



COMMUNICATION AND MARKETING POLICY

POLICY NUMBER	
POLICY TYPE AND CATEGORY	
COMMENCEMENT DATE	01 MAY 2021
INITIAL APPROVAL DATE	30 APRIL 2021
NEXT REVIEW DUE	01 JULY 2022
RESPONSIBLE MANAGER	MANAGER: OFFICE OF THE CEO

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1. PREAMBLE

The Communication and Marketing Policy has been prepared by the Ntinga O.R. Tambo Development Agency SOC Ltd (Ntinga) for its purposes. Ntinga is committed to improve its relationships, performance, and image and enhance service delivery mandate in a coordinated and integrated manner.

Ntinga wishes to accelerate communication interventions in support of service-delivery initiatives such as Kei Fresh Produce Market, Umzikantu Red Meat Abattoir and O.R. Tambo Farms (Adam Kok Farms).

The entity acknowledged that it has an obligation to establish appropriate mechanisms and procedures to communicate effectively with both internal and external stakeholders through various forms of communication.

This policy seeks to provide guidelines and procedures on the implementation of communication and marketing activities.

The policy also seeks to outline amongst other things media protocol, roles and responsibilities, authorization of media statements and other communication matters.

2. PURPOSE

- 2.1. Ensure that Ntinga O.R. Tambo Development Agency SOC Ltd governance agenda and developmental programmes are communicated in an effective, integrated and coordinated manner.
- 2.2. To ensure effective and standardized communication process that enhances and foster partnership and improve market and public confidence in order for the entity to provide efficient and effective services to the community in accordance to its mandate.
- 2.3. Ensure citizens are informed of what direction the entity is taking.
- 2.4. Enhance two way flow of information.
- 2.5. Ensure effective community participation.
- 2.6. To provide a streamlined system for Ntinga which governs all its communication and marketing functions including:
 - 2.6.1. Formal statements to the media and procedures for compiling these statements.

- 2.6.2. Dealing with requests for information or interviews.
- 2.6.3. General messages and publicity orientated releases.
- 2.6.4. Special notices or information dissemination aimed at facilitating development and good governance.
- 2.6.5. To facilitate efficient and relevant responses to public queries and information requests in a manner that builds confidence in the Ntinga O.R. Tambo Development Agency SOC Ltd and as an entity of local government.
- 2.6.6. To account to local citizens with respect to the entity's achievements, failures and challenges.
- 2.7. Maintain a high level of public trust and reliance on the entity.
- 2.8. Preserve a unified culture of horizontal and vertical communication.
- 2.9. Align all the Marketing and Communication activities with the entity's strategic priorities.
- 2.10. Enhance the entity's reputation; and
- 2.11. Be compliant with the applicable legislative/regulatory requirements.
- 2.12. The different roles and responsibilities within the entity's communication are made clear, what is communicated and by whom. This policy will ensure that communication takes place in a co-ordinated and uniform way.

3. GUIDING PRINCIPLES OF THIS DOCUMENT

- 3.1. This Policy seeks to ensure that Ntinga O.R. Tambo Development Agency SOC Ltd acknowledges the importance of communication as a strategic management function and an integral part of its daily functioning.
- 3.2. The entity acknowledges that it has a responsibility to inform its internal and external stakeholders of identified issues, progress made and results achieved in addressing its mandate.
- 3.3. Communication cannot occur without the exchange of information, it is therefore critical that such information is readily available and in a format that allows productive interaction.
- 3.4. The quality of information is determined by whether it is accurate, up-to-date and relevant.
- 3.5. This policy applies to the entire entity's communication and marketing activities including but not limited to:
 - 3.5.1. Ntinga Brand.
 - 3.5.2. Corporate identity.

- 3.5.3. Advertising.
- 3.5.4. Website.
- 3.5.5. Promotional Material and publications.
- 3.6. The Communication and PR Unit has the responsibility to ensure that all communication activities are done in accordance with this policy.
- 3.7. This requires all communication and marketing related activities to be coordinated and recommended by the Unit.

4. COMMUNICATION ROLES AND RESPONSIBILITIES

In order to ensure effective communication and compliance to entity's communication and marketing policy, the following roles and responsibilities are adopted:

4.1. Chairperson of the Board

- 4.1.1 The Chairperson of the Board is the Chief Communicator for the entity. He/She can delegate these responsibilities to the Chairpersons of Board committees or Chief Executive Officer (CEO) whenever required.
- 4.1.2 The Board Chairperson together with the CEO, Senior Manager Office of the CEO as well as Communications and PR Officer will be responsible for defining the annual communication priorities, objectives and requirements.

