حكومة دبي

GOVERNMENT OF DUBAI

Government Communication Guide
of the Government of Dubai

EDITION 2025

CONTENTS

Government Commu-nication Guide of the Government of Dubai

Introduction

Overview

The Government of Dubai has achieved leadership in embedding the concept of future foresight and adopting innovative systems within government work. Government Communication constitutes one of the most prominent tools harnessed by Dubai to enhance its success in implementing plans and initiatives. There is a growing need to develop Government Communication patterns to become more adaptable to emerging variables and to keep pace with modern communication tools.

In 2009, the General Secretariat of The Executive Council of Dubai issued the first edition of the Government Communication General Guide for the departments, authorities, and public corporations affiliated to the Government of Dubai. In light of the significant developments in communication and media, particularly the growing role of social media platforms and modern technologies as essential tools in government communication, it has become imperative to keep pace with these changes to meet the ambitions and aspirations of the Government of Dubai.

This guide stands out as it draws on practical experience in institutional and integrated government communication practices within the Government of Dubai. It is thoughtfully crafted to embody the Emirate's distinctive excellence in government work. This guide addresses a broad spectrum of communication activities, including strategic communication planning; effective integration among central entities leading Government Communication across the Government of Dubai; Unified Government Announcements; Social Media; Media Monitoring and Analysis; Events; Modern Communication Technologies; and more.

This guide is intended for work teams within organisational units responsible for government communication, social media, marketing, and creativity. It aims to empower them to realise the leadership's ambitions for Dubai and to advance Dubai's strategic vision as a people-centric, future-focused global city, recognised as a leading international economic hub and a preferred destination for investment.

Definitions and Terminology

UAE: The United Arab Emirates.

Emirate: The Emirate of Dubai.

Ruler: His Highness the Ruler of Dubai.

Government: The Government of Dubai.

Executive Council: The Executive Council of Dubai governed by Law No. (26) of 2023 Concerning The Executive Council of Dubai.

General Secretariat: The General Secretariat of The Executive Council.

DMC: The Dubai Media Council established pursuant to Law No. (5) of 2022.

GDMO: The Government of Dubai Media Office established pursuant to Law No. (11) of 2023.

Government Entity: Any of the Government departments; public agencies and corporations; Government councils; public authorities, including the authorities supervising special development zones and free zones, such as the Dubai International Financial Centre; or other public entities affiliated to the Government.

Senior Management: The boards of directors, the directors general, The Executive directors/ chief executive officers of Government Entities, or any equivalent persons or bodies.

Guide: The Government Communication Guide of the Government of Dubai.

Government Communication: The outreach strategies and plans, and the internal and external communication processes, implemented by Government Entities to strengthen their relationship with the Public through various mass communication channels, including visual, print, and audio formats.

Government Communication Department: The organisational unit responsible for planning and implementing Government Communication activities within a Government Entity. These activities include communication, marketing, Media, Social Media engagement, creative production, and other related functions.

Government Identity: The Government's overall image that clearly signifies the affiliation and alignment of Government Entities with the central Government, through a unified visual identity featuring the Government's Official Emblem and its distinctive elements.

Institutional Identity: The image that distinguishes a Government Entity from another and symbolises the nature of its activities, conveyed through a visual identity that includes the Government Entity's logo and all its distinctive elements.

General Government Communication Network: A work team comprised of the officials in charge of the organisational units concerned with Government Communication within Government Entities, chaired by the General Secretariat, with the objective of coordinating Government Communication efforts across the Emirate.

Government Media Messages: The directions and information intended to be communicated to the Public.

Means of Communication: All forms of communication channels with the Public, including, without limitation, advertisements, printed materials, publications, internal communication networks, and various Media outlets such as newspapers, magazines, radio stations, and television channels. These also include Social Media platforms accessed via mobile phones and the Internet, such as websites, blogs, interactive applications, and artificial intelligence technologies used for communication.

Public: Any legal or natural person, whether a UAE national, resident, or visitor, who interacts or communicates with Government Entities, as well as any person who receives any Government Message through various Means of Communication.

Scope of Application of the Guide

This Guide applies to all Government Entities in the Emirate of Dubai.

Objectives of the Guide

This Guide aims to:

- Support the priorities and targets of the Dubai 2033 Plan, and the agendas and strategies aligned with it;

- Ensure the alignment of Government Entities' plans with the Emirate's overarching plan, priorities, and vision, as well as with the UAE plans and global directions;

- Maximise the benefit from this Guide by using it as an authoritative reference for the organisational units concerned with Government Communication within Government Entities;

- Establish a one-voice approach and effectively support the unified Government Identity across all Means of Communication;

- Enhance professional practices in Government Communication, including all related activities in the fields of Media, marketing, and Social Media;

- Standardise the procedures adopted by Government Entities in their interactions with the Public and Media outlets; and

- Define the responsibilities and roles of Government Communication employees in Government Entities.

Government Communication Governance

The Government Communication system operates under a governance framework that establishes a clear reference point, delineating responsibilities and powers among the following entities:

Executive Council

The Executive Council has the authority to approve the general policies of the Emirate across various strategic fields; set the Emirate's priorities and future directions; oversee the implementation of such policies; approve the Emirate's strategic plan and submit it to the Ruler for final approval; and ensure alignment between sectoral and Government Entity plans and the Emirate's strategic plan to ensure effective implementation.

The General Secretariat will undertake a range of tasks to support and assist The Executive Council, including the implementation and management of the Government Communication policies within The Executive Council, the Strategic Affairs Council, and Government Entities; and the oversight of the Government Identity, in accordance with the approved guides and policies.

Dubai Media Council

The DMC plays a vital role in developing, and overseeing the implementation of, the Emirate's Media strategy and the strategic plans for the Media sector. It also sets specialised performance indicators for Media Establishments to enhance their competitiveness. The DMC is exclusively authorised to represent the Emirate and Government Entities before federal and local entities in the UAE, and before regional and international organisations, with respect to matters related to the Media sector. Under its umbrella operates the GDMO, which is the competent Government Entity with exclusive authority within the Emirate and at the level of the Government to provide Media coverage relating to the Ruler and the Crown Prince of the Emirate, the Deputy Rulers, and the Government.

Government of Dubai Media Office

The GDMO is a key partner in developing and directing Media policies. It coordinates Media efforts across the Emirate to enhance alignment among Government activities and ensure consistency in Government Messages. It contributes to the formulation and approval of communication policies and ensures the effective delivery of Government Messages. The GDMO also supervises and monitors Media coverage related to the Ruler and the Crown Prince of the Emirate, the Deputy Rulers, and the Government, ensuring the accuracy of information and its alignment with Government strategies. Moreover, the GDMO coordinates with the concerned entities on managing Government Messages, responding to Crises, formulating Media policies, and building capacities of Government Communication teams.

Government Entities

The Government Communication Department within a Government Entity is responsible for applying best practices and standards in Government Communication. This includes aligning the Government Entity's messaging with the overarching vision, strategy, and key messages of the Government; developing qualified national talent capable of advancing the work of the Government Communication Department; and supporting Government initiatives, decisions, and achievements while fostering public confidence in them.

Chapter One

Strategic Government Communication

This chapter aims to clarify the function of Government Communication within the scope of its application across the Government. The General Secretariat is responsible for overseeing the development of the general framework for Government Communication and the related policies required to ensure the quality of work across Government Entities. In addition, it coordinates efforts with local and federal entities. This is carried out in accordance with the following key pillars:

Section One **General Concept of Government Communication**

a. Government Communication represents a fundamental component within the Government's overall strategy and a key driver of the Government Entities' excellence. It functions as a tool that supports the Government Entities in achieving their objectives and performing the core functions for which they have been established. This is accomplished through:

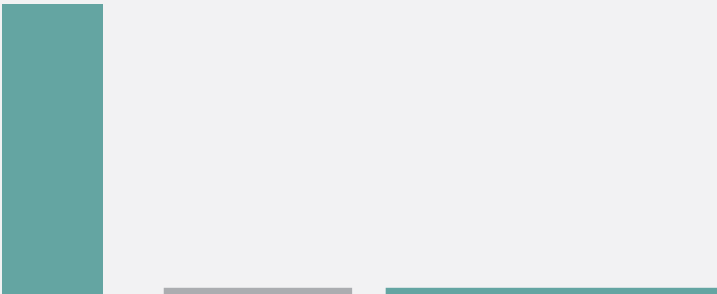**1.** Ensuring alignment in the Government's Media messaging by convening meetings with Government Communication Departments across Government Entities.

2. Highlighting achievements and presenting facts to the general Public.

3. Encouraging the Public to actively address their community needs.

4. Raising awareness of the legislation and Government services that impact the lives of community members.

5. Utilising various Means of Communication to reach all segments of the community.

6. Managing Media relations and Crises, and addressing rumours, in coordination with the GDMO.

b. For the purpose of enabling the Government Communication Department to perform the roles assigned to it under paragraph (a) of Section One, Senior Management must support their entity's Government Communication Department by undertaking the following:

1. Enabling the Government Communication Department to fulfil its strategic role by ensuring it has direct communication with Senior Management for informed decision-making.

