



COMMUNICATION STRATEGY (review)

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1. INTRODUCTION

Good Communication is the foundation and essence of any relationship. The relationship between the Municipalities and its community serves as the foundation for sustainable development, where constant creative engagement precedes any action, and rapport is established and maintained.

With the breakdown of communication or irregular communication, distrust, doubt and suspension set in. If we as a Municipality do not communicate the relevant issues and provide the community with accurate and correct information, they will listen to anything and anybody.

If we want our community to trust and believe in the Municipality, we need constant and effective communication. We need to communicate proactively and not only reactively.

As Ugu District Municipality we spend most of our time gathering information and data. How many houses gained access to portable water, what percentage of the budget was spent, how many mega litres of water were purified and sold. How many houses have decent sanitation, how many CO-OPS were supported how many job opportunities were created, and how many Environmental compliance certificates were issued? At the day, we translate everything we do into data, and Communication provides us the opportunity to turn data into knowledge.

Educating the community on the working of the municipality and the how, what, where and why's of the organization. How did we purify the water and is it safe for human consumption? How often have we had service interruption and how quick did we respond?

It is therefore essential that communication should be a combined effort of senior management and councillors and not just an isolated few within the Municipality. The Municipality therefore requires a clear and relevant communication strategy to obtain buy-in of the senior management and politicians.

This strategy therefore endeavours to function as:

- ✓ A **Municipal Communication Blueprint** that identifies and defines the organisation's communication stakeholders and role-players, its functional communication structures and processes, challenges and the aims.

2. BACKGROUND

The development of the *Ugu District Municipality* Communication strategy is informed by the following:

- ✓ IDP
- ✓ Back-to-Basics Programme

2.1 INTEGRATED DEVELOPMENT PLAN (IDP)

Communications is inherently central to the IDP process as citizens are defined by law to be part of the municipality and to actively participate in municipal planning, budgeting, drafting of by-laws and policies, and monitoring of performance of the municipality – all of which entails extensive communication between all the stakeholders.

The IDP process therefore requires strong and clear channels of communication, with particular emphasis on quality feedback mechanisms from residents, in order to develop an IDP that is credible in both the drafting process and its content. As such, the municipality has a duty to facilitate public involvement by providing meaningful opportunities for participation process and to take measures to ensure that people have the ability to take advantage of such opportunities.

As such, the Communication Strategy will address the communication needs of Public Participation and IDP processes so as to prioritise and organise its communication activities, to market it and make it available to the public with the aim of communicating more widely the priorities and activities of the IDP process – many of which are typically internally focused and therefore “invisible” to the public and the rest of the municipality.

The IDP is not only a strategic framework that guides performance but also a vehicle for communication and a yardstick for political accountability – the development and monitoring of the IDP serves as both a basis for engagement between state and citizen as well as instrument against which citizens can hold the council accountable.

The budgeted projects listed and detailed in the IDP should indicate tremendous opportunities for “good news” communication. Informing communities of the investments, restorations and developments made by municipality in their area assists in restoring the confidence of citizens in the municipality as “the primary delivery machine of the developmental state at a local level” – a key objective of the LGTAS.

Proactive communication strategy can already be developed to be coupled and executed in conjunction with the relevant projects.

For example, smaller projects, such as the buying of static tanks for relief water should translate into a media release, confirmation that these projects are already budgeted for and planned for, articles detailing the investment from “A municipality that cares” (feed into identified theme), a small community handover, and an article to be published in the newsletters and website.

For larger projects indicated in the IDP, such as the Construction of an off storage dam , there would typically be a need for communication prior, during, and after the execution of the project so as to ensure that the community is continually informed of the activity (“a working government”), the extent of the investment (“value for money”), the related benefits (“A better life for all”), and general awareness with regards to the responsibilities of both the municipalities and residents in maintaining the investment. At the conclusion of the project, report backs to the community as well as positive media coverage on the investment should take place.

Planning ahead of time for these communication activities ensure that the required information and resources are identified and sufficient time is allocated to sourcing the necessary information, developing the communication products, and coordinating any related logistics.

2.2 BACK -TO -BASICS PROGRAMME

The adopted motto for the Back-to-Basics Programme is “To create a responsive, caring and accountable local government”

COGTA has done a review of South Africa’s 278 municipalities, which has revealed that there is a journey ahead to reach the ideal municipality envisaged. The top third municipalities have got the basics right and are performing their functions at least adequately. Within this group, there are a small group of top performers that are doing extremely well. In these municipalities there are innovative practices to ensure sustainability and resilience. This small core represents the desired (ideal) state for all our municipalities.

