

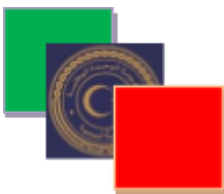
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**Guide to the policies and procedures of the
communication strategy between
municipalities, citizens, civil society and the
media**



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Introduction

Communication and contact between municipalities, citizens and civil society are essential tasks that municipalities must prioritize, as this has a positive impact on raising municipalities' efficiency and improving their performance in raising community awareness and spreading the culture of accountability and community participation. Good communication is the key to any partnership, and the relationship between municipalities and their voters is no exception. Striving for strong and effective communication by municipalities builds trust with voters. When municipalities work away from their voters and without involving them, this may lead to a widening gap between voters and municipalities. However, when municipalities communicate with their voters frequently and effectively, this reassures citizens that their opinions have been taken into account. Communication is one of the pillars of participatory governance principles that are relied upon in terms of involving all segments of society in decision-making. It is also a means that places municipalities on a responsible side and forces municipalities to take steps that contribute to enhancing the principles of transparency .

Referring to Law 59 of Local Administration, Article 31 of the Local Government Law states that "Municipal Council decisions shall be published within one month from the date of their issuance in all media outlets within the scope of the Council's jurisdiction." Local Revenue System Regulation No. 330 also states that Article 5b states that "Municipalities shall be committed to adopting transparency and community participation in preparing estimates of their revenues and expenditures when preparing the estimated budget, and to establish these estimates based on realistic, honest and fair foundations." Article (6) of the same regulation states that "Municipalities must publish the estimated budget and expenditure report according to the citizen budget model through all available media outlets." These laws must be supported by guiding guides and policies that address the details of the communication and contact process for effective community participation.

Perhaps this matter is closely related to the municipal performance evaluation indicators that include community accountability indicators such as information disclosure, participation,

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response, follow-up, evaluation, etc., which crystallize through programs and projects that require effective communication and interaction mechanisms between the municipality, citizens, and the local community. This is in addition to the need to improve the quality of services provided by municipalities from a gender perspective, especially women, people with special needs, youth, and the elderly, and the need to raise citizens' awareness and activate their role in municipal development work in terms of the necessity and importance of their participation in the development planning and decision-making process, which leads to the embodiment of the concepts of good governance, participation, and community accountability.

Media communication is one of the means that help municipalities communicate with citizens, especially with the selection of appropriate communication channels. It is very important to open communication channels between municipal council members and media professionals. These channels also help members monitor public opinion trends towards their efforts and the initiatives and projects they propose to provide better services. Media communication is considered “implementing various plans, communicating with target audiences, determining various media messages appropriate for each audience, and communicating with various bodies, individuals, opinion leaders, and information centers.”

As mentioned above, external communication means implementing various plans, communicating with target audiences, identifying various media outlets suitable for each audience, and communicating with organizations, individuals, opinion leaders, and various information centers. While external communication in municipalities is characterized by vitality and seriousness, far from rigidity and stereotypes, a set of necessary and basic requirements emerge for the success of the external communication process, the most important of which are:

1. The Public Relations and Media Office and the Community Development Department aspire to expand their communications to deliver the municipality's message of serving the community and citizens, and to consolidate the concept and role of the municipality in its local community and strengthen ties with official and civil institutions, as well as to expand their communications with international and foreign municipalities to exchange knowledge and expertise among them after taking all legal measures, such as external communication (outside Libya) being through the Ministries of Foreign Affairs and International Cooperation and the Ministry of Local Government pursuant to Circular No. (10) of 2021 of the Prime Minister of the Government of National Unity.

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2. The vision for this is to strengthen the relationship between citizens and local institutions on the one hand and the municipality administration on the other hand with the aim of improving the quality of services provided to citizens.
3. Conducting research: This means studies related to measuring public opinion trends among the municipality's audiences, and estimating the extent of the success of media campaigns, programmes and their various means using accurate statistical measures.
4. Planning: i.e. planning and drawing up the municipality's external communication strategy, by defining the objective and target audiences, designing media programmes, distributing responsibilities, and determining the budget and distributing it to activities.
5. Coordination: The Public Relations and Media Office and the Community Development Department coordinate with other departments and administrations in the municipality, with regard to the activities they carry out in the field of external communication.
6. Evaluation: Where the actual results of external communication activities are measured and corrective actions are taken to ensure the effectiveness of programs and activities and the achievement of their objectives.

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- General document of the guide (DOCUMENT HISTORY)**

issue number	issue Date	Accreditation date	Date of work	comments	Number of pages
01	2021	2021	2020/2021	First version	45

- Originals:**

(5) original copies of the guide will be distributed according to the following schedule:

Version number	Authority
First version	Municipal Council
Second version	Mayor
Third version	under-secretary
Fourth Edition	Public Relations and Media Office
Fifth Edition	Community Development Management
Sixth version	Follow-up and Quality Assurance Department

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General Provisions of the Guide

1. Objective and reasons for using the guide

1.1. The main objective of this guide is to define guiding and controlling policies for the municipalities' communication process with citizens, civil society and media institutions, in addition to defining the executive steps - work procedures and their flow paths - that must be followed by those concerned with the communication process.

2.1. The items contained in the pages of this guide regulate the relationship of municipal employees concerned with effective communication with citizens, civil society institutions and all relevant parties.

3.1. To achieve the main objective of "An Effective Strategy for External Communication in Municipalities", this guide was adopted, which is a guide to policies, procedures and work instructions for external communication in the municipality.

2. Limits of application of the guide

2.1 The provisions and terms of this guide apply to the activities of the Public Relations and Media Office and the Community Development Department in the municipality in the field of external communication.

2.2. The employees of the Public Relations and Media Office and the Community Development Department are committed to applying the provisions and terms of this guide with precision and high professionalism.

3.2. The provisions of this guide apply to two basic dimensions of the external communication of municipalities, which are:

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1.3.2. Policy for communication with citizens and civil society organizations (individuals and institutions).