2. Engaging the Government Communication Department in the early stages of institutional strategic planning to provide technical recommendations from a community and marketing perspective based on Media or social monitoring studies.

3. Incorporating Government Communication tools as a fundamental element in any plan or proposal for launching a service or platform targeted at the Public.

Section Two

General Government Communication Network

The General Government Communication Network comprises the senior officials responsible for communication within Government Entities. This network seeks to enable its members to adopt international best practices in communication, and to ensure the alignment of each Government Entity's messaging with the overarching messages and vision of the Government.

The General Government Communication Network aims to:

Enhance the presence of the Government Identity by supporting efforts to disseminate and promote it regionally and internationally in an effective, consistent, and impactful manner.

Endeavour to create effective channels for feedback and real-time data analysis to evaluate the performance and impact of Government Communication across the Government.

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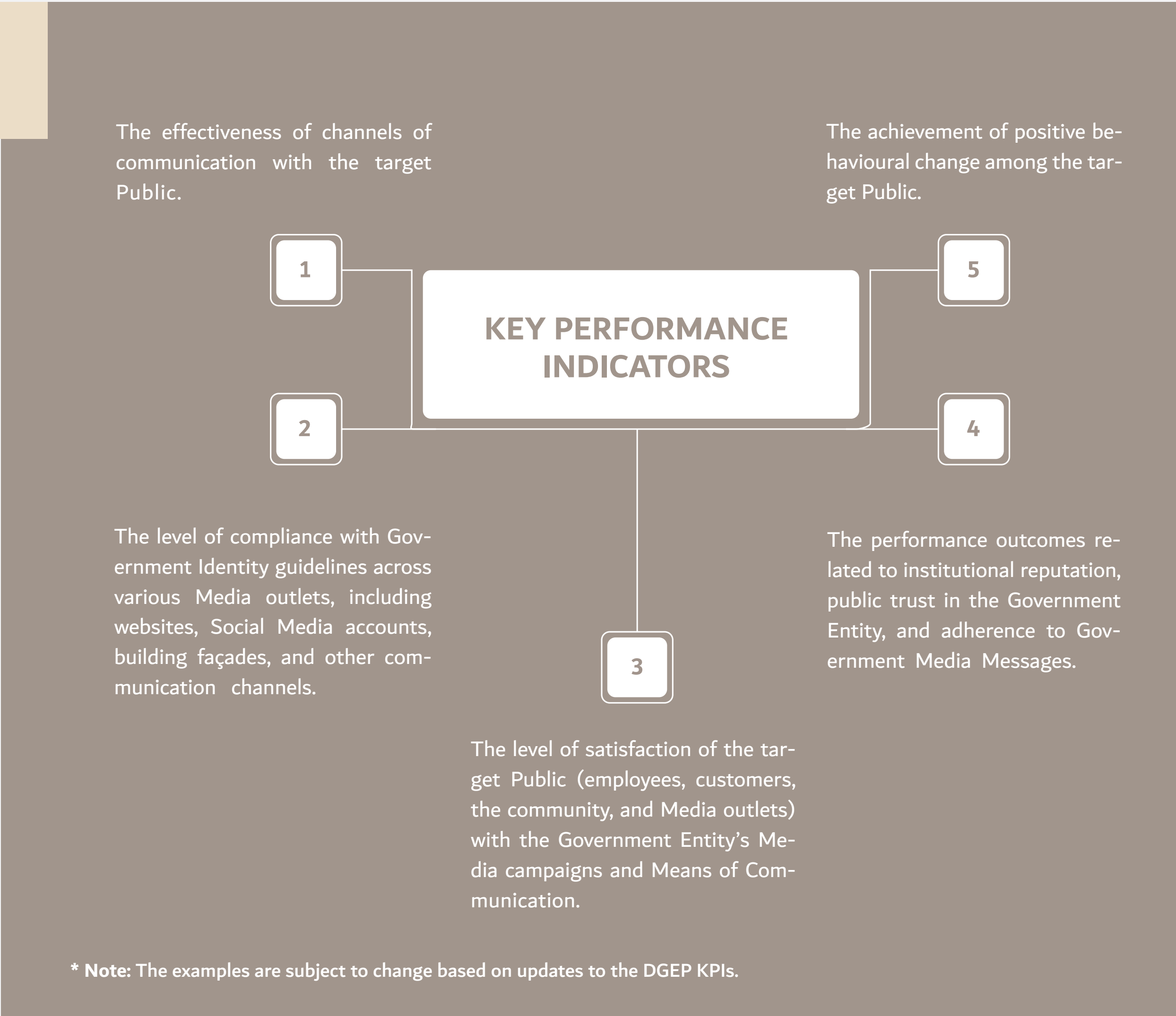**GOVERNMENT COMMUNICATION OBJECTIVES**

2

3

Establish a Government forum for engagement, exchange of expertise and knowledge, and sharing of best practices, while encouraging collaboration and integration among Government Entities.

Adopt and apply international best practices and foster a culture of innovation in Government Communication.

Section Three

Government Communication under the Dubai Government Excellence Programme (DGEP)

Government Communication constitutes a fundamental component within the evaluation criteria of the Dubai Government Excellence Programme (DGEP). It focuses on ensuring that each Government Entity prepares effective internal and external Government Communication plans and policies to support its strategies, orientations, and priorities; and to uphold its institutional reputation to the highest standards. This, in turn, directly and positively impacts the reputation of the Government. To assess the impact of these efforts, the DGEP relies on several key performance indicators (KPIs), including those measuring:

KEY PERFORMANCE INDICATORS

1. The effectiveness of channels of communication with the target Public.

2. The level of compliance with Government Identity guidelines across various Media outlets, including websites, Social Media accounts, building façades, and other communication channels.

3. The level of satisfaction of the target Public (employees, customers, the community, and Media outlets) with the Government Entity's Media campaigns and Means of Communication.

4. The performance outcomes related to institutional reputation, public trust in the Government Entity, and adherence to Government Media Messages.

5. The achievement of positive behavioural change among the target Public.

* Note: The examples are subject to change based on updates to the DGEP KPIs.

# Section Four   **Unified Government Identity**

Flag of the United Arab Emirates

The flag represents the identity of the UAE. Government Communication Departments must have comprehensive knowledge of the procedures for handling the UAE flag within their respective Government Entities and at various occasions and events. All reasonable measures must be taken to ensure that the UAE flag is not used in any manner that undermines its dignity. Furthermore, Government Communication Departments are required to consult the UAE Flag Guidelines available on the official website of the UAE Cabinet.

Dubai Government Emblem

The Government adopts a unified identity that integrates the Emirate's heritage and culture with its future-oriented vision. This identity aims to highlight the collective role of all Government Entities and reflect their affiliation with the Government in a cohesive manner, while simultaneously preserving the distinct identity of each entity by allowing them to retain their individual logos, thereby achieving integration and coordination of efforts among them.

Government Entities must comply with the Government of Dubai Brand Guidelines, as approved by the Chairman of The Executive Council. These guidelines specify the authorised uses of the Government visual identity in Media materials, marketing content, events, and various occasions. The guidelines are available on the official website of The Executive Council.
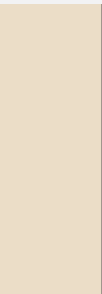
Official Photographs of Their Highnesses the Sheikhs

Government Entities must adhere to the guidelines issued by the Dubai Protocol Department (the **"DPD"**) regarding the use of official photographs of His Highness the President of the UAE; His Highness the Vice President and Prime Minister of the UAE, and Ruler of Dubai; His Highness the Crown Prince of Dubai, and Their Highnesses the Deputy Rulers of Dubai. Such use must comply with the format and order prescribed by the DPD. Furthermore, it is mandatory to display these photographs together with the full names and correct official titles of Their Highnesses. Final approvals for the use of these photographs and titles must be obtained from the GDMO.

For comprehensive details regarding the guidelines on the use of official photographs of Their Highnesses the Sheikhs, Government Entities may contact the DPD, via its official website, to obtain the necessary approvals for the correct and appropriate use of official titles and photographs.

Section Five   Unified Announcements of the Government of Dubai
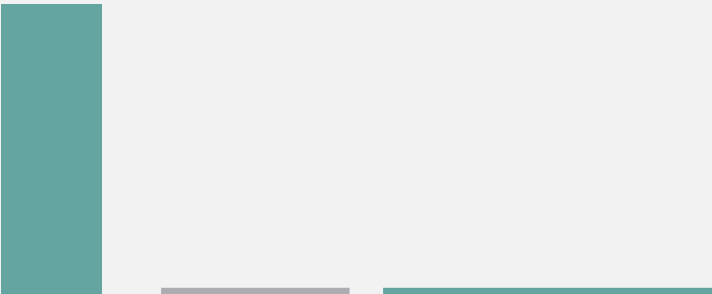
The process for publishing unified announcements in the name of the Government and Government Entities follows a coordinated and consistent framework that reflects the Government's unified visual identity and promotes cooperation and coordination among various Government Entities. This process applies specifically to announcements related to national events and occasions, as well as Media campaigns supporting certain local and international initiatives that fall outside the institutional remit of individual Government Entities. This process seeks to rationalise the related budgetary expenditures incurred by those entities and sets out the conditions for unifying and publishing announcements by identifying the relevant occasions, unifying the design, using the official emblems of the Government and Government Entities, and allocating the appropriate space and duration for announcements according to the requirements of the Media plan.

