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INTRODUCTION

MERCY Malaysia is a non-profit, non-governmental and politically independent association, registered under the Societies Act 1966 (Society No: 1155) that provides medical relief and sustainable health related development for vulnerable communities in both crisis and non-crisis situation, locally and abroad.

As a non-profit organisation it is important for MERCY Malaysia to ensure that it is accountable and transparent to the stakeholders are in place in order to gain their confidence and level of support from supporters.

PURPOSE

To establish a communications policy to ensure that communications across MERCY Malaysia are well coordinated, effectively managed and responsive to the diverse information needs of the public.

SCOPE

This policy applies to all Members of the Executive Council, Members of Secretariat, State Chapters, Country Offices and Volunteers of MERCY Malaysia, and covers the following areas:

MERCY Malaysia Definitions

- 1.0 General Definitions
- 2.0 Policy Statement
- 3.0 Supporting Policy

4.0 MERCY Malaysia Communication Commitments

- 4.1 Informing and Serving All Stakeholders
- 4.2 Information Free of Charge
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5.0 MERCY Malaysia and its Stakeholders

- 5.1 Environment Analysis
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- 6.1 Risk Communication
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- 6.3 Management and Co-ordination
- 6.4 Planning and Evaluation
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9.0 MERCY Malaysia Promotional Activities

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9.2 Fairs and Exhibitions

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9.4 Partnering and Collaborative Arrangements

9.5 Sponsorships

9.6 Marketing

10.0 Knowledge Management in MERCY Malaysia

10.1 Publishing

10.2 Copyright and Licensing

10.3 Film, Video and Multimedia Productions

10.4 Cataloguing and Securing Information

11.0 Supporting MERCY Malaysia Communication Needs

11.1 Training and Professional Development

1.0 GENERAL DEFINITION

Policy:

Provides direction to MERCY Malaysia on a given subject and determines the discretion for making decisions regarding that subject.

Policy requirements:

Specific actions that MERCY Malaysia must take to achieve the Policy Objective and to promote the fundamental principles outlined in the Policy Statement.

Procedures:

Routine operations that MERCY Malaysia must carry out to support the policy

Guidelines:

Information, usually in the form of best practices, intended to help MERCY Malaysia carry out organisational policy efficiently and effectively. Guidelines are not mandatory with respect to the policy they support.

DEFINITION OF STAKEHOLDERS

1. Donor

Any person or organization that makes donation – financially or in kind to MERCY Malaysia

a) Foundations

Organizations set up by either individuals or institutions with funds and activities managed by its own trustee or directors, established to maintain or aid social, educational, charitable, religious, or other activities serving the welfare.

b) Agencies

Organisations established by two or more groups or countries that donate to MERCY Malaysia

c) Public Sector

Organizations which are government-owned or controlled, eg. government ministries and public universities

d) Private sector

Profit seeking companies and organizations that are not owned or controlled by the Government, including government linked companies (GLCs)

e) Individual

Anyone who makes a donation based on his/her own personal interest and not on behalf of any organization.

2. Beneficiaries

A person or an entity – irrespective of race, religion and boundaries – a recipient of or will receive benefit(s) provided by MERCY Malaysia

3. Volunteers

Anyone who without compensation or expectation of compensation beyond reimbursement; performs a task at the direction of and on behalf of MERCY Malaysia.

a) Medical

Medical doctor, nurse, dentist, pharmacist, paramedic or any allied health professional recognized by the Malaysian Government.

b) Non- medical

Individual whom is a non-medical volunteer that volunteer his/her time and service(s).

c) Subject matter expert

Individual whom has the technical expertise required by MERCY Malaysia to carry out/provide advice on MERCY Malaysia activities: E.g. water engineer, architect, and geologist

4. Government/ Authorities

The Government includes Government of the Day, the administrator and the sovereign authority.

a) Malaysian Government/ Authorities

The Malaysian government is the governing authority of Malaysia

b) Host Government/ Authorities

Host government governs the territory where MERCY Malaysia is implementing its activities.

c) Third Country Government/ Authorities

Third country government provides or seeks assistance from MERCY Malaysia to implement activities.

5. Internal communities

Internal communities are parties within MERCY Malaysia that manage the operations

a) Executive council (EXCO)

All EXCO members are Malaysian citizens elected at MERCY Malaysia's Annual General Meeting that comprise of Life and Ordinary Members

b) Secretariat

Secretariat consists of the Executive Director and a number of officers, all employed by MERCY Malaysia either on permanent or contract basis.

c) Members

Members are Malaysian citizens irrespective of race, religion or gender, who subscribe to the objectives of the Society. They are categorized into Ordinary, Life and Honorary members.

6. Agencies

Agencies are national and international organizations that MERCY Malaysia has transaction or relations with.

a) Humanitarian Community

The humanitarian community is made up of organizations established for human welfare

i. United Nations agencies

Member organizations of the United Nations related to humanitarian action

ii. Non Governmental Organisations (NGOs)

An NGO is any non-profit voluntary civil society group which is organized on a local, national or international level.

iii. International Red Cross and Red Crescent Movement

The Movement has three main components: The International Committee of the Red Cross (ICRC), The International Federation of Red Cross and Red Crescent Societies; and National Red Cross and Red Crescent Societies. It is neutral and impartial, and provides protection and assistance to people affected by disaster and conflict.

