



MUNISIPALITEIT CEDERBERG MUNICIPALITY

BEVESTIGING: BELEID

KOMMUNIKASIE BELEID

Bovermelde beleid is goedgekeur op:

Datum: 6 April 2010

Raadsbesluit no: RB 155 / 06 – 04 - 2010

**Handtekening van Munisipale Bestuurder:
G Matthyse**

**Handtekening van Speaker:
J Engelbrecht**

APPROVAL OF POLICY

COMMUNICATION POLICY

The above mentioned policy has been approved on:

Date: 6 April 2010

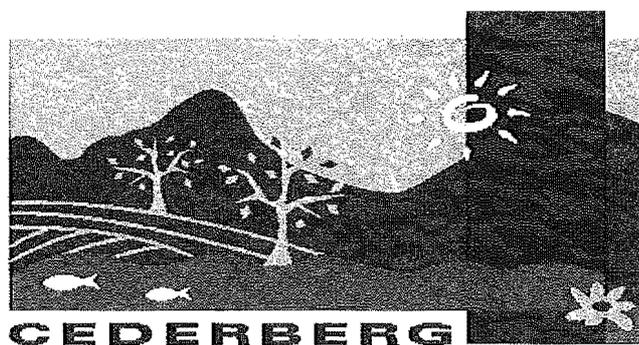
Council decision no: CM 155 / 06 – 04 - 2010

**Signature of Municipal Manager:
G Matthyse**

**Signature of Speaker:
J Engelbrecht**

CEDERBERG

MUNICIPALITY



COMMUNICATION POLICY

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1. INTRODUCTION

The South African Constitution has identified communications with communities as a fundamental duty of every municipality. Cederberg Municipality takes its directive for communication from the constitution imperative of freedom of information and the objectives of building a truly democratic state. Coupled to that and also deeply enshrined in the Bill of Rights, is the right of people to participate in and be informed about the processes of government.

The municipality takes cognisance of the legislation that guides the communication processes including the Municipal Systems Act (no 32 of 2000), Municipal Finance Management Act (no 56 of 2003), the Promotion of Access to Information Act (no 3 of 2000) and other relevant legislation. This strategy will lay the foundation for other strategies to be developed according to legislation on specific communication issues.

The municipality acknowledges the fact that for a community or community organisations to fully participate in municipal government processes they must be properly informed about processes and issues for discussion as well as decisions taken with regard to aspects that will have a direct influence on their lives. This requires the municipality to maintain continued interaction and regular consultation with the people. The municipality further acknowledges the importance of effective internal communication processes.

This strategy will aim to provide guidelines to establish a more interactive local government structure to serve and support the community. It will further aim to encourage the external environment to communicate more frequently with the municipality and to participate in the processes of the municipality on a regular basis.

It will also provide guidelines to the employees of the municipality to establish clear communication channels for internal support and to equip them with the requisite knowledge to perform their functions more effectively and professionally.

2. BACKGROUND

South Africa has adopted a system of developmental local government, which addresses the inequalities, and backlogs of the past while ensuring that everyone has access to basic services, to opportunities and an improved quality of life.

To be successful, communications must focus on the issues that are shown to impact on the residents' perceptions, quality of service, value for money and efficiencies. They should ideally look to close the communication-consultation loop, i.e. tell people how they can have a say and demonstrate how those who have given their views have had a real impact.

Good customer care is clearly of fundamental importance to any organisation, and analysis here shows that local residents view the municipality's people relations in a negative light. A successful communication strategy therefore links the people to the municipality's programme for the year. This annual cycle should also be linked with national and provincial communication cycles.

3. OBJECTIVES AND INTENDED OUTCOMES

Effective communications is about how municipalities promote democracy and encourage citizens to play a more effective role in how they are governed. It's about promoting their role in the community and ensuring that citizens have a better understanding of local government. But most importantly, it is about ensuring that people form part of the process of creating a better life where they live.

