



OSHANA  
REGIONAL COUNCIL  
**COMMUNICATION  
STRATEGY**

2024  
-  
2029

# HIGH LEVEL STATEMENTS

The Oshana Regional Council was established with effect from 31 August 1992 under Section 2 (1) of the Regional Councils Act, 1992 (Act 22 of 1992).

## MISSION

Oshana Regional Council is committed to govern, plan, and coordinate the implementation of social economic development programmes for sustainable development and improvement of the living standards of the inhabitants.

## VISION

Our vision is to be a leading region in the provision of socio-economic development and improved quality of life for inhabitants.

## CORE VALUES

### Integrity

The quality of being honest and having strong moral principles. We will operate under the auspice of integrity, behaves ethically and do the right thing, even behind closed doors.

### Transparency

We will be open to public scrutiny in all our actions taken

### Accountability

Being answerable to the people we serve

### Responsiveness

To act promptly and effectively to community needs. An institution that responds to its clients and stakeholders within a reasonable time frame

### Inclusiveness

We ensure that our actions include all groups of people and treat them fairly and equally

### Innovative

To come up with new ideas, methods and techniques for serving our clients

# Preface

In an era defined by dynamic transformations and unprecedented challenges, effective communication is not merely an administrative task but the lifeblood of good governance. As the regional government, we recognize the paramount significance of clear, transparent, and inclusive communication in our service to the citizens and communities we represent.

This communication policy stands as a testament to our unwavering commitment to open dialogue, accountability, and the principles that underpin a thriving democracy. It is a guidepost to ensure that our communication practices resonate with the core values of transparency, accessibility, and responsiveness.

Our regional government is deeply rooted in the notion that effective communication is a two-way street, where both the conveyors and recipients play vital roles. This policy encapsulates the spirit of engagement with our diverse stakeholders - from our esteemed citizens and local businesses to our dedicated employees and elected officials.

The foundation of this policy is built upon the belief that every voice matters, that every question deserves an answer, and that every concern warrants attention. We endeavor to create an environment where information flows freely, where feedback is embraced, and where diverse perspectives are valued and integrated into our decision-making processes.

Our commitment to responsible communication extends to addressing crises and emergencies. In these times of uncertainty, this policy guides our response, ensuring that information is disseminated promptly and effectively to safeguard the welfare of our community.

Furthermore, we acknowledge that the landscape of communication is ever-evolving. This policy is not static but a living document, adapting to the changing technologies and the unique needs of our regional government and its stakeholders.

As we embark on this journey, we thank all those who have contributed their insights, experiences, and wisdom to the development of this communication policy. We invite you, our stakeholders, to actively participate in its implementation, to hold us accountable, and to be partners in our commitment to transparency, inclusivity, and responsible communication.

In our shared pursuit of effective communication, we strive for a regional government that is accessible, responsive, and connected to the needs of our citizens and the communities we serve. Together, we shall continue building a stronger, more engaged, and forward-thinking region.

With great optimism and dedication,

**Sincerely,**



**Hon. Andreas Utoni**

**Chairperson, Oshana Regional Council**

# Acknowledgement

This Communication Strategy serves as a living document that will guide our communication practices, strengthen our relationships, and enhance our ability to serve the region. Together, we are building a brighter and more connected future.

We extend our sincere appreciation and gratitude to all those who contributed to the development of our organization's communication strategy. This strategy represents a significant milestone in our commitment to transparent, effective, and inclusive communication.

***We wish to express our heartfelt acknowledgment to the following individuals and groups:***

***Regional Leadership:***

We acknowledge the leadership and guidance provided by our political office bearer in championing the cause of effective communication within our regional government.

***Communication Team:***

We commend the hard work and dedication of our Senior Public Relations Officer Ms. Elly Ashikoto and Mr. Moses Matatias, Deputy Director Administration who worked tirelessly in the creation and implementation of this strategy.

***Stakeholders and Partners:***

We appreciate the input, feedback, and collaboration of our valued stakeholders, including citizens, local businesses, and partner organizations.

***Citizen Feedback:***

We are grateful for the insights and concerns shared by our citizens, which have been instrumental in shaping this strategy to better serve our community.

***The Public:***

We value the trust and confidence placed in our regional government by the public, and we are committed to delivering on the promises outlined in this strategy.

The Regional Council's Communication Strategy is a reflection of our shared dedication to creating an open, responsive, and accountable government that meets the needs and expectations of our diverse community. Your contributions have been invaluable in shaping this strategy, and we look forward to your continued support and collaboration in its implementation.

Thank you for your commitment and support.

***Sincerely,***



***Ms Teopolina Hamutumua  
Chief Regional Officer  
Oshana Regional Council***

# EXECUTIVE Summary

In an ever-evolving global landscape, effective communication is fundamental to achieving the Regional Council's goals and objectives. This strategy outlines a comprehensive plan to promote transparency, inclusivity, and alignment with Oshana's values and mission. The goal of this strategy is to provide a framework for creating a consistent, customer-centric message in all communication with our stakeholders. This strategy serves as a guide for developing tactical communication plans. It is a living document that will be modified when necessary.

## **Objectives:**

**1. Transparency:** To establish a culture of openness and transparency in all internal and external communication, ensuring that stakeholders have access to accurate and up-to-date information.

**2. Inclusivity:** To create a communication framework that actively involves all stakeholders, encouraging diversity of thought and ensuring that voices from all backgrounds are heard and valued.

**3. Alignment:** To align communication efforts with the Regional Council's mission and core values, fostering a consistent and coherent message across all channels and platforms.

The "Fostering Transparent and Inclusive Communication" strategy is a pivotal initiative for Oshana, focusing on building trust, collaboration, and synergy among stakeholders. By implementing this strategy, Oshana Regional Council aims to foster an environment where open and inclusive communication becomes the cornerstone of the organization's success, ultimately advancing its mission and values. This strategy will provide a solid foundation for the Council's continued growth and its commitment to transparent and inclusive communication practices.