The middle third of municipalities are fairly functional, and overall performance is average. While the basics are mostly in place and the municipalities can deliver on the main functions of local government, we also find some areas of poor performance or decline that are worrying signs.

The bottom third of municipalities are frankly dysfunctional; and significant work is required to get them to function properly. Ugu Municipality was initially found under this unfortunate category.

A lot of work has been done to improve and the municipality is now recognised among the Functional first category.

However, it has been identified that we need to intensify our Communication Strategy, plans and initiatives.

At Ugu District Municipality, Communication is seen as an integral part of business, the thread that weaves everything we do together such that there is harmony between the Municipality and the Citizens it serves.

3. LEGISLATIVE FRAMEWORK

Municipal Systems Act, 2000	Promotion of Access to Information Act, 2000 (Act of 2000)
<p>Sections 18 (2):</p> <p>When communicating information the municipality must take into account (a) Language preferences and usage in the municipality, and; (b) the special needs of people who cannot read or write.</p>	<p>This Act operationalizes sections 8 and 32 of the Constitution. It aims to foster a culture of transparency and accountability and to promote effective access to information to protect an individual's rights</p>
<p>Section 4:</p> <p>A municipal council has, within its capacity, the right to:</p> <ul style="list-style-type: none"> ✓ Provide without favour and prejudice, democratic and accountable government ✓ Encourage the involvement of the community ✓ Consult the community on the level, quality and range of services and the delivery options ✓ Provide members of the local community equitable access to the services to which they are entitled 	<p>The Act applies to the records of public and private bodies, regardless of when the record came into existence (Section 3):</p> <ul style="list-style-type: none"> ✓ A record held by an official is regarded as a record of the institution (Section 4) ✓ A requester must be given access to records of a public body if he or she complies with procedures and if there is no ground for refusal in terms of Chapter 4 of the Act ✓ Some information can be technical: if in doubt, the official must consult. ✓ The information officer of a public body is responsible for the administration of the Act in a public body. ✓ An information officer is defined in Section 1 as the Chief Executive Officer. Therefore, in a municipality it is the Municipal Manager. ✓ A public body must designate such number of deputy information officers as may be necessary to ensure reasonable access. ✓ Within six months, the information officer must compile a manual in at least three official languages, containing: <ul style="list-style-type: none"> • A description of the structure and its functions; • Addresses and telephone numbers

The Constitution of the Republic of South Africa	Bill of Rights	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
<p>Section 152 (1)(e): In setting out of the objects of local government, it states that municipalities must “encourage the involvement of communities and community organisations in matters of local government”.</p>	<p>The right to freedom of expression, the right to receive information and the right of access to information, which includes access to any information held by the State.</p>	<p>This Act establishes a framework for national, provincial and local governments to promote and facilitate intergovernmental relations (IGR) and provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.</p>
<p>Section 160 (7): “A municipal council must conduct its business in an open manner, and may close its sittings, or those of its committees, only when it is reasonable to do so”.</p>		<p>Through the work of IGR forums, implementation protocols can be developed to advance the work areas of government, especially in terms of assisting the various spheres of government in implementing policies but also to ensure that the various spheres can implement their constitutional obligations effectively.</p>

4. ENVIRONMENTAL ANALYSIS

The Ugu District is 84% rural and 16% urban. It was declared a Presidential Poverty Node by the Presidency in 2005. The Illiteracy, poverty and unemployment levels are high particularly in deep rural areas of Vulamehlo and Umzumbe. There are indications of uneven service delivery in the district.

The district has a stable political atmosphere characterised by democratically elected public representatives that are responsive, accountable, effective and efficient local government leaders. We operate in a dynamic, political environment, certain challenges in the provision of basics services such as water, electricity and sanitation have resulted, in certain instances in a hostile communication environment between government and stakeholders in business, civil society and other sector organizations. The municipality has witnessed a rise in public participation and engagement, which inevitably created a platform for pressure groups to thrive in the field created for creative criticism.

