BLANTYRE CITY COUNCIL

COMMUNICATION STRATEGY

2018—2023

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Expanded Term	**List of Acronyms**
Blantyre City Council	BCC
Blantyre City Council Staff	BCCS
Blantyre City Council's By-Laws	BCCB
Communications Strategy	CS
Chief Executive Officer	CEO
Council Members	CM
Development and Cooperating Partners	DCP
Deputy Mayor of Blantyre City	DMBCC
Management Performance Monitoring System	MPMS
Mayor of Blantyre City	MBCC
Malawi Government	MG
Information Education and Communication	IEC
Information and Communication Technology	ICT
Strategic Plan	SP

EXECUTIVE SUMMARY

Organisations all over the world acknowledge and value the role of communication as a tool for achieving and sustaining strategic goals and objectives. Therefore, an effective communication strategy should be at the core of a strategic management function for effective and efficient service delivery for any organisations. This effective communication is critical and essential for City Councils to build and maintain a positive and vibrant identity amongst its various stakeholders as it helps to communicate and raise awareness of the City Council's services and projects. Furthermore, an effective communication strategy helps City Councils to maintain a healthy internal information flows among its staff. This type of communication, in its very nature, should be a two-way activity to promote better community and stakeholder participation and engagement.

Realising the importance of a two-way effective communication and also in response to the enactment of the Access to Information (ATI) Act (2017), the Blantyre City Council (BCC) embarked on the development of the Communication Strategy to be the guiding principle of all Council communication work, both internally and externally. Ideally, this Five Year (2018 to 2023) Communication Strategy concretises the aspirations of the BCC Strategic Plan pillars of good governance and community engagement.

This Communication Strategy underpins BCC communication efforts that formalises its communication function. It documents the Council's planned and budgeted communication approaches with both internal and external stakeholders in order to promote participation and engagement in the planned activities, service deliveries and projects lined up for implementation. The Communication Strategy also spells out the key performance indicators for an effective Monitoring and Evaluation (M&E) activities. The framework of this communication strategy is summarised as follows:
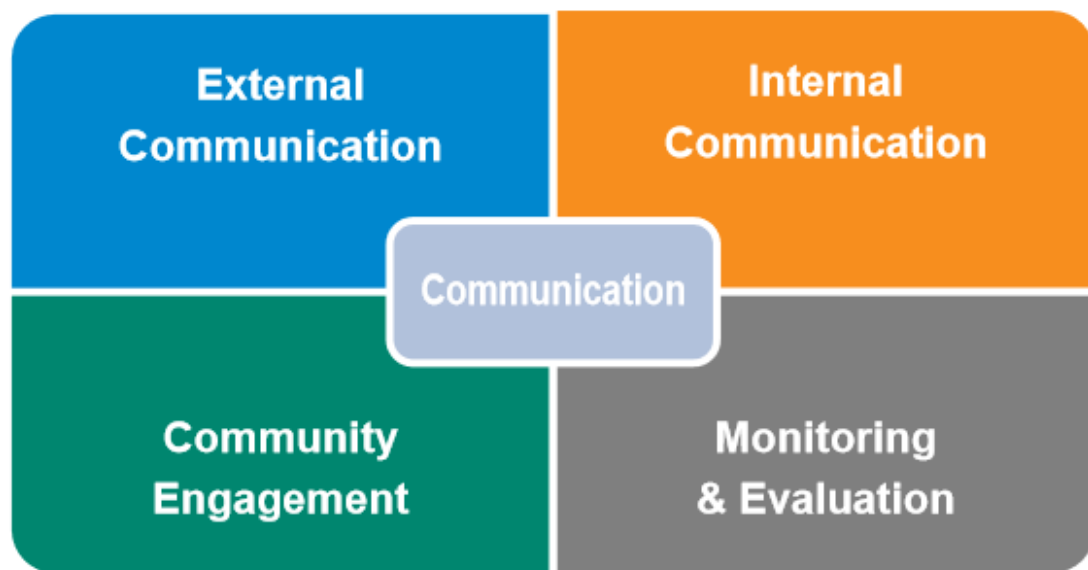
The framework intends to create a positive and professional corporate image of BCC, promote the council as a vibrant and responsive council and foster productive partnerships with both internal and external stakeholders. It mirrors the aspirations of the BCC as contained in its Strategic Plan. It recognises the following four principles:

- A commitment to place the residents and other stakeholders at the centre of Council's programmes and activities
- A communication that bears value to the Council and its residents and other stakeholders
- Communication is treated as a key strategic management function which is carried out in full
- A communication strategy that is transparent and achievable

Finally, this Communication Strategy highlights and identifies the following key recommendations:

(a) That this Communication Strategy should be incorporated into the Council's strategic management function of the BCC
(b) That the Communication Strategy will be implemented in the most transparent and open manner to allow residents and other stakeholders win ownership
(c) That the monitoring and evaluation of the Communication Strategy objectives and goals will be carried out regularly
(d) Creation of a rolling content plan (promotional plan) for all key work flows across the Council that impact communications both internally and externally
(e) Introduction of the feedback mechanisms and platforms that will act as an monitoring and evaluation tool and instrument

Alfred W.D. Chanza (PhD)
CHIEF EXECUTIVE OFFICER

FOREWORD

Blantyre City Council (BCC) plays various roles in the provision of services to the residents of Blantyre. This is achieved through its mission of providing environmentally friendly, high quality, efficient and effective demand driven municipal services in partnership with the individual and corporate residents to attain high quality lives for all residents in the City.

In this regard, all development efforts and initiatives are carried out in the interest of the residents who, when they participate in such efforts, contribute to the economic development of the City.

The City is managed in accordance with the Local Government Act (1998). The Act mandates elected representatives of the various city wards and other ex-officio and non-voting members to manage the City. The Council is headed by the Mayor.

Blantyre City has 8 constituencies and 23 wards.

The Act outlines the functions of the Council clearly and regulates the operations of the Council and its secretariat which is headed by the Chief Executive Officer, and structured into eight departments as follows:

- Administrative Services
- Leisure, Culture and Environmental Services
- Engineering Services
- Health and Social Services
- Financial Services
- Town Planning and Estates Services
- Commerce and Industry Services
- Education Services

The management of the City is shared with a large number of other service providers and stakeholders. These include Blantyre Water Board (BWB), Electricity Supply Corporation of Malawi (Escom), Malawi Posts Corporations (MPC), Malawi Housing Corporations (MHC), Ministry of Finance, Economic Planning and Development, Ministry of Lands, Housing and Urban Development, Ministry of Transport and Public Works, Roads Authority, Ministry of Health and Population, Malawi Police Service (MPS), Ministry of Education, Science and Technology (MoEST), Ministry of Local Government and Rural Development, Civil Society Organisations (CSOs), Faith Groups and other charitable organisations

It is in line with this strategic objective that the Council strives to increase communication to the public in order to enhance effective dissemination of messages about the Council's operations.

The Communication Strategy, therefore, aims at raising the socio- economic and political development of the City; because without people's understanding of the Council and its operations, there will be no informed and meaningful participation in development.

Through the Communication Strategy, the Council will ensure a two-way communication with its stakeholders and when need arises some policies, strategies, guidelines and Information Education and Communication (IEC) materials will be shared with partners.

The Communication Strategy will be a tool to assist the Council to divulge important information on innovations that the Council has developed and also in response help the Council stakeholders to understand such innovations and design projects that properly address interests of the Council and the residents at all levels of development.

It will also guide the Council partners to coordinate in programme design, implementation, mobilisation and utilisation of resources. It is, therefore, the interest of the Council in collaboration with all stakeholders to improve communication in the Council to ensure that the residents and other stakeholders are aware of the operations of the institution.

Through the strategy, the Council will also take a deliberate role in internal communication and crisis communication. This is why the Council has developed this Strategy as a tool to help it enhance participation at all levels of development.

We are very confident that with this Communication Strategy, we shall be able to realise our vision of turning Blantyre into a City of choice in the SADC region with a very conducive environment where people shall take ownership, live, do business and prosper.

Councilor Wild Ndipo
MAYOR

SECTION ONE

1. INTRODUCTION

1.1   Background

Blantyre City is the oldest urban centre in Malawi and Southern Africa. Founded by Scottish Missionaries in 1870, Blantyre was named after the Scottish town where Dr David Livingstone was born. It was merged with Limbe in 1956, having been incorporated in 1885 as the first Municipality in Central Africa, and declared a City on Independence Day in 1966.

The population is approximately one million by day and seven hundred thousand by night.