The strategy therefore aims to ensure that the municipality always strives to make the community part and parcel of decisions that impact on their lives.

3.1 Internal

- To provide communication guidelines to the employees of the municipality to equip them with the requisite knowledge to perform their functions effectively and professionally
- To establish clear communication channels for internal support
- To enhance the Batho Pele principles

3.2 External

- To reach out to communities and communicate with them in the most effective ways
- To ensure that all inhabitants of the municipality become active and conscious participants in the local government processes and social transformation
- To strengthen inter-governmental relations
- To improve and encourage good media relations
- To establish an interactive local government structure to support community concerns
- To promote the corporate identity and image of the municipality

4. BASIC PRINCIPLES OF COMMUNICATION

The municipality has adopted the basic principles of government communication and refined it to suit their own environment. The following principles are acknowledged throughout this strategy:

- Government work is a public activity
- Everyone in the municipality is a communicator
- Communication must be based on an integrated communication strategy and programme
- Communication is more than just media liaison
- Direct communication and mutual exchange of views with the public is the most effective form of communication
- Understanding the communication environment is vital
- Communication campaigns work best when it is carried out in partnership with others outside of government
- All stakeholders must take responsibility to clarify when they do not understand a communication
- All stakeholders must make the effort to suggest how communication can be improved in order to become more effective

Cederberg municipality is dedicated in its actions, programs and operations to fulfill government's commitment to a better life for all citizens. Batho Pele 'People first' promotes service excellence in the public sector and encourages the public to expect excellent service from the Government. For Cederberg municipality the eight (8) principles mean the following within the municipal service area:

o **Consultation**

The public can inform us what they want from the municipality. The public will be asked for their views on existing municipal services and may also inform the municipality what new basic services are needed.

The Principle: The public should be consulted about the level and quality of the municipal services they receive and, wherever possible, should be given a choice about the services that are offered.

o **Service Standards**

The public can insist that the municipality keep its promises. The municipality will strive to develop service standards for existing and new services. The services standards will be monitored and raised progressively as needed.

The Principle: The public should know what level and quality service they will receive.

o **Access**

The municipality will have to set targets for extending access to municipal officials and services. The municipality should implement special programmes for improved service delivery to physically, social and culturally disadvantaged persons. One and all should get their fair share.

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

o **Courtesy**

The municipality must set standards for the treatment of the public and incorporate these into their Code of Conduct, values and training programmes. Staff performance will be regularly monitored and discourtesy will not be tolerated.

The Principle: The public should be treated with courtesy and consideration.

o **Information**

The public is entitled to full, accurate and up-to-date facts about municipal services they are entitled to. Information should be available at service points and in the local media. Contact names and numbers should appear in all municipal communications.

The Principle: The public should be given full, accurate information about the municipal services they are entitled to receive.

o **Openness and Transparency**

Information pertaining to the administration and operational procedures of the municipality should be made available to the public on request. The public have the right to know, departmental staff numbers, particulars of senior officials, expenditure and performance against standards etc. Reports to citizens will be widely published and submitted to legislatures.

The Principle: The public will be informed on how the municipality is managed, the available budget and of the leadership in charge.

o **Redress**

The municipality must implement mechanisms for recording any public dissatisfaction and staff must be trained to handle public complaints fast and efficiently. The public must receive feedback with regards to the progress and outcome of complaints and other matters raised.

The Principle: If the promised standard of service is not delivered, the public should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made the public should receive a sympathetic and positive response.

o **Value for money**

The municipality must ensure efficient savings and improved service delivery.

The Principle: Municipal services should be provided economically and efficiently in order to give the public the best possible value for money.

5. ASSESSING THE ENVIRONMENT

An analysis of the environment within which the municipality operates is fundamental for the development of a successful communication programme. This will define the terrain and perceptions in which the municipality communicates. It deals with issues of public perceptions, media agenda, concerns and attitudes of different sectors and other governmental institutions as well as the potential for improving the communication environment.

