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2. Internal Communication Strategy:
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Definitions:

In this document:

**Communication:** Refers to two way communication with the purpose of sharing and exchanging information between the public, the press and employees and the Municipality through the various communication methods as stipulated by this document.

**IDP:** Integrated Development Plan as approved by the Drakenstein Municipal Council

**KPA:** Key Performance Area

**LED:** Local Economic Development

**SOP:** Standard Operation Procedure as approved by relevant Executive Manager

**SDBIPS:** Service Delivery Budget Implementation Process
Overview

The Communication Section is responsible for almost all internal and external communication. This includes communication by council members, Mayco, the Mayor, Municipal Manager and Executive Managers.

All forms of communication are channelled, monitored and/ or compiled and edited by the Communication office and communicated via various systems and channels. The objective of the communication determines if it is external or internal and what method is used to broadcast the message.

The objective of the communication must therefore be determined to follow the appropriate SOP (Standard Operating Procedure) and achieve the desired result.

The Communication Strategy must therefore be divided into an external strategy and an internal strategy.

1. External Communication Strategy:

The external strategy refers to any message being communicated to the public on behalf the Municipality by any of the following: the Mayor, Municipal Manager or as designated by the Mayor or Municipal Manager on their behalf.

The aims of the communication will vary depending on the objective and aim of the person/persons communicating the message. All communications must however satisfy/adhere to municipal objectives and prescribed legislation.

External Communication must be guided by the following legislative framework:

- Promotion of Access to Information Act, 2000 (Act 2 of 2000)
- Municipal Systems Act (Act 32 of 2000)
- Intergovernmental Relations Framework (Act 13 of 2005)
- Chapter 2 of the Bill of Rights.

External Communication must always strive to honour the Vision and Mission of the Drakenstein Municipality.

➤ Vision

A place of excellence
Mission

Drakenstein Municipality will execute its vision through the following:

(a) Protecting and enhancing of the quality of life of our residents and the unique environment of our area.
(b) Providing efficient and effective delivery of services which is responsive to the community’s needs.
(c) Promoting the principles of access, equity and social justice in the development of services.
(d) Delivering an effective organisation culture which strives for service excellence.
(e) Exercising regulatory functions of Council consistently and without bias;
(f) Encouraging community participation in the processes of Council by consulting widely on its activities and policies.
(g) Create an enabling environment for economic growth, job creation and the alleviation of poverty.

External Communication must be in line with the Strategic objectives of the Drakenstein Municipality:

- **KPA 1- Governance and Stakeholder Participation:** to promote proper governance and public participation.

- **KPA 2 - Physical Infrastructure and Energy Efficiency:** to ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein.

- **KPA 3 - Services and Customer Care:** to improve our public relations thereby pledging that our customers are served with dignity and care.

- **KPA 4 - Economic Growth and Development:** to facilitate sustainable economic empowerment for all communities within Drakenstein and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development.
• **KPA 5 - Health, Safety and Environment:** to contribute to the health and safety of communities in Drakenstein through the pro-active identification, prevention, mitigation and management of health including environmental health, fire and disaster risks.

• **KPA 6 - Social and Community Development:** to assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled.

• **KPA 7 - Institutional Transformation:** to provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services.

• **KPA 8 - Financial Sustainability:** to ensure the financial sustainability of the municipality in order and to adhere to statutory requirements.

External Communication must reflect the values of corporate culture of Drakenstein Municipality:

• Honest, open and accurate
• Accessible to all members of the community
• 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

**1.1 External Communication Channels:**
Depending on the nature and objective of a specific message, various communication channels are available to inform the public and/or the media.
Communication channels must be separated into direct communication and media communication.