The Global Humanitarian Platform consists of three equal humanitarian families with different Mandates and mission statements – the UN system, NGOs (both International & National) and The International Red Cross/ Red Crescent movement

b) Intergovernmental Agencies

Intergovernmental agencies is a collaboration of two or more governments established based upon an agreement/ understanding, which pursues common aims and has its own special bodies to fulfil particular functions within the organizations

c) Governing Bodies

Governing bodies are independent agencies that assess and certify compliance with specified standards.

d) Partner Organisations

Organizations that collaborate with MERCY Malaysia in implementing

7. Corporate Social Responsibility Partner

Organizations that have established their own Corporate Social Responsibility Programme (CSR) and collaborate with MERCY Malaysia.

8. The Media

The media refers to the main means of communication, such as broadcast, print and online media that reach or influence people widely. The media should be referred to collectively to include media organizations as well as members of the media.

2.0 POLICY STATEMENT

It is the policy of MERCY Malaysia to:

- 2.1 Provide the public with timely, accurate, clear, objective and complete information about its programs, services and initiatives.

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MERCY Malaysia has a duty to inform the public of its priorities for the beneficiaries and other stakeholders. Information is necessary for all stakeholders to participate actively and meaningfully in the activities, programs and services provided by MERCY Malaysia. The public has a right to such information.

- 2.2 Communicate in English for all **legal** documents i.e. MoU, LoU, Legal agreements, etc. (promotional/educational materials are allowed to be in other languages)
- 2.3 Ensure that the organisation and its authorized representatives are visible, accessible and accountable to the public they serve.

To be accessible and accountable, MERCY Malaysia and its authorised representatives must be visible and recognisable wherever they are present. Clear identification allows the public to see the organisation at work, to access its programs and services, and to assess its activities. Communicating through many channels - from service centres, the telephone and mail to print and broadcast media, the Internet and World Wide Web – MERCY Malaysia must identify itself in a distinct, consistent way the public can recognise in all circumstances.

- 2.4 Employ a variety of ways and means to communicate, and provide information in multiple formats to accommodate diverse needs.

Information on MERCY Malaysia must be broadly accessible throughout society. The needs of all stakeholders, whose perceptual or physical abilities and language skills are diverse, must be recognized and accommodated. Information must be accessible so all stakeholders may be aware of, understand, respond to and participate in the development and implementation of programs, services and initiatives. Information must be available in multiple formats to ensure equal access. All means of communication - from traditional methods to new technologies - must be used to reach and communicate with all relevant stakeholders wherever they may reside. As an International NGO (INGO), MERCY Malaysia requires the capacity to respond effectively over multiple channels in a 24-hour, global communications environment.

- 2.5 Identify and address communication needs and issues routinely in the development, implementation and evaluation of policies, programs, services and initiatives.
- 2.6 Consult the beneficiaries, listen to and take account of their interests and concerns when establishing priorities, developing policies, and planning programs and services.

MERCY Malaysia's obligation to reach out and communicate with beneficiaries is concomitant with the right of beneficiaries to address and be heard by their service providers. Listening, researching, evaluating and addressing the needs of the beneficiaries are critical to the work of MERCY Malaysia. The organisation must learn as much as possible about beneficiary needs and expectations to respond to them effectively. The dialogue between the beneficiaries and their service provider must be continuous, open, inclusive, relevant, clear, secure and reliable. Communication is a two-way process.

- 2.7 Deliver prompt, courteous and responsive service that is sensitive to the needs and concerns of all stakeholders and respectful of individual rights.

Information services must be managed in a citizen-centred and client-focused manner that achieves results for all stakeholders. Timely and convenient access to information services must be made available to the public. Access to information and privacy rights must be honoured at all times.

- 2.8 Encourage employees to communicate openly with the public about programs, services and initiatives they are familiar with and for which they have responsibility.

Openness in MERCY Malaysia promotes accessibility and accountability. It enables informed beneficiary participation in the formulation of policy and procedures, ensures fairness in decision making, and enables the public to assess performance. An open and transparent organisation implies that all MERCY Malaysia employees have a role in communicating with the public while respecting the constitution and by-laws of the MERCY Malaysia society. MERCY Malaysia employees serve the public interest best by communicating openly and responsively about programs, services and initiatives they help to administer, while treating sensitive information with the discretion it requires.

- 2.9 Safeguard stakeholders' trust and confidence in the integrity and impartiality of the organisation.

Stakeholders value an independent, professional NGO that treats individuals with respect, fairness and integrity. The value and reputation of MERCY Malaysia as an INGO must be honoured. All employees are expected to provide information services in a non-partisan fashion consistent with the principles of impartiality as stated in MERCY Malaysia's Strategic Commitments.

- 2.10 Ensure all MERCY Malaysia employees and its authorised representative work collaboratively to achieve coherent and effective communications with the stakeholders.

As a core activity and shared responsibility touching all aspects of policy and program administration, the communications function involves employees throughout the organisation working collaboratively. Coordination within, between and among MERCY Malaysia employees and its authorized representatives is critical to ensure coherent and consistent communications organisation-wide. Delivering information services in the best interest of beneficiaries and other stakeholders, meeting internal and external communication needs efficiently and effectively, is a co-operative endeavour

Communication enables the exchange of information that stakeholders and MERCY Malaysia rely upon for an effective partnership. Gathering and providing information of importance to the stakeholders, MERCY Malaysia requires professional tools and resources, as well as effective, accountable management. Internal and external communication requirements must be identified and met when planning, managing or reviewing policies, programs, services or initiatives. Responsible use of public funds to obtain maximum value from donations is a fundamental requirement in all communication activities

3.0 SUPPORTING POLICY

3.1 Legislation

This policy must be read and applied in accordance with the laws of Malaysia. Legislation of particular importance to MERCY Malaysia communications includes the:

- Societies Act (1966)
- Trademarks Act (1976)
- Printing Presses and Publications Act (1984)
- Copyright Act (1987)
- Multimedia and Communications Act (1998)

MERCY Malaysia policies, guidelines and procedures derived from these statutory provisions set out requirements with respect to communications.