In order to do a proper assessment of the communication environment of the municipality it must:

- o include the factors that influence communication; and
- o determine who the audience is

5.1 Factors Influencing Communication

It is vital to acknowledge that communication activities by the municipality will always be influenced by political, economic, social and technological factors. These factors include:

Political: The perception of people that the service delivery performed by government is not satisfactory as well as questioning the credibility of the municipality.

Economical: High poverty and unemployment levels and the lack of economic development initiatives.

Social: Low literacy levels and a lack of trust in the municipality to deliver.

Technological: A lack of information technology infrastructure and computer skills levels that may vary.

5.2 Target Audiences and Stakeholders

In order to assess the environment in which the municipality communicates it is important to distinguish between the target audiences and the stakeholders.

The **target audiences** mainly refer to those whom communication is directed to (staff and community). Target audiences can be divided into primary audiences, secondary audiences and tertiary audiences.

Primary audiences are the group which is supposed to be the first to receive information. This group consists of the decision-makers and the first point of contact for information. These people are the face of the municipality and consist of decision-makers and people who are directly responsible for service delivery.

Primary target audiences consist of:

- Municipal management and staff
 - ⇒ Inter-department
 - ⇒ Intra-department
- Unions
- Council
 - ⇒ Executive Mayoral Committee
 - ⇒ Councillors
 - ⇒ Portfolio Committees
- Community Development Workers

Secondary audiences are that part of the community to whom the municipality deliver services directly. They are the most important clients of the municipality and also include the people who are entitled to vote.

These audiences include:

- The general public
- Rates and Service payers of the municipality
- Senior citizens
- Women
- Children
- Youth
- Disabled
- Farmers and farm workers
- The unemployed
- Rural and urban communities
- Indigent communities

- Business sector
- Tourists and visitors

Tertiary audiences comprise the different sectors which need to be informed of and consulted with about the beginnings of any project or programme. Local participation and consultation in particular the Integrated Development Plan, the Budget, Performance measurement criteria and the Local Economic Development Plan of the municipality are very important. Tertiary audiences consist of and include:

- Ward Committees
- Sector departments and organisations
- Community and faith based organisations
- Non-governmental organisations
- Labour organisations
- Learning and tertiary institutions
- Service providers
- Businesses
- Media
- Investors and developers

The **Stakeholders** are those people who are informed of development when it becomes necessary. This will include government departments which must for example approve or give permission for certain development as well as Non-governmental organisations that are involved in local government activities. Stakeholders of the municipality that were identified are:

- National departments
- Provincial departments
- District municipality
- Local municipalities
- SALGA

6. MESSAGES AND THEMES

In order for the municipality to foster a culture of an active two-way communication it is important that key messages and themes are communicated from the Council and the municipality to the community to receive input and feedback. These messages and themes include:

- Integrated development plan
- Budget
- Performance management report
- Annual report
- Spatial development framework
- Rates and service accounts
- Town planning issues
- Available jobs
- The campaigns driven by Council

- Council meetings and decisions
- Council policies and frameworks
- Departmental actions and projects
- Inconvenient service delivery (e.g. structured power outages, road maintenance etc.)
- Any other information that has a direct influence on the community

7. COMMUNICATION CHANNELS

The communication channels of the municipality in order to effectively and efficiently reach audiences can be broadly categorised into one of the following:

- Direct communication
- Print Media
- Electronic Media
- Outdoor Media
- Other

It is furthermore important to distinguish between internal and external communication channels.