# Acronyms

Abbreviation	Term
PRO	Public Relations Officer
CRO	Chief Regional Officer
GRN	Government of the Republic of Namibia
OMAs/RCs	Offices/ Ministries /Agencies /Regional Councils
EXCO	Executive Management
RMC	Regional Council Meeting
OPM	Office of The Prime Minister
MURD	Ministry of Urban and Rural Development
ONARC	Oshana Regional Council

# Table of Content

<b>i) Preface</b>	<b>3</b>
<b>ii) Acknowledgement</b>	<b>4</b>
<b>iii) Executive Summary</b>	<b>5</b>
<b>1. Introduction</b>	<b>8</b>
<b>2. Background</b>	<b>8</b>
<b>3. SITUATION ANALYSIS</b>	<b>9</b>
3.1 METHODOLOGY	9
Table 1: SWOT ANALYSIS	9
· Strengths:	9
· Opportunities:	9
· Weaknesses:	9
· Threats	10
<b>4. COMMUNICATION GOALS AND OBJECTIVES:</b>	<b>10</b>
4.1 Increase Community Awareness	10
4.2 Proactively Disseminate Information	10
4.3 Provide Accessible Communication	10
4.4 Strengthen Relationships	10
4.5 Promote Council Image	10
4.6. Promote Confidentiality	10
<b>5. TARGET AUDIENCE</b>	<b>11</b>
Figure 1: Oshana Stakeholder mapping	11
EXTERNAL STAKEHOLDERS	11
INTERNAL STAKEHOLDERS	11
<b>6. KEY MESSAGES:</b>	<b>12</b>
Table 2: Communication Strategy Target Audience and Key Messages	12
<b>7. COMMUNICATION CHANNELS/TOOLS</b>	<b>14</b>
7.1 INTERNAL COMMUNICATION	14
7.1.1 INTERNAL COMMUNICATION CHANNELS	14
· Electronic Newsletter	14
· Internal Memoranda	14
· Notice Boards	14
· WhatsApp Group	15
· Emails	15
7.2 External Communication	15
7.2.1 EXTERNAL COMMUNICATION CHANNELS	15
· Annual Reports	15
· Newspaper	15
· Radio	15
· Television	16
· Interviews	16
· Social Media	16
· Website	16
· Media Relations	16
· Print and audio-visual material Production	17
· Exhibitions and Trade Fairs	17
· Corporate Advertising	17
· Promotional Items and Attire	17
· Meetings And Workshops	17
<b>8. ROLES AND RESPONSIBILITIES</b>	<b>18</b>
8.1 Principal Spokespersons	18
8.2 Members Of Management And Regional Councillors	18
8.3 Public Relations Officer	18
8.4 Exco Members (Directors And Deputy Directors Regional Heads	19
<b>9. CORRESPONDENCE/RECORDS</b>	<b>19</b>
<b>10. CORPORATE IMAGE AND IDENTITY</b>	<b>20</b>
10.1 The following Corporate image guidelines SHOULD apply:2	20
<b>11. CRISIS COMMUNICATION</b>	<b>21</b>
<b>12. CONFIDENTIALITY</b>	<b>22</b>
<b>13. MONITORING AND EVALUATION</b>	<b>22</b>
<b>14. CONCLUSION</b>	<b>23</b>
<b>15. APPENDIX 1</b>	<b>24</b>
15.1 Communication Implementation plan	24
<b>16. APPENDIX 2</b>	<b>28</b>
16.1 Findings from the external and internal communication survey	28
<b>17. APPENDIX 3</b>	<b>39</b>
17.1 Letter head Sample	39
<b>18. APPENDIX 4</b>	<b>40</b>
<b>19. LOGO</b>	<b>40</b>



# 01

## Introduction

The Oshana Regional Council's communication strategy serves as a vital framework for fostering effective communication within the regional government. This communication strategy, is rooted in a commitment of transparency, accessibility, and engagement, and it is designed to facilitate the region's pursuit of, ensuring that the Council remains responsive to the needs and aspirations of its diverse stakeholders.

# 02

## Background

The Strategic Plan for Regional Councils for the period 2017 to 2022 identified inadequate communication as one of the key strategic obstacle that hampers the Regional Council's ability to fulfill its responsibilities as outlined in the Councils Act of 1992 (Act 22 of 1992).

Being a public organization led by elected officials, it is essential for the Regional Council, to keep its constituents, informed about their mission, goals, and strategic initiatives. It is also crucial to promote the various activities, events, programs, services, and policies that align with and support these objectives and strategic plans of the Council.

The Communications Strategy of Council is derived from the Government Communication Strategy 2018/2020 as reviewed in 2023. This strategy is the first step of putting in place a workable document which will make the flow of information in the Regional Council to be effective and flexible enough to execute specific tasks as Council strive toward attaining its Mission and Vision statements.

The strategy will as well establish clear demarcations on how information around the Council should be handled internally and externally.



# 03

## Situational **ANALYSIS**

To evaluate the effectiveness of the Oshana Regional Council's current communication methods, it was essential to pinpoint any communication challenges and necessities. This, in turn, would facilitate the creation of a thorough communication strategy for the Regional Council, serving as a foundation for all communication initiatives. Thus, a detailed communication audit was carried out from June to August 2023, for both internal and external stakeholders.

### 3.1 METHODOLOGY

Self-administered questionnaires were distributed to internal and external stakeholders at national and regional level with a response of 80% per cent achieved

*Key findings are summarized below in the SWOT table while the detailed report is attached to this strategy document as Appendix 2.*

**Table 1: Swot Analysis**

<b>Strengths:</b>	<b>Opportunities:</b>
Dedicated Management Team Political buy-in and support Clear vision, mission, values and strategies	Improved community support and participation Enhance relationships with stakeholders Culture of service excellence Greater customer satisfaction Enhanced Credibility
<b>Weaknesses:</b>	<b>Threats</b>
Council only has one person dealing with PR activities Poor channeling of information	Insufficient resources to implement communication plan



# 04

## Communication **GOALS AND OBJECTIVES**

The goal of this strategy is to provide a framework for creating a consistent, customer-centric message and to promote the dissemination of accurate information to all stakeholders.

**The Primary Objectives are as follows:**

### 4.1

#### **INCREASE COMMUNITY AWARENESS**

To increase community awareness and understanding of what we do, the services, activities, projects, planning and decision making processes we administer and demonstrate our achievements.

### 4.2

#### **PROACTIVELY DISSEMINATE INFORMATION**

To proactively deliver clear, accessible, timely, relevant and targeted information in ways that best meet the local interests and needs of our community.

### 4.3

#### **PROVIDE ACCESSIBLE COMMUNICATION**

To provide informative, accessible, interactive, and agile communication with digital services that meet the needs of our community.