While the municipality seeks to address the imbalances of the past, by ensuring equitable access to basic services, it is faced with the challenge of the aged infrastructure especially on the urban strip. Therefore, we are seeking to strike a balance between those that enjoyed uninterrupted services pre 1994, whose infrastructure has now ages, and those who are gaining access for the first time post-apartheid. The pipe replacement programme is running parallel to the new infrastructure and development programme. There is a strong need to constantly communicate this information with the communities in a structured and well coordinated fashion.

Within Ugu district, one way of implementing the community participation strategy and involving communities within the IDP and Budget process is through the IDP / Budget road shows and Mayoral Izimbizo. Community inputs made during Mayoral Izimbizo informs the budget processes of the municipality as it is part of the consultation process aimed at improving public participation in the affairs of the District.

However, the levels of participation vary between our urban and rural communities. In the urban/coastal strip, communities tend to organize themselves through Rates payers Associations and other interest groups, while in the rural areas we engage with ward committees and individuals.

The 2014-2015 IDP highlights that customer perceptions surrounding Water and Sanitation Services provisioning requires attention and that communications and outreach programmes must be revisited.

There is also a noticeable rise in the use of technology for communication, namely, social pages. Almost in every household, there is at least one person with a cellular phone and Service Providers are now sending information via cellular phones by SMS, webpages, Social groups and other means; instead of the traditional postage of letters. Ugu is also following the trend through still in developmental stages.

5. SWOT ANALYSIS OF COMMUNICATIONS

A comprehensive SWOT analysis and synopsis of the Municipality's Communication strengths, weaknesses, potential threats, and available opportunities:



6. COMMUNICATION AUDIT

Accurate information is required to identify and address the internal and external communication needs of the Municipality. It is therefore necessary that both an internal and external communication audit be factored into the Action Plan to be conducted prior to the final Communication planning of the Municipality. These audits should determine perceptions, capacity, infrastructure, media trends, communication channels and techniques so as to develop realistic and appropriate Action Plans.

Currently Ugu DM has not performed a Communication Audit, Internally or externally. It is therefore recommended that it should be performed within the 2017/18 financial year. It should also be included in the next action plan.

7. ROLE OF COMMUNICATION IN PUBLIC PARTICIPATION

Public participation through communication is the ongoing, planned, structured and organised use of communication in the promotion of development, working towards changing the attitudes and/or behaviour of the public, through the dissemination of reliable information and through encouraging the active and conscious participation of the broad public in the process.

There is an intricate interrelatedness between communication and participation, whereby communication is both a prerequisite for effective participation and an ongoing, parallel process.

Most often, public participation implies broad-based communication, the provision of accurate and reliable information to the public. The effectiveness of any participation process is fundamentally linked to the institutional capacity of the Municipality to maintain an effective communication system. Successful participation is dependent on good communication.

The high frequency of service delivery protests the country has experienced clearly demonstrates the extent to which channels of communication between government and communities have broken down.

A primary contributor to this is the marked absence of communication between councillors and residents. The consequence of not providing communities with these essential and

appropriate communication channels causes frustrations that lead communities to react to the silence.

The failure on the part of municipalities to adopt effective complaints-handling mechanisms and customer care strategies only further amplifies this communication and accountability problem.

Community members are more likely to respond to a municipality which is accountable to them and which takes the time to explain why their needs and service delivery expectations are not being satisfied.

Key to this is Councillors, the “people’s person” in communities who are essentially elected to be the voice of their wards. Councillors are predominantly **responsible for the 2-way flow of information** between communities and the municipality as they facilitate the **receiving, relaying, and feedback** of information.

8. COMMUNICATION CHALLENGES

8.1 Improving Internal Communications

Staff and council remain the primary defenders of the integrity and reputation of the municipality as the public expects them to know what is happening and they need to explain why a certain direction was taken and why a certain action was considered. This core therefore need to be fully briefed and involved in decision taken as they will need to defend it at the end. Entry points and exit points of information needs to be clearly marked as to ensure credibility of the information being communicated.

8.2 Improve Understanding of Services and Responsibilities

Expectation management is solely dependent on what people know the municipality is capable of and what the municipality’s limitations are. Processes should also be explained better as this is directly linked to customer satisfaction.

8.3 Improve public involvement

Through public involvement, to listen to the needs and views of the community so that the right priorities can be established and responsive service be developed.