CATEGORY	INTERNAL	EXTERNAL
DIRECT COMMUNICATION	<ul style="list-style-type: none"> • One-on-one • Staff meetings • Council meetings • Telephone • Workshops • Training sessions 	<ul style="list-style-type: none"> • One-one-one appointments • Council meetings • Ward Committee meetings • Ward meetings • Imbizo's • Workshops • Training sessions
PRINT MEDIA	<ul style="list-style-type: none"> • Memo's • Letters • Informal Notes • Salary Advice Slip • Pamphlets • Notice boards 	<ul style="list-style-type: none"> • Letters • Newspapers • Pamphlets • Flyers • Municipal Accounts • News media • Advertisements
ELECTRONIC	<ul style="list-style-type: none"> • Intranet 	<ul style="list-style-type: none"> • E-mail • Television • Radio • Internet • Website
OUTDOOR		<ul style="list-style-type: none"> • Information signs and boards • Law enforcement signs • Bill boards in wards
OTHER		<ul style="list-style-type: none"> • Libraries

8. PERCEPTIONS

An internal climate check was conducted during *April 2009* and one of the key challenges raised was the lack of effective internal communication mechanisms within the municipality. The results of the climate check and issues raised by Council and the public provided some assistance to present the action plan.

9. COMMUNICATION CHALLENGES AND ACTION PLAN

9.1 INTERNAL: COUNCIL

(a) Ward Activities:

Challenges: Councillors are not duly informed of activities that take place in their wards. This situation puts councillors in a difficult position when they receive queries from community members pertaining to a specific activity or project. All though ward committees represent the broader community within a specific ward the matter of attendance of the general public and other councillors should be attended too. The minutes of ward committee meetings are not submitted to the administration to address specific issues raised by community members.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. Usage of a SMS system to inform councillors of activities and the name of the contact person at the municipality to contact.	Director: Corporate Services	July 2010
2. Availability of e-mail accounts for all councillors to peruse at any municipal office with internet / network linkages to leave messages and notices	Director: Corporate Services	July 2010
3. Councillors must be the first to be informed about any decision that has been taken to perform a certain action in a ward or a function which involve the Council that will take place	All Directors	Continuously
4. Ward committee meetings must take place on a monthly basis to discuss issues of the ward and to give direction for the ward councillor before Council meetings and to receive feedback about Council activities.	Ward Councillor	Continuously on a monthly basis
5. The general public can attend ward committee meetings but cannot give input in the meeting unless prior arrangements have been made.	Ward Councillor	Continuously
6. Ward meetings with the general public must take place on a quarterly basis to provide the general public the opportunity to give input and receive feedback on Council activities.	Ward Councillor	Continuously on a quarterly basis
7. The ward councillor must ensure that every ward committee member receives notice of ward committee meetings at least one week before the meeting.	Ward Councillor	Continuously
8. Any councillor can attend any ward committee meeting with prior notice given to the Ward Councillor.	Ward Councillor	Continuously
9. Officials can be Invited to attend ward committee meetings to address specific issues.	Ward Councillor	Continuously
10. The Ward Councillor must submit the minutes of ward committee meetings within two days of the meeting to the Speaker as well as to the Manager of Corporate Services for distribution purposes.	Ward Councillor	Continuously within two days of the meeting
11. The Director of Corporate Services must ensure that the relevant managers and regional managers get copies of the minutes within two days of receipt to attend to problems listed.	Director Corporate Service	Continuously within two days of receipt
12. The minutes of ward committee meetings must be added to the list of Council minutes for Council meetings.	Director Corporate Service	Monthly
13. Other issues discussed and reported by ward	Ward Councillor	At the latest on the

committees must reach the office of the mayor at the latest the Friday before the Council meeting for consideration		Friday before the Council meeting
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(b) Notices to councillors:

Challenges: The council members need to be informed promptly regarding the following matters:

- Decisions made at Executive Mayoral Committee
- Meetings or functions where Council is involved
- Any correspondence, request and invitations councillors may receive
- Any information pertaining to new and relevant legislation, regulations, by-laws, policies and strategies relevant to the municipal sphere of governance.
- Progress reports should be submitted to the portfolio committee on the progress and completion of Council decisions.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. Feedback must be provided to different caucuses after each Executive Mayoral Committee meeting.	Respective Councillors to be identified by their different parties	Continuously within one week of EMC meeting
2. Usage of a SMS system to inform councillors of activities and the name of the contact person at the municipality to contact	Director Corporate Service	Immediately after the date has been finalised
3. Availability of e-mail facilities for all councillors to peruse at any municipal office with internet / network linkages to leave messages and notices	Director Corporate Service & IT Official	April 2010
4. Progress reports must be given at portfolio committee meetings on a monthly basis	Directors of departments	Continuously on a monthly basis

c) Notices to the public:

Challenges: The municipality should investigate innovative ways to improve communication with the general public. The following matters should be investigated and addressed:

- Notices to the public
- Newsletters
- Broader consultation with influential role players within the community
- Raise public awareness around municipal activities, programs and projects.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
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1.	A SMS database must be set up to inform people of meetings.	Director Corporate Service	July 2010
2.	Advertisements must be placed in the local newspapers at least one week before the meeting.	Director Corporate Service	Continuously
3.	Pamphlets must be distributed in the different wards	Ward Councillors	At least four days before the meeting
4.	Quarterly newsletters from the office of the mayor must make provision for messages and inputs from ward councillors and ward activities as well as activities from within the administration of the municipality in order to utilise it more effectively.	Communication officer Mayor Ward Councillors Directors	Continuously on a quarterly basis at a time determined by the Mayor
5.	Special invitations must be extended to specific sectors, groups and individuals which are not represented in the ward committees to attend the Imbizo's and other meetings as Council deem necessary to give input.	IDP Co-ordinator Director Corporate Service	Continuously as the need arises
6.	Ward Councillors must have quarterly ward meetings with the residents in the ward to keep them informed.	Ward Councillors	Continuously on a quarterly basis
7.	Ward committee members must have meetings with their structures which they represent and give the dates to the ward councillor to monitor feedback.	Ward Committee members	Continuously
8.	Advertisements and municipal news must be advertised on a monthly basis in the local newspapers.	Municipal Manager / Communication officer	Continuously on a monthly basis
9.	Identify poster sites or put up billboards in the different wards for Council news and activities.	Communication officer / Director Community Services	July 2010

(d) Handling of complaints received:

Challenges: Response on complaints received by the public takes too long to address and no feedback is given on progress or finalisation.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. An electronic complaints system must be installed to: <ul style="list-style-type: none"> Log all complaints Distribute it for completion Monitor progress Provide feedback on progress and completion 	Director: Corporate Services	April 2010
2. All complaints received must be acknowledged within two days after receipt.	The first person handling the complaint / query indicating if other responses may follow.	Within two days after complaint receipt
3. The standard acknowledgement letter must be used by all officials for this purpose.	All officials	Continuously
4. Monthly reports i.e. all complaints received per department must be submitted to the relevant portfolio committee.	All officials	Continuously

(e) Administration:

Challenges: The format of the Agenda for Council meetings makes it difficult to extract specific ward issues for discussion at ward committee meetings.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. Council Agenda must indicate the ward if an item refers to a specific ward.	Director Corporate Services	Continuously
2. Ward Councillors must at least obtain copies of all the agenda points which involve their respective wards as well as general and generic issues which have an impact on all the wards to discuss at ward committee meetings.	Ward Councillors and Director Corporate Services	Continuously at least 48 hours before the ward committee meeting