Covering an area of approximately 220 square kilometres, Blantyre City is situated in the Shire Highlands in the Southern Region of Malawi (on the edge of the African Rift Valley) at an altitude of approximately 1150 metres above sea level.

Our Mission Statement:

To provide environmentally friendly, high quality, efficient and effective demand driven municipal services in partnership with the individual and corporate residents to attain better quality lives for all residents in the City

Our Vision Statement:

A City of choice in the SADC region with a conducive environment where people shall take ownership, live, do business and prosper

Our Core Values:

Trust, honesty and integrity

Accountability and transparency

Zero tolerance to corruption

Professionalism

Non discrimination

Team work

Courtesy

Local participation

Our Motto:

Taking the City back to the People

For the Council to effectively serve its residents, effective communication will help the institution to build partnerships and, therefore, fulfil its mandate. Effective communication will ensure that the Council enhances residents' and stakeholders' engagement in a transparent manner in order to build trust, ownership and support from the public.

This Strategy will be very instrumental in achieving the Council's motto which is: ''*Taking the City back to the People.*'' It is against this spirit that the Council developed this Strategy as a way of identifying target audience, strengths, weaknesses, opportunities and threats.

The Strategy is designed to assist the Council graduate from its present status of information flow gaps to ably coordinate internal and external communication among its staff, members of the Council and its stakeholders (internal and external public).

One of the major task in implementing this strategy will, therefore, be to ensure that our communications methods are accessible to all but tailored to particular audiences.

Internal communications are designed and targeted at Council members and Council staff; on the other hand, the external communications target primarily the residents, media, CSOs, as well as Developing and Cooperating Partners.

1.2 Communication Challenges

The Council faces both internal and external communication challenges as detailed below:

- Inadequate flow of information on roles of Directorates, Sections and Units among the BCC staff

- Technical barriers such as shortfalls in Information, Communications and Technology (ICT) services**:-** Unavailability of intranet and irregular update of the website which limits communication to both internal and external audiences

- Limited interface between BCC and stakeholders such as CSOs and media. These stakeholders are often seen as ideal conduits for passing information about the Council to the public

- Human barriers such as individual perceptions and attitudes.

- Inadequate coverage of Council issues by the media. Mainly extensive media coverage is only available when something negative has happened at the Council or in the City as general.

- Stakeholders' limited knowledge on the roles and functions of the Council.

- Weak linkage of BCC to the residents**.**

- Limited availability of literature on the Council which has been contributed by lack of data.

1.3 Principles and Objectives of the Communication Strategy

A communication intervention only becomes relevant if it can add strategic value to the success of any public institution. Therefore, the Council's strategic communication planning will help the Council to align its communication function with its core objectives.

It is about deliberately engineering plans, tactics and messages to help fuel an organization's performance.

The following guiding principles will steer the implementation of this particular communication strategy:-

- <u>Communications should be designed to deliver a measurable result.</u> Investments of resources (human or financial) in communication activities should be subject to transparency and accountability for delivering an observable, measurable result.

  - o *Linkage: This communication strategy has incorporated a Monitoring and Evaluation component to take care of this aspect of measurement and accountability*

- <u>Effective communication is a management function and should not happen by accident.</u>

  The key to effective communication is planning. Though communication often has an important function to play in a responsive or reactive posture, proactive communication generates more impact at less cost and less risk.

  - o *Linkage: The demand for a media and communication strategy for BCC comes about to respond to this need for planning. Often haphazard communication activities do not work hence the need for this systematic planning.*

- Communication should be focused on results, rather than activity. Often, communicators are in the business of generating speeches, media releases and promotional materials. The communication function is much more effective when it is driven to generate results, such as increased rate of awareness, product sales, improved stakeholder relationships or strengthened internal alignment. The tactics are important, but they are fundamentally secondary to the primary alignment of the communication function toward solid outcomes.
  - *Linkage: The spheres of the monitoring and evaluation framework for this strategy detail the results which will be monitored to ensure that this strategy is achieving its goal. Without this focus, it will be like beating the air.*

- Communication is a primary function.

It is important not to communicate for the sake of communicating. To be strategic, communications must by definition be aligned to support and propel the organization's mandate and objectives.
  - *Linkage: The design of this strategy has hinged on the specific areas for advocacy and lobbying. Without this need for advocacy, the communication strategy does not have a basis.*

- Communication planning should flow from the inside out.