Unified Announcements

Unified announcements are implemented under the supervision of the General Secretariat and in coordination with the GDMO and concerned Government Entities. This process does not apply to institutional or operational announcements that fall within the remit of individual Government Entities.

IMPLEMENTATION OF UNIFIED ANNOUNCEMENTS

General Secretariat

GDMO

Government Entities
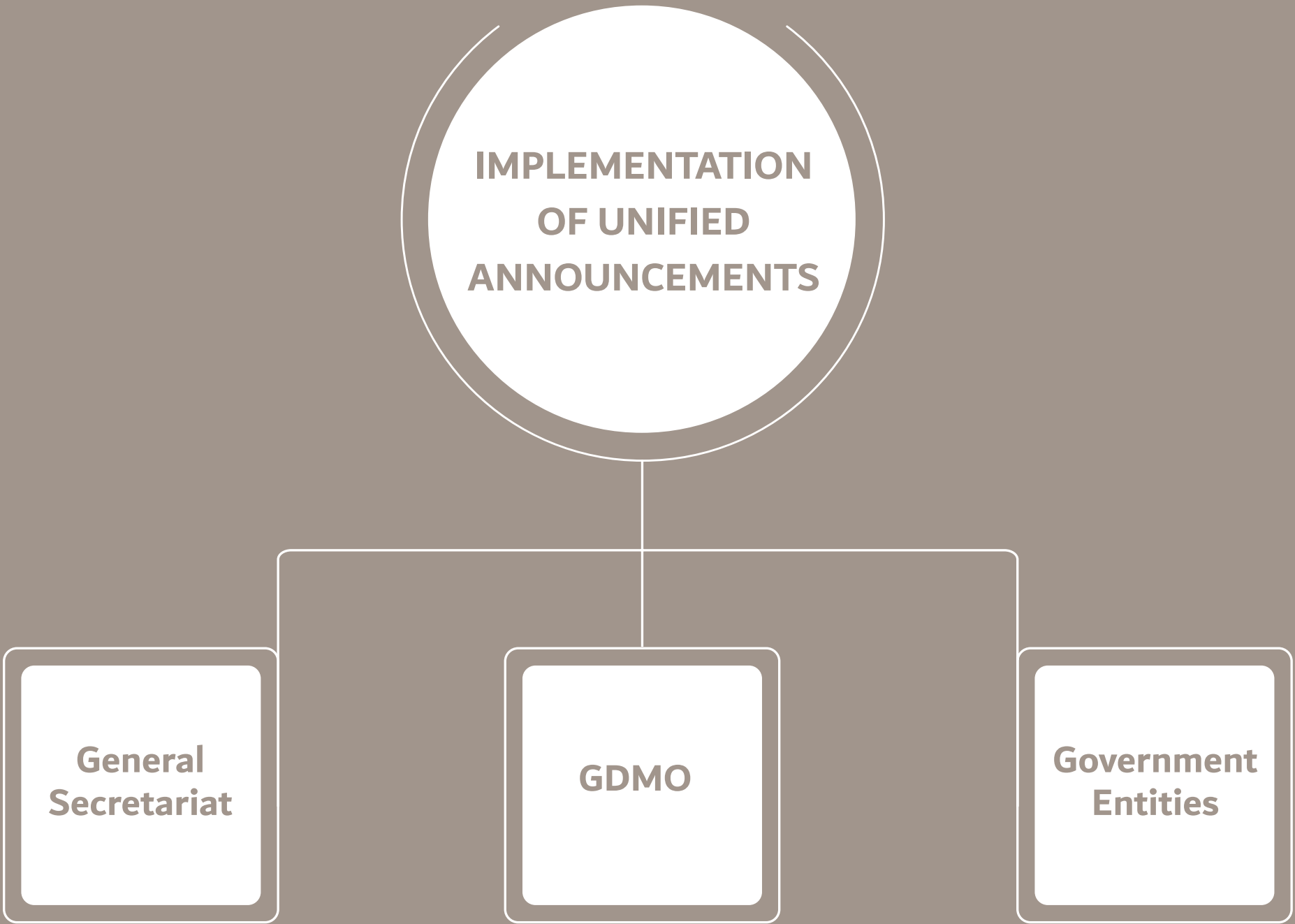
Chapter Two

Media Communication in the Emirate of Dubai

Media communication is considered one of the most effective area of communication used by the Government. The DMC is responsible for developing the general Media strategy of the Emirate and the strategic plans for the Media sector. Given the differing nature of customers of Government Entities, this Chapter aims to clarify the considerations related to Media communication under two main sections.

Section One
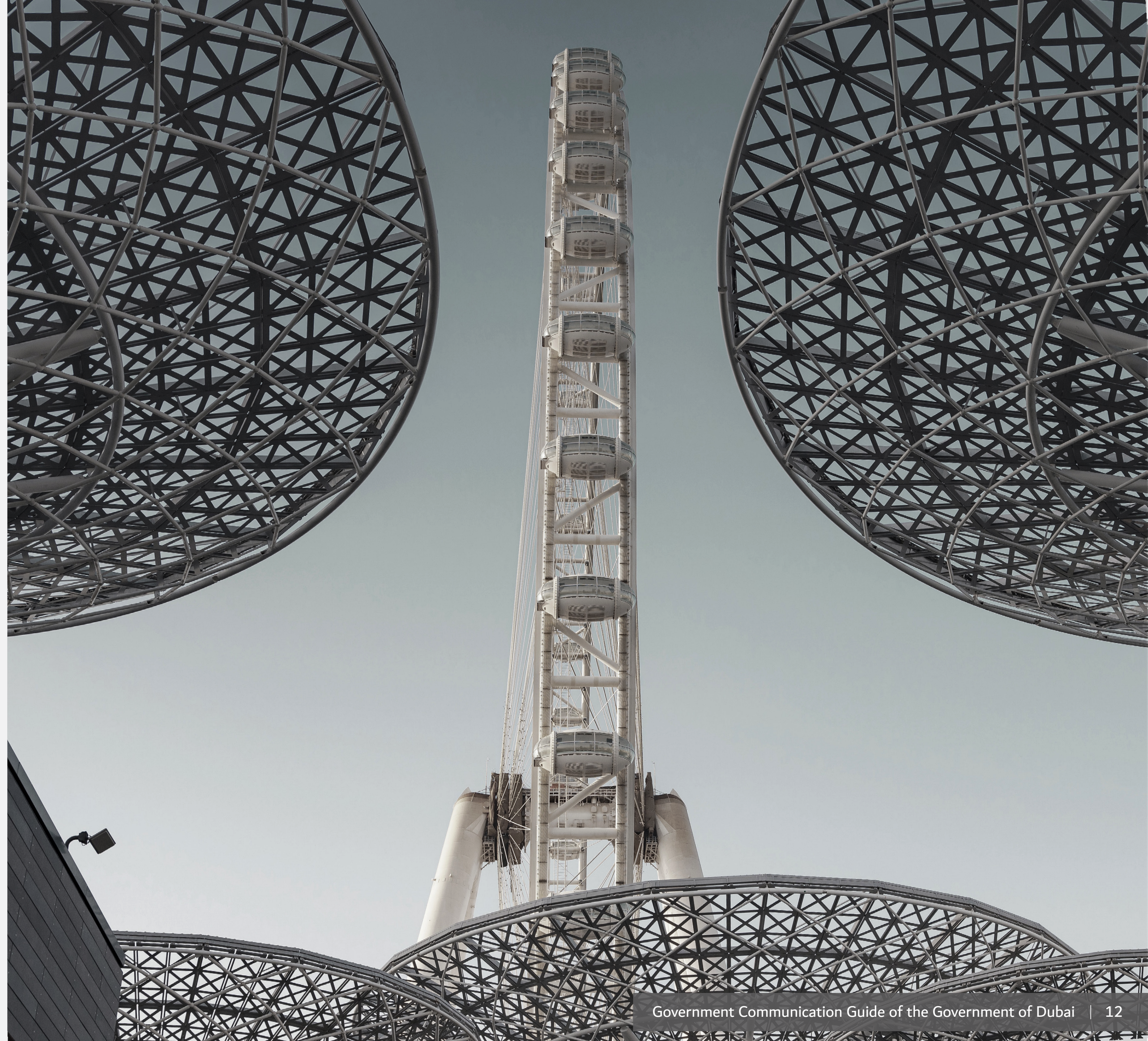
Media Capacity-building Programmes

The DMC aims to support the development of the communication and Media sector and to motivate work teams by providing the necessary information and resources to design training programmes that serve as a key resource for enhancing the skills and knowledge of Media specialists, enabling them to effectively utilise the latest and most advanced Media tools, with a view to aligning with future trends.

The training programmes, organised in coordination with the GDMO, focus on building Government Media capacities and skills to support the aspirations of the Government of the Future. They are also designed to coordinate the Media efforts of various Government Entities and to enhance the abilities and capabilities of work teams in applying the knowledge acquired as Media specialists, while enriching their expertise with the latest developments, best practices, and future trends in the field of Media.