8.4 *Researching Minorities*

Given local realities Ugu DM needs to find the balance between the communication needs of the majority versus the needs of the minorities. This therefore means that communication should be more accessible to all the communities. The public must **receive feedback** with regards to the **progress and outcome** of complaints and other matters raised.

8.5 *Pro-active Media relations*

Break the silence and finds ways make “noise” about the things that are happening. Currently, Ugu DM is being reactive more than being proactive.

9. COMMUNICATION PRINCIPLES

Although communications are undertaken through a variety of channels and formats, it should always be in accordance with certain principles and must be:

- Accessible to all members of the community
- Honest, open and accurate
- Clear, simple and user-friendly
- Consistent and relevant
- Timely and current
- Legitimate – in accordance with relevant legislation and Council’s own protocols and guidelines
- Monitored and reviewed on a regular basis
- Cost-effective

9.1 **Consultation**

All stakeholders should be consulted of the nature, quantity and quality of the services to be provided in order to determine the needs and expectations of the end users. Ugu District Municipality Stakeholders can be consulted through the following:

- Stakeholder and Citizen forums;
- Customer satisfaction surveys;
- Focus groups

- Workshops and summits;
- Road shows;
- Izimbizo;
- Exhibitions; and
- Joint management meetings with service partners.

9.2 Service Standards

Citizens should be informed of what level and quality of public services they will receive so that they are aware of what to expect.

Ugu District Municipality must develop; and review at least once every 2 years:

- A Service Charter, aligned to the Provincial Citizens Charter
- Service Standards included in the Charter
- Publicise the adopted Service Charter and Service Standards

9.3 Access

All citizens should have equal access to the services to which they are entitled.

Ugu District Municipality must ensure that all municipal services are accessible without prejudice, considering demographic aspects.

The municipality must also ensure that all municipal Buildings are disability friendly. Some of the evidence for accessibility includes:

The use of better signage leading to municipal buildings:

- The name of the department or service organisation in each building.
- Proper branding inside each municipal building, enlisting types of services provided; Cost of services (if applicable); office/business hours; Telephone & fax numbers, email and website address; Contact person(s);etc
- All employees wearing name badges
- All front line (including secretaries and personal Assistants must be able to converse in both English and isiZulu.
- The use of mobile offices and shared facilities such as multi-purpose community centres (MPCCs).

- Establishment and development of Contact Centres; websites and Help Desks
- Simplification of procedures.
- The growing use of Information and Communication Technologies (ICT) and the media for information dissemination.
- The promotion of greater use of indigenous languages.
- Conducting some community engagement initiatives outside normal business hours to accommodate the employed citizens.

9.4 Courtesy

Citizens should be treated with courtesy and consideration.

Every Ugu customer should be treated with respect, without any prejudice regarding gender, age, ability, status, or race.

To ensure this, the municipality may implement the following:

- Institutionalize Batho Pele culture
- Development of a Customer Care Plan that sets out clear standards and guidelines to be followed in order to achieve better service delivery.
- Capacitating the Customer Care Unit.
- Signing of Customer Care Pledge by all Ugu employees.
- Training in diversity management & customer care annually.

9.5 Information

Citizens should be given full, accurate information about the municipal services they are entitled to receive.

Municipal servants are to provide information without contravening or confusing the POPI and PAIA regulations.

Ugu Municipality can achieve this by implementing the following:

- Exposing all new employees to proper Orientation programme within 3 months of commencing work
- PAIA booklet is made available in both English and isiZulu in all Front Desks

- The dissemination of information from Strategic level to operational levels, in a traceable and credible manner.
- Display of Service Standards and tariff structure in all service points.
- Display of information flyers and booklets with all relevant municipal services, as well as all public services available in the district
- Ensuring that all available information is readable in indigenous languages
- Annual reports, newsletters, media releases, magazines, information posters.
- Road shows used for dissemination of information pertaining to Service Delivery
- Publishing/distributing of all major events

9.6 Openness and Transparency

Citizens should be informed on how the municipality and its departments are run, what are the financial implications and who is accountable.

- Regular meetings, workshops, seminars and stakeholder's forums
- Annual Reports/statements
- Media briefings
- Awareness campaigns.
- Consultative forums with partners
- Names of the Municipal Heads of Departments and Managers displayed
- The improved use of ICT e.g. updated and user-friendly websites.

9.7 Redress

If the promised standard of service is not delivered, Ugu citizens should be offered an apology, a full explanation and a speedy and effective remedy.

