.	
	Activate pre-arranged media room/area (on or off site)	
	Get approval for media statement (as hand –outs or release)	
	Designate officials who will read statements or speak during press briefing	
	Review guidelines for dealing with the media with each person.	

Step Five – When Reporters Arrive

Tick	Steps	Responsible Person
	Ask media for identification and to sign in.	
	Inform reporters of restrictions on the movement/photography and filming.	
	Proceed with briefing.	
	Advise media of time and place of next and future updates	
	Follow-up on additional media inquiries.	

Step Six – Media Follow-up & On-going Media Relations

Tick	Steps	Responsible Person
	Monitor media coverage.	
	Assess and correct factual errors.	
	Advise media of any significant new developments.	
	Log all media contact.	
	Evaluate effectiveness of plan and revise as necessary.	

ANNEXURE 2 – CRISIS COMMUNICATION MANAGEMENT TEAM CONTACTS

Name	Designate	Home Number	Mobile Number

ANNEXURE 3 – CRISIS MEETING AGENDA

During an initial briefing about the crisis, the following specific agenda items will be reviewed:

1. **Situation report:** What appears to have happened? Confirmed facts (when, immediate known consequences, likely consequences). Scope of proposed situation.

   _____

   _____

   _____

2. **Initial response status**: What is being done, why, by whom?

   _____

   _____

   _____

3. **Initial communications status:** Who knows? Who needs to know immediately and later on? Alert switchboard.

   _____

   _____

   _____

4. **Short- term response requirements:** Delegate crisis communications responsibility. What must be done in the next several hours and how? What human and material resources are available or needed?

   _____

   _____

   _____

5. **Short –term communication process:** Staff, Shareholders, families, Media etc

   _____

   _____

   _____

6. Next meeting time……………………………………………………………………………

ANNEXURE 4- CITY OF WINDHOEK STAKEHOLDERS

STAKEHOLDER CATEGORY	STAKEHOLDERS
External Stakeholder	Residents
	Khomas Regional Council
	National Government
	Local Authorities
	Namibia Chamber of Commerce and Industry (NCCI)
	Suppliers of goods and services
	Diplomatic Missions
Internal Stakeholder	Councillors
	Management
	Staff
Trade Unions and Related Associations	Namibia Public Workers Union (NAPWU) Namibia Local Authority Workers Union (NALAWU)
Professional Associations	NALAO ALAN AMICAAL
Media	All Media institutions
Line Ministry	Ministry of Urban and Rural Development
Regulator	Electricity Control Board
Others	Non-Governmental Organisations (NGO)

ANNEXURE 5- KEY MESSAGES WORKSHEET

Three **Key Messages** to be communicated during this crisis

1. _____
   _____
   _____
   _____
   _____
   _____

2. _____
   _____
   _____
   _____
   _____

3. _____
   _____
   _____
   _____
   _____

ANNEXURE 6 – POSSIBLE MEDIA QUESTIONS

1. Casualties

1.1. Number killed or injured or who escaped (use caution with initial numbers).

1.2. Nature of injuries received.

1.3. Care given to the injured.

1.4. Disposition of the dead.

1.5. Prominence of anyone who was killed injured or escaped.

1.6. How escape was handicapped or cut off.

2. Property Damage

2.1. Estimated value of loss.

2.2. Description of property.

2.3. Importance of the property.

2.4. Other property threatened.

2.5. Insurance protection.

2.6. Previous emergencies in the area.

3. Causes

3.1. Testimony of participants

3.2. Testimony of witnesses.

3.3. Testimony of Key responders- the crisis management team, police, fire, etc

3.4. How emergency was discovered.

3.5. Who sounded the alarm?

3.6. Who summoned aid?

3.7. Previous indications of danger.

4. Rescue and Relief

4.1. The number of people engaged in rescue and relief operations.

4.2. Any prominent person in relief crew.

4.3. Equipment used.

4.4. Physically disabled persons rescued.

4.5. Care of destitute and homeless.

4.6. How the emergency was prevented from spreading.

4.7. How property was saved.

4.8. Acts of heroism.

5. Description of the crisis or disaster

5.1. Extent of emergency.

5.2. Blasts and explosions.

5.3. Crimes of violence.

5.4. Attempts at escape or rescue.

5.5. Duration.

5.6. Collapse of structures.

5.7. Colour of flames.

5.8. Extent of spill.

6. Accompanying incidents

6.1. Number of spectators, spectator attitudes and crowd control.

6.2. Unusual happenings

6.3. Anxiety, stress of families, survivors, etc

7. Legal actions

7.1. Inquests, coroner's reports.

7.2. Police follow-up.

7.3. Insurance company actions

7.4. Professional negligence or inaction.

7.5. Suits stemming from the incident

8. Fraud

8.1. Who was involved?

8.2. How much was stolen?

8.3. How did the person manage without being detected by the internal systems?

8.4. Any accomplices?

8.5 How will affect day to day and operations of the company

8.6. What will happen to the suspect?

ANNEXURE 7 – EVALUATION

What was successful?

_____

_____

_____

_____

_____

_____

What process should be improved?

_____

_____

_____

_____

_____

_____

What did you learn?

_____

_____

_____

_____

_____

_____