4.2. Chief Executive Officer (CEO)

- 4.2.1 Advocates for communication to be recognized as a strategic function and is the spokesperson for the entity on strategic and operational issues.
- 4.2.2 Ensures that the annual Communications and Marketing Policy is in line and reflects the strategic objectives and priorities of the entity.
- 4.2.3 Ensures the integration of the communications function and overall planning of the entity.
- 4.2.4 Ensures that there is delivery of information to specific forums and the general public when invited to do so.

4.3. Senior Management

- 4.3.1. Ensures compliance with the Entity's Communication and Marketing Policy and Procedures.
- 4.3.2. Provides content to the Communication and PR Unit to be able to respond to media enquiries.
- 4.3.3. Ensures that key communication issues and priorities are identified annually in line with the Entity's Communication and Marketing strategy and that their programmes

have communication and marketing action plans, this must be done in consultation with the Communications and PR Unit.

- 4.3.4. Ensures there is an approved communication and marketing strategy that is reviewed annually.
- 4.3.5. Must be able to communicate about activities of their respective departments to the media (permission must be requested prior and be approved by the CEO).
- 4.3.6. Ensures that there is adequate budget for communication activities.

4.4. Communication and PR Unit

- 4.4.1 Is the entry and the exit point of all media related information requests/inquiries.
- 4.4.2 Is responsible for coordinating and monitoring all communication activities of the Entity.
- 4.4.3 Ensures the development and implementation of communication and marketing strategy.
- 4.4.4 Attends relevant forums such as District Communicators Forum (DCF). The DCF is coordinated by O.R. Tambo District Municipality; it comprises the communications staff from the District and Local Municipalities, Community Development Workers (CDWs), Government Departments, Office of the Premier and SOCs.
- 4.4.5 Ensure establishment of Internal Communication Committee/Forum

5. PROCEDURES AND REGULATIONS

The following Procedures and Regulations are the rules that govern the implementation of the Communication and Marketing Policy.

5.1. Media Relations

- 5.1.1 Communication and PR Unit is the Entity's first line of contact with the media and is responsible for coordinating all media relations. The following procedures have to be followed with regard to media liaison: it is advisable that before responding to media queries Communication and PR Unit be consulted. In a situation where this is not possible, the response must be signed off by the relevant Head of Departments and Copied to Manager Office of the CEO responsible for Communications and PR. All media queries must be referred to the Communications and PR Officer who will then engage with the relevant line functionaries for an adequate response.

- 5.1.2 The Communications and PR Unit should ideally at all times coordinate interactions with the media, such as media conferences, briefings, letters to the media and advertising.
- 5.1.3 The Communications and PR Unit is responsible for media evaluation and monitoring. A media monitoring service is available from the Communications and PR Unit. Items of importance will be circulated to those impacted upon, either for information purposes or for a draft response.
- 5.1.4 Media queries are to be dealt with within the stipulated deadline or otherwise within 24 hours.
- 5.1.5 Inquiries received after hours will only be dealt with during office hours unless there is obvious urgency or instruction to do so.
- 5.1.6 Inquiries from the media should be in writing. Responses are to be supplied in writing except for radio and television interviews. Media queries must be treated as top priority.

5.2. Internal Communication

- 5.2.1 The main purpose of internal communication is to facilitate and manage the flow of information within the Entity in order to create an informed workforce.
- 5.2.2 Employees have a role to play in communicating and marketing the entity.
- 5.2.3 Internal communications involves information about Entity's programmes, relevant human resource information, and other useful information that staff may have an interest in.
- 5.2.4 The following communication tools and mediums are used to communicate with staff members: Newsletters, Posters, Notice Boards, emails, Workshops, Staff meetings, SMS and Social media networks.

5.3. External Communication

- 5.3.1 The main purpose of external communications is to inform stakeholders about services and programmes of the Entity.
- 5.3.2 Different communication tools and mediums are used to communicate with stakeholders: Billboards, Television, Community Radio Stations, Workshops, Internet, Newspapers, community engagements, O.R. Tambo District Municipality Roadshows and other contact sessions with various stakeholders.
- 5.3.3 All external communication campaigns must be approved by the Chief Executive Officer.