When complaint is made, citizens should receive a satisfactory, prompt and positive response

- Introductions of formalised mechanisms for handling complaints.
- Redress issue recorded to keep statistic and identify trends.
- Management intervention in complaints and disputes.
- Supporting the Independent complaints investigation, e.g. Premier's hotline, Presidential Hotline
- Suggestion boxes internal and external

- Fraud prevention help lines
- Disciplinary procedures for staff in support of redress to the public

9.8 Value for Money

Municipal services should be provided economically and efficiently in order to give citizens the best possible value for money.

- There must be evidence of cost cutting measures in place
- Improved internal controls on the private use of official telephones, vehicles and facilities.
- More stringent adherence to tender procedures
- Evidence of reduction of use of Consultants without compromising the quality Outcomes
- Adherence to the Public Finance Management Act.

10. ENCOURAGING INNOVATION AND REWARDING EXCELLENCE

This principle serves as a governance tool and is based on the implementation of all the principles. It built into the attitudes and behaviours of the municipal employees, from all level of employees displaying ownership of Batho Pele, and being innovative, to leadership recognising those efforts and rewarding accordingly. It is the driving force to implement the top eight principles as stipulated on the SDIP, and it hold the managers accountable for the morale and conducive environment to deliver consistently and achieve the SDIP objectives.

This can be achieved by implementing the following:

- Development and implementation of the Award System
- Departmental Batho Pele Awards
- Premier Service Excellence Award for the Organization

11. LEADERSHIP AND STRATEGIC DIRECTION

This principle also serves as a governance tool and is aimed at leaders in the Service Delivery Chain. This principle cannot be measured per key service provided but in overall strategic direction and creation of alignment. It involves execution of a number of strategic processes which can be measured and monitored over time, like:

Internal Customer Surveys, dissemination of information on strategic focus of the municipality to all staff, Service Charter.

In terms of creating alignment, evidence of the application of this principle in Ugu District Municipality is:

- Inclusion of Batho Pele in IDP
- Adoption and implementation of PSW/MSW
- Inclusion of SDIP into Performance Contract of all Senior Managers (Section 56/57)

12. SERVICE DELIVERY IMPACT

The municipality must evaluate, on annual basis, the level of impact it is making in changing the lives of its citizens for better.

It considers the implementation of all the Batho Pele Principles, including the other TWO above, and measure on agreed intervals, be it quarterly or annually.

This principle was put as the eleventh principle for a reason, as it is meant to look into the OVERALL service delivery and measure impact accordingly.

13. COMMUNICATION OBJECTIVES AND AIMS

This communication strategy has been developed to help the Ugu DM to achieve its vision and objectives and to improve the service we provide. The Municipality wants to ensure that it communicates in the best way possible. If the Municipality's communication is effective it impacts on the people who receive services and the people who deliver them – improving both services and the people's quality of life in the Ugu Municipal area.

This communication strategy confirms the current practice and identifies communication aims and principles for all communication.

13.1 Communication Aims

To increase peoples understanding of services and through this increased understanding, to help improve satisfaction with these services.

- To ensure that local community and stakeholders are aware of the Municipality's visions and plans.
- Through public involvement, to listen to the needs and views of the community so that the right priorities can be established and responsive service be developed.
- To maintain an appropriate and positive public image.
- To reach minority groups
- To ensure an effective, attentive and motivated workforce through good internal communication within the Municipality