**Media Communication** is information that will be communicated to the public via the various professional media platforms.

| Print Media                        | • Press Releases  
|                                  | • Media Responses to enquiries  
|                                  | • Direct Interviews with print media journalists  
| Radio and TV Media                | • Interviews  
|                                  | • Paid for advertising  
|                                  | • Pre-recorded programs  

**Direct Communication** is information that will be communicated to the public directly.

| SMS                                | • Notifications  
|                                    | • Emergency Communication  
| Email                              | • Notifications  
|                                    | • Emergency Communication  
|                                    | • Information  
| Website                            | • Information  
|                                    | • Emergency Communication  
|                                    | • Notification  
| External Newsletter                | • Information  
|                                    | • Communication  
| IDP Roadshows and Ward Meetings    | • Information  
|                                    | • Communication  
|                                    | • Notification  
|                                    | • Public Participation  
| Advertising                        | • Notification  
|                                    | • Public Participation  
| Branding                           | • Create awareness  
|                                    | • Build brand pride  
| Social Media                       | • Twitter  
|                                    | • Facebook  
|                                    | • Blogging  
| Mobile Communication               | • Creation of an App/Application  
|                                    | • Public Participation  
|                                    | • Communication  


| Customer Care Section | [List of responsibilities]
|-----------------------|--------------------------------|
|                       | • Branding
|                       | • Emergency Communication
|                       | • Notification
| Communication         | • Communication
| Emergency Communication| • Emergency Communication
| Notification          | • Notification
| Information          | • Information
| Customer Care        | • Customer Care

### 1.2 Communicators:

The messengers of the various communication are as follows:

| Executive Mayor | All aspects of Council policy and programmes.  
|                 | Matters of policy yet to be adopted/enacted.  
|                 | Key person for all public participation, unless delegated otherwise.  
|                 | Matters of Service Delivery  
| Speaker | All comment relating to Council Rules of Order must come from the Speaker  
| Mayco/Chief whip | Matters as delegated by the Executive Mayor  
| Municipal Manager | Comment on all activities of the Municipality, except for matters that are policy still to be adopted/enacted.  
| Executive Managers/Communication Officer | Communicate on matters as delegated by the Municipal Manager or Executive Mayor  
| Customer Care Section | Appointed employees who interact directly with the purpose of enhancing the level of service delivery, done in accordance with an SOP |
1.3 External Communication Objectives

The overall objective of external communication will be to:

- Keep the public informed on matters that affect them directly
- Inform the public on how local government operates/functions
- Inform the public on how to correctly and efficiently access local government
- Ensure transparency at local government level
- Inform public on how municipal budgets are spent
- Raise awareness of public participation platforms
- Encourage maximum constructive public participation takes place
- Ensure the best possible standards of service delivery
- Raise awareness of basic municipal services, support and initiatives
- Ensure a united single message is communicated from the Drakenstein Municipality
- Report on outcomes of all activities, projects and developments by the Drakenstein Municipality
- Raise awareness, promote and provide feedback regarding infrastructure and energy efficient initiatives/projects of the Municipality
- Ensure proactive media relations
- Communicate ward committee system activities to role players
- Utilise awareness campaigns to ensure communities are aware of what municipal services are available to them and how to access them
- Promote and communicate effective complaints handling system and customer friendly services available to citizens
- Ensure feedback mechanisms for all stakeholders
- Support and enhance investment promotion and tourism activities within the Drakenstein municipal area
- Ensure informative, professional, and regular communication is directed and sustained with civic structures and organisations
- Promote communication activities aimed at investors and local business in the area
• Raise awareness and provide feedback of Drakenstein’s LED initiatives/projects.
• Promote and create awareness of municipal initiatives such as health programmes, educational opportunities, safety & security, and programmes specific to vulnerable groups
• Promote and create awareness of waste management/recycling initiatives
• Promote and create awareness of the beautification of towns/wards and the preservation thereof
• Promote Vision, Mission and Batho Pele principles
• Support revenue enhancement initiatives of the Municipality, manage public perception of revenue collection
• Promote revenue collection within Drakenstein municipal area

1.4 Action Plan for External Communication

In order to guide implementation of this Communication Strategy, Drakenstein Municipality will develop an annual Action Plan for each respective year of the 2014-2018 period. Subsequent to adoption by Council, this Communication Strategy will be reviewed/updated when necessary. The Action Plan however will be developed on an annual basis to ensure alignment with any revisions to Drakenstein’s IDP.