9.2 INTERNAL: STAFF

(a) Per Organisation

Challenges: To improve internal communication and address staff members feeling / perception of alienation from processes and developments within the municipality regular meetings need to take place at management and executive level.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. Management meetings involving the s57 appointees and other invited officials must occur at least twice a month .	Municipal Manager	Twice a month
2. The Municipal manager must meet at least once a month with all the divisional heads.	Municipal Manager and Mayor	Monthly
3. The Municipal manager and the Mayor must meet with all the staff members at least twice a year , at the start of the financial year and in the middle of the financial year.	Municipal Manager and Mayor	Bi-Annually
4. Special provision must be made to ensure that staff from regional offices are also reached and included.	Municipal Manager	Continuously
5. The minutes of Council meetings must be circulated by each director to his/ her personnel.	All Directors	Within one week after Council meeting
6. Matters that require the attention of specific personnel must be highlighted in each department.	All Directors	Continuously
7. Copies of minutes must be made available to personnel that are working at regional offices .	Secretary's of Directors and Municipal Manager	Within one week after Council meeting
8. General notices must be placed on notice boards of departments with contact details for more information	Secretary's of Directors and Municipal Manager	Daily as information becomes available
9. Each department must make provision for different sections on its notice boards to put information that are relevant to the department and according to their own needs.	Secretary's of Directors and Municipal Manager	Daily updated
10. Each staff member has the responsibility to read on a daily basis the information on the notice boards.	All Staff	Daily

(b) Per Department

Challenges: Personnel at levels below managers feel excluded from decisions taken at Council and Head of Department (HOD) meetings. They are not informed about council decisions and the reasoning for specific decisions that impact on their operations and responsibilities. If departmental and section meetings are held it is unscheduled and ad hoc there is no record keeping (no agenda / minutes).

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. Each department must have an internal communication plan to be handed in to the Municipal manager.	Directors of all departments	July 2010
2. The plan must indicate timeframes for staff meetings and also include communication mechanisms with/for the lower level staff. The plan should coincide with schedule of portfolio, mayoral and council meetings.	Directors of all departments	July 2010
3. Each director must task one person in its department to handle communication	Directors of all departments	July 2010
4. Departmental meetings must be held every month or as the need arises	Directors of all departments	Monthly
5. Section meetings must be held at every fortnight or as the need arises	Section heads	Every fortnight

c) Per Regional Office

Challenges: Personnel at regional offices feels excluded from processes at Head Office.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. Each regional office must have an Internal communication plan to be handed in to the Municipal manager.	Regional Manager	July 2010
2. The plan must indicate timeframes for staff meetings and also include communication mechanisms with/for the lower level staff. The plan should coincide with schedule of portfolio, mayoral and council meetings.	Regional Manager	July 2010
3. Each regional manager must task one person in its regional office to handle communication	Regional Manager	July 2010
4. Regional managers must have weekly operational meetings with all staff in the regional office.	Regional Manager	April 2010
5. Regional managers must provide logistical support to ward committees meetings.	Regional Manager	Continuously
6. Regional managers must attend meetings at head office as arranged and requested by the Office of the Municipal Manager	Regional Manager	As arranged /requested

d) Systems

Challenges: Officials find it difficult to function optimally in an environment where changes are made to work procedures, processes and systems without being informed. In many cases correspondence requires the input from more than one department. Departments do not always react swiftly to requests and correspondence from other departments to address a certain request or complaint. The public has uncontrolled access to the offices of personnel and control mechanisms for visitors are lacking.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
1. All users of the system must be informed of any changes in the system via e-mail and at section and departmental staff meetings.	Respective Director & Managers	Continuously

2. Notices of any changes must also be placed on the notice boards of the relevant departments	Secretary's of Directors and Municipal Manager	Continuously as changes occur
3. Copies of requests forwarded to other departments must also be provided to the secretary's of directors to monitor on timeous response.	Secretary's of Directors and Municipal Manager	Continuously and on a daily basis as necessary
4. Front office personnel must contact staff members via telephone when there is a person waiting to meet with them.	Front Office personnel	Continuously
5. Staff members must at all times inform front office personnel if they are not in their offices or if they cannot immediately meet with the public.	All staff	Continuously

