The Msunduzi Municipality

DRAFT COMMUNICATION STRATEGY 2012/2013

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BACKGROUND AND LEGAL FRAMEWORK

As guided and inspired by the Legal framework that includes the Constitution of the Republic of South Africa, The Municipal Systems Act 32 of 2000, as well as The Municipal Structures Act No.117 0f 1998, The Msunduzi Municipality Communication Strategy seeks to address the communication needs of the Municipality by strategically managing information flow with relevant target groups, and also to ensure that communication in all spheres of government is driven by coherent messages, under an archiving Five Year Theme "**TOGETHER WE CAN DO MORE**". This strategy is inspired by the policies of Government, the gist of which is "**THE CREATION OF AND PROMOTING A BETTER LIFE FOR ALL"**. As the Legislative and Administrative Capital of the province, the Msunduzi Municipality has a responsibility of leading this drive through an effective Communications Strategy, which talks to that of the Province, and eventually THE KEY PRIORITIES of National Government.

1.1 Section 195 of the Constitution of the Republic of South Africa,

Prescribes that Municipalities administration, is governed by the democratic values and principles enshrined in the Constitution. The principles are the following:

- Public Administration must be accountable.

- Transparency must be fostered by providing the public with timely, accessible and accurate information.

- The People's needs must be responded to, and the public must be encouraged to participate in policy making.

1.2 Section 6 of the Municipal Systems Act

Requires the Municipalities administration to:

- Be responsive to the needs of the local community.

- Facilitate a culture of public service and accountability amongst staff.

- Take measures to prevent corruption.

- Establish clear relationships, and facilitate co-operation and communication between it and the local community.

- Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive and;

- Inform the local community how the municipality is managed, of the costs involved and the persons in charge.

- All the statutory duties referred to above, have one common theme and requirement that they impose on the municipality, namely to communicate internally between different structures and persons to communicate with the local community.

1.3 Intergovernmental Relations Act, no.13 of 2005

The Constitution provides for a three-sphere government system, constituted as National, Provincial and Local spheres. These spheres are characterised by their distinctiveness,

interdependence and interrelatedness. The Constitution further states that an Act of Parliament must establish or provide for structures and institutions to promote and facilitate intergovernmental relations and provide for appropriate mechanisms and procedures to facilitate settlement of intergovernmental disputes.

1.4 The Municipal Systems Act no. 32 of 2000 (section 55(1)

States that the Municipal Manager, in his capacity as head of administration is, subject to the policy directions of the Municipal Council, responsible and accountable for, among other things;

- Managing communications between the Municipality's administration and its political structures and political office bearers.

1.5 The Municipal Structure's Act no 117 of 1998

States that the Municipality must annually review the following:

- The needs of the community.

- Its priorities to meet those needs

- Its processes for involving the community

- Its organisational and delivery mechanisms for meeting the needs of the community; and

- Its overall performance in achieving its objectives.

- It is further required to develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

VISION 2035

THE CITY OF CHOICE, SECOND TO NONE

2. VISION STATEMENT

A SAFE, VIBRANT CITY IN WHICH TO LIVE, LEARN, RAISE A FAMILY, WORK, PLAY AND DO BUSINESS.

3. MISSION STATEMENT

TO STABILIZE THE AFFAIRS OF THE MUNICIPALITY AND ENSURE THAT THE MUNICIPALITY FUNCTIONS EFFECTIVELY AND IN A SUSTAINABLE MANNER IN DELIVERING SERVICES TO THE COMMUNITY.

4. OBJECTIVES OF STRATEGY

- To comply with the legal obligations as prescribed in the Constitution and other relevant Acts of Government in the upholding of Democratic values and Principles.

- To provide a mechanism of communication between the Municipality, the community and other sector departments and stakeholders.

- To promote and make public aware of the programmes undertaken by the municipality, as well as understanding the functioning of the municipality in its mandate to bring services to the people.

- To communicate with the community on business opportunities available to improve Local Economic Development.

- To encourage co-operation among government departments as well as the different spheres of government, in the spirit of Intergovernmental Relations.

- To ensure that we are a transparent, open, accountable and responsive local government.

- That we create and maintain a good working relationship with the media.

- To market and promote the Msunduzi Municipality to local and international tourists and potential investors, and to attract big events to the city.

- To encourage communication between various municipal departments, and between the politicians and officials so that we do not send conflicting messages to the public.

- To create an interest to the public to play a role in improving different environments within the municipality.

5. ENVIRONMENTANALYSIS

The Municipality was subjected to a Constitutional section 139 1(B), which effectively put the municipality under the administration of the Province. As a result of this section being implemented, there were changes made to the administration of the Municipality, which also resulted in investigations and suspensions. This had a tremendous negative effect to Staff morale and the Municipality in general.