### 4.4

#### **STRENGTHEN RELATIONSHIPS**

To strengthen relationships within our community, through communication activities, to increase confidence, change behaviour and perception where necessary, and support the development of trust through a whole Council approach to engagement. And to ensure an effective, attentive and motivated workforce through good internal communication within the Council.

### 4.5

#### **PROMOTE COUNCIL IMAGE**

To build our reputation and identity through consistent messaging and an engaging visual presence. Present a clearly identifiable and approachable corporate brand that reflects our identity.

### 4.6

#### **PROMOTE CONFIDENTIALITY**

Guard against the unlawful disclosure of official information.

# 05

## Target **AUDIENCE**

Figure 1: Oshana Stakeholder mapping



# 06

## Key MESSAGES

To align with the Regional Council's strategic objectives effectively, the Communication Strategy should naturally prioritize engaging both its internal and external stakeholders.

The primary message that will be conveyed to all stakeholders through communication efforts is the Regional Council's strong commitment to advancing the socio-economic and physical development of the region. We are responsible for delivering a wide range of services to communities across the Region. Our message and approach to individuals, groups and organisations will vary depending on the purpose of the communication.

By learning what Council is doing, why we do it and how we support the community that we all live and work in, creates an open environment for two way conversations. Communicating openly and honestly will help, over time to build trust in our community.

To amplify this central message, individualized messages tailored to specific target audiences will be disseminated through communication channels that's suitable as developed in the below table.

**Table 2: Communication Strategy Target Audience and Key Messages**

#	Target Audience	Key Message
INTERNAL STAKEHOLDERS		
1.	Regional Councilors Political Office-Bearers elected to represent their constituencies.	<ul style="list-style-type: none"><li>Timely implementation of Council resolutions by the Management Cadre and dedication of the HODs to Council objectives.</li></ul>
2.	Heads of Directorates/Divisions (HODs) Senior/Executive official. They make managerial decisions in the execution of those resolutions and plans	<ul style="list-style-type: none"><li>Best practice from other directorates and divisions in the implementation of Council resolutions, Strategic Plan and day-to-day operations.</li></ul>
3.	Staff Members Operational officials, including supervisors and heads of units.	<ul style="list-style-type: none"><li>The Regional Council's commitment to their professional development and wellbeing.</li></ul>
4.	Decentralized Functions Officials seconded by other O/M/As to carry out decentralized functions	<ul style="list-style-type: none"><li>The Regional Council's commitment to integrate the seconded staff members in the operations of the Council to execute their core functions within the Council's mandate.</li></ul>

	Target Audience	Key Message
<b>EXTERNAL STAKEHODERS</b>		
5.	Office the Governor Regional Government	<ul style="list-style-type: none"> <li>Regional Council's expectations in the implementation of Council resolutions, Strategic Plan and day-to-day operations.</li> </ul>
	Government O/M/As Central Government Institutions that execute Cabinet decisions and their respective Strategic Plans at regional level.	<ul style="list-style-type: none"> <li>Regional Council's expectations in the implementation of Council resolutions, Strategic Plan and day-to-day operations.</li> </ul>
6.	Local Authorities Municipalities within the region 3 towns	<ul style="list-style-type: none"> <li>The Regional Council's commitment to assist them in the execution of their functions. And developmental Collaborations</li> </ul>
7.	Traditional Authorities Recognized Traditional Authorities within the region. They are the custodians of customary rights of the inhabitants within their areas of jurisdiction.	<ul style="list-style-type: none"> <li>The Regional Council's commitment to assist them in the socio-economic and physical development of their people.</li> </ul>
8.	Private Businesses/Investors Established independent enterprises/individuals operating locally, nationally and internationally, mainly with the aim of making profit. They are, therefore, potential investors in the region.	<ul style="list-style-type: none"> <li>The region's vast investment opportunities.</li> </ul>
9.	Small and Medium Enterprises/ Community Projects Upcoming independent enterprises and community-supported operating locally with the aim of making profit or generating income for beneficiaries. They are also potential investors in the region.	<ul style="list-style-type: none"> <li>The Regional Council's commitment to assist them in the socio-economic development of their enterprises or projects.</li> <li>Funding opportunities for projects</li> </ul>
10.	Public Enterprises State-owned companies that execute their respective Strategic Plans and Cabinet decision in the region.	<ul style="list-style-type: none"> <li>Regional Council's expectations in the implementation of Council resolutions, Strategic Plan and day-to-day operations.</li> </ul>
11.	Non-Governmental-/Community-based/Faith-based/Organisations Organisations aimed at the improvement of the livelihood of inhabitants of the region. They complement the Regional Council in its objectives.	<ul style="list-style-type: none"> <li>Regional development co-operations and opportunities.</li> </ul>
12.	Media Television, radio, newspaper and online media channels. They influence public perception and policy through news reporting.	<ul style="list-style-type: none"> <li>The Regional Council's commitment to the socio-economic and physical development of the region.</li> <li>Communicate Accurately, timely and in a transparent manner</li> </ul>
13.	Contractors and Consultants Private companies and individuals contracted by the Regional Council to undertake particular projects and activities. They are also potential investors in the region.	<ul style="list-style-type: none"> <li>The region's vast investment opportunities.</li> <li>Available bids/projects</li> </ul>
14.	Community Members Ordinary electorates/public members within the different constituencies of Oshana region.	<ul style="list-style-type: none"> <li>The Regional Council's commitment to assist them in accessing public services.</li> </ul>

# 07

## Communication **CHANNELS/TOOLS**

### 7.1

#### **INTERNAL COMMUNICATION**

The main purpose of internal communication is to facilitate and manage the flow of information within the Council in order to generate an informed workforce. When employees are not informed about activities, events, programmes, services and policies supporting the mandate, objectives and strategic plans of the Council, they would assume that their input is neither recognised nor appreciated. They would also give uninformed advice to their clients in their daily dealings, therefore misrepresenting the Council.

#### 7.1.1

##### **INTERNAL COMMUNICATION CHANNELS**

- **ELECTRONIC JOURNAL**

An electronic staff journal shall be published quarterly and be distributed to all staff members via an official e-mail group. However, as not all staff members have access to the Internet, particularly those at constituency and settlement offices, a limited number of copies shall be printed for distribution to those offices if budget allows.