A review of the IDP, projects and programmes of the Service Delivery Budget Implementation Process (SDBIP), and other municipal processes should form the basis of the communication planning. The SDBIP is an important source of information as the budget gives effect to the strategic priorities of the Municipality.

| Municipal Website | The Municipal Website is a tool to keep the public informed of all municipal activities, opportunities, news, notices and legally mandated information. It is a real time communication tool making it possible to communicate information immediately. The website ensures that the local, national and international communities, business and visitors, stakeholders and all other spheres of government are informed on all |
services provided by the Municipality to their clients. The website also provides space for the community to make contact with the Municipality via the Ombudsman or the Customer Care section, where any issues received via the website are logged and sent on to relevant departments for resolution.

Activity
Continuous monitoring and updating of information on the website, ensuring all information is current and correct. Publishing direct and indirect forms of communication on the website. Making sure all legislative requirements as stated in the MFMA Act are met.

Target Audience
External and internal stakeholders and clients of the Municipality.

Type of messages
Service delivery and administrative messages and information, external direct communication.

Time Frame
Daily/Immediately

Strengths
Excellent promotion and marketing tool. Cost effective. Massive audience reach including across the globe.

How to build on strengths
Make sure information is updated regularly, new information added regularly, create interactive platform with regular monitoring.

Weaknesses
Limited access – Not all people have regular access to computers or devices with internet access in certain communities. Lack of capacity and skills to update the website daily. Problems with maintaining website with updated information.
<table>
<thead>
<tr>
<th><strong>How to improve on weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase the capacity and skills to update the website daily. Train all communication staff to assist and monitor website information and communication. Identify set person in each directorate to regularly feed information for website update. Create set templates for directorates to make provision of information easy and uploading it more efficient. Gain information from public to ensure website is user friendly for all intended audiences.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>External Newsletter</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The monthly distribution of the External Newsletter ensures that the communities and taxpayers of Drakenstein area are informed regarding service delivery within the Municipality. It’s been distributed with the municipal accounts.</td>
</tr>
</tbody>
</table>

**Activity**
Assembling of external newsletter. Providing and promoting news items relevant to ratepayers and community as a whole.

**Target Audience**
External and Internal stakeholders.

**Type of messages**
Service delivery and administrative messages and important information communicated in a simplified and digestible format for ratepayers. Informing people how local government and the municipality functions and how to optimally utilise services provided.

**Time Frame**
Monthly

**Strengths**
Excellent information and educational tool for communities and ratepayers.

**How to build on strengths**
To source relevant contributions every month.
| **Weaknesses** | Cooperation from departments within the municipality to provide information regarding service delivery within the different departments. Lack of capacity to write pieces that are grammatically correct and neatly edited. |
| **How to improve on weaknesses** | To identify an official in every department to provide information regarding the department's service delivery. To enhance the capacity of Unit by attracting appropriately skilled staff. |
| **IDP Roadshows and Ward Meetings** | The IDP Roadshows and Ward Meetings take place as scheduled throughout all 31 wards. This provides an opportunity for the community and Municipality to directly interact with one another, to discuss challenges and solutions and have an active input in projects and budget appropriation for each financial year. |
| **Activity** | Proactively and reactively communicate directly to stakeholders in organised meetings where all stakeholders are invited to attend. Meetings are conducted by ways of information sessions followed by question and answer session where the community can raise concerns, provide feedback and give input on planned projects. The Municipality uses this opportunity to address concerns raised by the public, provide information on plans and council decisions and directly converse with members of the public. Ward Committees also allow for elected community representatives to partake in a dialogue between council and the public, facilitating a communication channel and governed by rules and regulations determined by council as well as the Municipal Structures Act. |
| **Target** | Internal and External Stakeholders |
**Time Frame**
As scheduled

**Strengths**
Establishes face to face, direct communication between the public and the Municipality. Allows public to give direct feedback and input into how the budget is spent and the type of projects they have an interest in. Opportunity for the Municipality to communicate directly with the public, giving feedback on concerns raised and informing the public on projects and municipal procedures, raising the level of public participation. Creates a platform for the community to raise matters on concern or communicate service delivery successes.