2.3.2. Policy for communication with media institutions.

3. Responsibility for amendment

3.1. All employees may submit proposals to amend and develop these guiding policies, and the Municipal Council may approve these amendments.

3.2. The Director of the Public Relations and Media Office and the Director of the Community Development Department shall make any amendments to the texts of this guide after their approval by the Municipal Council, including adding, deleting, and amending any of the items according to the development of the nature of the work.

4. Responsibility for implementing and preserving the guide

4.1. This guide is advisory, and the Director of the Public Relations and Media Office and the Director of the Community Development Department are the ones concerned with implementing this guide in coordination with the Municipal Council.

4.2. Public Relations and Media employees and employees of other departments directly related to the municipality's external communication activity are required to keep the guide, review it, and refer to it.

4.3. Each municipality must train employees to use this guide effectively.

4.4. The Director of the Public Relations and Media Office and the Community Development Department shall keep a copy of this guide, and all the aforementioned parties shall review and keep a copy of the guide.

5.4. If any of the users of this guide have doubts or confusion regarding the interpretation of a clause or the mechanism for implementing any of the clauses of this guide, the matter shall be discussed with the Director of the Public Relations and Media Office and the Director of the Community Development Department, and they shall be considered the primary reference for interpreting and clarifying the clauses of this guide.

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Concepts and Definitions

1. Country: **Libyan State**.
2. **Council**: provincial or municipal councils, as the case may be.
3. Localities: governorates, municipalities, municipal branches and districts.
4. **Dean**: Chairman of the Municipal Council.
5. Association or organization : is a legal entity established by an independent initiative of a group of natural or legal persons, for non-profit or political purposes. Membership is available without discrimination, and its bylaws determine how decisions are made, implemented, and monitored.
6. **Citizen Budget**: A simplified summary of the traditional municipal budget that is prepared in a form that makes it easy for all citizens to understand.
7. **Community Participation**: is a process whereby organizations, non-profit institutions and individuals come together to present their visions and plans that benefit residents within the administrative boundaries of the municipality.
8. **Participatory planning** : He knows The World Bank defines participatory planning as “the process by which stakeholders influence and share control over development initiatives and the decisions and resources that affect them.” The term “stakeholders” here refers to the various parties that will be affected by proposed projects, including local organizations, civil society, local private companies, and, of course, primarily, the population .
9. **Active participation in planning and decision-making**: A two-way participation in which local administration units give the opportunity to all stakeholders, such as citizens, civil society organizations, and others, to participate in planning and decision-making processes that directly affect their daily lives.

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10. **Awareness:** It is a set of activities and procedures in the educational and media fields that provide citizens with accurate information about an issue that concerns them.

Laws and legislation governing the guide

Laws, Legislation and Regulations	Year
Law No. 59 of 2012 on the Local Administration System	2012
Executive Regulations of Law No. 59 of 2012	2013
Local Revenue System Regulation No. 330	2021
Regulations for the work of the Civil Society Commission No. 286	2019
Administrative Contracts Regulation No. 563	2007
Circular No. 10 of the Prime Minister of the Government of National Unity	2021
Unified organizational structure of municipalities No. 212	2018

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Policies

First: Communication policies with citizens and civil society organizations (individuals-institutions)

General	
Policy Introduction	<p>This policy provides a set of rules, guidelines and practical programmes to achieve its goal of achieving effective communication between municipalities, citizens and civil society institutions within the administrative scope of the municipality.</p> <p>This policy provides information on planning, organizing and implementing the external communication process between the municipality, citizens and civil society . This policy specifies the channels and limits of external communication, the objectives of messages, means of communication, responsibilities for their implementation and procedures.</p>
Policy objective	<p>This policy aims to ensure the municipality's commitment to participatory governance standards . This policy also aims to achieve the following:</p> <ol style="list-style-type: none"> 1. Building effective community partnerships between local authorities , civil society institutions and citizens. 2. Establish some democratic practices as follows: <ul style="list-style-type: none"> - Activate the citizen budget - Achieving local development with community participation. - Activating the role of local community organizations within municipalities. - Promote the concept of advocacy and networking .

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Scope of application	This policy is advisory and its provisions apply to all municipalities , civil society organizations , citizens, neighborhood residents' committees, and relevant and partnering parties in the municipality's external communication and outreach activities.
Implementation Responsibility	<ol style="list-style-type: none"> 1. The responsibility of communication and strategic contact must be given utmost importance by the mayors and members of the municipal council , so that it must be included in the municipality's strategic plan, with the necessity of setting evaluation indicators (KPI). 2. The Public Relations and Media Office and the Community Development Department, through their employees, are directly responsible for implementing and applying the provisions and terms of this policy. 3. All concerned parties from other relevant departments are responsible for implementing the executive and financial implications of this policy. <p>As well as the Dean and members must provide The Municipal Council has all the capabilities and resources that enable them to work to the fullest extent to achieve their ultimate goal.</p>
Related Sub-Policies	<p>This policy includes four sub-policies:</p> <ol style="list-style-type: none"> 1. External communication with citizens and civil society organizations. 2. Strengthening community development participation. 3. Enhancing community participation in the citizen budget 4. Community awareness and citizenship promotion.
Policy Subjects and Texts	
Planning for external communication	The Municipal Council is committed to preparing and implementing the communication and external communication strategy in parallel with the municipality's strategic plan for a period of at least 4 years if it

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with citizens and civil society organizations	is to be prepared independently, and distributing it into annual business plans, determining responsibilities, and allocating the necessary budgets to implement it and evaluate its effectiveness and impact.
Enhancing community development participation	The municipality is committed to stimulating and facilitating the participation of citizens and civil society organizations in the various stages of the municipality's strategic development planning process, from analyzing the general environment and setting and implementing development activities, and in the various municipal activities with a development dimension that concern citizens.
Enhancing community participation in the citizen budget	The municipality is committed to motivating and involving citizens and civil society organizations in preparing the citizen budget, which includes estimating annual revenues and expenditures, with the contribution of citizens and civil society organizations in the aforementioned community development participation.
Community awareness and citizenship promotion	The municipality is committed to raising community awareness about its services and important issues within its scope of work (such as development, local development, environment, water, energy, policies, etc.)