The evolving communication landscape demands more adaptable working methodologies to enable swift and effective responses to change. As a result, it is essential to enhance the readiness of Government Communication teams, particularly by helping them stay abreast of the latest developments and best practices, including those related to communication during Crises. In this context, knowledge exchange emerges as a vital tool. Alongside continuous training, it contributes to the development of skills and the improvement of human resource efficiency. It supports their ability to keep pace with ongoing Media advancements by enabling the rapid and broad dissemination of knowledge, while also fostering continuous learning and professional growth.

Knowledge transfer may be achieved through various methods, including field visits; participation in conferences, seminars, and external events; attendance at training courses; and the engagement of external experts to train work teams. It also encompasses collaboration with concerned organisational units and various work teams.

Section Two   Communication Management During Emergencies, Crises, and Disasters

In accordance with the strategic plans adopted by the Supreme Committee of Emergency, Crisis, and Disaster Management in the Emirate of Dubai (the "SCCDM") pursuant to Decree No. (4) of 2021, Government Entities are required, in cooperation with the GDMO, to prepare proactive plans for communication during Crises.

These plans must, based on scenarios specified by the SCCDM, identify potential Risks that may compromise the reputation or standing of the UAE, the Emirate, or the Government.

The plans must ensure comprehensive awareness of the related information, measures, and precautions; and may not cover incidents or events falling outside the scope of Decree No. (4) of 2021, for which a separate Communication Management Guide will be issued by the GDMO.

Each Government Entity must ensure representation from its Government Communication Department within its Emergency, Crisis, and Disaster Management Team to manage Media affairs. The Official Spokesperson must be appointed by the head of the Government Entity.

In general, the responsibilities of the Government Communication Directorate's team during Emergencies, Crises, Disasters, and Risks include:

1 Identifying potential Risks and continuously monitoring any indicators or early warning signs of a Crisis by means of Media monitoring.

2 Developing, in coordination with the GDMO, the Crisis response plan, including aspects relating to coordination with the Government Entity's Risk management team.

3 Maintaining direct and continuous oversight of operations at the Crisis location, whether physical, electronic, or virtual.

4 Managing, through the GDMO, communication with relevant Media outlets and key influencers.

5 Conducting Media monitoring and tracking the progression of events and public sentiment among the affected audience.

Chapter Three

Corporate Communication

Section One   Strategic Planning

Planning for Government Communication is an integral part of institutional strategic planning. In view of the need to harmonise the efforts of Government Communication Departments, each department must develop a general strategy for communication projects and initiatives that aligns with the overall institutional strategy of the Government Entity. These strategies must include the Government Entity's communication objectives and priorities, identify the target audience, and incorporate success indicators for the approved campaigns and programmes, whether aimed at public awareness, correcting misconceptions, or achieving positive behavioural change. Additionally, Government Entities must involve the GDMO in the planning process where the campaigns are intended to be implemented across the Emirate.

Government Entities play the primary role in performing Government Communication functions, including internal and external communication, whether for the purpose of conveying a message or promoting a service or initiative to a target segment of the Public. This level of communication encompasses a suite of activities commonly referred to as "Corporate Communication", as they represent the core functions of the Government Communication Department within each Government Entity to which this Guide applies.

This Chapter establishes the general rules and guidelines for undertaking Corporate Communication functions in respect of the following principal pillars: Media, Social Media, Marketing and Sponsorship, Internal Communication, Events, Media Monitoring and Analysis, as well as Modern Communication Technologies.

Section Two   Media

Government Communication Departments serve as the official gateway for managing Media requests across various platforms and languages, including visual, audio, and print Media; Social Media; and any emerging forms of Media. It is worth noting that the Government's approach to Media engagement is grounded in a proactive approach, credibility, responsibility, and prompt responsiveness. Accordingly, Government Entities must adopt this approach by taking the initiative and communicating with the Public to provide and clarify information. This must be done while taking into consideration the time-sensitive nature of Media work, including broadcasting and publication schedules and journalistic exclusivity. These considerations necessitate safeguarding the Government's interests and maintaining its overall public image. Government Entities must rely on several tools to effectively carry out their Media-related activities, including:

Media Messages

Media messages are the official templates or approved formats of Government discourse. They must be incorporated into all content communicated by Government Entities to the Public across any Media or public communication platform. These messages are intended to convey specific information or to communicate the general orientation of the Government Entity, by articulating its duties and activities through Media and marketing content that the target Public can consistently relate to and engage with.

Media

Guidelines for Formulating Media Messages:

These are a set of standards that must be observed to ensure that the Government Entity's Media messages, excluding strategic messages which fall within the remit of the GDMO, are delivered to the intended Public in a clear and simple manner, through effective methods and tools. These guidelines include, without limitation, the following:

- Engaging the leadership and employee groups of the Government Entity to explore their perspectives and insights regarding the entity's role and the messages it must communicate to the community;

- Conducting research and analysis to identify the key elements of the message that support the narrative highlighting the Government Entity's distinctive characteristics and functions;

- Formulating messages in a manner that reflects and aligns with the Institutional Identity;

- Taking into consideration the views of the Public, emphasising the unique qualities of the Government Entity, its services, or its initiatives; and providing supporting evidence for the key elements of the messages, which may include statistics, facts, testimonials, and recommendations, to enhance the depth and value of these messages;

- Using a writing style that is simple and direct to ensure that content is accessible to all segments of the Public;

- Clearly assigning responsibility to the content creation team to maintain a consistent tone across all activities and events of the Government Entity;

- Obtaining the approval of the principal Media messages from the Official Spokesperson or Senior Management, in coordination with the GDMO, before these messages are circulated to the wider team or the Government Entity; and

- Aligning the Government Entity's Media messages with those of the Government as a whole.

Media

Media Content Planning

Media Content Planning involves establishing a timeline for the planned and systematic publication of content in various formats, such as news articles, opinion pieces, interviews, and other content, across various Media outlets to ensure consistent and well-balanced visibility of the Government Entity and its Official Spokespersons in the Media. The following points serve as guidance for effective Media Content Planning:

- Diversifying Media content as needed, such as news articles, opinion pieces, news reports, investigative reports, infographics, videos, and other content;

- Using language appropriate to the target Public, including Arabic, English, and other languages where required;

- Maintaining a presence in programmes and platforms relevant to the Government Entity's activities and audience, such as live radio broadcasts, television news bulletins, online news services, and specialised sections in daily newspapers, and similar programmes and platforms;

- Ensuring that the timing of content is aligned with public or seasonal events, such as major conferences, national occasions, holidays, and similar events; and

- Following the approved policy for publishing Emirate-related news, including coordination and procedural requirements for dissemination via Media outlets and Social Media platforms, in collaboration with the GDMO, through the Dubai Grid platform for content planning and news distribution.