**How to build on strengths**
Make sure all stakeholders attend the meetings. Ensure relevant and easily accessible information is available for the public regarding the various participation processes and how they can make a valued contribution.

**Weaknesses**
Communities often times raise issues that do not fall within the mandate of the Municipality. Meetings are also not always well attended.

**How to address Weaknesses**
More awareness must be created through advertising using various mediums and flyer drops. Officials must utilise meetings for advising the public on how to properly liaise with other spheres of government as the need arises.

**Media**
Proactively and reactively issuing statements to the media. This is done via Press releases and media responses. Proactive communications refers to planning and issuing statements to the media. Proactive communication focuses on breaking news stories, with an especial focus on the successes and accomplishments of the Municipality. Proactive
communication also refers to breaking challenging issues to the media and through accurate and quick response staying in control of the story. Reactive communication refers to responding to enquiries from journalists, providing accurate and relevant information as well as communication action plans for problem areas.

**Activity**
Proactive Communication: Researching statements. Reporting on council matters. Drawing a timetable/schedule for new press releases depending on council schedules, budgets and project dates.

Reactive Communication: Respond to media enquiries according to SOP for media enquiries.

**Target Audience**
External and Internal Stakeholders.

**Type of messages**
Service delivery and administrative messages and information and news.

**Time Frame**
Planned schedule, as the need arises, weekly.

**Strengths**
Excellent information tool to promote and inform the local, national and international communities; business; visitors to Drakenstein area; stakeholders and all other spheres of government regarding service delivery within the Municipality.

**How to build on strengths**
Provide a schedule for pre-planned press releases. Set research projects for long term plans. Ensure quicker turn over time for media enquiries.
| Weaknesses | Lack of capacity to write press releases. Slow response to requests for information. Approval time for press releases is too long, risking the dating of information. Information is dependent on other departments. |
| How to improve on weaknesses | To increase capacity to write press releases. To appoint appropriately skilled staff. Greater cooperation and faster response from all role players in providing relevant and accurate information. Ensuring approvals and sign offs happen more quickly to get information to the press in timely manner. |

| Advertising | To buy advertising space various publications and media mediums in English, Afrikaans and Xhosa. To identify and utilise opportunities for free advertisement. Advertising must be utilised to inform communities about service delivery news and public participation opportunities. It should also be utilised to provide feedback from the Municipality to the community. Advertising must adhere to the official language policy of the Western Cape Provincial Government which mandates the use of two of the three official provincial languages: English, Afrikaans and Xhosa. |

| Activity | Placing advertisements in various publications and media mediums as required by the goal of advertisement. |

| Target Audience | External and Internal stakeholders. |

<p>| Type of messages | Service delivery and administrative messages and information. |</p>
<table>
<thead>
<tr>
<th>Time Frame</th>
<th>As the need arises.</th>
</tr>
</thead>
</table>

**Strengths**
Excellent tool to ensure that Afrikaans, English and Xhosa community members are informed in their mother tongue regarding Municipal service delivery news and invited to public participation events. Various mediums also ensure the broadest distribution of a message.

**How to build on strengths**
To advertise more regularly. Identify different strategic mediums that can be used for advertising.

**Weaknesses**
Lack advertising funds. Limited mediums used for advertising.

**How to improve on weaknesses**
To secure more funding for advertising. Find more platforms for free advertising. Find more mediums to use for advertising to maximise impact thereof.

<table>
<thead>
<tr>
<th>Branding</th>
</tr>
</thead>
</table>

Ensure all municipal communication mediums, advertising and branding stock have the correct municipal branding, colours, vision and mission statements where applicable.
Coordinate the media and communication aspects of all Municipal events and make sure the correct, visible branding is used at municipal events.

**Activity**
Coordinating the communication aspects at all municipal events to ensure the optimal usage of municipal branding, creating a source of pride in the visibility of the Municipal brand, vision and mission.