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1- Procedures for implementing the municipality's external communication policy

External Communication Planning Procedures	<p>1- The Public Relations and Media Office and the Local Development Department prepare the municipality's external communication strategy in accordance with the general strategic plan of the Municipal Council, according to the following sequence of steps :</p> <p>A. Hold a workshop to complete the planning process:</p> <ul style="list-style-type: none"> ▪ is led by the Director of the Public Relations and Media Office and the Director of the Strategic Planning Office . ▪ The Dean, members of the Municipal Council, the Deputy Director of the Court, all employees of the Public Relations and Media Office, the Strategic Planning Office, the Community Development Department, and all relevant technical departments in the municipality are invited to attend . ▪ The workshop will last for two days , and the activities agenda will ensure that all outputs are completed during this period. <p>B. This planning process is committed to the municipality's vision, mission, overall goals and work values.</p> <p>C. Participants determine the external communication objectives to be achieved in light of the general external communication objectives set out in Clause 2 below .</p> <p>D. Participants analyze the general environment of the municipality (external and internal) with a focus on the dimension and implications of external communication.</p> <p>E. Participants identify partners - target groups - from citizens and civil society institutions and classify them into homogeneous</p>
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groups according to the relevant matrix and identify and select the main target groups from among them - see the appendices regarding the target groups matrix and the model for linking the objectives of the communication and contact plan to the beneficiary groups in the appendices.

- F. Participants carefully identify and craft appropriate messages for each key target group.
- G. The objectives of the communication and external communication strategy are linked to the messages and communication activities according to causal relationships. See the model for linking the objectives of the communication and external communication plan to the activities in the appendices.
- H. The means, tools and communication materials accompanying the activities are identified.
- I. Participants develop an implementation timeline and determine implementation responsibilities and the necessary budget. See the implementation plan template in the appendices.
- J. Participants develop a monitoring and evaluation plan and determine measurement indicators. See the model for linking objectives to activities and measurement indicators.
- 2- General objectives of the municipalities' external communication strategy:

Participants in the communication strategy planning workshop are guided by the following general objectives to define the municipality's specific objectives in the field of external communication:

The first objective : to enhance trust between municipalities on the one hand and the local public (segments of society) and relevant institutions on the other hand.

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The second objective : Raising the awareness of the local public (citizens) and relevant institutions about the municipal services provided through the use of effective communication and media means.

Third sub-goal : Encouraging the public to interact with the municipality in order to achieve effective community participation.

3- Planners of the external communication strategy take into account the following:

- A. To form a specialized team from the Strategic Planning Office, the Public Relations and Media Office, the Community Development Department, and the Branches and Stores Affairs Department.
- B. The communication plan should be sensitive to marginalized groups such as women, youth, people with special needs and the elderly.
- C. The specialized work team (in cooperation with the Municipal Council) plans and implements programs to build the capacities of those concerned with the subject of communication and interaction with citizens from among the municipality employees to ensure the effective implementation of the external communication plan.
- D. The specialized work team shall activate the internal communication process among the municipality employees with the aim of creating harmony and enhancing internal cohesion and common understanding in a way that ensures the effective implementation of the external communication plan and maintaining the reputation and status of the municipality in its best form.

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	<p>E. The specialized work team will communicate with the residents' committees in the neighborhoods through the neighborhood mukhtars to clarify the work plan and integrate them into the sub-teams.</p> <p>4- Upon completion of the planning process , the specialized work team obtains the approval of the Municipal Council.</p> <p>5. The original copy of the plan is kept at the Public Relations and Media Office , and certified copies are distributed to the relevant departments.</p> <p>6. The plan is put into practical application in the departments and offices from which the aforementioned specialized work team was formed.</p>
External communication procedures	<p>1- Based on the External Communication Strategy Document - shown Above - and under the supervision and guidance of the specialized work team , implement external communication activities - according to the planning schedules in the strategy - with each of the target groups/beneficiaries and with partners in implementing municipal projects and activities and community participation and consultation activities in general, taking into account the following:</p> <p>A. The Director of the Public Relations and Media Office or his delegate, or the official spokesperson for the municipality, shall be the official spokesperson and facilitator of dialogue before the beneficiaries in all activities related to public relations, unless the Mayor of the Municipality assigns someone else to do so.</p> <p>B. Ensuring that employee communications outside the municipality reflect a positive and influential mental image</p>

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	<p>among partners and beneficiaries of activities, which translates into effectiveness, transparency and honesty in dealing.</p> <p>C. Commitment to the official public communication path, and commitment to the highest levels of honesty and transparency, away from ambiguity and interpretations regarding the implementation of work with external parties from the categories of beneficiaries and partners in the implementation of the municipality's projects and activities.</p> <p>D. Maintaining the municipality's work principles and values when the Public Relations Department participates in social and official activities implemented by the municipality.</p> <p>E. Maintaining the principles of municipal work when the Public Relations Office participates in social activities carried out by citizens and civil society organizations.</p> <p>2- Public relations employees - each according to his specialization in the office - prepare and arrange all information, data and publications related to the municipality's activities and communication objectives , periodic reports , performance reports and those that will be presented to citizens and external parties, and obtain the approval of the mayor or the deputy of the office, as the case may be .</p> <p>3- The members of the specialized work team document the opinions of external parties, especially the beneficiary groups, regarding proposals for developing performance, speed and quality of implementation, and benefit from that and exchange experiences in this field.</p> <p>4- Public Relations and Media Office employees - each according to his/her specialization - carry out awareness and</p>
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	<p>information activities for the community and beneficiary groups by promoting the municipality's activities and objectives and by participating in preparing all information and introductory publications related to the municipality's activities and objectives, and periodic reports and performance reports in accordance with what is shown in the following section - Procedures for preparing external development communication tools, materials and activities.</p>
<p>Procedures for preparing tools and materials for external communication activities</p>	<p>1- The Public Relations and Media Office The technical team is specialized in preparing communication tools and materials and implementing activities according to the approved plan and according to The following detailed procedures:</p> <ol style="list-style-type: none"> Identify preliminary steps to reach targeted citizens and civil society organizations. Identify the community groups interested and concerned with the need (problem or initiative) that have been selected. Identify communication needs, objectives, and activities specific to that need. Identify and select appropriate communication methods and channels. Prepare all necessary means, tools and materials , and test them in the field with a sample of the target group. Prepare a plan to follow up on the implementation of activities, schedule and budget. Planning evaluation activities and preparing reports. Planning the process of sustainability of results and impact within and outside the community and learning from lessons learned.