Communication planning should always include consideration of employees as a key audience – staff can greatly contribute to communications efforts, excluding them from communications activities can be erosive to internal engagement and trust. When planning communication, consider the concept of starting from the inside, then moving out to stakeholders as priority audiences even if ultimately, a communications activity is directed toward an external audience base.
  - *Linkage: The need for internal ownership of the project has been underlined by the inclusion of specific communications activities targeted at staff of the Council. This will ensure that employees, as a key audience for the strategy remain in the loop as the project progresses.*

Linkage between Advocacy Work and Communications

Using the media in advocacy can greatly expand the number of people that are aware of the situation. Media work could include article writing for newspapers or magazines, radio and television announcements, hosting social media platforms, working with journalists and partner Civil Society Organizations (CSOs) to inform about the situation or producing press releases about some activity or event.

Within the context of policy and advocacy activities, communication is a tool to disseminate and promote messages in support of an advocacy objective. What makes communication an advocacy activity is the content and purpose of the communication.

It is recognized that an effective communication strategy provides the following benefits:

- Information is exchanged and decision are understood by all stakeholders

- Assists in building a vibrant and positive image of an organization

- Builds networks and partnerships

- Improves staff morale and job satisfaction

- Helps to generate community support and ownership

- Strengthens and bonds relationships and linkages with external stakeholders

- Provides platform for feedback and corrective actions

These communication principles are summarized as follows:

It is aligned to the corporate strategy of BCC	- It is inclusive, consultative and accountable
Honest and Accurate	- Communication is transparent - It includes all relevant facts and information

Purposeful	• Communicating on matters and issues that are current, important, and timely to the community
Accessible and Inclusive	• Accessible formats • Multiple mediums
Evaluation	• By evaluating communication efforts, continuous improvement is achievable
Two-way dialogue	• Feedback is encouraged on all issues and that it is processed timely • Early community engagement with community to ensure their participation

Objectives of the Communication Strategy

This Communication Strategy, whose theme focuses on *Taking Back the City to the People*, is grounded on four objectives, namely:

- To better inform the community and stakeholders of the services and projects carried out by BCC

- To improve internal communications between the Council Departments and across all management levels

- To foster a two-way communication process that involves all stakeholders and partners

- To encourage and develop a wider community ownership, participation and engagement with BCC in its programmes and events

What should BCC be communicating?

- Perceived quality of service

- Perceived value for money

- Brand enhancement

- Accessibility

- General developments and projects undertaken

- Rights and obligations of residents

- Feedback (both positive and negative)

1.5 Communication SWOT Analysis

Although BCC has operated without a Communication Strategy, there are many strengths and opportunities in the communication aspect within the Council. Below is table showing an analysis of strengths, weaknesses, opportunities and threats in the communications of the Council

Strengths	Weaknesses

i. Management that values institutional communications ii. Dynamic Management iii. Purposely built Civic Centre which is easily accessible iv. Clear constitutional mandate v. Readily available audience in the City vi. Availability of public relations office vii. Service Charter in place viii. Rich colonial history ix. Easily accessible x. Existence of City Bye-Laws	i. An easy target for negative publicity. ii. Institution has huge staff compliment and therefore prone to untraceable leakage of information. iii. Potential area for crisis due to public's expectations. iv. Inadequate resources v. High staff turnover. vi. Limited ICT facilities vii. Enforcement of Bye-Laws is weak viii. Limited staff capacity and development ix. Bureaucracy stifles and delays implementation of projects
Opportunities i. Prominent news maker that can access publicity. ii. Ready audience seeking information about the Council iii. Skilled staff to ensure that the public is kept abreast with the Council matters iv. Elected and nominated members of the Council ready to serve the City v. Interface with Civil Society Organisations. vi. Good relations with media vii. Relationships with other cities viii. General interest of residents with City affairs	**Threats** i. The Council sometimes entangled in party politics ii. The Council easily misunderstood by the residents on its duties and responsibilities iii. Low public trust and credibility; iv. Lack of significant linkage with residents v. Increased number of well-informed residents

SECTION TWO

2.   STRATEGY DEVELOPMENT PROCESS

This Communication Strategy is based on a need for a comprehensive public information campaign to make all stakeholders especially residents, Councillors, Members of Parliament and the Government aware of the Council's plans.