Section Two

Media
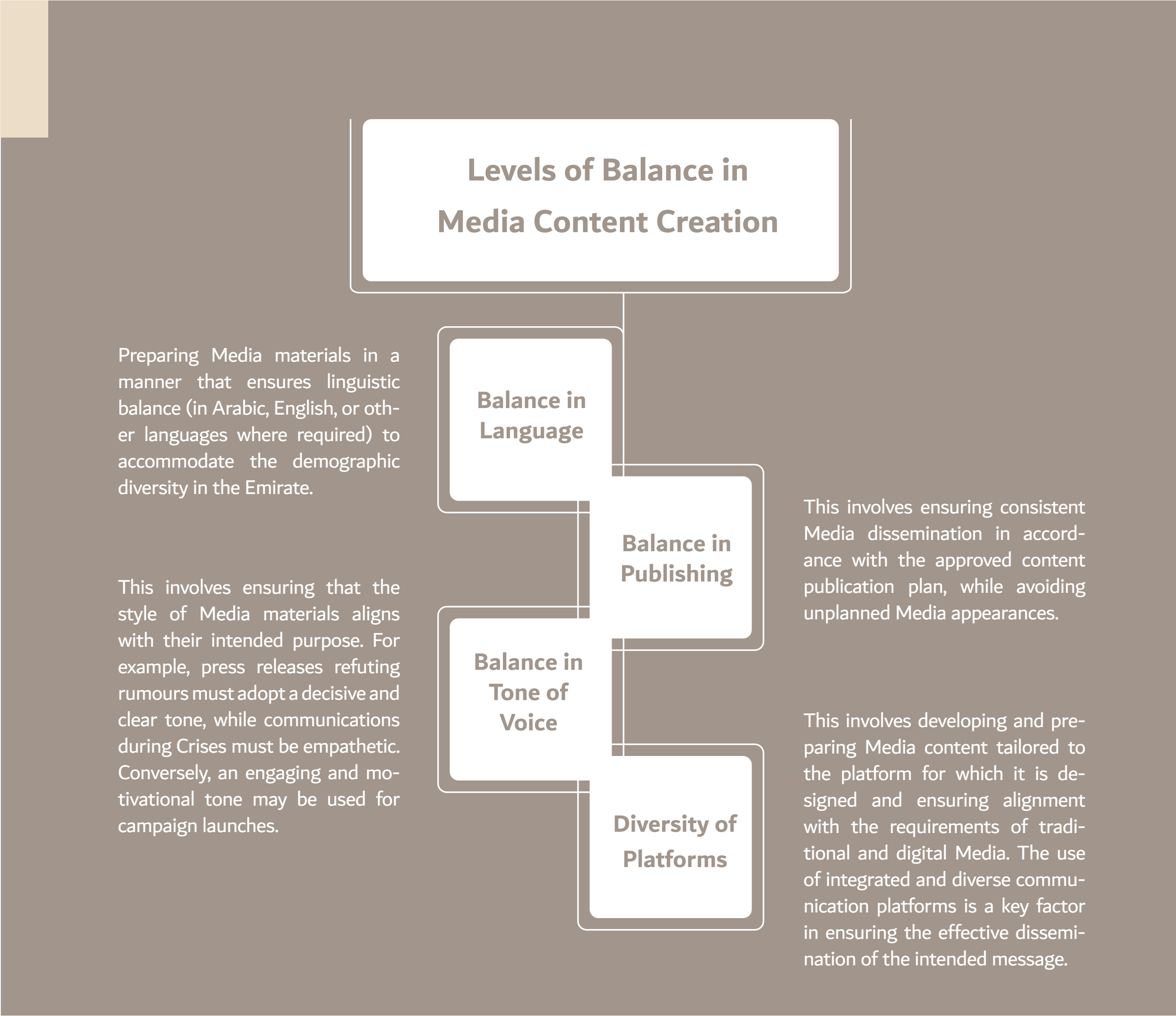
Media Relations Management

The management of Media relations constitutes a vital link between the Government Entity and various Media outlets. Government Entities must strive to cultivate relationships with the Media characterised by professionalism, collaboration, and mutual respect and trust, with the aim of positively reflecting on the reputation of the Government as a whole and of each Government Entity in particular. To achieve this, Government Entities must adhere to the following guidelines when engaging with local, regional, or international Media:

- Establishing an internal Media policy for the Government Entity that includes the rules and guidelines regulating its relationship with various Media outlets;

- Maintaining and updating an accredited Media contacts list to build strategic relationships with various Media outlets and establish direct communication channels that ensure access to information from reliable official sources;

- Arranging all Media interviews in advance and preparing key messages for the Official Spokesperson;

- Complying with the Government Identity Guide when sending Media materials or participating in local and international press conferences;

- Selecting the appropriate Media outlet for the proposed content by strategically identifying in advance the target Public, and its preferences and interests;

- Providing accompanying visual materials that uphold the core values of the national identity and traditional dress, ensuring that copyright and ownership rights are strictly observed when sourcing external visual materials. This includes obtaining signed consent or waivers from concerned individuals and entities authorising the use of photographs, video footage, and other visual materials; and

- Coordinating with the GDMO regarding any Media requests related to topics or issues circulating within the community or across Media outlets, particularly those that may compromise the reputation of the UAE, the Emirate, their dignitaries, the Government, the Government Entities, or the Government-owned companies.

Media

Media Content Production

Media Content Creation plays a vital role in clearly delivering the Government Entity's message to its target Public. The content must be engaging and objective, while ensuring it is comprehensive and diverse so as to guarantee wide Media reach and effective delivery of the intended message. Media content may include news summaries, videos, images, infographics, and other content.

Therefore, it is essential for the Government Entity to achieve balance in Media content Creation across several levels, namely:

Levels of Balance in Media Content Creation

Balance in Language

Preparing Media materials in a manner that ensures linguistic balance (in Arabic, English, or other languages where required) to accommodate the demographic diversity in the Emirate.

Balance in Publishing

This involves ensuring consistent Media dissemination in accordance with the approved content publication plan, while avoiding unplanned Media appearances.

Balance in Tone of Voice

This involves ensuring that the style of Media materials aligns with their intended purpose. For example, press releases refuting rumours must adopt a decisive and clear tone, while communications during Crises must be empathetic. Conversely, an engaging and motivational tone may be used for campaign launches.

Diversity of Platforms

This involves developing and preparing Media content tailored to the platform for which it is designed and ensuring alignment with the requirements of traditional and digital Media. The use of integrated and diverse communication platforms is a key factor in ensuring the effective dissemination of the intended message.

Section Two   Media

Preparations for Media Interviews

Government Entities must coordinate in advance with the GDMO to ensure thorough preparation for Media interviews on strategic matters that may impact the reputation of the Emirate or that involve Senior Management.

The following are key rules that Government Entities must observe when managing Media interviews:

Ensuring that all Media interviews are coordinated and attended by the communication officer, so that all questions are appropriately addressed and answered. Interviews must be continuously evaluated to identify areas for future improvement.

Providing Official Spokespersons with a comprehensive Media briefing file for the interview, including a summary of the subject, key talking points, anticipated questions, and model responses.

Coordinating with the GDMO regarding messages and talking points when receiving Media interview requests from foreign Media outlets.

Guidelines for Managing Media Interviews

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Ensuring that Official Spokespersons are well prepared for visual and audio interviews by reviewing in advance the interview topics, anticipating the types of questions, and preparing accurate responses supported by facts and figures.

Ensuring that the Official Spokesperson is proficient in the language of the interview, whether Arabic or another language as required.

Section Two **Media**

Controls for Creating and Publishing Media Content (Visual and Audio)

Given the importance and effectiveness of visual content in delivering the Media message to the target audience and the general Public, a number of controls must be followed to ensure that messages are communicated clearly and effectively, and are aligned with the strategies and plans established to achieve the intended objectives. These controls include:

- Underscoring the national identity in visual materials related to the work or messages of the Government Entity, thereby enhancing the credibility of the used visuals and embodying the Institutional Identity of the concerned Government Entity. This includes ensuring the suitability and relevance of the visual content to the subject matter through incorporating elements such as national dress, local foods and beverages, music and arts, nature and wildlife, and landscapes; while avoiding full reliance on pre-existing image libraries;

- Engaging, wherever possible, employees of Government Entities in the creation of visual content to authentically reflect the appearance, attire, and dialect characteristic of Emirati nationals;

- Carefully selecting shooting locations to provide comprehensive coverage of the event relevant to the Media content; and ensuring, wherever possible, that landmarks of the Emirate are prominently featured within the visual material;

- Ensuring that visual content depicts the Emirate and the UAE in a positive light, while highlighting Arab and Islamic cultural values, as well as the customs and traditions of the UAE;

- Archiving produced Media materials in a manner that facilitates easy access in the future; and

- Respecting copyright and ownership rights when outsourcing Media content by obtaining signed consent or waivers from the concerned individuals or entities authorising the use of photographs, video footage, music, and other content; or by using such materials with proper attribution to their sources.
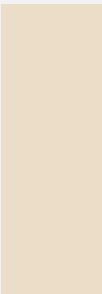
Official Spokespersons:

The Official Spokesperson is the authorised representative appointed by a Government Entity to communicate with various Media outlets during press conferences, official statements, and similar occasions. He serves as the official source of information and news.

Official Spokespersons are categorised into three levels. The Government Communication Department must consider the roles of each category and prepare them accordingly based on the topics to be addressed. Subsequently, tailored Media messages must be developed for each role. The GDMO oversees the Official Spokesperson programme, coordinates with concerned entities, and ensures the continuous provision of capacity-building programmes.

Official Spokesperson (Strategic):

Serves as the authorised communication representative of the Government Entity, addressing issues and topics related to its functions and activities that align with the entity's strategic direction and the broader vision of the Government and the Emirate. The spokesperson may also address other matters concerning the Government Entity when necessary or delegate operational or specialised issues to other authorised spokespersons.

Delegated Spokesperson (Operational):

Typically appointed from among second-tier leadership, such as Deputy Directors General, Executive Directors/Chief Executive Officers, Directors of Government Communication, Project Managers, or other officials holding supervisory operational roles. Delegated Spokespersons may provide comments on matters such as the launch of new services, provided that prior authorisation has been obtained from the Official Spokesperson.

Specialist Spokesperson:

A spokesperson whose role or organisational unit is of a technical or specialised nature, thereby lending scientific or professional credibility to the Media message. The Specialist Spokesperson is delegated by the Official Spokesperson to address the Public on technical matters and is responsible for communicating the message in a simplified manner to ensure understanding and accessibility. Examples of Specialist Spokespersons include medical practitioners, environmental experts, artificial intelligence specialists, and other professionals.

Media

General Guidelines for Official Spokespersons:

- Mastering the necessary Media communication skills. The Government Communication Department is responsible for providing appropriate preparation and training for delivering speeches, issuing statements, and responding to Media inquiries.

- Providing Media outlets with the contact details of Official Spokespersons and facilitating communication with them.

- Ensuring Arabic proficiency, which must be used during local Media events, as well as English proficiency to facilitate communication with international Media.

- Ensuring that a Specialist Spokesperson has a thorough understanding of his specific field or area of expertise before addressing the Media.

- Encouraging Delegated Spokespersons and Specialist Spokespersons to maintain strict focus on their areas of specialisation or operational matters, except where deviation is necessary and has received prior approval.

- Ensuring that the Official Spokesperson is provided with accurate information through documented exchanges to guarantee precision.