**Target Audience**
External and Internal Stakeholders.

**Type of messages**
Promotion of the corporate image of the Municipality.
<table>
<thead>
<tr>
<th><strong>Time Frame</strong></th>
<th>As the need arises.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td>Excellent tool to ensure effective municipal branding.</td>
</tr>
<tr>
<td><strong>How to build on strengths</strong></td>
<td>To purchase more branding material.</td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td>Lack of funds.</td>
</tr>
<tr>
<td><strong>How to improve on weaknesses</strong></td>
<td>To secure more funding for branding.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Radio</strong></th>
<th>To use community and national radio stations to communicate and promote the image, vision and mission of the Municipality. To utilise the main communicators of the Municipality to promote the Municipality by ways of free air time or paid airtime.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
<td>To source free radio airtime and assure optimum use there-off. To co-ordinate paid for airtime and ensure participants are properly prepared.</td>
</tr>
<tr>
<td><strong>Target Audience</strong></td>
<td>External and Internal Stakeholders.</td>
</tr>
<tr>
<td><strong>Type of messages</strong></td>
<td>Service delivery and administrative messages and information, public participation.</td>
</tr>
<tr>
<td><strong>Time Frame</strong></td>
<td>Scheduled timeslots and as the opportunity arises.</td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td>Excellent tool to engage live with the community.</td>
</tr>
<tr>
<td><strong>Social Media</strong></td>
<td>Communicate directly with community and other stakeholders. Provide information and communication in real time.</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Activity</strong></td>
<td>Compose, post and tweet messages on Social Media pages. Relay messages received to appropriate officers.</td>
</tr>
<tr>
<td><strong>Target Audience</strong></td>
<td>External and Internal Stakeholders.</td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td>Increased direct, real time communication with community and stakeholders. Provides platform for interactive communication with strict controls. It is free.</td>
</tr>
<tr>
<td><strong>Weakness</strong></td>
<td>Not all of the target audience has access to social media devices. Needs to be monitored throughout the day. Most effective if provided with steady stream of information daily.</td>
</tr>
<tr>
<td><strong>How to improve on weaknesses</strong></td>
<td>Identify dedicated person in media office to load and monitor information. Source information from all departments.</td>
</tr>
</tbody>
</table>

| **Mobile Communication** | The creation and implementation of an application or app for the use on mobile communication devices such |
as tablets and phones. This will serve to facilitate a more interactive communication with all stakeholders of the Municipality.

**Activity**
Research and implement the use of an interactive application for communication with stakeholders. The application will serve as real time communication tool making it possible to communicate information immediately. The application ensures that the local, national and international communities, business, visitors, stakeholders and all other spheres of government are informed on all services provided by the Municipality to their clients. It will also enable communication with the Municipality by means of linking it to the Customer Care system to deal with issues raised as directed by the customer care SOP.

**Target Audience**
All stakeholders in the Municipality

**Strength**
Once implemented it will enable real time communication for the Municipality as well as the stakeholders. It is also the most accessible form of direct access to municipal information because it works on mobile devices. It will enable the Municipality to offer a wide variety of services via a mobile internet connection.

**Building on Strengths**
Ensure that the application is continuously updated with relevant information. Determine clear parameters of what services and functions the app must be able to perform.

**Weakness**
To use the app successfully, all mobile devices users must have continuous access to the internet. Once the app is launched, not all stakeholders might be aware of it or load it onto their mobile devices. The range of services provided on the app is insufficient.
<table>
<thead>
<tr>
<th>Customer Care Section</th>
<th>How to improve on weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Marketing must be done to ensure as many stakeholders as possible download and utilise the application. A possible survey should be done to gather information on what services the public would like an app to include.</td>
</tr>
</tbody>
</table>

| Customer Care Section | The Customer Care section communicates and relays communication to relevant sections from the public to the relevant internal departments to be resolved as stipulated by its SOP. The section also relays communication back to the public as provided by relevant communicators where applicable. |

**Activity**
To communicate, assist and provide information to stakeholders who contact the Municipality via email, telephone, website or a mobile application which links to the customer care service.

**Type of Message**
Any message or communication regarding assistance or service delivery.

**Timeframe**
Daily and as required

**Strengths**
Provides direct line of communication to the Municipality for external stakeholders. Provides quick response times for dealing with queries.