2.1.1 Communication deficiencies in the Council

Observing what is happening in the BCC, one is able to isolate a number of challenges that are symptomatic of communication deficiencies within the Council. For purposes of this strategy, we will look at the assessment of how Council has performed so far and whether that is known to all the concerned.

- **Residents:** Most of the residents are vulnerable and have limited information on the role of the Council

- **Councillors**: These have just been elected and might not know the critical role they can play in ensuring the sanity in the city

- **MPs**: Most of them require information on their mandate in the Council

- **Civil Society organizations:** This group is always suspicious of government initiatives due to lack of adequate information

- **Government**: Despite decentralization, the central government still has a big role to play and it has to know that whatever decision they make, has an impact on how local governments implement their by-laws

- **Development partners**: There is need for enough publicity of donor supported programs to give a picture on progress

These communication gaps mean that key stakeholders do not effectively engage in advocacy work given their low level of knowledge of various issues of their interest within the Council.

SECTION THREE

3.   COMMUNICATION STRATEGY

Based on the communication gaps identified, the Communication Strategy is designed to facilitate a more effective use of the communications in the Council. The strategy focuses on the following key stakeholders while not excluding any that would emerge as adding value to the intervention:-

Internal Communication

- Blantyre City Council staff

- Council members (councilors, members of parliament)

- Interest group representatives

External Communication

- Ministry of Local Government and Rural Development

- Central Government

- Parliament

- Residents

- Business community (Corporate world, SMEs, vendors and others)

- Community leaders

- Civil Society Organizations

- Other NGOs

- Sister cities

- Media

3.1   Internal Communication

3.1.1   Goal: To ensure that staff and members of the Council have access to all the information they require to make informed decisions and maximize their output.

3.1.2   Objectives

- To display information to key staff and task force members so that they are aware of the Council goals and anticipated duties.

- To effectively communicate to staff management decisions

related to the Council.

- To adequately update Council members on any developments.
- To provide platform for feedback for Council members and staff through formal channels.
- To orient and sensitize Council members and staff on the roles and functions of various departments within the Council

Internal Communication Strategy

Organizations commonly prioritize effective communications with external stakeholders. While those communications are essential to your services, what about the connection to your own employees? That's why an effective internal communications strategy is a critical aspect of any organization's daily operations.

People are the most valuable asset for the Council. It is through its people that Blantyre City Council delivers services and develops a relationship with its residents.

Employees have individual roles to play in providing services or access to services either working alone or with colleagues from their section or from other sections or departments.

But all employees share one role in common—they are ambassadors for the Council, to help everyone to understand what the Council does and why it does it and why it cannot do some things and to carry back messages which might influence the actions of the Council in the future.

Effective communication at all levels, within teams, between teams, and between staff and senior management is crucial in making this happen.

This strategy provides a framework for developing on areas where internal communication is already working well and also on improving it. However, management team has to ensure that everybody in the Council is taking practical steps to improve internal communication.

All employees must show commitment to communication by creating the correct climate and ensure that information, including that personal to staff, is in place on time and kept up to date.

One crucial area is ensuring two way communications among staff within the institution. We need to listen, not just hear and give constructive feedback – staff to managers and managers to staff

Determine the audience

Messages should be tailored to suit the targeted audience, in language that they understand and also consider if the message is relevant.

Electronic communications.

The intranet, the world wide web (Website) and email present a great opportunity for sharing information and receiving feedback but need to be used wisely and with care to avoid information overload.

Communicating with one another

Face to face is best wherever possible. Internet should be treated as an aid and not solution to communication challenges. Face to face communication is direct and swift and is usually the most effective form of communication between team members and people working closely together. It enables discussion, questioning and feedback. Examples of face to face communication opportunities are team meetings or interdepartmental or project meetings.

There are many communication tools available. Members of staff need to think about which is the most effective for the situation and the message to convey and the targeted officer. Further, there is need to think about the language and tone when communicating.

Telephone may be better if a colleague is at a distance and needs to be reached quickly. Staff members should be prepared to help one another and external customers by taking messages.

The Council Magazine is published for sharing information and editorial contributions on a work related theme are welcome.
Information sharing

All Council staff members are all part of one institution which pulls together to deliver services to the public and every employee should treat and be treated with respect by all colleagues regardless of the type of work they do.