13.2 How and Who are we communicating to?

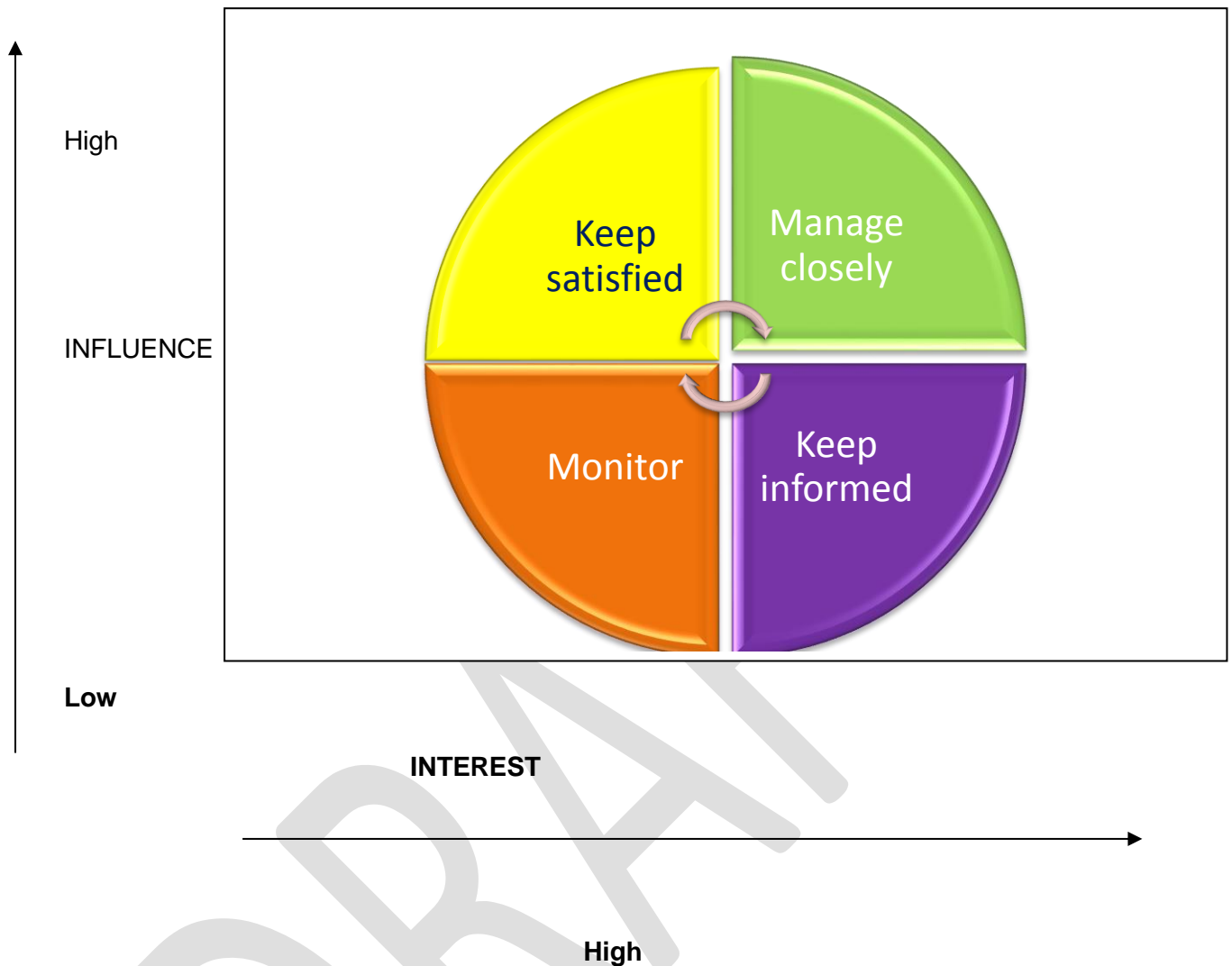
13.2.1 Stakeholder Analysis

We acknowledge the fact that Communication is not a one-size-fit-all, therefore our Stakeholders are classified into four Quadrants per their level of recorded interest in municipal business as well as their level on influence in the strategic direction of the municipality.

We have also identified that, some community members belong to more than one category, but choose a category to make their voice to the municipality.

This method of categorization assists the municipality in deciding the most suitable mode of communication for each category, as well as frequency of communication.

This also requires us to identify and analyse each scenario, as different scenarios affect various stakeholders differently.



STAKEHOLDER ANALYSIS and COMMUNICATION TOOLS

The strategy is based on segmented population types by manner of most effective marketing tools per area and demographic to ensure maximised reach. Ultimately, this document serves as an advisory foundation from which specific target areas can be planned for and plans actioned.