- Requiring all spokespersons to demonstrate skills essential for effective Media presence, such as quick thinking, meticulous preparation, clear messaging, confidence on camera, and a thorough understanding of the Emirate's plans and strategies.

Section Three

Social Media

Social Media platforms offer a range of advantages that Government Entities can harness to achieve their communication objectives. Given the constantly evolving nature of these platforms, it is essential to prepare and continuously train those responsible for managing official Social Media accounts to keep pace with such changes, in accordance with the following principles:

Official Accounts and Initiatives of Government Entities

The following general guidelines must be observed in managing the official Social Media accounts of Government Entities:
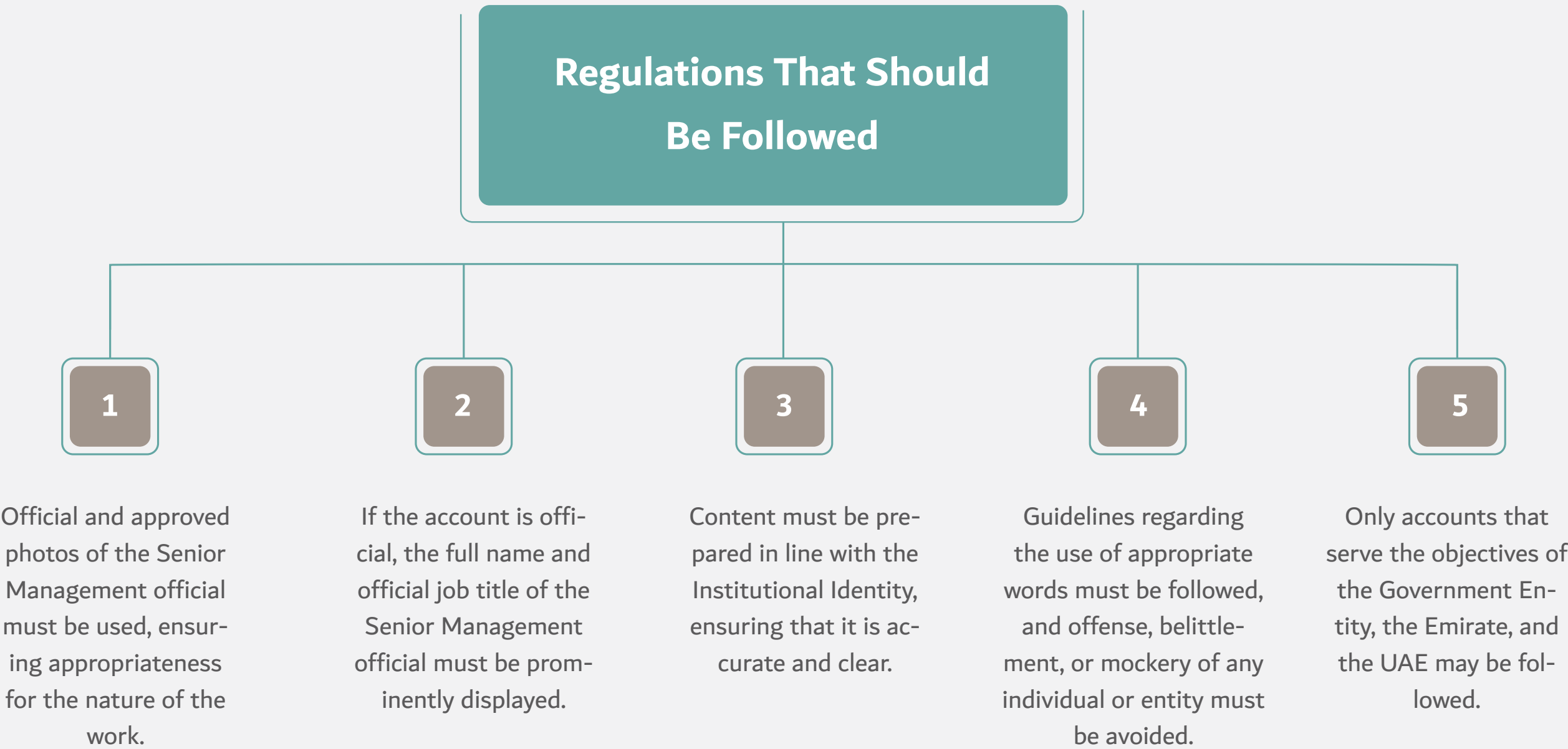
- The value of maintaining a presence on each new Social Media platform must be carefully assessed, based on the nature of the Government Entity's work, the services it provides, and the platform's ability to enhance engagement with the Public, monitor Public sentiment, and serve as an archive for Media content.

- Periodic field studies must be conducted to obtain a clearer understanding of the digital content the Public seeks. These studies must be carried out at appropriate intervals to allow measurement of changes in Public expectations over time.

- A publishing schedule must be developed to include key occasions, relevant events, and initiatives or services identified for promotion.

- A consistent visual identity that aligns with the Government Entity's approved communication strategy must be adopted and maintained across all images and posts to safeguard the overall image of the Government Entity.

- Languages used on the Government Entity's official accounts must be diversified as appropriate to the target Public, the platform in use, and the objectives of each initiative.

- A clear mechanism for managing the official account must be established, together with a process for approving content prior to publication to the Public.

- Prompt and effective responses to enquiries and feedback from the Public across Social Media platforms must be ensured by a dedicated support team that is properly trained and equipped to manage official accounts in accordance with the relevant best practices.

- Management of the Government Entity's official account must be restricted to a limited number of authorised employees, and an internal register must be maintained to record each employee's name and specify his level of access.

- A comprehensive data protection plan must be developed to prevent any security breaches or violations of confidentiality. The official account management team must receive regular training on the use of protection tools and software, in accordance with international best practices.

- The official Social Media accounts of Government Entities and Official Spokespersons must be verified on the relevant platforms.

- The official logo of the Government Entity must be used in high resolution, accompanied by a brief overview of the entity and a clear indication that the account is official.

- Appropriate and diverse content must be prepared for the various available Media tools, such as: brief news items written in formal language; engaging, high-quality images; impactful videos; innovative and simplified infographics; and links to official and reliable sources. Any links that do not align with the general principles or political orientation of the Government or the UAE must be strictly avoided.

Section Three   **Social Media**

- Published content must reflect a high level of professionalism and support views that align with the Government Entity's orientations, vision, and strategic objectives. Personal opinions must be avoided, and no content may be published without the approval of the concerned official within the Government Entity.

- Only content and information relevant to the Government Entity and its scope of work may be reposted, and reposting must be limited to content published by official and verified accounts. Reposting from unreliable or unverified sources must be avoided.

- Only official accounts of other Government Entities and related accounts that support the Government Entity's objectives may be followed.

- A response template must be developed for followers' inquiries and messages. Designated employees must comply with this template and respond promptly and directly, within the time frame agreed upon in the approved communication strategy.

- Media content published on the Government Entity's Social Media platforms must be electronically archived and retained in accordance with the approved archiving guidelines, as it constitutes official public statements.

- The highest standards of professionalism must be maintained in interactions and responses to followers' inquiries, demonstrating openness to constructive criticism. Responses must be limited to matters related to the work, scope, and initiatives of the Government Entity, adhering to best practices aligned with the Customer Happiness Policy. Lengthy discussions or arguments with any individual or entity must be avoided.

- Content and comments received from followers must be monitored and analysed, along with tracking hashtags and keywords related to the Government Entity, to gauge perceptions of the Public. Periodic reports must be produced to assess the performance of official accounts and identify areas for improvement and development.

- Accounts that disparage the UAE, the Emirate, or their dignitaries must be blocked.

- Dedicated devices must be provided for use by authorised employees to manage official accounts. The use of personal devices must be avoided.

Social Media

Senior Management Accounts

If the presence of any Senior Management official on Social Media is approved, whether in a personal or official capacity, the official and governmental nature of the account must be emphasised in accordance with the approved communication strategy, from which the Government Entity's Social Media strategy is derived. **Accordingly, the following guidelines must be observed when interacting through these accounts:**

Regulations That Should Be Followed

1
Official and approved photos of the Senior Management official must be used, ensuring appropriateness for the nature of the work.

2
If the account is official, the full name and official job title of the Senior Management official must be prominently displayed.

3
Content must be prepared in line with the Institutional Identity, ensuring that it is accurate and clear.

4
Guidelines regarding the use of appropriate words must be followed, and offense, belittlement, or mockery of any individual or entity must be avoided.

5
Only accounts that serve the objectives of the Government Entity, the Emirate, and the UAE may be followed.

Section Three   **Social Media**

Employee Personal Accounts

All employees of Government Entities must adhere to a set of guidelines when interacting on Social Media, in accordance with the principles set out in the Code of Ethics and Professional Conduct of Dubai Government Employees, approved pursuant to Executive Council Resolution No. (12) of 2020, under which employees undertake to abide by the provisions contained therein.

These guidelines include, without limitation the following obligations for employees:

- Employees must refrain from making any negative or derogatory statements or comments concerning the decisions, regulations, or projects of the Government Entity they work for or any other Government Entity, through their personal accounts on Social Medial platforms.

- Employees must exercise self-censorship in filing any grievance or raising any complaint in respect of Government services, in line with public morals and in accordance with the relevant legislation in force in the UAE, and instead use the official reporting channels adopted by the concerned Government Entity or across the Government for filing any complaints or grievances.