**Build on Strengths**
Ensure proper capacity available to deal with incoming communication. Ensure high level of service and professionalism of employees while dealing with customers. Ensure SOP’s are implemented where necessary in dealing with complaints and providing feedback to customers.

**Weakness**
Lack of capacity. Might not meet all the needs of customers. Service levels not satisfactory for customers. Feedback from unit insufficient.
### How to improve weaknesses

Conduct customer satisfaction survey's to measure level of service. Ensure SOP's are in place where necessary. Staff training on how to conduct a professional service which adheres to Batho Pele principals.

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2. **Internal Communication Strategy:**

The Internal Communication strategy refers to any formal internal communication being communicated to the staff as indicated by channels stipulated in 2.1. Any and all internal communication runs via the communication office. The aims of the communication is more specific. The purpose is to inform and communicate to staff necessary information affecting their work environment, the day to day working activities and decisions. The internal communication strategy are guided by the same vision, mission, strategic objectives and values that guides the external Communication Strategy.

#### 2.1 Internal Communications Channels

Internal Communication Channels are as follows:

<table>
<thead>
<tr>
<th>Channel</th>
<th>Types of Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Newsletter</td>
<td>News and information relevant to all staff in municipality</td>
</tr>
<tr>
<td>Intranet</td>
<td>Information, Emergency Communication, Notification</td>
</tr>
<tr>
<td>Notices Printed on Payslips</td>
<td>Information, Emergency Communication, Notification</td>
</tr>
<tr>
<td>Notice Boards</td>
<td>Information, Emergency Communication, Notification</td>
</tr>
<tr>
<td>Communication via Email</td>
<td>Information, Emergency Communication, Notification</td>
</tr>
<tr>
<td>Municipal Communication Forum</td>
<td>Information sharing, Best practice sharing</td>
</tr>
</tbody>
</table>
2.2 Communicators
The messengers are the Mayor and the Municipal Manager or any person they assign the task to.

2.3 Internal Communication Objectives
The objectives of internal communications are:

- Raise awareness, promote and provide feedback regarding initiatives/projects of the Municipality.
- Ensure informative, professional, and regular communication is directed and sustained with employees.
- Ensure transparency at local government level.
- Ensure the best possible standards of service delivery.
- Promote Vision, Mission and Batho Pele principles.
- Ensure employees are informed to provide best levels of service to public.
- Create environment where staff are informed and satisfied.
- Share accomplishments of staff for motivational purposes.

2.4 Action Plan for Internal Communication
In order to guide implementation of this Communication Strategy, Drakenstein Municipality will develop an annual Action Plan for each respective year of the 2014-2018 period. Subsequent to adoption by Council, this Communication Strategy will be reviewed/updated when necessary. The Action Plan however will be developed on an annual basis to ensure alignment with any revisions to Drakenstein’s IDP.

A review of the IDP, projects and programmes of the Service Delivery Budget Implementation Process (SDBIP), and other municipal processes should form the basis of the communication planning. The SDBIP is an important source of information as the budget gives effect to the strategic priorities of the Municipality.
**Internal Newsletter**
The Internal Newsletter transmits messages in a synchronized manner with the intranet. This is to ensure that all staff members get relevant and updated messages and information. The monthly distribution of the Internal Newsletter promoting the corporate image, culture and information needs of employees.

**Activity**
Production of an Internal Newsletter. Sourcing of information from various departments, planning ahead to give all contributors sufficient time to prepare newsletter contributions.

**Target Audience**
Municipal Officials

**Type of messages**
Staff related messages and information.

**Time Frame**
Monthly

**Strengths**
Excellent information tool for officials.

**How to build on strengths**
To feed the staff newsletter with more information. Determine information needs of staff.

**Weaknesses**
Cooperation from departments within the municipality to provide information regarding activities within the different departments. Currently information not relevant.

**How to improve on weaknesses**
To identify an official in every department to provide information regarding the department’s activities. Set cut off dates for contributions. To source more relevant information from all departments.