As a baseline from which to strategize, current media and telecommunications reach as per the 2014-2015 Ugu DM IDP follows:

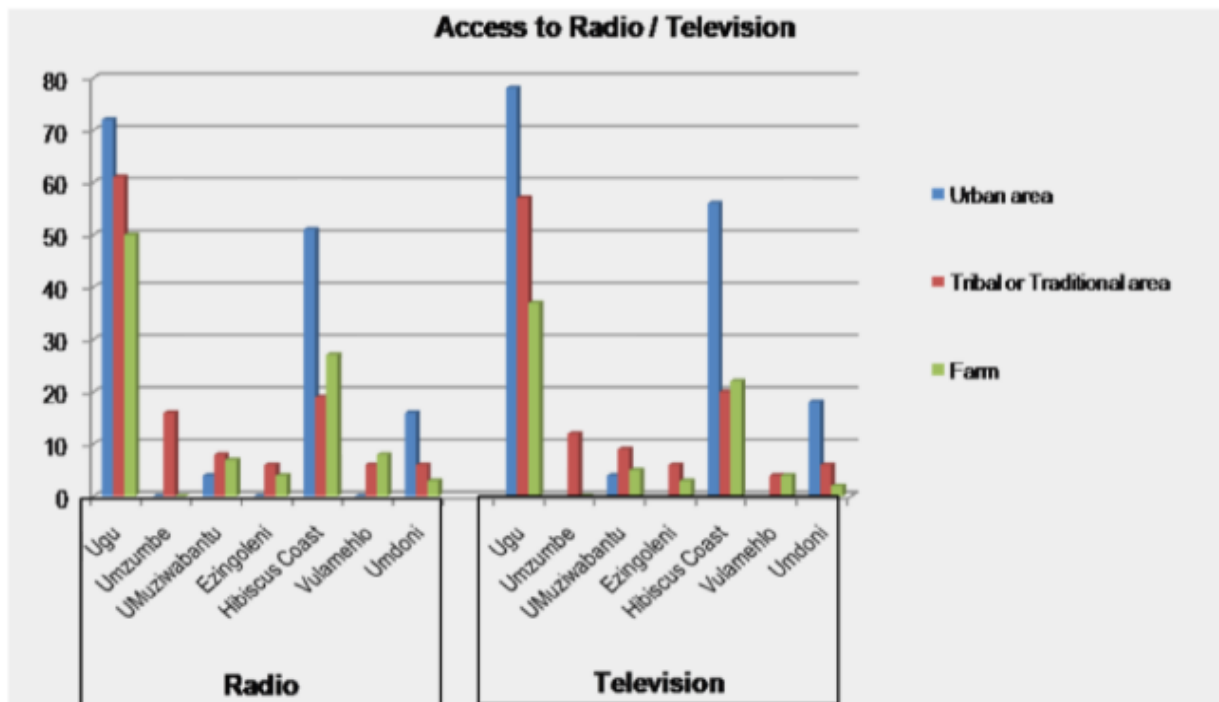


Figure 1: Access to Radio and Television by Area Type

Source: 2014-2015 Ugu DM IDP

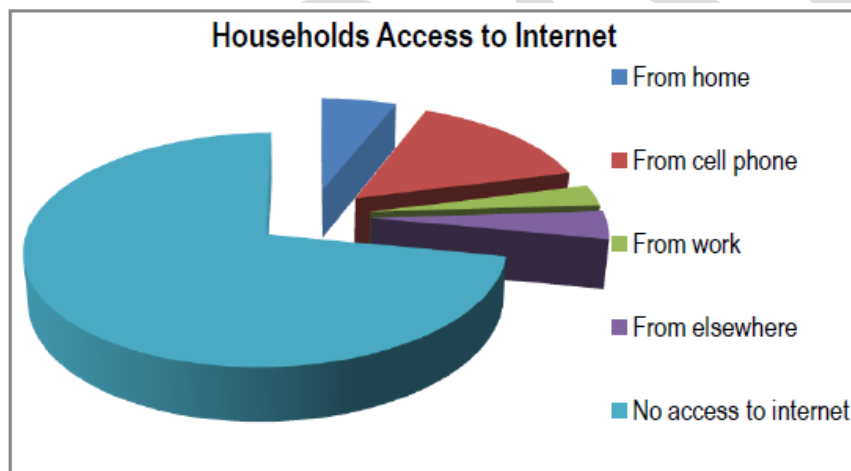


Figure 2: Ugu Population Access to Internet

Source: 2014-2015 Ugu DM IDP

As per Figure 2 above, it can be noted that the majority of Ugu DM citizens have no access to internet. Of the 28 % of households within the greater Ugu area have access to internet, 59 % of them access the internet via cellular phone. Once again, a large percentage of internet users are concentrated in urban areas. It must also be noted that there is no clear

reason for the lower percentage of internet users in rural areas. It could be due to financial reasons or limited infrastructure or both.