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	<p>2- The concerned public relations staff conducts pre-testing and trialing of the communication tools and materials produced before publishing or distributing them - with a sample of the target groups - to ensure the suitability of the content and the general output according to the following:</p> <p>A. This is done with the aim of involving target groups in identifying and preparing communication materials.</p> <p>B. Content testing to ensure clarity of content, accuracy of information provided, credibility of individuals expressing themselves through the material, and the type of reaction this content will generate.</p> <p>C. These materials and tools are modified in light of field testing recommendations (tool testing)</p>
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5- Procedures for implementing the community development participation framework policy

Framing procedures Community Participation Policy Development	<p>1- These procedures aim to form a practical framework for establishing effective community participation practices that contribute to embodying the concepts of participatory democracy and the principles of good governance in municipalities and the desired local development .</p> <p>2- Those implementing the procedures of this policy must take into account achieving the following objectives:</p> <p>A. Strengthening and framing community participation in municipal work and promoting good governance practices at the municipality level as a whole.</p>
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- B. Strengthening trust between citizens and civil society institutions on the one hand and the municipality on the other hand.
 - C. Developing means of communication between the municipality , citizens and civil society organizations in a way that allows citizens to view information, provide feedback on it, and participate in planning and decision-making.
 - D. Improving and increasing the effectiveness of the services provided by the municipality in terms of meeting the needs and priorities of citizens and fair distribution.
 - E. Raising the awareness of citizens and civil society organizations about the participatory role in local development .
 - F. Increasing the citizen's sense of belonging, responsibility and commitment towards his community and enhancing his sense of ownership of achievements and the need to preserve them
 - G. Increased consensus on common goals among citizens and civil society organizations.
 - H. Establishing an annual schedule for the times and dates of face-to-face meetings between the municipality, citizens and civil society organizations.
- 3- Those responsible for implementing the procedures of this policy take into account that community participation is divided into four levels:

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	<p>A. 1. Notification/disclosure: such as issuing bulletins that provide data and information of interest to citizens, as well as making structural plans available, publishing procedures for obtaining some services, and publishing some information related to the financial status of the local authority.</p> <p>B. Participation in planning and decision-making: such as the participation of the local/civil society in preparing strategic development plans for towns, their participation in identifying needs, or similar to the participation of specific groups (such as youth, for example) in designing a project or in the decision-making process.</p> <p>C. Contributing effort or money - such as performing voluntary work or providing material and in-kind donations to voluntary activities and campaigns.</p> <p>D. Here, the model for linking the objectives of the communication plan to the beneficiary groups in the appendices is used.</p> <p>4- Public Relations and Media Office and the Community Development Department carry out the following procedures in the context of implementing the Community Participation Policy:</p> <p><u>B. Consolidating the concepts and practices of community participation in the municipality's work through :</u></p> <p>1) Raising awareness among municipal managers and employees of the concepts, mechanisms and importance of</p>
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community participation in municipal work and the desired local development.

2) Raising awareness and informing citizens and civil society organizations about the nature of the municipality's work and their collaborative role with it, and informing them of their rights, responsibilities and duties in local development and in serving their local community .

3) Those concerned with implementing these procedures adopt the following rules as a basis for sound and effective community participation in the municipality's work:

- 1- Community first
- 2- Effective communication
- 3- Effectiveness in achieving goals
- 4- Suitability to needs and objectives
- 5- To be representative of all concerned groups
- 6- to be available to everyone
- 7- To embody the spirit of belonging and initiative

4) Public relations officers promote community engagement practices to the local community and disseminate success stories.

B. Gradual implementation of community participation practices at their four levels according to the classification of target groups, which are :

1) Access to information (information and disclosure): publishing reports, publishing plans, publishing budgets, publishing procedures for obtaining services, publishing

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	<p>regulations related to services and fees, publishing results of performance evaluations, publishing any other information.</p> <p>2) Consultation: forming and activating local residents' committees, forming and activating youth councils, holding listening sessions, conducting opinion polls, and identifying community needs.</p> <p>3) Active participation in planning and decision-making, including the preparation of development plans.</p> <p>4) Contribution of effort and money by citizens and civil society organizations: Encouraging citizens and civil society organizations to contribute effort and money by granting medals, letters of thanks, honoring celebrations, encouraging volunteer work, supervising the implementation of activities and participating in them.</p>
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B. B. Procedures for implementing the community participation policy in the citizen budget

Procedures in the Citizen Budget	<p>Citizen Budget: Local Revenue System Regulation No. 330 states in Article No. (6) of the same regulation that “municipalities must publish the estimated budget and expenditure report according to the citizen budget form through all available media outlets.” These laws must be supported by guides and guiding policies that address the details of the communication and contact process for effective community participation.</p> <p>Publishing the general budget enables the citizen to know the municipality's direction and its adherence to the plan it previously</p>
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announced. It also enables the citizen to know the distribution of expenditures and collected revenues, and thus the citizen can follow up on spending . Government and review the budget deficit and the government's work in this regard.