Feedback is a vital part of effective two way communication. There is need to continue to move away from old hierarchical structures with a command and control approach to an environment where feedback is given regularly and constructively by managers to staff about their work, by staff to managers and between colleagues working together.

Location, particularly remoteness from the Civic Offices seems to be a key dimension in how some members of staff feel about internal communication. Distance represents a potential barrier to effective internal communication. Regular visits by managers in locations outside the Civic Offices will help to

keep them briefed on issues affecting their jobs and the Council in general and provide good opportunities for feedback.

It is vital to know who does what and how staff can contact each other whether by phone, email or in person. It is crucial to make database of staff names and contact details (either electronic or hard copies) available to all employees. This database has to be searchable on names, email addresses, phone numbers and by job title.

The Council needs to promote the regular exchange of information and to provide opportunities for all staff to make suggestions that are recognised and considered for action.

This will be achieved through:

- Regular informal visits by senior manager/Management Team to sections in order to get firsthand information on the ground
- Developing a regularly updated intranet slot for Management Team to give news and views on issues of importance for all staff and to receive feedback on the same from staff
- Establishing roles within service areas for key communicators (information intermediaries) who can support their managers to share and receive information from across the institution in a networking role
- All suggestions from staff need to be listened to, considered, acted upon if appropriate and feedback given whether they are adopted or not
- Encourage an environment where staff feel able to communicate freely and can contribute to shaping the Council's vision
- Encourage feedback to enable staff to feel their contribution towards the strategic aims is recognised and where difficulties arise, these are addressed positively, not critically

For any assistance, staff members should be encouraged to contact the Public Relations Manager, the Human Resources Manager or their immediate supervisor.

3.2   External Communication

For the Council, external communication is any communicative effort specifically for the residents and organizations operating within the City. While internal communications are specifically for staff and the Councillors, external communications focus on spreading news and information about the Council to the residents, business community including street vendors and other like-minded stakeholders. Common examples of external communications include direct mailings, press releases, and newsletters.

3.2.1 Objectives

- To provide information to stakeholders so that they are aware of the Council mandate.
- To effectively communicate to external stakeholders Council resolutions.
- To adequately update external stakeholders on any developments.
- To provide platform for feedback for external stakeholders through formal channels.
- To orient and sensitize external stakeholders on the roles and functions of the Council
- To sensitize external stakeholders on their expected responsibilities and obligations

3.2.2 Public Relations

Communication helps to shape and define a corporate's image to the community, clients, and potential partners. External communications such as newsletters, media stories and press releases let the public know about the organisation and the projects which serve to strengthen the public relations' efforts of the organisation.

3.2.3 Technology and External Communications

While traditional print methods of communications are still common, modern technology has changed the face of external communications, and the Internet has become a valued resource in reaching new partners. The Council is determined to increase its e-presence to let people know of reforms in the Council. Social media such as Facebook and blogs are an effective platforms to reach target demographics and are a cost-effective means of promotion. Nonetheless, the benefits outweigh the risks as technology is far-reaching.

3.2.4 Media Relations

For the Council to be highly responsive to the needs of the residents, it will have proactive media relations so that the media does not set the agenda. The following guidelines should guide the Council's positioning with the media:-

3.2.4.1   Good knowledge of the media

- Will help the Council identify relevant media channels for its communication programs and activities.
- Will help the Council to focus on key messages to the residents and other stakeholders.
- Will aid the Council to develop an excellent relationship with the media fraternity – this will help the Council build trust, float ideas, better understand what stories interest them and find out how they want to receive press releases and briefings.

3.2.4.2 Good Planning

- Create a forward planning media calendar to ensure there are no internal clashes and provide capacity to handle both planned and unplanned eventualities.
- Develop key facts around particular services to ensure that the Council has up-to-date information to share with media.
- Develop PR crisis management plan

3.2.4.3 Engage interest

- Empower the Council to be creative – think of unusual visual stories for photographers and TV cameras and interesting sound environments for radio interviews and features.
- Bring the Council' press releases to life by finding the human interest angle.

SECTION FOUR

4.   MONITORING AND EVALUATION

In order to carry out improvements in the service delivery and for future planning and programming, the BCC will undertake deliberate steps to evaluate the success of this Communication Strategy. Collecting regular and consistent M&E data will allow the Council to assess targets/outcome and provide necessary and timely interventions.