- Employees must maintain an honourable image that reflects Government service ethics and embodies the high moral standards and national values upheld by Government employees within and beyond the scope of their employment duties.

- Employees must not use the official emblem of the UAE, of the Government, or the logo of the Government Entity for which they work for personal purposes, on Social Media and platforms or accounts, without first obtaining the approval of the Government Entity for which they work, and subject to the legislation in force.

- Employees must not abuse the powers associated with their positions or with their Government Entities to achieve personal gains or interests, or promote or market any products or goods on Social Media platforms without obtaining the prior official approval of the Government Communication Department of the Government Entity for which they work.

- Employees must not capture or share any content related to the workplace, including customers and employees, on Social Media platforms without obtaining prior authorisation from the concerned department within the Government Entity and the consent of the individuals featured in such content.

Employees must comply with all provisions outlined in the Code of Ethics and Professional Conduct of Dubai Government Employees and ensure continuous follow-up to any updates through the website of the Government of Dubai Human Resources Department.

# Section Three   Social Media
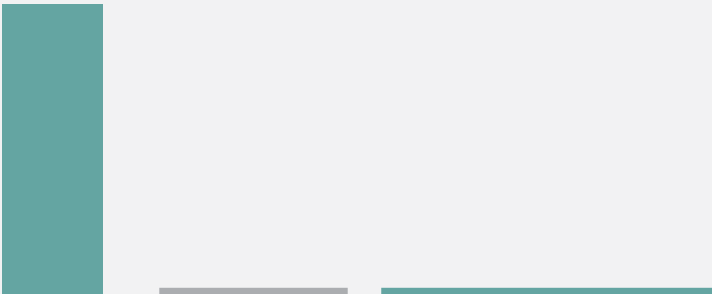
Influencers and Content Creators

Influencers and content creators represent highly impactful channels for shaping societal perceptions and effectively persuading community members to adopt new behaviours and make informed decisions on a wide range of topics. They serve as valuable partners in supporting promotional campaigns for services and initiatives, enabling direct and effective engagement with the Public. To determine the appropriate influencers to support communication plans, the Government Communication Department must first identify the target Public, then consider the topics, blogs/vlogs, and the types of visual materials most likely to generate the highest levels of engagement and interaction.

In selecting influencers and content creators, key factors must be considered to achieve maximum effectiveness and ensure that the content they present aligns with the Government Identity and community values. These factors include, but are not limited to:

- Selecting influencers whose personalities aligns with the nature of the Government Entity's work, and who are known for credibility and objectivity, in order to achieve the desired impact;

- Ensuring that the content to be presented aligns with the orientation of the Government Entity or its initiative;

- Providing the influencer with an overview of, and all essential information about, the event or initiative;

- Ensuring the influencer's commitment to maintaining the privacy of VIPs and individuals attending any event, and to refraining from publishing any content, whether written or visual, related to those individuals without prior permission;

- Monitoring influencers' and content creators' posts in real time during the event or initiative to ensure that no negative or inappropriate content is published. The Government Entity may also require that no content be published or broadcast without its prior approval; and

- Avoiding promotion through collaboration with controversial personalities; obtaining prior approval from the DMC for any influencer the Government Entity wishes to collaborate with, taking into account the accreditation procedures and time frames so as not to affect the Government Entity's performance. The list of influencers licensed by the DMC must be readily available for easy reference.

# Section Four   **Marketing and Sponsorship**
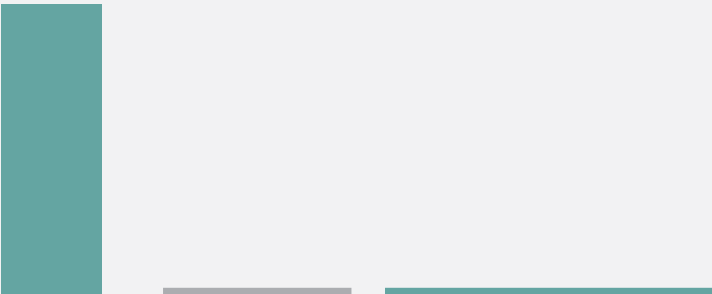
Marketing activities cover various areas, including promoting services, initiatives, and strategic and service-oriented directions, as well as encouraging behavioural change among the target Public through awareness and national campaigns.

Marketing is often associated with advertising and community awareness, while sponsorship relates to outreach and community engagement. Both approaches share the same objectives, which revolve around reaching out to the target Public, reinforcing the Government Entity's Institutional Identity, and achieving the desired community impact in accordance with the approved communication strategy.
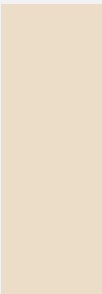
To achieve maximum effectiveness from marketing and sponsorship, the following must be observed:

1 Measurable marketing objectives and targets must be set for each campaign or initiative.

2 An approved budget must be allocated for the marketing campaign or sponsorship.

3 Innovative methods must be explored to achieve budget savings for the Government Entity.

4 A report must be prepared on the effectiveness of the marketing plans against the allocated budget.

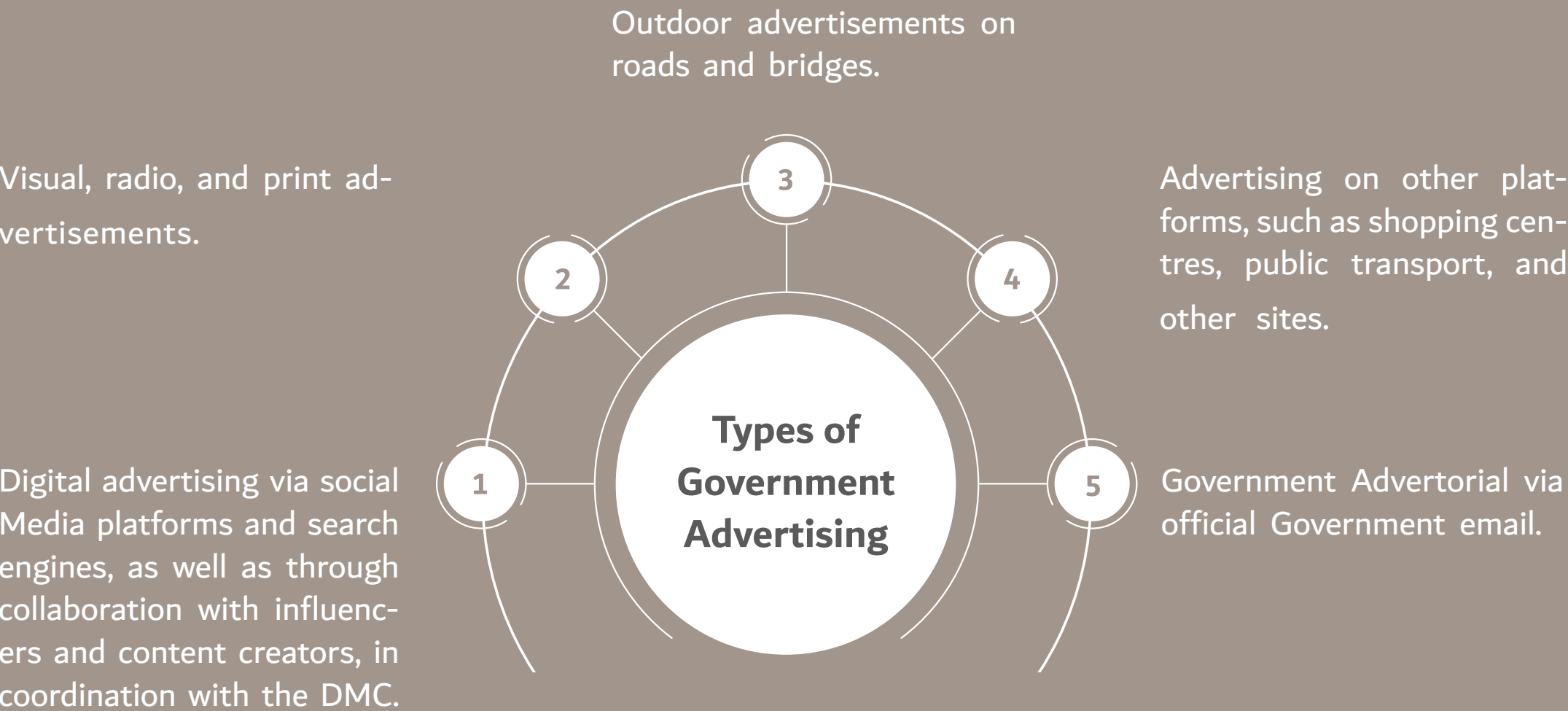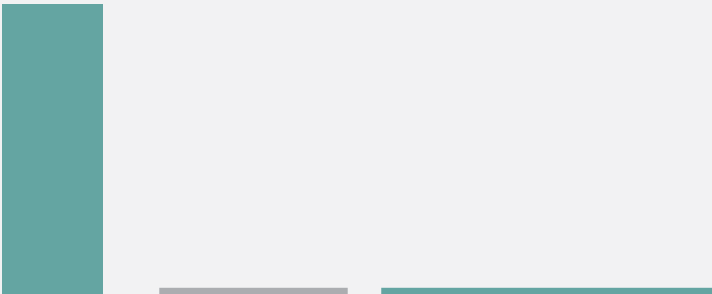# Section Four **Marketing and Sponsorship**
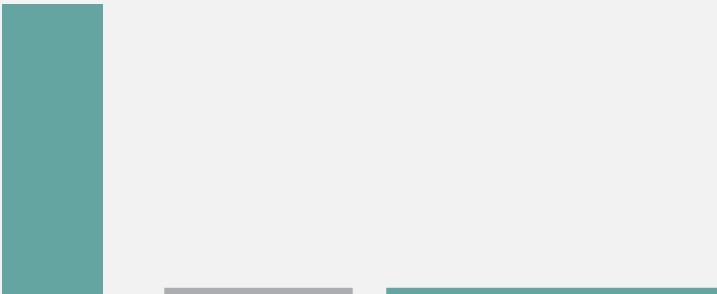
Government Advertising

The success of advertising campaigns conducted by the Government Entity to promote its services and initiatives within its institutional scope depends on how effectively and accurately it identifies the target Public. This entails selecting appropriate outreach channels based on location, timing, language, and creative style, while ensuring the efficient use of financial resources by choosing promotional platforms that best align with the nature of the advertised material.