5.4. Production of Communication Material

- 5.4.1 The Communication and PR Unit is responsible for the content management and must be consulted on communications material that is produced on behalf of the entity. Decisions to outsource such activities or part thereof must carry the approval of Manager Office of the CEO.

5.5. Advertising

- 5.5.1 Communication and PR Unit is responsible for coordinating all advertising activities for upcoming events or campaigns as well as developmental plans or programmes.

5.6. Branding and Promotional Material

- 5.6.1 Promotional material using the corporate identity of the Entity may only be used for official purposes.
- 5.6.2 The production of such material must be authorised by the Manager Office of the CEO.
- 5.6.3 Branded merchandise is an integral part of the Entity's branding manual and as such cannot be developed without the approval of the Manager Office of the CEO
- 5.6.4 All promotional material must be handed over/or received by the Communications and PR Unit in order to be issued out considering the timelines of the marketing campaign. No material must be kept more than the required time meant to market a service.

5.7. Corporate Image

- 5.7.1 Manager Office of the CEO is responsible for the corporate image of the entity. This responsibility includes the following;
 - 5.7.1.1 The look and feel of the entity's office buildings.
 - 5.7.1.2 The type of communication material to be used by the Entity i.e. folders, letterheads, business cards etc.
 - 5.7.1.3 The way communication material is used and produced i.e. the font (Arial 11, 1, 5 Line Spacing, Justified), use of logos, corporate identity, etc.

5.6. Website

- 5.6.1 The Entity's Internet site serves as its window to the public and as such the Communications and PR Unit has the following responsibility:

- 5.6.1.1 The Manager Office of the CEO has the sole responsibility of placing and removing material from the Entity's website after consultation with the Head Corporate Services.
- 5.6.1.2 It is the responsibility of individual departments to provide information for their web pages.

5.7. Exhibitions

- 5.7.1 Communications and PR Unit is responsible for Branding and Corporate Identity of the Entity, thus the Unit must be consulted when departments are taking part in fairs and exhibitions on behalf of the Entity.

5.8. Events

- 5.8.1 Communication and PR Unit shall take full responsibility for media, publicity and branding.

5.9. Training and Development

- 5.9.1 The Communication and PR Unit shall identify communication-training courses for Board of Directors and officials who interact with media and public.
- 5.9.2 Communications consultants engaged by Board should work closely with officials so that skills can be transferred.

5.10. Communication Procedure in Disaster/Crisis situation

5.10.1 A disaster/crisis is every organisation's worst nightmare. However it is important that a framework for such a situation exists. In the event of a disaster/crisis the following should be adhered to;

- 5.10.1.1 The Senior Manager in whose area of responsibility is involved should inform the CEO.
- 5.10.1.2 The Manager Office of the CEO is to be copied on the information.
- 5.10.1.3 Staff should inform their head of department who in turn must bring this to the attention of the CEO, Communications and PR Officer and the Management; notification should be done within 24 hours.
- 5.10.1.4 CEO should inform the Board at all times and where necessary secure their approval.
- 5.10.1.5 Where necessary, a Disaster Management Committee will be set up, led by the Chairperson of the Board /the CEO; the Head of Department concerned; Communications & PR Officer, and other relevant officials with clear spokesperson to ensure open lines of communication with different stakeholders.

- 5.10.1.6 A plan of action is to be drafted together with Disaster Communication Plan within which there will be a clear outline of the following: Research; Response; Regret; Resolve; Recovery; Reform and Restitution).
- 5.10.1.7 The Disaster Management Committee will manage the issue; communication thereof and release of any necessary statements will be done with the involvement of the CEO/ his proxy.
- 5.10.1.8 No media statement or interview is allowed from any other official unless delegated by the CEO.
- 5.10.1.9 Staff members will be kept informed of the disaster situation through their Heads of departments, and/or via the Communications and PR Officer.
- 5.10.1.10 The spokesperson elected to speak on behalf of the institution should be available to promptly respond to media and other queries.
- 5.10.1.11 Post Disaster – Disaster Management Committee should evaluate overall success and failure of the disaster communication.