1. What is the budget?

A budget is a financial plan that sets out the estimated income and expenses of a municipality for a specific period, usually more than one year. It is the process of allocating revenues to a specific activity in order to achieve a goal or outcome .

2. What is the citizens' budget?

The Citizens' Budget is a simplified summary of the traditional municipal budget that is prepared in a format that makes it easy for all citizens to understand .

3. Budget formulation steps

In summary, municipalities may wish to include the main steps they followed in formulating the budget (the steps listed in the guideline are followed) .

4. Revenue collection plans and other resources expected to finance the budget.

Actual and planned revenues	
Revenue Type	Planned for () the year

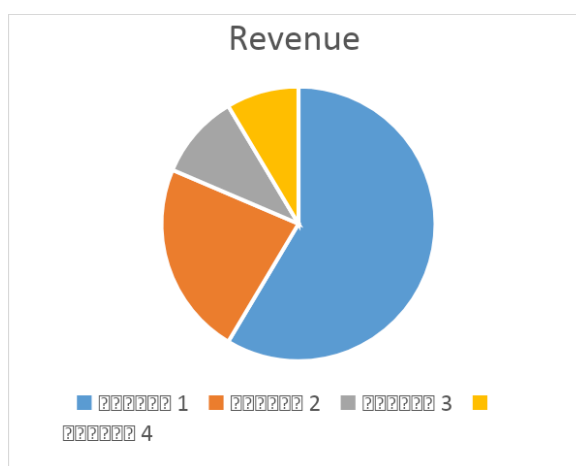
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Total	



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Explanatory notes on revenues

Municipalities can provide some explanations and clarifications about the revenues .

4. Municipal expenditure classifications by category and sector

The total budget allocated to the Municipality
000000
Operating Budget - 0000
Development Budget - 0000
Service 1 - 000
Service 2 - 000
General hygiene - 000
Other -

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The planned expenses	
Expenses categories	Planned for the year
الإجمالي	

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Total		

Explanatory notes on priorities

Municipalities can provide some explanations about

6. Specific information about the sector

Municipalities can include any sector-specific information, for example providing an explanation of the basis on which the allocation was made, and providing further details about markets, roads, schools, hospitals, etc. The information is presented either in bulleted text, charts or tables .

7. Highlight new policies, plans, measures or assumptions underlying the budget information provided.

Municipalities can include any new policies or plans they wish to implement in the coming year/years. They can also highlight the assumptions and estimates used in formulating the budget .

8. Links and references for additional information about budgets

Municipalities may wish to include any references or links to additional information, such as providing further financial or non-financial details available on their website.

9. Budget Terms (Glossary)

Municipalities may wish to include a list of terms and short definitions, or state their meanings in plain language .

10.Contact

Municipalities may wish to provide a point of contact for citizens and civil society organizations on matters relating to the follow-up of the citizens' budget .

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4. Procedures for implementing the community awareness policy and promoting citizenship

Community awareness and citizenship promotion measures	<p>1- Citizenship is the starting point of rights and duties . This means that citizenship is mutual rights and duties between the municipality and the citizens, which confirms the values of equality, freedom, and participation. And social responsibility.</p> <p>2- Raising citizens' awareness of their duties, obligations and responsibilities towards the municipality, the implementation of which helps the municipality to adhere to its duties and embody the concepts of citizenship in municipal work, through the following :</p> <p>A. Citizens' awareness and understanding of the public interest and its priority over private interest, and strengthening their belonging to their municipality.</p> <p>B. The citizen's understanding of the principle of rights and duties, including his keenness to enable the municipality to continue providing services by paying his financial obligations and performing his duties in exchange for the services he receives, within the time and administrative framework that the municipality must publish in accordance with the applicable legislation.</p> <p>C. Positive interaction with community activities such as neighborhood committees (local residents' committees) and municipality employees, and cooperation with them</p>
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	<p>and providing them with support and assistance within the available capabilities.</p> <p>D. The citizen should refrain from any practices that harm the public interest, such as committing any illegal acts such as stealing electricity or water or the like.</p> <p>E. Guaranteeing his right to criticize, report or complain about poor service or treatment within the rules and provisions guaranteed by law .</p> <p>F. Citizens must preserve public funds and property and prevent their destruction, seizure or encroachment, and ensure that the municipality is informed of any practices related to this by any party.</p> <p>G. The citizen should make good use of the services provided by the municipality, especially electricity, water, sewage, streets and public squares, and work to use them without waste and rationalize them as much as possible, in addition to maintaining cleanliness and public safety conditions.</p> <p>H. Carry out oversight and accountability for the public interest.</p> <p>3. Developing gender policies as a reflection of this concept: It is necessary to adopt gender policies within the municipality's community development management policies , based on the following foundations:</p> <p>A. Including gender policies in development projects and activating the role of society in these projects to ensure</p>
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	<p>broad participation of the local community, including women and men.</p> <p>B. Developing a working methodology and indicators capable of measuring change in citizenship and gender issues.</p> <p>C. Ensure equal and fair participation of men and women .</p> <p>D. Ensure equal and fair access to opportunities and resources for both women and men.</p>
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Second: Communication policy with media institutions

general	
Policy Introduction	This policy relates to the various media activities followed and implemented by the Public Relations Office. And the media , as its main activity, which is implemented through various media .
Policy objective	This policy aims to ensure that the correct media message is conveyed effectively by implementing the municipality's media activities; from contact with the media, coordination and networking with them, and production of media materials ; with the highest quality standards and in accordance with the policies and procedures followed in the municipality.
Scope of application	The scope of application of the policy shall be within the limits of the municipality's relationship with media institutions .
Implementation Responsibility	<ol style="list-style-type: none"> 1. Public Relations Office The media , with all its employees, are directly responsible for implementing the provisions of this policy by producing media releases and implementing media studies and research in a systematic, scientific and regular manner. 2. All stakeholders from other relevant departments are responsible for implementing the operational and financial implications of this policy. 3. The municipality may contract with private companies or experts in the field of preparing high-quality media material and developing a strategic communication plan.