Types of Government advertising include, but are not limited to, the following:

Outdoor advertisements on roads and bridges.

Visual, radio, and print advertisements.

Advertising on other platforms, such as shopping centres, public transport, and other sites.

Digital advertising via social Media platforms and search engines, as well as through collaboration with influencers and content creators, in coordination with the DMC.

Government Advertorial via official Government email.

Types of Government Advertising

1
2
3
4
5

Marketing and Sponsorship

Sponsorship

This refers to the funds or services provided by the Government Entity to sponsor events or initiatives organised by other entities, provided that these events or initiatives serve the Government Entity's objectives or its Government communication strategy. Sponsorship is recognised as a marketing- and promotion-oriented domain of Government Communication. It may take various forms, including:

Honorary Sponsorship, which entails supporting specific external events by authorising the use of the Government Entity's Institutional Identity. This may include permitting the use of the Government Entity's name or logo, or referencing its programmes and initiatives; **Financial Sponsorship,** which refers to a direct investment in promoting an event through a selected sponsorship package, in alignment with the Government event sponsorship policy adopted by the Department of Finance.

Additionally, knowledge-based sponsorship involves the provision of statistical or informational data by the Government Entity to enhance the event's informational depth; and **Logistical Sponsorship,** which entails the Government Entity offering its facilities, services, or infrastructure in support of the target event or campaign. In any event, when evaluating sponsorship opportunities, Government Entities must:

1 Prepare an evaluation form that covers the objectives, reputation, promotion channels, and the desired impact of the opportunity.

2 Assess the level of the event by ascertaining the credibility of the organising entity and the stature of the official patron.

3 Ensure the sponsorship area aligns with the Government Entity's area of work.

4 Review the content related to the visibility of the Government Entity's name and the manner in which its logo is displayed.

5 Identify other sponsoring entities, and evaluate the placement and visibility of the Government Entity's logo in relation to theirs.

6 Use only the official logo of the Government Entity and assess the necessity of using the emblem of the Government.

Additionally, Government Entities may seek sponsors for their own events or initiatives, thereby enhancing community engagement, promoting optimal resource utilisation, and strengthening partnerships with the private sector.

Section Five   **Internal Communication**

Internal communication and engagement with the employees of the Government Entity are key factors in achieving institutional happiness. Employees must be regarded as the primary target Public for delivering Media messages to the broader community and for introducing the Government Entity's initiatives and services. Government Entities must adopt internal communication as a core component of Government Communication, as outlined below:

- Developing and implementing tailored internal communication policies to ensure effective communication and synergy between Senior Management, heads of concerned organisational units, and employees, thereby contributing to the efficient achievement of Government objectives;

- Keeping employees regularly informed of the Government Entity's services, projects, current achievements, and future aspirations;

- Notifying employees of important decisions, significant changes, and challenges that may affect work activities; and exploring innovative methods to solicit their opinions and suggestions that may contribute to addressing challenges and achieving the strategic objectives; and

- Introducing effective internal communication channels to ensure the efficient delivery of messages.

Internal Communication Channels

Internal communication primarily utilises a variety of effective channels that enable seamless and efficient interaction among, and engagement of, employees. These channels must be selected based on best practices, ensuring a diversified mix of methods that align with employees' preferences.

Examples of internal communication channels include, but are not limited to:

1	Digital channels, such as Social Media platforms (e.g., WhatsApp groups), email, and other channels.
2	The internal network (intranet).
3	Meetings and open forums or presentations.
4	Social events and national occasions.

Section Six

Events

Events are effective tools for communicating with the Public and enhancing the positive reputation of the Government Entity and the Government as a whole. Managing events requires skills to handle them as projects with precise attention to detail.

To ensure the success and efficiency of events, the following guidelines must be observed:

- The customs and traditions of the UAE and the cultural diversity of its society must be respected, particularly with regard to the timing and location of the event, the selection of speakers and guests, and the provision of appropriate hospitality.

- The official dress code must be observed during events, ceremonies, and official engagements representing the Government Entity and the Government, particularly when there is Media coverage.

- The venue for the event must be selected in accordance with the intended objectives and the anticipated number of attendees, ensuring that all technical, operational, and logistical requirements are met; the venue must be inspected in advance, with due consideration given to the specific needs of invitees, including accessibility services for people of determination. Additionally, safety standards and security requirements must be thoroughly assessed and coordinated with the Events Security Committee in the Emirate.

- The guest list must be determined in coordination with the concerned parties; invitations must be sent sufficiently in advance of the event; the accuracy of titles and designations must be verified; and full event details must be included in the invitations.

- The approved protocol must be followed in the event of expected attendance by VIPs, particularly concerning seating arrangements and reception procedures.

- Coordination with the Dubai Protocol Department and the Event Security Committee of the Emirate is required in case of attendance or participation by any of Their Highnesses the Sheikhs.

- An operational plan for the event must be developed, clearly defining the roles and responsibilities of the event management team; ensuring that all necessary approvals and permits are obtained; and confirming the logistical arrangements and site readiness.

- Coordination with the GDMO is required for all strategic events occurring at the Emirate level.

Section Seven   **Media Monitoring and Analysis**

All Government Entities are required to develop a clear and effective mechanism for the continuous monitoring of news and coverage concerning their activities across print, audio, visual, and modern Media platforms. Media monitoring is a vital tool for Government Entities to measure the success of project launches, service rollouts, and awareness campaigns.

It is also essential to establish a clear plan for monitoring discussions and opinions on Social Media related to specific topics, keywords, or sectors associated with the Government Entity. This ensures constant awareness of any news or developments that may undermine the reputation of the Government Entity or the Government as a whole.

It is important to distinguish between the concepts of "Media Monitoring" and "Media Analysis". Media monitoring refers to the continuous process of tracking and recording coverage across various types and formats of Media for subsequent archiving and detailed examination. On the other hand, Media Analysis is a subsequent step following Media Monitoring, aimed at examining the content of Media materials and proposing recommendations to enhance the Media presence of the Government Entity, its initiatives, and the Government as a whole.

There are two types of Media Analysis:

- **Quantitative Analysis,** which includes counting the number of Media coverages; comparing the proportions of different languages used in the Media content; determining the number of countries to which the Media outlets belong; tracking the number of likes or audience engagements with the content; measuring the number of shares or reposts; assessing the reach or circulation of the coverage; and other similar indicators.

- **Qualitative Analysis,** which includes analysing the tone of Media coverage, whether positive, negative, or neutral; and examining public opinion trends according to demographic diversity, such as nationality, age, and gender.

The preparation of Media Monitoring and Analysis reports involves the systematic collection and examination of data on a regular basis (daily, monthly, annually, post-campaign, during Crises, etc.). These reports enable Government Entities to effectively track public opinion trends related to their communication and to develop plans that support continuous improvement.

Section Eight

Modern Technologies

Given the dynamic and multifaceted nature of Government Communication, continuous innovation has become a fundamental requirement. The use of modern technologies such as artificial intelligence, big data, and others has become indispensable. These technologies provide practical and professional solutions for content creation and verification, the production of visual and audio materials, as well as data analysis.

When engaging with modern technologies, the following aspects must be duly observed:

1

Keeping abreast of the latest developments in modern technologies through specialised journals, conferences, and other relevant sources.

2

Conducting an evaluative review to assess the quality and standards of visual and written content produced.

3

Keeping informed about tools for the identification of false information.

4

Adhering to the ethics and legislation related to the protection of user data and intellectual property rights.

5

Utilising modern technologies as an auxiliary means to support human creativity, rather than as a substitute for it.

6

Complying with the regulations and policies approved by the Dubai Digital Authority and the relevant legislation concerning the protection of personal data, particularly those relating to cybersecurity controls and artificial intelligence policies.

Government Communication Guide
of the Government of Dubai

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For any inquiries, please contact the Government Communication Department
at the General Secretariat of The Executive Council of Dubai.