- **INTERNAL MEMORANDUM**

The internal memorandum (internal memo) is a fast medium for communicating timely information as it can be issued in a matter of minutes. Internal memos shall, therefore, be issued on a need basis to inform staff members about upcoming activities, policies, new developments and management directives. Internal memos shall be issued electronic via staff e-mails, printed copies and fax (for constituency/settlement staff).

- **NOTICE BOARDS**

The notice board is one of the least expensive, most neglected, yet most effective medium of employee communication if properly located and supervised. Currently, the Regional Council Head Office and Constituency Offices have notice boards but are not properly controlled as most of them contain obsolete notices which potentially discourage the audience from paying attention to notices, including relevant and official ones. Notice boards shall be used on a need basis to announce Regional Council /Stakeholder activities, events, meetings and vacancies.

- **WHATSAPP GROUP**

WhatsApp is the fastest means of communicating with employees and external stakeholder.

***The following WhatsApp etiquettes rules applies when communicating on official pages of the Council:***

- Avoid replying to all if the message is for specific person
- Avoid sharing content that is not work related to the official page
- Employees should respect everyone's views and opinions

- **BULK SMS**

Register with MTC for bulk Sms, send bulk sms to stakeholders for meeting invitations, public announcements and water bills invoices to clients at settlements

- **EMAILS**

Emails are used as the official communication tool with both internal and external stakeholders

## 7.2

### EXTERNAL COMMUNICATION

External communication aims to reach external stakeholders such as customers, partners, and the general public. It helps build brand reputation, increase awareness, and maintain positive relationships with stakeholders.

### 7.2.1

#### EXTERNAL COMMUNICATION CHANNELS

- **ANNUAL REPORTS**

The annual report is a perfect publicity tool distributed to a large audience because it provides the Regional Council an opportunity to boast about its achievements for the year. In this regard, an annual report will be produced to communicate the Regional Council's corporate identity, accomplishments, challenges and action steps and financial performance.

- **NEWSPAPER**

Council advertises in the appropriate news publication where applicable and in cases where legislative requirements demand. Types of classified advertisements include Tender and Procurement Advertising and Vacant Advertisements.

- **RADIO**

Council advertises in a variety of radio stations, including main stream to promote communication of Council activities, attractions and events to reach a larger audience and community members that do not have internet access. Community Radio stations provide an excellent platform for the constituency Councilors to communicate important information and engage with their respective communities.

- **TELEVISION**

TV broadcasting is another way to increase audience reach to the community. Council collaborates with MICT for visuals for TV.

- **NEWSLETTER**

Quarterly 2page newsletter will be published in every quarter and 20 page Newsletter will be published and printed annually for our external stakeholders in the last quater.

- **INTERVIEWS**

TV, Radio and Newspaper interviews are effective tools for explaining Regional Council activities, services and programmes and public policies.

- **SOCIAL MEDIA**

The Council has 4 social media platforms (Facebook, twitter, Instagram, and YouTube) to create awareness especially to the Youth. It is an effective tool for direct and free communication.

***The following Social Media protocols should be adhered by all Council employees and Regional Councillors:***

- When appropriate, employees should disclose their relationship with the Council in their online posts and refrain from speaking on behalf of the Council when not authorized.
- Users should keep in mind that they are personally responsible for what they post online and be mindful that what they say will be available publicly for a long time.
- Visitors, users and subscribers to social media platforms shall be notified that the purpose of the communication channel is to serve as a tool for communication between the Council and members of the public.
- The Council's social media site articles and comments containing any vulgar language or any form of inappropriate content shall not be allowed.

- **WEBSITE**

Oshana Regional Council has a fully developed website, Council's official websites serve as its window to the public. The Council's website is updated on a regular basis. The website ensures that the local, national and international communities, businesses, visitors, stakeholders are informed regarding service delivery within the Council. The website also provides dedicated space to give feedback.

- **MEDIA RELATIONS**

The Public Relations Officer is the first line of contact with the media and must co-ordinate all media relations. The submitting of press releases on a regular basis is a way to use the media to promote the corporate image of the Council and to bring the media closer to the Council. This is also a manner to provide in-depth background information to journalists regarding the activities of the Council's service delivery.



- The following procedures apply to media liaison:
- All media enquiries must be referred to the Communication Officer, who then engages with the relevant line functionaries for an adequate response;
- All media enquiries must be treated as top priority and attended to within the stipulated deadline or within 48 hours, whichever the case may be.
- Both media enquiries and responses must be in writing, except for radio and television interviews.

#### • **PRINT AND AUDIO-VISUAL MATERIAL PRODUCTION**

Print materials include brochures, flyers and pamphlets, posters. Audio-visual materials include videos. These are material that would be used primarily to communicate specific information about Regional Council services, projects, events, programmes, operations and policies with the external audience

#### • **EXHIBITIONS AND TRADE FAIRS**

Exhibitions and trade fairs provide an invaluable opportunity for face-to-face communication. They are an effective tool to generate publicity for the Regional Council, promote and market the Council in order to create awareness about the Regional Council's existence and ultimately encourage the public to make use of its services. The Regional Council takes part in all 3 of Regional Trade fairs (Ongwediva, Ondangwa, Oshakati and Public Service Day to create awareness of the Council activities and engage its stakeholders.

#### • **CORPORATE ADVERTISING**

The Regional Council shall strategically determine medium in which to place corporate advertorials such as newspapers, magazines, Billboards, television and radio, as it has the potential of reaching a wide audience. Advertorials shall be used to communicate information about socio-economic and infrastructural developments as well as strategic and developmental plans and bid adverts and vacancies.

#### • **PROMOTIONAL ITEMS AND ATTIRE**

Promotional items are distributed free of charge to stakeholders, to a certain extent they serve as a corporate social investment tool to solicit stakeholder support and resonance. The user of the item is consciously or subconsciously exposed to the brand every time they use the item. The Council shall identify promotional items for purchase as well as the distribution channels, which is typically through trade shows and outreach activities. Useful items may include mugs, pens, lanyards, USB drives, bags, T-shirts, caps, etc.

#### • **MEETINGS AND WORKSHOPS**

Council organizes regular public meetings to give community members the opportunity to voice their opinions, ask questions, and provide feedback. CDC and Community Meetings take place in all 11 Constituencies throughout the year, which provides an opportunity for the community and Council 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.