3.2 Related Policies

This policy must be read and applied in conjunction with the following administrative policies of MERCY Malaysia:

- Corporate Identity and Branding Manual
- Security Policy
- Privacy and Data Protection Policy according to the Manual(s) prepared by the respective department(s) in MERCY Malaysia.

MERCY Malaysia Vision, Mission And Core Values

Any potential fundraiser, donor and sponsors for MERCY Malaysia will be made aware of MERCY Malaysia's vision, mission, approach, core values, policy statement and strategic commitments. This is to ensure those appointed to raise fund on behalf of MERCY Malaysia will do so in a holistic manner such that they always act with fairness, honesty, integrity etc. do not impose any pressure or discomfort on the person or entity being solicited.

3.3 Accountability and Transparency

Any potential fundraiser, donor and sponsors will hold themselves accountable to those from whom funds are received. They will not use messages or illustrations that make use of human misery or in any way compromise the dignity of any human being.

3.4 Reporting

Any potential fundraiser, donor and sponsors have the right to obtain timely information on how their funds are utilized. Sponsors may request timely progress reports on the utilisation of funds and MERCY Malaysia, shall to the best of its ability, adhere to these requests as per the signed agreements. (Annual Report, social media posts, general enquiries, etc)

4.0 POLICY REQUIREMENTS

4.1 Informing and Serving All Stakeholders

To assure quality service that meets the information needs of all stakeholders, MERCY Malaysia must ensure that:

- a. trained and knowledgeable staff provide information services to the public;
- b. service is timely, courteous, fair, efficient and offered with all due regard for the privacy, safety, convenience, comfort and needs of the public;
- c. a variety of new and traditional methods of communication are used to accommodate the needs of a diverse public;
- d. published information is available on request in multiple formats to accommodate persons with disabilities;
- e. information in all formats is well identified as being from MERCY Malaysia according to the organisation's branding guidelines;
- f. information requests or inquiries from the public are responded to promptly;
- g. prompt and clear explanations are provided when information requested by the public is unavailable;
- h. information is available on the standard of service that MERCY Malaysia provides to the public, including timelines for responding to inquiries, mail and complaints;
- i. opportunities are available for the public to provide feedback on programs, services and initiatives, and that such feedback is carefully considered in reviews or evaluations of same to help make improvements; and
- j. up-to-date information about organisation's mission, structure, programs and services is made available to the public on the MERCY Malaysia portal.

4.2 Information Free of Charge

MERCY Malaysia must provide information free of charge when the information is in its control and it:

- a. is needed by individuals to make use of a service or program for which they are eligible;
- b. explains the rights, entitlements and obligations of individuals;
- c. consists of personal information requested by the individual whom it concerns;
- d. informs the public about dangers or risks to health, safety or the environment;

MERCY Malaysia communication activities to its society members must also be in line with the stated requirements in the Societies Act (1966).

4.3 Plain Language

Information about programs, services and initiatives must be clear, relevant, objective, easy to understand and useful. To ensure clarity and consistency of information, plain language and proper grammar must be used in all communication with the public as well as for internal communications,

4.4 Official Languages

MERCY Malaysia must identify and respect all official language requirements that apply when engaging in any of the communication activities stipulated in this policy. MERCY Malaysia must abide by the MERCY Malaysia Official Language Policy Framework, which sets out various requirements with respect to communications.

4.5 Corporate Identity

Clear and consistent corporate identity is required to assist the public in recognizing, accessing and assessing the programs, services and initiatives of MERCY Malaysia.

To maintain a recognizable and unified corporate identity throughout the organisation, MERCY Malaysia must ensure that its buildings, facilities, programs, services and activities are clearly identified in accordance with the MERCY Malaysia Corporate Identity (CI) Policy. MERCY Malaysia must manage communication design and presentation along common lines and in a coordinated manner consistent with MERCY Malaysia CI policy.

In identifying contributions or activities, the organisation must give prominence to the official symbols of MERCY Malaysia. The organisation must display the "MERCY Malaysia" wordmark, which is the global identifier of the organisation, in all information and communication materials, regardless of medium, for internal or external use.

MERCY Malaysia must also adhere to the MERCY Malaysia's Corporate Identity (CI) Policy, with respect to the design and presentation of on-line communications.

4.6 Reflecting Diversity

MERCY Malaysia must ensure their publications and other communication materials depict the diverse nature of the society in a fair, representative and inclusive manner. The organisation must be sensitive to differences among and within the various regions of the countries that it is working in. They must ensure balance in their communication plans and activities so that the needs and interests of local and regional populations are reflected and addressed.

5.0 MERCY Malaysia and its Stakeholders

5.1 Environment Analysis

To evaluate and address stakeholder needs and expectations effectively - to anticipate issues that may arise and to formulate appropriate response strategies – MERCY Malaysia must routinely monitor and analyse the public environment as it relates to their policies, programs, services and initiatives. MERCY Malaysia uses a variety of tools to assess the environment in which they operate, including citizen feedback, inquiry analysis, media monitoring and opinion research. As an element of effective environment analysis, the organisation must identify and track current and emerging public issues and trends reported by the media.