**Intranet**
The Intranet transmits messages in a synchronized manner with the Internal Newsletter and the Municipal...
website. This is to ensure that all staff members get relevant and updated messages and information. The Intranet promotes the corporate image, culture and information needs of employees.

**Activity**
Updating the Intranet.

**Target Audience**
Municipal Officials

**Type of messages**
Staff related messages and information.

**Time Frame**
Daily

**Strengths**
Excellent information tool for officials.

**How to build on strengths**
To feed the Intranet with more information.

**Weaknesses**
Cooperation from departments within the municipality to provide information regarding activities within the different departments.

**How to improve on weaknesses**
To identify an official in every department to provide information regarding the department's activities.

<table>
<thead>
<tr>
<th>Notices printed on pay slips</th>
<th>Notices are printed on pay slips as a form of communicating with the staff especially regarding confidential information.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
<td>Printing of notices on pay slips</td>
</tr>
<tr>
<td><strong>Target Audience</strong></td>
<td>Municipal Officials</td>
</tr>
<tr>
<td><strong>Type of messages</strong></td>
<td>Staff related and confidential messages and information.</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Time Frame</strong></td>
<td>Monthly</td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td>Excellent information tool for officials.</td>
</tr>
<tr>
<td><strong>How to build on strengths</strong></td>
<td>To communicate more information on the pay slips.</td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td>Cooperation from departments within the municipality to provide information regarding activities within the different departments.</td>
</tr>
<tr>
<td><strong>How to improve on weaknesses</strong></td>
<td>To identify an official in every department to provide information regarding the department's activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Notice Boards</strong></th>
<th>Notices on municipal Notice boards are placed to inform the staff regarding staff related information and events.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
<td>Placing notices on municipal notice boards.</td>
</tr>
<tr>
<td><strong>Target Audience</strong></td>
<td>Municipal Officials</td>
</tr>
<tr>
<td><strong>Type of messages</strong></td>
<td>Staff related messages and information.</td>
</tr>
<tr>
<td><strong>Time Frame</strong></td>
<td>Weekly or as the need arises.</td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td>Excellent information tool for officials.</td>
</tr>
</tbody>
</table>
| Communication Messages via e-mail | How to build on strengths  
To communicate more information on Notice boards. |
|----------------------------------|--------------------------------------------------------------------------------------------------|
|                                  | **Weaknesses**  
Cooperation from departments within the municipality to provide information regarding activities within the different departments. |
|                                  | **How to improve on weaknesses**  
To identify an official in every department to provide information regarding the department’s activities. |

<table>
<thead>
<tr>
<th>Communication Messages via e-mail</th>
<th>Communication messages are sent via e-mail to inform staff regarding staff related information and events.</th>
</tr>
</thead>
</table>
|                                  | **Activity**  
Sending messages via e-mail. |
|                                  | **Target Audience**  
Municipal Officials |
|                                  | **Type of messages**  
Staff related messages and information. |
|                                  | **Time Frame**  
Daily |
|                                  | **Strengths**  
Excellent information tool for officials. |
|                                  | **How to build on strengths**  
To communicate more information via e-mail. |
|                                  | **Weaknesses**  
Cooperation from departments within the municipality to provide information regarding activities within the different departments. |
<table>
<thead>
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<th>How to improve on weaknesses</th>
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<td>To identify an official in every department to provide information regarding the department’s activities.</td>
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</table>

<table>
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<th>Municipal Communication Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Municipal Communication Forum, represented by each directorate within the municipality, meets monthly. This ensures the coordination of communication activities and development of the municipality’s communication capacity. Through this forum all municipal activities are brought under the attention of the Media and Communication Unit.</td>
</tr>
</tbody>
</table>

**Activity**
The facilitation and coordinating of the Municipal Communication Forum.

**Target Audience**
External and Internal Stakeholders.

**Type of messages**
Service delivery and administrative messages and information.

**Time Frame**
Monthly

**Strengths**
Excellent tool to gather information regarding municipal activities and service delivery.

**How to build on strengths**
To meet more regularly.

**Weaknesses**
Lack of cooperation from directorates.

**How to improve on weaknesses**
To identify an official in every department to provide information regarding the department’s service delivery.