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Related Sub-Policies	<ol style="list-style-type: none"> 1. Issuing news and press releases 2. Holding press conferences . 3. Newsletter release . 4. Issuing brochures to introduce the municipality's facilities and achievements. 5. Create, develop and update the municipality's website and social media sites. 6. Producing programmes / producing films / organising special meetings and seminars about the municipality... in the visual and audio media 7. Follow the municipality news in the media - community participation, citizen involvement in the citizen budget according to the model approved by the Ministry of Local Government.
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Areas and Texts of Policy Materials - Media Activities Policy	
Policy Materials	<ol style="list-style-type: none"> 1- In the absence of an official spokesperson for the municipality, the Director of the Public Relations and Media Office is authorized to provide statements and information about the activities and news of the municipality . In all cases , the municipality must appoint an official spokesperson in accordance with Law 59 and its executive regulationsns. 2- Commitment to maintaining a positive and continuous relationship with all types of media, and commitment to facilitating the media's mission in accessing correct

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information to cover and publish the municipality's activities and news.

- 3- The municipality publishes news and press releases whenever necessary. The media office is committed to publishing news from other departments in the municipality and disseminating all policies, procedures and plans adopted in the municipality through the media relations network, with the necessity that the publication does not include incomplete information or information not prepared for circulation. Also, no data is published without prior knowledge from the source of the information, and after coordination with him and obtaining his approval.
- 4- Office people Public Relations and Media organizes meetings and press conferences for municipal officials with the media in cases where media necessity calls for this; and relies primarily on the municipality's official spokesperson as a primary body in the field of press statements, along with the Dean. And members of the municipal council.
- 5- Commitment to monitoring and following up on municipal news in newspapers and media outlets of all kinds, and following up on complaints, criticisms and negative media campaigns in order to prepare responses to them and inform the mayor of them.
- 6- The Municipality shall establish, operate, develop and continually update its own website and social media sites.

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- 7- The municipality's own media - the website, various social media and all its printed, visual and audio publications - are considered a reliable, accurate and transparent source of information and data about the municipality within the framework of directing the discourse with citizens and civil society organizations . Therefore, the Public Relations and Media Office adopts the highest standards of accuracy and media and technical quality when producing all these publications; the same is the case when preparing messages and talking points for the mayor and members of the municipal council in media meetings and before consultative and introductory meetings and meetings and when preparing speeches and speeches on various occasions.
- 8- The municipality issues a periodic newsletter .
- 9- The municipality produces and publishes media programmes and films and organises special meetings and seminars about the municipality for the visual, audio and written media.
- 10- The Public Relations Office works And the media to help By a journalist Highly skilled and efficient – social media influencers who cover the municipality’s activities on an ongoing basis, and convey facts and data about the municipality in a positive way that leaves an impact on the minds of different societal groups locally and abroad.

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- 11- Working with active, local government-minded and influential youth to raise citizens' awareness and motivate them to communicate and participate effectively.

Procedures and work instructions - Media activities policy

general

1. The municipality's official spokesperson or the director of the public relations office shall adopt The media and directs its employees and manages the work affairs in the office in order to do the following:
 - A. Cooperating and coordinating with the media and relevant institutions to serve the municipality's highest interests.
 - B. Continuous and honest communication with all local and foreign media outlets, and organizing the process of providing them with information, each according to his powers and responsibilities.
 - C. Follow up on municipal news and everything published about it in the media (written, visual, audio and Internet press) and prepare daily reports on that.
 - D. Proposing responses to what needs to be responded to, which is published about the municipality in various media outlets.
 - E. Preparing proposals for press releases related to municipal activities.
2. The Director of the Public Relations Office Notifying the office staff of the approval and/or modification of work outputs. - Media monitoring reports, proposals for responses to them, and proposals for press releases - with the required

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	<p>speed and obtaining approvals for them from the Municipal Council, the Mayor of the Municipality, or the Deputy of the Court, as the case may be, so that they can be completed or issued in their final form, provided that this does not exceed the limits of the same day in terms of time, unless the matter can be postponed or requires delay for some reason.</p> <p>3. the Public Relations Office supervises The media is responsible for its employees preparing and arranging press conferences with precision and high quality, according to a list that specifies the requirements and conditions for holding a successful press conference</p>
Hold a press conference	<p>1- Public Relations Office issues The media shall direct the relevant office employees to prepare for holding a press conference one week before the date thereof in normal, non-emergency cases.</p> <p>2- In emergency cases, instructions are issued by the Director of the Public Relations Office. And the media shall be informed as quickly as the event requires .</p> <p>3- The Director of the Public Relations Office And the media/employees concerned with developing a detailed plan for the press conference to be held, so that the plan specifies:</p> <ul style="list-style-type: none"> A. Conference topic B. Conference objective C. Venue D. Select conference language

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	<p>E. How long will the conference take?</p> <p>F. Types of media invited and names of those invited</p> <p>G. Identify conference speakers</p> <p>H. Determine the conference agenda</p> <p>I. Prepare talking points and key messages for the event.</p> <p>J. Prepare a written press release when required.</p> <p>K. Preparing press releases and briefs to be distributed to journalists - if required or available.</p> <p>L. Preparing printed advertising materials (roll -ups, banners, etc.) if necessary.</p> <p>M. Follow up on all other logistics and matters related to hall reservation, ensuring the availability of appropriate audio-visual systems and translation, and providing appropriate hospitality.</p> <p>N. Prepare a list of questions to be asked during the press conference. And possible responses to it .</p> <p>4. The Public Relations and Media Office monitors what is published in the media following the conference and compiles it into a descriptive report .</p> <p>5. The Director of the Public Relations Office The media shall comment on what is published and submit recommendations to the Dean and members of the Municipal Council.</p>
Follow the municipality news in the media	<p>1- The Public Relations and Media Office follows up on the municipality's news in the media directly , or concludes an agreement in this regard with a competent authority - in accordance with the service purchase procedures in</p>