INTERNAL
- Low staff morale.
- Anxiety and uncertainty as a result of the organogram not being finalised.
- Budget shortcomings affecting the delivery of services.
- Service Delivery challenges.
- Ageing Infrastructure.
- Anger about strict controls on overtime.
- Vacant critical positions.
- Uncertainty about positions by staff, now and in the future.
- Resistance to conform to new developments in some quarters.
- Negative Image of the Municipality.
- Distrust among staff members.
- Lack of or old policies and by laws.

EXTERNAL
- Discredited Image of the Municipality.
- Robust negative media coverage.
- Lack of confidence by public.
- Unhappy Rate Payers about rates and tariffs..
- Money owed to the municipality by Government Departments, Business and the public.
- Service Delivery challenges especially electricity and potholes.
- Stealing of electricity and water.
- Reluctance to pay for services.
- Untimely or late payments to service providers

POSITIVE

- Appointment of Municipal Manager.

- Appointment of CFO and DMM Infrastructure Services.

- CoGTA secondments of DMM Community Services and Development services.

- Strong political leadership.

- Unanimous and credible budget process.

- Existence of the Financial Recovery Plan and improving financial sustainability.

- New Organisational Structure-Work in progress.

- New Developments (Chota Motala interchange, Tourism Hub, New England Road widening, Copesville and Mason's Mill reservoirs, etc)

- Fully functional Portfolio Committees.

- Filling in of funded vacant critical posts.

- Procuring of Landfill Compactor, seven Waste Compactors and over 100 vehicles to improve on service delivery.

- Formation of a functional MPAC.

- Improvements at the Pietermaritzburg Airport for R40Million.

- Pietermaritzburg Urban Renewal Programme.

- Integrated Rapid Public Transport Network.

- Approval and adoption of the IDP Process Plan for 2012/2013.

6. COMMUNICATION MESSENGERS, AUDIENCE, CHANNELS & TOOLS

COMMUNICATION MESSAGES AND THEMES

It is very important for all who are involved with the Municipality, to understand the Themes and Messages that ought to be communicated, which by and large articulate it's position and how the Municipality wants to be perceived by its customers and citizens. The messages and Themes are as follows:-

- Msunduzi Municipality is the Capital of the province of KwaZulu-Natal.

- Msunduzi Municipality belongs to all its residents.

- Pietermaritzburg is the CITY OF CHOICE, SECOND TO NONE.

- Economic opportunities will be created through our supply chain management.

- Msunduzi Municipality will turn-around to claim its rightful place as the Capital of KZN.

- Service Delivery will be improved.

- Corruption will be severely dealt with.

- Msunduzi will be the events Capital of the province.

- Pietermaritzburg/Msunduzi is a clean City.

- Pietermaritzburg/Msunduzi is a caring City.

MESSENGERS

- Mayor.

- Deputy Mayor.

- Speaker.

- Section 57 Managers

- All Councillors.

- Municipal Manager.

- Strategic and Executive Managers

- All Managers

- Municipal Spokesperson.

- Staff

- Msunduzi Municipality Junior Council.

AUDIENCE

- Community

- Ratepayers

- Media

- Government

- Stakeholders

- Sector Departments

- Business Community.

- Municipal Employees.

- Investors.

- Tourists.

- Political Structures.

INTERNAL COMMUNICATION CHANNELS AND TOOLS

- All meetings of Council

- Strategic Management Committee Meetings and Operations Management Committee meetings

- Staff meetings.

- Intranet.

- Workshops.

- E-mail.

- Municipal Newspaper.

- Notice boards.

- Water and Lights accounts.

- Corporate Communication

- Internal Newsletter

- Website

N.B In the absence of the person in charge of a Section or Department, all forms of communication must be directed for the attention of the person appointed to act in the absence of the Principal, and copied to the executive secretary.

EXTERNAL COMMUNICATION CHANNELS AND TOOLS

- Local Newspapers.

- Radio Stations.

- Website.

- IDP Izimbizo.

- Ward Committee meetings.

- Annual Report.

- National and International days.

- Stakeholder Forums.

- Marketing events and promotional tools like brochures, posters, banners and pamphlets.