5.2 Public Opinion Research

Information gathering may be associated with a broad range of activities, for example: policy research; market research; communications research, communication strategies and advertising research; program evaluation; quality of service/customer satisfaction studies; omnibus surveys, with the placement of one or more questions; syndicated studies; or product development.

The following research and/or methods for obtaining opinions and/or advice are not considered to be opinion research: literature reviews or reviews of secondary sources, including reviews of already conducted public opinion research; secondary analysis of previously collected public opinion research data; and verification of performance of services or delivery of goods in contract situations.

MERCY Malaysia must adhere to the requirements of the MERCY Malaysia's Contracting Policy and Common Services Policy when contracting public opinion research to quantify, qualify or evaluate the views, attitudes or perceptions of a given population. The bidding process for public opinion research must be open, fair and transparent. MERCY Malaysia must ensure the quality and value of research they commission or produce.

To ensure coherent, cost-effective management of public opinion research throughout the organisation, MERCY Malaysia must:

- a. co-ordinate the planning and implementation of public opinion research with the Comms Unit in accordance with established procedures;
- b. contract public opinion research services through the Comms Unit, which, as MERCY Malaysia's technical and coordinating authority for public opinion research, reviews and advises on the research plans and strategies of MERCY Malaysia;
- c. ensure that the principles of fair information practices of the Privacy Act, as well as in the Personal Information Protection and Electronic Documents Act, are respected in any public opinion research;
- d. provide, within six months of the completion of public opinion research fieldwork, copies of final reports to the Comms Unit. Reports must be in writing and provided in both electronic and paper copy format. The Comms Unit in turn, posts executive summaries, including links to contract information, in the official language on its Web site;
- e. share research results with the Comms Unit as well as other departments and agencies that have an interest in the findings; and
- f. release final research results to the public promptly on request.

5.3 Consultation and Stakeholder Engagement

The Comms Unit will provide advice and support to managers who plan, implement or evaluate any MERCY Malaysia's consultation and citizen engagement processes. Managers responsible for consulting the public work collaboratively with the Comms Unit, who prepare and help to implement communication plans and strategies.

MERCY Malaysia must inform all stakeholders about opportunities to participate in public consultation and citizen engagement initiatives. This may be done through Web sites, letters of invitation, notices to the media, paid advertising and other vehicles normally used by MERCY Malaysia to communicate with the public.

6.0 Coordination of Communication Channels within MERCY Malaysia

6.1 Risk Communication

MERCY Malaysia must anticipate and assess potential risks to public health and safety, to the environment, and to policy and program administration.

Plans and strategies for communicating risk to the public must be developed as needed. To communicate about risk effectively, MERCY Malaysia must demonstrate interest and concern for all opinions and positions, understand different perspectives, and respect their underlying premises.

Effective risk management requires open and transparent communication among differing or even opposing interests.

MERCY Malaysia must:

- a. foster open dialogue with the public on issues involving risk and build a climate of trust, credibility and understanding by being forthcoming about facts, evidence and information concerning risk assessments and decisions taken;
- b. facilitate the interactive exchange of information on risk and risk-related factors among interested parties inside and outside MERCY Malaysia;
- c. respond to public perceptions and provide factual information to address misconceptions or misunderstandings about risk;
- d. integrate environment analysis and communication planning and strategy into risk assessment and decision-making processes; and
- e. follow MERCY Malaysia policy direction on risk management in the delivery of programs and services, and seek guidance on the subject, which includes the Integrated Risk Management Framework.

6.1 Crisis and Emergency Communication

While the terms "crisis" and "emergency" are not synonymous, effective communication is an integral part of both crisis and emergency management.

A "crisis" is a situation that somehow challenges the public's sense of appropriateness, tradition, values, safety, security or the integrity of MERCY Malaysia. A crisis need not pose a serious threat to human life or property. Effective communication management is imperative to help maintain or restore the public's confidence in MERCY Malaysia during times of crisis.

An "emergency" is an abnormal situation that requires prompt action, beyond normal procedures, in order to limit damage to persons, property or the environment. Some emergencies may also be, or become, crises; if, for example, it is perceived that MERCY Malaysia has no control over a situation. Effective communication management is imperative before, during and after an emergency to help prevent injury or loss of life, to help limit damage to assets and property, to help maintain public services, to assist in the process of recovery, and to help maintain or restore public confidence in MERCY Malaysia.

Under the MERCY Malaysia Security Policy, MERCY Malaysia is required to prepare plans for dealing with emergencies. MERCY Malaysia must recognize that extraordinary and rapid efforts may be required in times of crisis or emergency. The organisation must be prepared to adjust priorities and resources accordingly.

Several government agencies at the national, provincial or local level may be involved in responding to an emergency or crisis. Cooperation with others, such as industry or community leaders and other NGOs, may also be required.

Agreement within MERCY Malaysia regarding lead responsibility for communications during a crisis or an emergency is essential for the timely provision of accurate, relevant and consistent

information. It is necessary to facilitate the delivery of services, to eliminate the potential for contradiction or confusion, and to demonstrate good governance and leadership.

Lead responsibility must be identified as part of the planning process.

6.2 Management and Co-ordination

MERCY Malaysia must integrate communications into corporate management processes and procedures. Communications are a shared responsibility that must be coordinated with other areas of management.

Clear working links must be maintained at all times between communications and other core functions: policy and program management, service delivery, human resources management, information management, and the management of information technology.