In addition, Ugu has a very high penetration of GSM / voice services of above 90% across the district. These individuals also have access to sms services which leads to cellular communication being a preferred method of communication with Ugu citizens.

STAKEHOLDER CATEGORY	MOST SUITABLE TOOL OF COMMUNICATION	ALTERNATIVE TOOL
Internal/employees	Email Staff meetings Bulk SMS for urgent matters Circular Newsletter Social Media (groups)	Telephone (Supervisors)
Ratepayers board	Email Bulk sms Meetings Social media	Telephone Radio Print media
Ward councillors And committees	Bulk sms Meeting Telephone Forum	Social media Print media Community radio
Business association	Meeting/dialogue Email Telephone Print media	Social media Radio
Sector departments	Meetings Forum Email	Bulk sms

Individual account holders	Bulk sms Print media Message on the invoice Email Social media Call centre voice recording Telephone Meeting/awareness campaign	Loud hailing Radio
Tourists/visitors	Radio Print media Social media Call centre recording	
Indigent/rural households	Loud hailing Izimbizo Meeting/awareness campaigns Community radio Print media	Bulk sms
Media	Email Press conference Social media Media tours	Telephone
Interest groups	Social media Meetings Email	Telephone
Traditional authorities/leaders	Meetings Written correspondence Izimbizo	Telephone
General consumers/citizens	Call centre voice recording Radio stations	Television

	Izimbizo Print media Social media Loud hailing Billboards Flyers Exhibitions Meetings/campaigns	
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13.2.2 Who is communicating?

Everyone at the Municipality is a Communicator at all times; however, an element of hierarchy and authorisation must be adhered to in order to correctly coordinate the release of messages. To ensure consistence all communication must be authorised by the Municipal Manager

BODY	COMMUNICATION RESPONSIBILITY
MAYOR	All aspects of Council policy and programmes Matters of policy yet to be adopted/enacted Is key for all public participation unless delegated otherwise
SPEAKER	All comment relating to Council rules of order must come from the Speaker
EXCO MEMBERS	All aspects of Council policy and programmes in their portfolio May be delegated spokesperson on an issue by the Mayor
COUNCILLORS	Comment on all activity in their ward except for matters that are policy still to be adopted/enacted
MUNICIPAL MANAGER	Any area of the municipal administration Matters of policy yet to be adopted/enacted Information around any legal processes the municipality might be engaged in Any matter that relates to the running of municipality as a whole and is not specific to existing policy, programme or activity of a specific department

	<p>All Municipal communication</p> <p>All media enquiries unless delegated otherwise</p>
MUNICIPAL SPOKESPERSON	<p>He/she will be responsible for the coordination of media communication, media conferences, media statements and handling media queries unless indicated otherwise</p> <p>Will act on instruction of the Municipal Manager</p> <p>Media inquiries is subject to the approval of the Municipal Manager unless indicated otherwise</p> <p>Social Media pages updates and responses as approved by the Municipal Manager</p>
HEADS OF DEPARTMENTS	<p>Any area of business in their cluster</p> <p>May be delegated spokespersons on an issue by the Municipal Manager</p> <p>On all aspects of their service areas</p> <p>Queries from journalists will be referred to HoDs / Managers for comment/clarification/information. Comment will then go out in the name of the Municipal Manager unless indicated otherwise.</p> <p>Media inquiries is subject to the approval of the Municipal Manager</p>

13.2.3 Channels of Communication (Internal & External)

The Action plan should detail every Internal and External Platform utilised in the Municipality in such a way that:

- ☐ There is a reflective analysis on past successes and failures pertaining to the platform;
- ☐ There are revised targets and goals for the utilisation of platform;
- ☐ There is a clear guideline as to the utilisation of platforms (timeframes, budget, stakeholders, content development and submission, etc.)
- ☐ For collaborative platforms, such as newsletters, a clear process plan should be included.

This is an essential part of a Communication Strategy as it will assist in educating all stakeholders as how to plan effectively for Communication and, consequently, streamline and integrate Communication into the organisation.

14. CONCLUSION

Based on the lessons learnt - it is important to note that developing a communication strategy does not, on its own, lead to more effective and integrated communication. What is more critical is the capacity to ensure concrete implementation. Failure to implement the strategy is equals to mismanagement of resources.

DRAFT