In this regard, issues to be measured include:

- Level of awareness of BCC and its services and projects

- Attitudes towards BCC

- Community participation and engagement

- Number of forums

Monitoring, measurement and evaluation will include the following:

- Consultations with stakeholders

- Measure press coverage

- Hits on websites

- Staff survey

- Collection of media clippings

- Suggestion boxes

- Number of submissions received

4.1   Public Relations
- Number of press releases/interface meetings with stakeholders and the general public that have been planned for the year.
- Amount/Type of press coverage (number of positive or negative).
- Number of people who say they have regularly heard about the Council's activities.
- Number of hits on website/pages visited
- Feedback on activities of the Council which secretariat gets from the public.

4.2   Media Relations
- Number of media houses that patronize the Council's functions at their preference

- Number of articles/programs that the media houses feature

4.3   Internal Communication

- Number of staff meetings

- Number of communications shared out to staff.

- Number of meetings and trainings carried out

4.4   External Communication

- Number of participatory/interactive meetings conducted.

- Number of quarterly Magazines produced to give stakeholders updates.

- Number of updates on the Council's website and social networking pages.

- Number of likes and comments on social media platforms

- Functional free toll line

- Number of interviews, press releases and notices

- Number of factsheets released

The following will be the focus of this Communication Strategy

- Brand promotion

- Signage plan

- Content plan

- Website

- Social Media Protocols

- Community newsletters

- Digital marketing

- Reports and correspondence

- Media Relations: press releases

- Advertisement

- Council Factsheets

- Council news/mayoral column

- Contacting Council: email, phones

- Community Notice boards

5.0 Communication Strategy Implementation Plan

No:	Description and comment	Activity	Responsible Office/stakeholder	Frequency
1	Brand promotion and creation of brand manual	Create flyers, brochures factsheets Documentaries	CEO	yearly
2	Signage plan	Update signposts	CEO	yearly
3	Content Plan	Produce content for brochures, websites, factsheets	CEO	Monthly
4	Social media strategy	Create platforms for social media interactions	CEO	Yearly
5	Council Magazine	Publish and distribute	CEO	Quarterly
6	Website	Develop, Update,		Monthly

		upload content	CEO	
7	Media relations	Press conferences, press release, interviews, media tours	CEO	Monthly
8	Advertisement	Place adverts	CEO	Monthly
9	Factsheets	Develop notices, data and information	CEO	Yearly
10	Community Engagements	Hold Town hall meetings, tours	CEO	Yearly

6.0 Stakeholder Analysis

Stakeholder Group	Description	What is important to them	What information do they need	Preferred communication method
Rate payers	Property owners,	Accuracy Rate adjustments	Due dates Bills	Newspaper Emails Radio Hand delivery Social media Website Media conference
Residents	People residing in Blantyre	Relevance	Services Developments	Newspaper Radio TV

				Social media
				Website
				Factsheets
Visitors	Short term residents	Relevance, Timeliness	Services Developments	Social media Newspapers TV Radio Brochures
Investors	People engage in business	Accuracy Relevance Timeliness	Policies By-laws Developments	Radio Newspapers TV Brochures Website Social media
Media	Collective communication outlets	Timeliness Accuracy Relevance	Policies By-Laws Developments /projects Service delivery	Email Social media Press statements
Management/ Staff	Council workers	Accuracy Relevance Timeliness	Policies Developments /projects By-Laws Service delivery performance	Memos Social media Emails Website

Government	Line ministry and central government	Accuracy Relevance Timeliness	Policies By-laws Performance Developments /projects	Memos Website Email Radio Newspapers TV Social platforms
Councillors	Elected members of the Council	Accuracy Timeliness Relevance	Performance By-Laws Developments /Projects	Memos Website Email
Youth	Active young residents of the City	Relevance Accuracy	Services Developments /Projects	Website Social media T Radio Newspapers
Development partners	Cooperating partners	Timeliness Relevance Accuracy	Developments /Projects By-Laws Performance	Website TV Radio Newspapers Social media
Academia	Both public and private universities	Timeliness Relevance Accuracy	Services By-laws Policies and regulations	Newspapers Radio TV

				Social media
				Face-to-face meetings
Vulnerable Groups	People with physical challenges	Relevance Accuracy Timeliness	Services By-laws Policies and regulations	Newspapers Radio TV Social media Face-to-face meetings