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	<p>accordance with the applicable legislation , which includes the following:</p> <ol style="list-style-type: none"> A. Preparing a daily descriptive report on everything published about the municipality's activities or related to its areas of work, supported by material whenever possible. B. The tracking process includes all local media, including newspapers and visual media . And audio, news agencies, websites and social media of these media. This tracking also includes Arab and international media. 2- Public Relations Manager reviews The media reports, comments on them and submits them to the Dean and members of the Municipal Council. 3- the Public Relations Office decides The media should be transferred to the departments and offices. Other and what should be published in the internal or external media and what does not require taking any action. 4- The Public Relations and Media Office publishes what requires publication/response or comment, either in the municipality's media or the local media. 5- The Public Relations and Media Office keeps an electronic and paper copy of this report in the media archive at the office.
Developing and updating the municipality's	<ol style="list-style-type: none"> 1- The Director of the Public Relations and Media Office or the employee assigned by him , follows up on the activities and news related to the municipality - the

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website and social media sites	<p>follow-up report prepared by the Public Relations Office Media - and determining which of them should be published on the municipality's website/social media sites .</p> <ol style="list-style-type: none"> 2- the Public Relations and Media Office , or the employee he assigns , shall collect sufficient information and images about the topics that require publication on the municipality's website/social media sites, each from its own source inside and outside the municipality, and then prepare and design the final version of the topic to be published. 3- In normal cases, the Director of the Public Relations and Media Office reviews and edits this material in its final form and prepares it for publication or obtains the approval of the Mayor of the Municipality if necessary in certain cases. 4- This process is done on the same day in urgent cases and at the same time in emergency cases. 5- The technical officer responsible for the municipality's website/social media sites shall publish the final material on the municipality's website/social media sites at the specified time and place and in the specified format and form. 6- The technical officer responsible for the municipality's website/social media sites keeps a copy of the material transferred for publication on the page in a special file.
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	<p>7- Follow the same steps in cases of adding new material (publishing news, awareness topics , covering occasions and events, various publications, advertisements...) or modifying existing material on the municipality's website/social media sites.</p> <p>8- the Public Relations and Media Office or his assigned employee shall ensure that the data and information on the English pages reflect those on the Arabic pages, and that the English pages are modified in accordance with what is published on the Arabic pages, including updating, modifying, adding and deleting.</p>
Newsletter	<p>1- after take consent The Mayor of the Municipality, based on a proposal from the Director of the Public Relations and Media Office , issued a periodic newsletter about the municipality, aiming to provide citizens and institutions with news of the municipality and its activities.</p> <p>2- team are formed and named from the employees of the Public Relations and Media Office and other employees of the municipality - in coordination between the Director of the Public Relations and Media Office and the Dean. Municipality-and-does The mayor officially assigned them to do so.</p> <p>3- Public Relations and Media Office shall be a reference for the editorial team .</p> <p>4- The editorial team prepares a proposal for issuing the newsletter - according to a specific agreed-upon</p>

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periodicity - in such a way that the following is determined:

- A. Issue release date;
 - B. Number of pages of the issue;
 - C. Topic of the issue – the opening;
 - D. Main topic - issue file;
 - E. The target project as a journalistic investigation;
 - F. Targeted activities as news;
 - G. ..etc
- 5- The Public Relations Office requests The media of the various administrative divisions in the municipality shall prepare topics related to the work of their departments and offices within ten days.
 - 6- Topics are reviewed and edited in the Public Relations Office. And the media in terms of content and linguistic review.
 - 7- Newsletter design and production service is purchased from one of the Implementation tools according to the provisions of the Administrative Contracts Regulations.
 - 8- The design draft is presented to the editorial team for consultation, feedback and comments within a week.
 - 9- Amendments and suggestions are added to the design by the design authority under the direction of the Public Relations Office. And the media to be this is the design before the final.

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		<p>10- The pre-final design is presented to the mayor or the deputy of the office, as the case may be, to obtain final approval within two days.</p> <p>11- The Public Relations Office And informing about purchasing the printing service by one of the implementation tools in accordance with the contracting procedures stipulated in the Administrative Contracts Regulations.</p> <p>12- After receiving the printed copies, they are distributed by the Public Relations Office. And the media according to its mailing list.</p> <p>13- The Public Relations Office The media collects notes and comments from various parties about the newsletter and submits them to the editorial team to be taken into consideration in future preparations.</p>
Issuing and releases	news press	<p>1- The Public Relations and Media Office issues press releases on all occasions and activities that require informing any of the municipality's audiences about a specific topic, in consultation and coordination between the Director of the Public Relations and Media Office and the Mayor of the Municipality.</p> <p>2- The Public Relations and Media Office obtains information about the activity or event directly from the supervising authority in the municipality.</p>

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	<p>3- The Public Relations and Media Office presents a preliminary version of the press release or news intended to be published about the relevant event to the supervising authority/related to the event on the same day for approval or amendment.</p> <p>4- The final version of the press release is distributed by the Public Relations and Media Office to all media outlets directly and according to the list of media correspondence available to it.</p> <p>5- The Public Relations and Media Office follows up, on the same day/the next day/the day of the media outlet's publication, its publication of the news and adds a copy of it to the media archive in the Public Relations and Media Office.</p>
<p>Production of programmes / Production of films / Organising special meetings and seminars about the municipality...</p>	<p>1- When making annual public relations and media planning, seminars, programmes, advertisements and films, whether visual or audio or both, are identified and their timing/production dates are determined.</p> <p>2- In exceptional cases, the Municipal Council may request the Public Relations and Media Office to hold/produce any of them, provided that this is done one week before the date thereof.</p> <p>3- In this regard, the Public Relations and Media Office does the following:</p>