MERCY Malaysia must:

- a. develop, implement, manage and evaluate programs, services and initiatives with the ongoing advice, support and involvement of the Comms Unit;
- b. ensure that the communications function has the resources needed to fulfil the requirements of this policy, and that resources are prudently managed;
- c. ensure an appropriate distribution of resources between headquarters and regions in all communications planning, management and delivery;
- d. ensure that staff at all levels carry out their unique role in, and shared responsibilities for, delivering and managing organisational communications;
- e. examine ways to increase efficiency in responding to communication issues, and adjust and simplify approval processes as necessary;
- f. ensure the coherence and consistency of information and messages across all channels of communication, from in-person service, telephone and mail, to facsimile, Internet and electronic transmission;
- g. seek the advice of the Comms Unit on issues and themes which may have horizontal or organisation-wide implications that require co-ordination.

6.3 Planning and Evaluation

Every department within MERCY Malaysia must prepare a communication plan that:

- a. Integrates stakeholders, beneficiaries and organisational priorities;
- b. Identifies target audiences inside and outside of MERCY Malaysia (citizens, stakeholder groups, etc.);
- c. takes account of the views and concerns of audiences inside and outside of the organisation (i.e. the internal and external environments);
- d. Delineates strategies, tools, messages and responsibilities for communicating with target audiences; and sets out operational needs and resource allocations.

The corporate communication plan must be periodically reviewed, evaluated and updated in conjunction with the business planning and budgeting cycle.

With guidance and support from the Comms Unit, all departments must:

- a. ensure that communication planning forms an integral part of program and initiatives and that communication requirements are fully accounted for within budgets and financial plans;

- b. ensure that the public environment - particularly the views and needs of beneficiaries - is assessed at all stages of an initiative and reflected in communication plans;
- c. ensure communication plans and strategies for programs, services and initiatives are developed collaboratively with input from responsible managers in both headquarters and regional offices;
- d. reflect MERCY Malaysia themes and messages in communication plans and strategies;
- e. work collaboratively with departments to develop joint communication plans and strategies in areas of mutual interest;
- f. provide communication plans to the Comms Unit for coordination, information, monitoring and/or review;
- g. track the performance of communication products and measure results achieved against objectives set in communication and business plans;
- h. evaluate the effectiveness, including cost-effectiveness, of communication programs and campaigns developed in support of policy or program initiatives, and make improvements or adjustments as needed to ensure the efficacy of plans, strategies and activities;
- i. include, when feasible, an assessment of the degree of compliance with this policy in their internal audits, evaluations and reviews of programs and services; and

6.4 Regional Operations

The Comms Unit and regional communications personnel must confer regularly to ensure MERCY Malaysia's communication objectives are met in all regions of the country. When issuing communications or public information with a regional focus or orientation, or when participating in a local event, MERCY Malaysia must ensure that appropriate senior staff from the regional operation(s) concerned is involved in communications planning, strategy and implementation.

Similarly, regionally driven communications activities must involve headquarter operations. MERCY Malaysia must ensure that regional operations have the resources needed to carry out the requirements of this policy and to effectively manage the communications function.

MERCY Malaysia must ensure that all regional communications conform to the MERCY Malaysia CI Policy. Regional events and activities frequently involve multiple institutions in communication planning and management.

6.5 Internal Communication

Internal communication must be two-way, a dialogue. Listening to employee ideas, concerns and suggestions for achieving results and improving service, and acting upon them, is just as important as keeping employees informed about the goals and priorities of MERCY Malaysia as an organisation, or about developments, changes or new initiatives affecting their work. Taking account of the views and concerns of employee unions, representatives and associations can also lead to more effective organizational management.

Internal communications is an integral part of MERCY Malaysia's corporate communications strategy and must be addressed in the corporate communication plan (see Requirement 13 for further direction).

Effective internal communication is a shared management responsibility. The ED champions MERCY Malaysia's commitment to open and collaborative internal communications with the support of the entire management team. Collaboration, particularly between HRMA and the Comms Unit function, is essential to ensure internal communication requirements are met.

Managers and supervisors must communicate with employees openly, frequently, and before or at the same time as information is communicated to the public. Training in communications must be available to them to help ensure they are effective communicators.

To foster employee knowledge, awareness and understanding, internal communication includes a mix of published materials (in multiple formats), oral presentations, staff meetings and learning events.

Representation on newsletter editorial boards, internal communication advisory committees and evaluation task forces provide additional avenues to engage managers and employees in a conversation for action.

Internal communication activities and processes must be reviewed from time to time to evaluate results, to identify areas for improvement, and to make adjustments as needed.

7.0 MERCY Malaysia and the Electronic Media

7.1 Technological Innovation and New Media

MERCY Malaysia must maintain a capacity for innovation and stay current with developments in communications practice and technology. As they adopt new means of communication, MM must continue to reach, in a timely manner, citizens whose access to technology may be limited or who prefer to receive information through more traditional means.

To ensure new technology advances MERCY Malaysia 's ability to connect with the stakeholders in efficient and practical ways, all investment plans and decisions must be developed collaboratively by managers in information technology, communications and other key functions, such as program and service delivery, and human resources.

Investments in new communications technology must serve to:

- a. enhance public access to information, programs and services;
- b. achieve efficiencies in the preparation, accessibility and dissemination of information, while preserving its availability to current and future generations;
- c. foster interactive communications with stakeholders and facilitate beneficiary consultation in the development and delivery of policies, programs, services and initiatives; or
- d. improve service performance and integrate service delivery.

7.2 Internet and Electronic Communication

MERCY Malaysia must maintain an active presence on the Internet to enable 24-hour electronic access to public programs, services and information. E-mail and Web sites must be used to enable direct communications between stakeholders and MERCY Malaysia, and among public service managers and employees.