# 08

## Roles and **RESPONSIBILITIES**

All Council staff and Councilors have roles to play in communicating effectively internally and externally. It is therefore essential that communication should be a combined effort of, Staff, Senior Management and Councilors and not just an isolated few within the Council. For example, interviewees who are introduced as having expertise in the topic of discussion will be perceived as more reliable and credible than someone who possesses little or no background. Therefore, in terms of interviews, information should be categorised and an appropriate commentator be identified for each category. As a general rule, the Public Relations Officer (PRO) should be the first line of response/comment when it comes to media enquiries, but depending on the complexity of the subject, possible interviewees/commentators could be appointed.

### 8.1

#### **PRINCIPAL SPOKESPERSONS**

The Chairperson and the Chief Regional Officer are the principal spokespersons of the Council. The Chief Regional Officer speaks on strategic and operational issues while the Chairperson deals with political aspects. The Public Relations section will aid in any of these matters as delegated to them by the principal communicators.

### 8.2

#### **MEMBERS OF MANAGEMENT AND REGIONAL COUNCILLORS**

Share information regarding their respective constituencies or the Council as delegated by principal communicators.

### 8.3

#### **PUBLIC RELATIONS OFFICER (PRO)**

(PRO) is responsible for the overall communication of the Council and coordination of media relations, media conferences, media statements, speeches and handling media queries. Media enquires is subject to the approval of the Chief Regional Officer unless indicated otherwise. The Councils Public Relations Officer is not in any way to be become involved in media opportunities of a party political nature. These queries will be directed to the office of the Chairperson.

## 8.4

### EXCO MEMBERS (DIRECTORS, DEPUTY DIRECTORS AND REGIONAL HEADS)

Any area of business in their cluster. May be delegated spokespersons on an issue by the Chief Regional Officer on all aspects of their service areas. Queries from journalists will be referred to Regional Heads /Directors / Deputy Directors for comment and clarification. Comment will then go out in the name of the Chief Regional Officer unless indicated otherwise.

#### THE EXCO MEMBERS ARE RESPONSIBLE FOR:

- Ensuring compliance with the Council's Communication Strategy and Procedures;
- Attending to media enquiries exclusively through the Public Relations Section;
- Ensuring that key communication issues and priorities are identified annually in line with the Council's Communication Strategy
- That their programmes have a communication/marketing action plan; this must be done in consultation with the Public Relations Section.

Everyone at the Regional Council is a Communicator at all times; however, an element of hierarchy and authorisation must be adhered to in order to correctly coordinate the release of messages. To ensure consistency all communication must be authorised by the Chief Regional Officer.

# 09

## Correspondence/ **RECORDS**

- All correspondence directed to the Council will be sent by records directly to the Office of Chief Regional Officer for Channelling.
- All official correspondence and documents must be handed in at records. With reference to the Council's Records System.
- All advertisements and notices, bid documents to be placed on the website, must be submitted to records (user Department's responsibility).



# 10

## Corporate Image **AND IDENTITY**

Corporate identity is a visual system of how Council looks, including strategic themes and Council slogan. It is the most valuable corporate resource because it has a direct link to Council reputation (image). A clear and consistent visual identity assists the public in recognizing and accessing policies, programs, services and initiatives of the Council.

### 10.1

#### **THE FOLLOWING CORPORATE IMAGE GUIDELINES SHOULD APPLY:**

- All Council Departments should maintain a recognizable and unified corporate identity through Council building, vehicles, facilities and field worker Protective Clothing.
- Council should adopt three colours (Dark Green and Goldish Yellow, Dark blue) to be used as Corporate colour. One colour (Dark Green) should serve as dominant and the other should be the minor. (Goldish & Blue)
- All communications, Letters and memos must be uniform with Council agreed font style, (Times New Roman) font size, (12) spacing, (1,5) language flow and on the same letter head. (See Attached Annexure A for Letter Head Example)
- All Council employees must uphold Council image by acting professional at all times.



# 11

## Crisis COMMUNICATION

A crisis is any situation that threatens the integrity or reputation of Council, usually brought on by adverse or negative media attention. These situations can be any kind of legal dispute, theft, fraud, accident, fire, flood or manmade disaster that could be attributed to Council. Crisis communication involves managing and responding to unexpected events that may negatively impact an organization's reputation. It requires swift and transparent communication to address concerns, mitigate damage, and restore trust.

### **IN THE EVENT OF A CRISIS/ DISASTER, THE FOLLOWING PROCESS MUST BE ADHERED TO:**

- The manager whose area of responsibility is involved, informs the Chief Regional Officer, Council, and the Public Relations Officer.
- A Crisis Committee must be constituted, consisting of the Chief Regional Officer, Chairperson relevant Executive Managers, Public Relations Officer and relevant officials.
- The Crisis Committee drafts a plan of action, and releases the necessary statements in consultation with the Principal Spokespersons.
- The Chief Regional Officer and Chairperson act as spokespersons or appoint if need be. No media statement from, or interview with any other officials is permitted without prior approval by the Chairperson and Chief Regional Officer.
- Staff members are kept informed at all times of the situation.



# 12

## CONFIDENTIALITY

In all communications, spokespersons, Regional Councilors, staff members must comply with all legislated requirements regarding access and disclosure of confidential information.

- No one shall be allowed to disclose confidential information to any member of the public or media without approval of the CRO. This is done with the aim to safeguard the Council image and the reputation for individual employees.
- Personal/Human Resources matters must be marked as confidential.

# 13

## Monitoring AND EVALUATION

The Public Relations Section shall regularly monitor and evaluate the effectiveness of the Council communication strategy, through the use of feedback from the community, analytics from social media platforms and website traffic, and surveys to measure the impact of the communication strategy in place.

Key Performance Indicators (KPIs) will be established aligned to the annual plan to measure the success of this strategy.

Regular reviews and assessments will be conducted to ensure the strategy remains relevant in a changing environment. Adjustments will be made as necessary to improve its effectiveness.

# 14

## CONCLUSION

The Communication strategy is meant to guide the communication processes of Oshana Regional Council horizontally and vertically and seek to establish good relationships between Council and its various stakeholders both internal and external. Throughout the communication process a united message must be communicated with the vision of excellence at its core. It is important that all communication from all stakeholders within the Council is done with our core values in mind, all communications must be done in a helpful and professional manner.