MEDIA

The Municipality shall within its Communications Department, have a Spokesperson for the Municipality. The Spokesperson shall be responsible for the following:-

1. Making media statements on behalf of the Municipality.

2. Respond to queries from the media, on behalf of the Municipality.

3. Consulting with various Municipal Departments in formulating responses to the media.

Only The Mayor, The Deputy Mayor, The Speaker, the Chief Whip, EXCO members and the Municipal Manager can respond to the media, or send statements to the media on behalf of the Municipality other than the Spokesperson. No Official or Councillor will respond or send statements to the media, unless given permission to do so by the Municipal Manager if it's an official and by the Mayor or Speaker if it's a Councillor.

7. **TYPES OF EVENTS**

There are a number of events, which are different in nature, which are undertaken by the Municipality on its own, or in partnership with other stakeholders, which could be Sector Departments, Public Enterprises, Private organisations and Associations etc. These events are divided into 5 categories which are as follows:-

7.1 NATIONAL EVENTS

- Human Rights Day.

- Freedom Day.

- Worker's Day.

- Youth Day.

- Women's Day.

- Heritage Day.

- World Aids Day.

- African Renaissance

7.2 CULTURAL AND RELIGIOUS EVENTS.

As per the policy of the Municipality.

7.3 LEGISLATIVE EVENTS

- IDP izimbizo

- Budget izimbizo

- Stakeholder forums.

- Mayoral games.

- 16 Days of Activism.

7.4 MARKETING AND TOURISM EVENTS

- Comrades Marathon.

- Duzi Canoe Marathon.

- Midmar Mile.

- BMX World Championships

- MTB World Championships

- Royal Show.

- Art in the Park.

- Cars in the Park.

- National events.

- International events.

- Nelson Mandela Day Marathon

7.5   LOCAL EVENTS

- Civic Honours.

- Nelson Mandela Schools Speech Contest.

- Edendale Marathon.

- Christmas tree lighting.

- Library information week.

- Arts and Music

8. CORPORATE IDENTITY

The identity of the municipality cannot be compromised in any form of communication. All departments and or sections will have a standard form of communication, using only the approved logo(s), documents and any other approved mechanisms of communication, both internally and externally, as per Msunduzi Municipality Corporate Image manual and policy.

- The Manager: Marketing and Communications is responsible for the production of the Corporate Image Manual and Policy.

- Official communication material and logo must be used for official purposes only.

- The branding of vehicles forms part of the corporate identity.

- Branding at events can only be as per corporate identity policy.

- It is the responsibility of all managers to ensure that corporate identity policy is adhered to.

- There shall be one diary and one official calendar for the municipality. Departments are not allowed to produce their own calendars and diaries, as this affects the corporate identity of the organisation.

9. THE MSUNDUZI MUNICIPALITY LOGO

The Municipality logo as it is now, does not effectively and clearly identify who we are. Are we Msunduzi or are we Pietermaritzburg. We need to have one logo for the Municipality (Msunduzi) which talks to service delivery issues and the demarcation implications. We then need to have a Pietermaritzburg logo (City of Choice) which talks to issues of Marketing, tourism, investor attraction etc. Through this we shall have clarified issues and the difference between the Municipality and the City. This is the case with several municipalities in the country. There is for an example a logo for Durban as a City, and a logo for EThekwini as a municipality.

10. THE MSUNDUZI MUNICIPALITY WEBSITE

The website represents a very critical aspect in the imaging of the municipality. The look and feel of the website has to be of international standard. First and foremost, it has to comply with the law, in terms of documents that must be uploaded for public access. Regular updates and fresh information cannot be compromised. The website is the face of the organisation, it speaks for the organisation. One outdated picture is bad enough to give the municipality a bad image.

11. A PHASED IN COMMUNICATION PROGRAMME

11.1 PHASE 1-Pre-launch

- Circulating the draft to stakeholders for comments and input. E.g. EMT, SMT

- Tabling of draft to the Executive Committee for comments and input.

- Inviting public input.

- Tabling of draft to Full Council for adoption.

11.2 PHASE 2- Launch of Strategy

- Communicate the strategy to the employees.

- Launch the Communications strategy.

- Submit strategy for noting by the District Communications Forum for forwarding to the Mayoral Committee then for noting by the District Council.

- The strategy will be forwarded to the Provincial Department of Co-operative governance and Traditional Affairs, then to the National Department COGTA, and for noting by the Chief Director: GCIS.

11.3 PHASE 3-Implementation Phase

- An implementation plan will be drawn up so that all role players adhere to the communications strategy.

12. STRUCTURES AND PROCESSES

- Msunduzi Communications Forum: Terms of reference have been drawn up, and the forum to be established no later than 31st October 2012..

- 10.2 uMgungundlovu District Communications Forum: The Head of Communications for Msunduzi, to sit on this forum.

- The Provincial Communications Forum: The Msunduzi Head of Communications to sit on this forum if required to do so.

THE END