9.3 External: Communication

(a) Language

Challenges: Communication is mostly done in Afrikaans. Although nearly 80% of the population in the municipal service area are fluent in Afrikaans, the municipality must make an asserted effort to accommodate English and Xhosa.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
The municipality must make provision for English, Afrikaans and Xhosa when newspapers are used to communicate with the public.	Directors	Continuously
Notices must also be in all three languages	Directors	Continuously
The municipality must make use of a translator to convey important messages to the public.	Directors	Continuously
Official documents of the municipality must at least be summarised in English and Xhosa with a clause that refers to the document that Council would take into account in the event of differences in interpretation.	Directors	Continuously
Presentations and meetings must be conducted interchangeably to consider language preferences of people present.	Directors	Continuously
Staff members must receive training in telephone etiquette.	All Directors / Director Corporate Services	Continuously

(b) Campaigns

Challenges: The municipality must play a more active role to highlight significant historical dates on the calendar and promote HIV/AIDS awareness.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
<ul style="list-style-type: none"> Establish a committee to handle campaigns for Council. A program of activities and dates that will be commemorated 	Communication Officer	1 May 2010 1 July 2010
<ul style="list-style-type: none"> Put up HIV/AIDS posters in all municipal offices to create awareness 	Director: Corporate Services	Continuously
<ul style="list-style-type: none"> Organise at least one HIV/AIDS workshop for the public per year 	Director: Corporate Services	Internal Aids Day

c) Written communication (Public)

Challenges:

Formal letters are not written in a presentable manner.

ACTION	RESPONSIBLE	COMPLETION / IMPLEMENTATION DATE
All external correspondence is the responsibility of every Director, and must be sent out under the Municipal Manager's name.	Directors	Continuously
Any correspondence that may be contentious or disputable must be brought to the attention of the municipal manager. The correspondence must then be signed by the municipal manager.	Directors and municipal manager	Continuously
All correspondence grammar and style must be correct and presentable.	All staff	Continuously
All correspondence to Provincial and National Ministers / Premiers / President and Executive Mayors must be sent under the name of the Executive Mayor (signed by the Mayor)	All staff	Continuously
All correspondence to Provincial and National Director Generals, Head of Departments and Municipal Managers must be sent under the name of the Municipal Manager (signed by municipal manager).	All staff	Continuously

10. GENERAL REMARKS TO IMPROVE COMMUNICATION

- 10.1 A dedicated person must be appointed or nominated to handle communication for the municipality including all communication mechanisms.
- 10.2 A campaign must be launched to promote the image of the Municipality and to reflect the positive work done by the municipality.
- 10.3 Many people of all ages visit the libraries and the municipality must make use of the facility to make important announcements to the community and to make general information available.
- 10.4 The relationship that the municipality enjoys with the media is an important one and can address many issues at once.
- i) One of the most effective ways of communicating with and via the media is to develop a clear system of spokespeople. This ensures that at all times the media has a designated contact person who has access to high-level decision-makers.
 - ii) Regular and informal briefings of the media can help the public to understand the bigger picture behind the developmental challenges facing a municipality, the way the budget is structured and the strategic approach of the council.
- 10.5 It is important to react timeously when information or comments are required and to respond to negative reports or letters from residents to increase public understanding of the role of the municipality, how it is structured and the different functions, to assist with improving services and resolving problems rather than disguising shortcomings.
- 10.6 In order to improve the image of the municipality, forms of communication which include monthly accounts, the routine notices that appear in the press about tenders, development initiatives, valuation notices and other notices must be easy to understand with the correct contact numbers. This will empower residents and ensure that there are far less queries for municipal staff to deal with afterwards.
- 10.7 An easily recognisable visual image for the municipality and a clear set of contact numbers for various services need to be mass produced and widely distributed to residents.
- 10.8 Councillors must be empowered to tap into the powerful source of information to ensure that they are equipped with the background and knowledge to make informed decisions and report back properly to communities.
- 10.9 Empowering communities with knowledge and information about the municipality and how it works will contribute to the process of successful communication.

- 10.10 The Council must draw up an annual calendar for activities and programmes planned including Council meetings, IDP and Budget meetings.

- 10.11 The communication plan must be read in conjunction with the manual of the municipality which was drawn up in terms of the Promotion of Access to Information Act (Act 2 of 2000).