All departments must advance MERCY Malaysia on-line initiatives aimed at expanding the reach and quality of internal and external communications, improving service delivery, connecting and interacting with stakeholders, enhancing public access and fostering public dialogue.

All staff must ensure that Internet communications conform to organisational policies and standards. MERCY Malaysia themes and messages must be accurately reflected in electronic communications with the public and among employees.

To ensure congruence with other communication activities, MERCY Malaysia 's Web sites, sub-sites and portals must be reviewed regularly by the Comms Unit, who oversees and advises on Web content and design. Web site managers, at headquarters and in regional offices, must consult with communications staff on the editorial and visual content of Web pages, including design and presentation, to ensure publishing standards and other communication requirements are met.

MERCY Malaysia must:

- a. manage its Website and portal in accordance with the MERCY Malaysia 's Common Look and Feel for the Internet: Standards and Guidelines;
- b. identify on-line information and services, including e-mail messages, in accordance with the MERCY Malaysia CI Policy;
- c. ensure electronic communications conform to the requirements of the MERCY Malaysia Official Languages Policy Framework;
- d. ensure that Internet-published information on policies, programs, services and initiatives is regularly updated, accurate, and easy to understand.
- e. ensure that printed material for public dissemination is published concurrently on the Internet;
- f. incorporate mechanisms into on-line services for receiving and acknowledging public feedback
- g. ensure that information on MERCY Malaysia's national and regional public consultation and citizen engagement activities is posted on their Website;
- h. respect privacy rights and copyright ownership in all on-line publishing and communication – in compliance with the Privacy Act, the Personal Information Protection and Electronic Documents Act and the Copyright Act (1987);
- i. ensure that information published on Websites, prior to posting any changes or updates, is recorded and archived to assure long-term retention and the preservation of institutional memory - with timely and consistent processes for doing so established in consultation with the managers of MERCY Malaysia 's information holdings; and
- j. abide by the MERCY Malaysia 's Policy on the Use of Electronic Networks, Management of Information Technology Policy, Management of Information Policy, Security Policy, and Privacy and Data Protection Policy.

8.0 MERCY Malaysia Interaction with the Public

8.1 Media Relations

MERCY Malaysia must cultivate proactive relations with the media to promote public awareness and understanding of MERCY Malaysia policies, programs, services and initiatives.

MERCY Malaysia must operate and respond effectively in a 24-hour media environment. The Comms Unit must be able, on short notice, to reach and inform the media on issues of importance to the public.

MERCY Malaysia must facilitate information or interview requests from the media, and manage plans and strategies for communicating with the media. MERCY Malaysia must consult the President's Office when planning media campaigns or strategies that could involve presidential participation, or when preparing a response to a media enquiry that could have implications for

the President.

MERCY Malaysia staff must respect the authority and responsibility of the MERCY Malaysia Executive Council, whose members are entitled to learn about planned initiatives before information about them is released to the media.

MERCY Malaysia must ensure processes and procedures are in place to assist managers and employees in responding to media calls. The Comms Unit responsible for media relations ensure that media requests, particularly for interviews or technical information on specialized subjects, are directed to knowledgeable managers or staff designated to speak as official representatives of MERCY Malaysia. (See Requirement 19 for policy direction on spokespersons.)

8.2 Spokespersons

The MERCY Malaysia President is the principal spokesperson of MERCY Malaysia. They are supported in this role by appointed aides, including executive assistants, and by the senior management teams of MERCY Malaysia, which include the ED, heads of communications and other officials.

The MERCY Malaysia President presents and explains priorities and decisions to the public. The MERCY Malaysia Secretariat focuses their communication activities on issues and matters pertaining to the programs, services and initiatives they administer.

MERCY Malaysia's senior management must designate managers and knowledgeable staff in head offices and in the regions to speak in an official capacity on issues or subjects for which they have responsibility and expertise.

Officials designated to speak on MERCY Malaysia's behalf, including technical or subject-matter experts, must receive instruction, particularly in media relations, to carry out their responsibilities effectively and to ensure the requirements of MM and this policy are met. (See Requirement 18 for policy direction on media relations.)

Spokespersons, particularly senior managers, are often called upon to represent MM before the government or UN agencies. To ensure effective communication that respects official protocol, spokespersons must be familiar with MERCY Malaysia guidelines on appearing before government agencies and other official bodies.

Spokespersons at all times must respect privacy rights, security needs, matters before the courts, and government policy. When speaking as an MERCY Malaysia's official representative, they must identify themselves by name and position, speak on the record for public attribution, and confine their remarks to matters of fact concerning the policies, programs, services or initiatives within their jurisdiction.

9.0 MERCY Malaysia Promotional Activities

9.1 Public Events and Announcements

MERCY Malaysia, both at headquarters and in the regional offices, must identify opportunities to inform the public about significant initiatives or contributions of the organisation. Public events and announcements, including news conferences, must be arranged from time to time for communication purposes.

The Comms Unit, with guidance from the ED office, will determine whether MERCY Malaysia will participate in a public event or issue an announcement. The President's Office and the ED Office will both be consulted to determine who will represent MERCY Malaysia in any particular event.

The Comms Unit must ensure that MERCY Malaysia is appropriately identified and represented at events and announcements, including those involving other participants, such as government or UN agencies, non-governmental organizations, industry or business.

MERCY Malaysia must not participate in, or lend support to, partisan events organized for political party purposes.