5.11. Ntinga O.R.Tambo Development Agency Employees as Private Citizens

5.11.1 Any media communication emanating from Entity's employees in their private capacity (blogs, social media posts, letters to the editor) must subscribe to the Employee Code of conduct and other relevant legislation. Employees must not:

- 5.11.1.1 Use information acquired while on duty when voicing personal opinions and inappropriate media engagement is prohibited. This refers to engagement that brings the entity into disrepute, undermines the integrity and reputation of the Entity or its stakeholders.
- 5.11.1.2 Present a personal view point as a position that is held by the Entity.
- 5.11.1.3 Disclose sensitive/classified Entity information.
- 5.11.1.4 Comment on pending or current legal issues relating to the Entity.
- 5.11.1.5 Any media communication representing an employee's personal opinion and not associated with the entity does not require approval. However, the employees must ensure that the media is aware that they are writing in their personal capacity, and that their views represent their personal opinions.
- 5.11.1.6 Senior Management and Communications & PR Officer should act as representatives of the Entity because their opinions/comments are likely to be seen as official by the media even in their private spaces. People at this level are not allowed to express their viewpoints that would be seen as contrary to an official entity position.

5.12. Response and Liaison Standards for Media Enquiries.

(Traditional Media Platforms: Print, Broadcast and Online)

- 5.12.1 The Entity must respect media deadline requirements and must provide open and equal access to all news media.
- 5.12.2 All media queries must be acknowledged in a reasonable time that directly relates to the particular medium (print, broadcast or online).
- 5.12.3 Media protocol must be adhered to in terms of the timelines and media relations.
- 5.12.4 The Communication and PR Officer must timeously get approval of the media statements from the Manager Office of the CEO or designate to enable achievement of deadlines.

5.13. Social Media: The Context

- 5.13.1 Social Media refers to channels that can include blogs and social media networks such as Facebook, Twitter, YouTube, Instagram, LinkedIn and many more.
- 5.13.2 This policy covers the broad spectrum of social media platforms that are currently available and will be available in the near future.
- 5.13.3 This provides an opportunity for two way communications between the entity, residents, partners and stakeholders.
- 5.13.4 Digital technology has changed the way people communicate and share information. Platforms like Facebook and twitter operate in real-time where news breaks and citizens engage in online discussions.
- 5.13.5 The Manager Office of the CEO; Communication and PR Officer must be given the flexibility to operate in this changing environment, create relevant content and respond to issues emerging in real/good time.

5.14. Account Management

- 5.14.1 The Manager Office of the CEO must oversee the creation, implementation, monitoring, evaluation and final closure of a social media account.
- 5.14.2 Monitoring and reviewing the content posted for accuracy and adherence to consistent entity messaging.
- 5.14.3 Communication and PR Officer shall be responsible for opening and updating official active social media sites of the entity. Also for defining and communicating to all employees what appropriate information should be communicated via social media platforms.

5.14.4 The Manager Office of the CEO or Communications and PR Officer will be authorised to engage in debates arising in the social media environment that require immediate interaction or engagement.

5.14.5 Communication and PR personnel should have access to all entity's official social media platforms for the purposes of monitoring and following issues arising in the environment but also to monitor debates.

5.15. Unacceptable Use

5.15.1 Any unauthorised communication is prohibited and will not be considered an official view of the Entity.

5.15.2 Communication and PR officials cannot make a comment that is contrary to the official position of the entity.

5.15.3 Entity employees must not use the entity's official username emailing account when they set up their personal social media account.

5.16. Content

5.16.1 All social media content published must be in line with the core values of the entity.

5.16.2 Entity's resources must not be used to access or post any material that is inappropriate or unlawful.

5.16.3 Content that is copyright protected may not be published.

5.17. Security

5.17.1 The Communication and PR Officer must change the password at least twice per annum.

5.17.2 Once the responsible person or anyone with access to social media platforms left the entity, passwords must be changed.

5.18. Monitoring

5.18.1 Social media accounts must be monitored daily.

5.18.2 Items to be monitored include comments on content published, enquiries, sentiments that are becoming increasingly negative.

5.19. Marketing and Advertising Management

5.19.1 Marketing and Advertisement plans must be developed to include the identification and segmentation of the target audience, relevant content and messaging and determining the relevant or appropriate medium for the intended audience to be used.

5.19.2 The focus of the marketing and advertising will involve:

- 5.19.2.1 Content, language, tone and images.
- 5.19.2.2 Advertising and media bulk buying.
- 5.19.2.3 Exhibitions and promotional material.
- 5.19.2.4 Distribution.
- 5.19.2.5 Digital marketing corporate identity.
- 5.19.2.6 Sponsorship.