# 15

## APPENDIX 1

### 15.1 COMMUNICATION IMPLEMENTATION PLAN

Activity	Target		
	Q1	Q2	Q3
<b>Newsletter</b>			
1. Formulate Editorial Policy	20-24 Jun 2024		
2. Prepare Tender specifications and documentation			
3. Compile content and editing		18-29 Jul 2024	29 Sep-02 Oct 2024
1. Design and Layout		01-12 Aug 2024	05-16 Oct 2024
2. Printing		15-19 Aug 2024	19-23 Oct 2024
<b>3. Delivery</b>		<b>22-26 Aug 2024</b>	<b>26-30 Oct 2024</b>
4. Distribution		29 Aug-02 Sep 2024	03-07 Nov 2024
<b>Community Forum</b>			
1. Seek for CDC Meeting Schedules	TBA		
2. Community awareness			
3. Conduct Forum			
<b>Annual Report</b>			
1. Ask for the report from the information from SP Committee	April 2024		
2. Prepare BID r specifications and documentation			
3. Design and Layout			
4. Printing			
4. Delivery & Distribution			
<b>Media Releases</b>			
1. Compile content & Distribute to media channels	June –July 2024	Aug- Sep: 2024	Oct: 2024 Nov: 2024 Dec: 2024

			Average Cost/N\$	Responsible Person
Q4				
			-	PRO
			-	PRO/PC Secretariat
	15-23 Dec 2024	27 Feb-03 Mar 2025	-	PRO
	26 Dec 2024 06 Jan 2025	06-17 Mar 2025	30 000.00	Supplier
	09-13 Jan 2025	20-24 Mar 2025		Supplier
	<b>16-20 Jan 2025</b>	<b>27-31 Mar 2025</b>	-	<b>Supplier</b>
	23-27 Jan 2025	03-07 Apr 2025	-	PRO
			-	CAO
			-	PRO/Hon. Cllrs
			1 500.00	Committee / Cllrs/CAOs
				PRO
				PRO/PC Secretariat
			50 000.00	Supplier/PRO
				Supplier/PRO
				Supplier /PRO
	Jan: 2024 Feb:2024 Mar 2024		-	PRO



## Print Material Production ( REGIONAL PROFILE ,LEAFETS, SP)

1. Get report from planning	TBA		
2. Seek quotations			
3. Prepare submission and seek approval			
4. Design and layout			
5. Printing			
6. Delivery			

## Audio-visual Material Production (REGIONAL DOCUMENTARY)

1. Determine information needs		21 Jul 2024	
<b>2. Prepare production plan and consult MICT</b>		<b>25 Jul-05 Aug 2024</b>	
3. Prepare submission and seek approval		08-12 Aug 2024	
4. Pre-production		15-19 Aug 2024	
<b>5. Production of video</b>		<b>22 Aug- 02 Sep 2024</b>	
6. Post-production		05-16 Sep 2024	
7. Delivery		19-23 Sep 2024	

## Exhibition Material Production

1. Determine exhibition material to be produced	MAY 2024		
2. Prepare Tender specifications and documentation	MAY 2024		
3. Develop exhibition plan	JULY2024		
4. Compile content	JULY2024		
5. Design and layout	JULY2024		
6. Printing	JULY2024		
7. Delivery	JULY2024		
8. Prepare exhibition submission and seek approval		1 AUG 2024	
9. Attend exhibitions		25-1 SEP 2024	

## Advertorials

1. Compile content and editing			
2. Seek quotations	AS NEED ARISE	AS NEED ARISE	AS NEED ARISE
3. Prepare submission and seek approval			
4. Design and layout			
5. Media buying and placement			

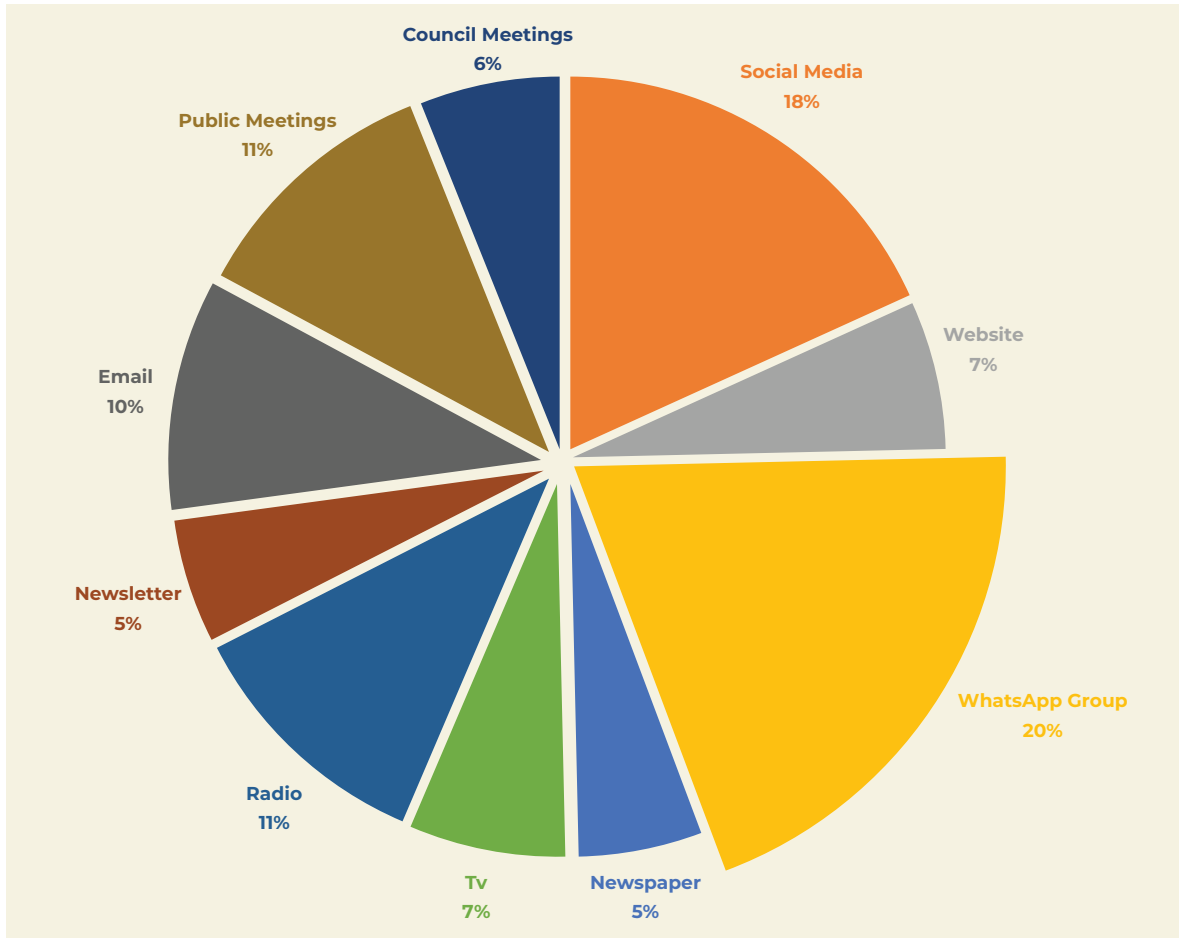
## Promotional Items Production

1. Determine promotional items to be produced			
2. Prepare BID specifications and documentation			
3. Design promotional items			
4. Printing			
5. Delivery			