9.2 Fairs and Exhibitions

Exhibits and display materials must conform to the standards of the MERCY Malaysia CI Policy and to the requirements of the Official Languages Policy. Methods for obtaining public feedback on specific or general issues of concern to MERCY Malaysia must be incorporated into all exhibits.

The Comms Unit co-ordinates the participation of MERCY Malaysia in fairs and exhibitions visited by MERCY Malaysia. Participating regional offices and chapters must co-locate within the pavilion site as arranged by the Comms Unit.

9.3 Advertising

MERCY Malaysia may place advertisements or purchase advertising space or time in any medium to inform stakeholders about their rights or responsibilities, about programs, services or initiatives, or about dangers or risks to public health, safety or the environment.

MERCY Malaysia advertising is defined as any message, conveyed in Malaysia or abroad, and paid for by MERCY Malaysia for placement in media such as newspapers, television, radio, Internet, cinema and out-of-home.

MERCY Malaysia must not publish in its communication materials, services or vehicles, regardless of medium, advertisements from a private-sector or government source. MERCY Malaysia may not sell advertising space or time, either on their Websites or in any of their publications, to the private sector, the government or UN agencies depending on its sponsorship and agreement by ExcOs.

MERCY Malaysia must avoid the appearance or public perception of endorsing or providing a marketing subsidy or an unfair competitive advantage to any person, organization or entity. MERCY Malaysia must not advertise or publicly endorse the products or services they purchase or obtain from the private sector under contract. (See Requirements 23 and 24 for further policy direction on advertising sponsorships and collaborative arrangements.)

MERCY Malaysia must not use public funds to purchase advertising in support of a political party. Advertising is only permitted when:

- MERCY Malaysia is required by statute or regulation to issue a public notice for legal purposes;
 - MERCY Malaysia must inform the public of a danger to health, safety or the environment;
- or

- MERCY Malaysia must post an employment or staffing notice.
- MERCY Malaysia is raising awareness or educating the public on its programmes for fund-raising purposes.

To ensure the integrity and efficacy of the organisation's advertising, MERCY Malaysia must:

- co-ordinate advertising planning with the Comms Unit, and implement in accordance with established procedures;
- ensure advertising campaigns and products are aligned with MERCY Malaysia priorities, the MERCY Malaysia Strategic Plan, and MERCY Malaysia themes and messages, with advice from the Comms Unit;
- contract advertising services through the Comms Unit;
- ensure that advertising design and presentation conform to the requirements of the MERCY Malaysia CI Policy;
- ensure that national advertising campaigns are adapted to regional audiences;
- pre-test all major advertising campaigns to help ensure they meet stated objectives and forward the results to the Comms Unit;
- evaluate all major advertising campaigns to assess their effectiveness in achieving stated objectives and forward the results to the Comms Unit;
- confer with the Comms Unit when planning to use public opinion research to pre-test or evaluate major advertising campaigns; and
- document advertising activities.

9.4 Partnering and Collaborative Arrangements

Communication requirements must be taken into account when planning, negotiating or implementing a partnering or collaborative arrangement.

Joint activities or initiatives involving a government agency, a company, an organization, a group or an individual must be communicated in a manner that is fair and equitable to all parties. The parties involved in a collaborative arrangement have shared or compatible objectives, contribute resources (financial or in-kind), share in the benefits, and agree to a fair allocation of risk-taking.

Agreements governing collaborative arrangements establish the communication roles and responsibilities of the parties involved. Official languages, corporate identity, visibility, publishing, marketing and promotional activities are among the communication requirements delineated in partnering agreements.

Managers responsible for negotiating, implementing or administering collaborative arrangements must consult with the Comms Unit, for communication advice and support. Such consultation must take place prior to establishing a collaborative arrangement, as well as when one is under way, to ensure compatibility with the communication goals of MERCY Malaysia.

When informing the public or publishing information about partnering activities, MERCY Malaysia must ensure that the contributions of all participants are fairly acknowledged and attributed. Corporate names and logos, without promotional tag lines, are appropriate identifiers for use in acknowledging the contributions of participants.

MERCY Malaysia must use the "MERCY Malaysia" wordmark when identifying their own participation in a collaborative arrangement, as required under the MERCY Malaysia CI Policy, to enable public recognition of the contributions of MERCY Malaysia.

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MERCY Malaysia must ensure that the parties involved also acknowledge MERCY Malaysia's contribution in their own communications with the public. In its communications with the public, whether on its Web sites or in any of its publications, MERCY Malaysia must not advertise the commercial products or services of private-sector participants.

Information issued by MERCY Malaysia about a collaborative arrangement and its participants must be objective and factual, not promotional.

For the purpose of this policy, to ensure fair acknowledgement of contributors, the simple display of a corporate name or logo in communication materials intended for public dissemination in any medium does not constitute advertising.

A collaborative arrangement may include advertising or promotional efforts involving the media as part of a communication strategy. However, such efforts must not be the focus of partnering activities, but simply an aide to informing the public about them. (See Requirement 22 for further direction on advertising.)

In all partnering and collaborative arrangements, MERCY Malaysia must:

- a. analyze the public environment and take account of the views, concerns and language preferences of citizens and stakeholders before entering into an agreement;
- b. be mindful of public perceptions, avoid conflicts of interest, uphold public trust and confidence in the impartiality and integrity of MERCY Malaysia, and honour the value and reputation of MERCY Malaysia as an INGO;
- c. determine whether a proposed partnering or collaborative arrangement constitutes an alternative service delivery initiative under the MERCY Malaysia 's criteria for such and, if so, adhere to the Policy on Alternative Service Delivery;
- d. ensure the MERCY Malaysia senior management is regularly informed of communication plans and activities related to partnering and collaborative arrangements;
- e. integrate information about partnering and collaborative arrangements into the MERCY Malaysia 's business and communication planning processes; and
- f. communicate the results of collaborative arrangements through normal audit, evaluation and performance reporting processes.

