

MSUNDUZI MUNICIPALITY



DRAFT COMMUNICATION STRATEGY

2010/11

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1 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 Of 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”**. In his inaugural State of the Province Address, the Premier of KwaZulu-Natal, Dr.Zweli Mkhize, elaborated on this theme, and directed that **“A HOPE FOR A BETTER FUTURE”** is what should inspire the provinces programme of action. 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, 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.

2 VISION 2035

THE CITY OF CHOICE

2.1 VISION STATEMENT

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

2.2 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.

3 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.

4 ENVIRONMENTAL ANALYSIS

The Municipality was ~~upgraded~~ to a Constitutional section 139(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 has certainly had a tremendous effect to Staff and the Municipality in general.

4.1 INTERNAL

- Low staff morale.
- Anxiety and uncertainty as a result of the municipality being under Provincial Administration.
- Budget shortcomings because of cash-flow problems.
- Service Delivery challenges.
- Anger about overtime stoppage.
- Uncertainty about positions by staff, now and in the future.
- Ongoing investigations.
- Negative Image of the Municipality.
- Distrust among staff members.

4.2 EXTERNAL

- Discredited Image of the Municipality.
- Robust negative media coverage.
- Lack of confidence by public.
- Rate Payers feel they have been let down.
- Money owed to the municipality by Government Departments, Business and the public.
- Service Delivery challenges.
- Perceived political interference.
- Payments owed to service providers
- 2011 Local Government elections.

4.3 POSITIVE

- New Mayor and Executive Committee.
- Turn- around strategy-Work in progress.
- New Organisational Structure-Work in progress.

- Construction of mall(s) in Edendale and other developments.
- 2010 BMX World Championships.
- World Cup Public Viewing Areas.
- Friends of the City Initiative.
- MIDI
- City Hall improvements.
- Approval of adjustment Budget and launching of projects e.g. Non-Revenue Water.

5 COMMUNICATION MESSENGERS, AUDIENCE, CHANNELS & TOOLS

5.1 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.
- 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 must be a clean City.
- Pietermaritzburg/Msunduzi is will be a caring City.

5.2 MESSENGERS

- Mayor.
- Deputy Mayor.
- Speaker.

- Executive Members.
- All Councillors.
- Municipal Manager.
- Strategic and Executive Managers
- All Managers
- Municipal Spokesperson.
- Staff

5.3 AUDIENCE

- Community
- Ratepayers
- Media
- Government
- Stakeholders
- Sector Departments
- Business Community.
- Municipal Employees.
- Investors.
- Tourists.
- Political Structures.

5.4 INTERNAL COMMUNICATION CHANNELS AND TOOLS

- Staff meetings.
- Intranet.
- Workshops.
- E-mail.
- Municipal Newspaper-uMphithi.
- Notice boards.
- Water and Lights accounts.

- Billboards.
- Internal Newsletter

5.5 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.

6 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:-

6.1 NATIONAL EVENTS

- Human Rights Day.
- Freedom Day.
- Worker's Day.
- Youth Day.
- Women's Day.
- Heritage Day.
- World Aids Day.

6.2 CULTURAL AND RELIGIOUS EVENTS.

6.3 LEGISLATIVE EVENTS

- IDP izimbizo
- Budget izimbizo
- Stakeholder forums.
- Mayoral games.
- 16 Days of Activism.

6.4 MARKETING AND TOURISM EVENTS

- Comrades Marathon.
- Duzi Canoe Marathon.
- Midmar Mile.
- Royal Show.
- Art in the Park.
- Cars in the Park.
- National events.
- International events.

6.5 LOCAL EVENTS

- Civic Honours.
- Nelson Mandela Schools Speech Contest.
- Fantasia.
- Edendale Marathon.
- City Tour.
- Christmas tree lighting.
- Library information week.
- Arts and Music

6. 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.

- The Executive: Human Resource Management (acting) will be responsible for proposals of Official Documents to be used by Officials and Politicians in their communication representing the Municipality. The Executive will be responsible for the following:-
- The type and format of communication material to be used by the Msunduzi Municipality, e.g. letterheads, folders, business cards, name tags , correct logo etc.
- Producing standard communication tools, e.g. memos, notices etc.
- Official communication material and logo must be used for official purposes only.
- It is the responsibility of all managers to ensure that corporate identity guidelines are adhered to.
- There shall be one diary and one official calendar for the municipality. These will be ordered through the communications office. Departments are not allowed to produce their own calendars, as this affects the corporate identity of the organisation.

6.6 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 EThekweni as a municipality.

6.7 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. 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.

7 A PHASED COMMUNICATION PROGRAMME

7.1 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.

7.2 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.

7.3 PHASE 3-Implementation Phase

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

8 STRUCTURES AND PROCESSES

- Msunduzi Communications Forum: Each Department or Business Unit, to identify a person to sit on this forum, to be chaired by the Head of Communications.
- 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.