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<p>in the visual and audio media</p>	<ul style="list-style-type: none"> A. All necessary information about the activity is obtained from the relevant administration. B. Purchase of the registration/production service from the implementation tools in accordance with the contracting procedures stipulated in the Administrative Contracts Regulations. C. Coordinate with the implementation tool on how and under what conditions recording, production and broadcast will take place. D. Coordinate with and prepare the people to be interviewed and inform them of the appointments. E. Determine the meeting topics, expected questions and discussion topics. F. Prepare talking points for the municipal spokesperson at a seminar or broadcast. G. Providing the interviewer or broadcaster with the necessary information and data to enable him to closely understand the topic of discussion. H. In cases where the broadcast is not live, initial drafts are presented to the municipal council or stakeholders and then necessary amendments are made. I. Purchase the broadcast service and set its dates in accordance with the contracting procedures in accordance with the provisions of the Administrative Contracts Regulations, and this may be free of charge. J. Monitor the broadcast at its scheduled times.
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	K. Keep copies of the broadcast material in its media archive.
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Appendix of forms

Partners/Targets/Audience Identification Matrix Template

Categories	Step 1 - Importance			Step 2 - Impact		Step 3 - Priority
	not significant	significant	Very important	Not effective	influential	Identify target groups for the next three years
Municipality employees			*		*	*
Relevant official institutions (e.g. the President's Office, the Prime Minister's Office, the Ministry of Local Government, the Ministry of Finance, the Ministry of Tourism, the Ministry of Culture, etc.)			*		*	*
Security services, civil defense and medical emergencies			*		*	*
The general public benefiting from the services (school students, university students, housewives, male and female employees, farmers, craftsmen, etc.).			*		*	*
Professionals and private sector			*		*	*
Investors and expatriates			*		*	*
Arab and foreign donors			*		*	*
Diplomatic missions in town if any			*		*	*

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Community leaders such as neighborhood committees and reform committees			*		*	*
Relevant civil society organizations (such as awareness and guidance)		*			*	*
Grassroots institutions (women's institutions and clubs)		*			*	*
Grassroots institutions (institutions for the care of people with special needs)		*			*	*
Grassroots institutions (youth institutions, clubs and local youth councils affiliated with municipalities)		*			*	*
Local and national media			*		*	*
Arab, regional and international twin cities		*			*	*

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Communication Plan Objectives Linking to Activities Template

Communication objective	Suggested activities
Objective 1: Write the text	List proposed activities that will achieve the goal.
Objective 2: Write the text	List proposed activities that will achieve the goal.
...and so on until all objectives are covered.	

Model for linking objectives to activities and measurement indicators

Contact goal	Suggested activities	Measurement indicators
Objective 1: Write the text	List proposed activities that will achieve the goal.	Include suggested metrics.
Objective 2: Write the text	List proposed activities that will achieve the goal.	Include suggested metrics.
...and so on until all objectives are covered.		

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General Executive Plan Template

goal	Activity	Category Targeted	The responsible	supporting party & partner	Help role details	Start date	Expiry date
Objective 1: Insert objective text	Enter the activity title.	Select the target group	Specify the entity/employee responsible for implementation	Specify the entity/employee assisting in the implementation process	Describe the role and tasks of the supporting body.		
...and so on until all objectives are covered.							

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General External Communication Policy Planning Procedures Checklist

- 1- Have the steps for designing a communication and interaction strategy been followed according to the procedures for implementing the external communication policy?
- 2- Was this done in partnership with all relevant staff and all target groups in the plan?
- 3- Were there experts/specialists in the field of external communication and media among the participants?
- 4- Has an annual budget been allocated to cover the costs of activities with a clear timetable for their implementation?
- 5- Has a public relations and media employee been assigned to follow up on the implementation of the external communication plan and a media employee to follow up on the implementation of the media plan?
- 6- Has the plan been planned to be gender-sensitive and sensitive to other marginalized groups such as women, youth, people with special needs and the elderly?
- 7- Did the plan take into consideration the process of activating the elements of partnership and networking with civil society institutions in order to deliver communication and media messages to the target groups with the least time, cost and effort?
- 8- Is an implementation plan in place that identifies who will do what, when, at what cost, and all other logistical requirements?
- 9- Has a capacity building and development programme been designed for employees in the Public Relations and Media Office and related employees from other administrative divisions ?

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Communication and outreach plan objectives linking model to beneficiary groups

Objective 1: Write the text of the first general communication objective.				
Define the target audience	Select the target group			
Define your overall purpose towards the target group *	identification	Involvement	promotion	Enhance
Desired outcome Choose only one				*
Goal/Specific Goals	Write the texts of the specific objective(s) to be achieved as a result of the communication process.			

*: Other options could be multiple, for example: define, engage, motivate, raise awareness\or coordinate, network, promote, enhance.

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Municipality logo

Public Relations and Media Office Conference/Celebration Requirements

The following requirements must be met and completed before holding the conference/celebration:

1.	Conference Theme/Celebration
2.	Date and duration of the conference/celebration
3.	Conference/Celebration Time
4.	Conference/Celebration Venue
5.	Names of speakers at the conference/celebration from the municipality
6.	Names of speakers at the conference/celebration outside the municipality
7.	Names of speakers at the conference/celebration according to the order and protocol
8.	The time allotted for each speaker
9.	The period specified for discussions
10.	Identify a conference/celebration facilitator including an alternate facilitator .
11.	Conference/ celebration agenda
12.	Availability of sufficient quantities of material such as publications and others
13.	Presence and integrity of audio evidence
14.	Documentary photography of the conference/celebration
15.	Determine the press entities invited to attend the conference/celebration from the local and foreign press.
16.	Visiting the conference site/celebration before it is held, supervising the preparation and organization of the place, and ensuring all devices and equipment used and arrangements made to ensure the success of the conference according to the internationally applicable press conference protocols.

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