9.5 Sponsorships

MERCY Malaysia both issue and receive sponsorships - arrangements in which one party provides another with financial resources or in-kind assistance to support a project or activity of mutual interest and benefit. Like all collaborative arrangements, sponsorships must be communicated in a manner that is fair and equitable to each party. When MERCY Malaysia takes up sponsorship, the reasons must be clearly communicated to avoid public confusion and negative perception.

MERCY Malaysia must acknowledge their sponsors when communicating with the public about a sponsored activity. Similarly, MERCY Malaysia must ensure sponsorship recipients - individuals, groups, companies or government agencies - acknowledge MERCY Malaysia's contribution(s) to their activities.

Managers responsible for arranging or administering sponsorships must consult with the Comms Unit, before issuing or accepting a sponsorship to ensure its compatibility with the MERCY Malaysia's communication goals. MERCY Malaysia senior management must be regularly informed as well of communication plans and activities related to sponsorship arrangements.

Requirement 23(a)-(f) also applies to sponsorships.

MERCY Malaysia must not accept a sponsorship from the private sector in exchange for advertising the goods or services of the sponsor. A sponsored project or activity may include advertising or promotional efforts involving the media as part of a communication strategy. However, such efforts must not be the focus of a sponsorship, but simply an aide to informing the public about it. (See Requirements 22 and 23 for further direction on advertising and partnering.)

9.6 Marketing

Marketing assists in promoting MERCY Malaysia's programs, services and initiatives to the public. MERCY Malaysia must integrate marketing with the communications function. This ensures that promotional activities, whether in support of specific market needs or broader MERCY Malaysia objectives, advance the communication goals of the organization.

To ensure congruence with other communication activities, the Comms Unit must review marketing plans and strategies before they are implemented.

10.0 Knowledge Management in MERCY Malaysia

10.1 Publishing

To ensure public access to MERCY Malaysia publications, and that statutory requirements for publishing are met, MERCY Malaysia must:

- a. maintain an index - accessible to the public - that lists all of MERCY Malaysia 's published works, free and priced publications as well as co-publications;
- b. forward the index of published and co-published works with regular updates to the Comms Unit for entry into MERCY Malaysia 's central publishing database;
- c. provide copies of published works to the Comms Unit;
- d. comply with the statutory requirements to publish legal and regulatory notices;
- e. notify the Comms Unit of publications they plan to produce for sale;
- f. ensure that publications for sale are not comprised primarily of information that otherwise must be provided free of charge as described in Requirement 2;
- g. make publications available in multiple formats on request, as stipulated in Requirement 1(d);
- h. ensure that published material in all formats meets official language requirements and the design standards and requirements of the MERCY Malaysia CI Policy;
- i. ensure that publications available on MERCY Malaysia Websites meet the MERCY Malaysia 's Common Look and Feel for the Internet: Standards and Guidelines;

10.2 Copyright and Licensing

MERCY Malaysia must comply with the Copyright Act (1987) and ensure that the ownership rights associated with works subject to copyright are fully respected in all media applications.

10.3 Film, Video and Multimedia Productions

The production, distribution and evaluation of motion picture films, videotapes, television programs, interactive videodiscs, CD ROMs, audio-visual and multimedia productions must be contracted through the Procurement Unit, with guidance from the Comms Unit. The Procurement Unit ensures the integrity of the contracting process between MERCY Malaysia and private-or public-sector producers. The Comms Unit oversees the quality control, storage services, and all other aspects of project management related to the production.

All film, video, audiovisual and multimedia productions commissioned by MERCY Malaysia must comply with the requirements of the MERCY Malaysia CI Policy and the MERCY Malaysia 's Common Services and Contracting policies.

10.4 Cataloguing and Securing Information

Communication materials and published information in all formats must be well-catalogued and securely maintained to ensure current as well as long-term accessibility.

MERCY Malaysia must:

- a. ensure that communication records, documents and materials in any format are maintained;
- b. catalogue and describe their information holdings;
- c. maintain an internal library where copies of all publications that MERCY Malaysia issues, in all formats, are deposited to ensure long-term retention and access;
- d. maintain a current, comprehensive and well-structured identification or classification system or systems that provide effective means for organizing and locating information, as required by MERCY Malaysia 's Management of Information Policy; and
- e. ensure that all requirements of MERCY Malaysia 's Management of Information Policy, Access to Information Policy, Security Policy and Privacy and Data Protection Policy are met.

11.0 Supporting MERCY Malaysia Communication Needs

11.1 Training and Professional Development

MERCY Malaysia must provide their managers and employees at all levels with orientation in the Communications Policy of the organisation. Incoming employees must be informed about the policy, and encouraged to familiarize themselves with it, upon appointment.

MERCY Malaysia must:

- a. foster professional development among communications staff to ensure they are well versed in the current tools and techniques of communications practice;
- b. plan for their communication training requirements, allocate adequate resources for staff training and development, and evaluate the effectiveness of training programs; and
- c. Facilitate communications training for employees and managers, particularly those responsible for program and service delivery who work directly with the public, to assist them in developing the skills needed to be effective communicators for MERCY Malaysia.

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

PHYSICS 311

LECTURE 1

MECHANICS

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