5.20. Content, Language, Tone and Image of Marketing Campaigns;

- 5.20.1 The Entity must ensure that the content of marketing campaigns is consistent with the Entity policy prescripts and that the design and presentation reflect positively and professionally on the Entity as a whole.
- 5.20.2 Information must be based on accurate and verifiable facts.
- 5.20.3 Content must be aimed at educating, informing or creating public awareness as well as attractive so as to enable them to participate fully in entity programmes.
- 5.20.4 The use of images must be consistent.
- 5.20.5 Relevant copy right laws must be respected when using images.
- 5.20.6 All visual and audio content products produced by either officials or a service provider remain the intellectual property of the entity.
- 5.20.7 All Entity communication must comply with the use of official languages Act, (Act 12 of 2012).
- 5.20.8 All marketing communication must consider the preferred official language of the segmented target audience.
- 5.20.9 This should also include the Braille and Sign Language to cater for deaf and blind community.
- 5.20.10 All marketing communication material must be presented in plain and clear language to facilitate understanding and to improve communication.

5.21. Corporate Identity

- 5.21.1 The Entity needs to develop branding manual that will outline how the entity logo should be used.
 - 5.22.1.1 The branding manual will help to promote the adherence and correct use of the entity and, further exploitation for commercial reasons.
 - 5.22.1.2 It must be clear and consistent so as to be easily recognised and identifiable by the public. It helps to address the issue of relevance in line with the vision of the Entity, contradictions that may exist and clear confusion that may be cause by the logo symbols.

5.22. Non permissible use of the entity logo and branding

- 5.22.1 The Entity Logo and Branding material shall not be used without the prior authorization by the CEO/Manager Office of the CEO for the following: Co-sponsored programmes and events.
- 5.22.2 It is prohibited to use the entity logo and branding material for personal gains or private use.
- 5.22.3 It is prohibited to use entity logo and branding material in Political party rallies, programmes and events.

5.23. Advertising and Media Bulk Buying

- 5.23.1 The Entity must follow the correct procedure when buying advertising media bulk buying space. Procurement unit must advise on the correct approach that conforms to financial prescripts or government policies as required in order to avoid irregular expenditure.

5.24. Communication Research

- 5.24.1 Communication research, monitoring and evaluation is the critical component of communication, as it is used to :
 - 5.24.1.1 Create awareness of issues arising in the public arena that need to be addressed or require a response.
 - 5.24.1.2 Monitor and assess the communication activities of the entity and the impact that they have.
 - 5.24.1.3 Improve and build on future communication campaigns, initiatives and activities.
 - 5.24.1.4 Assess public information needs for the entity projects and programmes.
- 5.24.2 Content research/environmental scanning must be done to inform communication and marketing campaigns and programmes.
- 5.24.3 Public research must be conducted to help the entity understand and identify its stakeholders and resident's needs, expectations and priorities. Research must be further used to:
 - 5.24.3.1 Measure the effectiveness of the information and communication campaigns.
 - 5.24.3.2 Evaluate the success of the marketing initiatives undertaken.
 - 5.24.3.3 Assess the public response to proposals or changes that are to occur.
 - 5.24.3.4 Assess perceptions in respect of the effectiveness of policies and programmes that have been introduced.

5.24.3.5 Determine preferred platforms to inform the public.

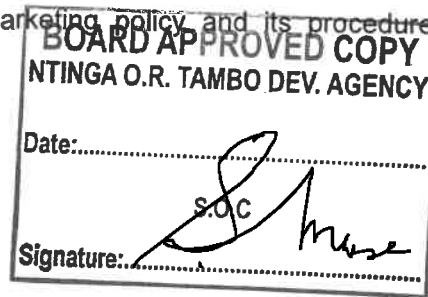
5. CONCLUSION

6.1 This policy is intended to ensure that the Entity engages in a co-coordinated manner with regard to communications and marketing. It also seeks to ensure that the entity communicates in a standardised manner with one message. Adherence to the policy will result in a coherent image for the Entity. This communication and marketing policy and its procedures are applicable to every staff member in the Entity.



L.MBIKO
CHIEF EXECUTIVE OFFICER

DATE



.....
S. MASE
CHAIRPERSON OF THE BOARD

DATE