		-	PRO
		-	PRO
		-	PRO
		60 00.00	Supplier
			Supplier
		-	Supplier
		-	PRO
		-	<b>PRO</b>
		-	PRO
		30 000.00	PRO/MICT
			<b>PRO/MICT</b>
			MICT
		-	MICT
		-	IP Committee
		-	PRO/PC
		-	PC Committee
		-	PRO
		100 000.00	Supplier
			Supplier
		-	Supplier
		-	PRO
		30 000.00	PRO
		-	PRO
	AS NEED ARISE	-	PRO
		-	PRO
		-	PRO
		-	PRO
		9 000.00	PRO
		-	PC Committee
		-	PRO/RTB Secretariat
		-	Supplier
		85 000.00	Supplier
		-	Supplier

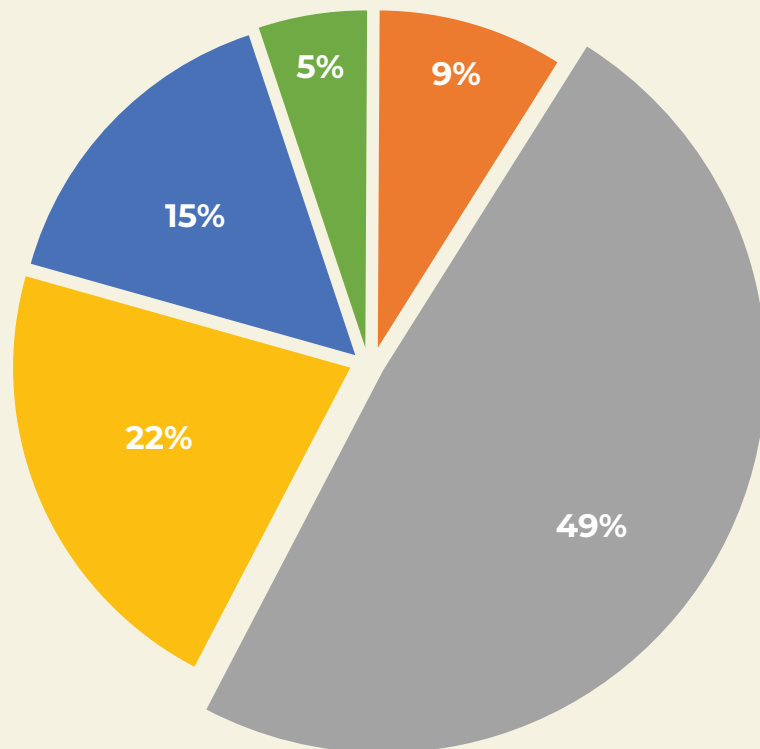


## WHICH COMMUNICATION CHANNELS DO YOU PREFER TO RECEIVE UPDATES FROM THE REGIONAL COUNCIL?

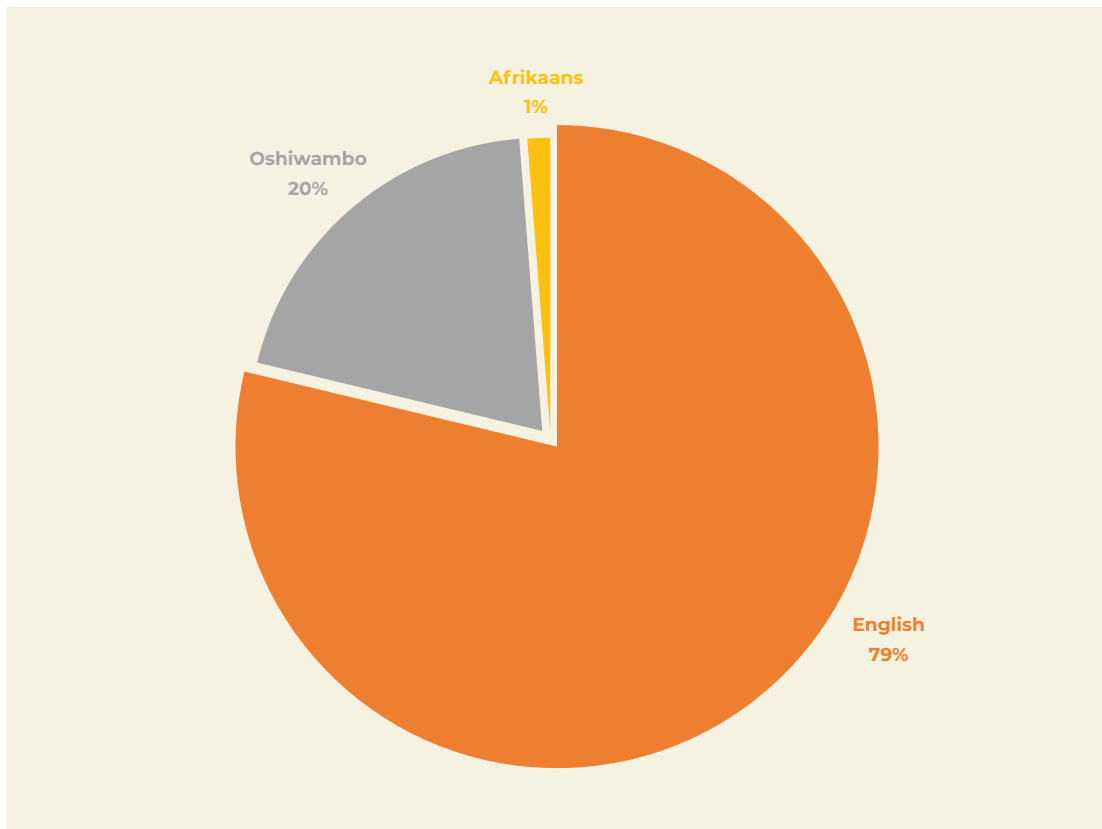


## AGE GROUP

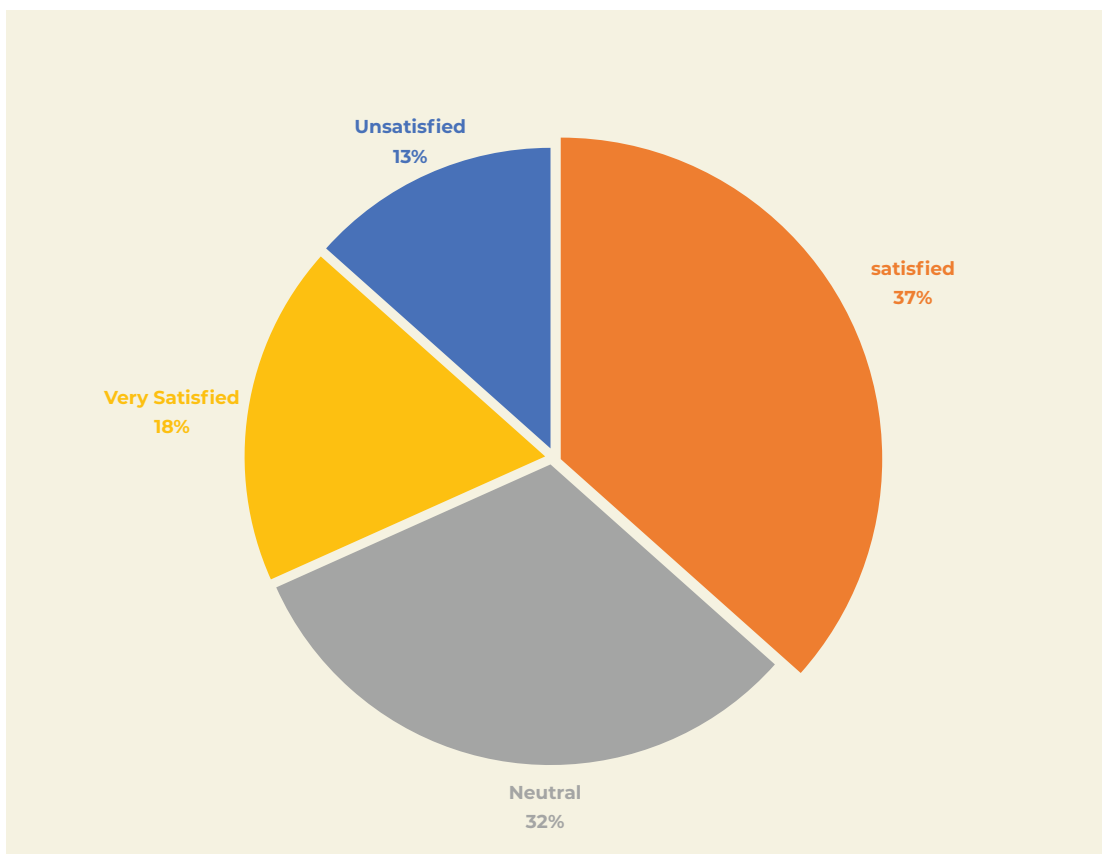
■ 20 - 30   
 ■ 31 - 40   
 ■ 41 - 50   
 ■ 51 - 60   
 ■ 60 +



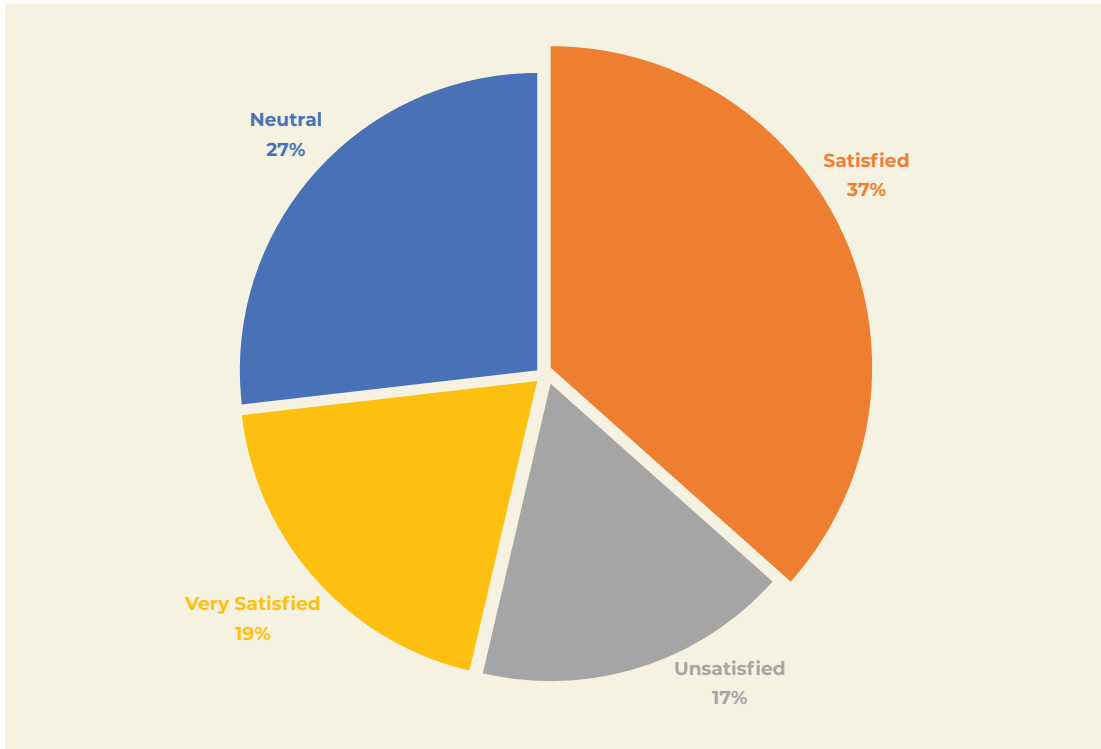
**In what language do you prefer the regional council  
To communicate to you?**



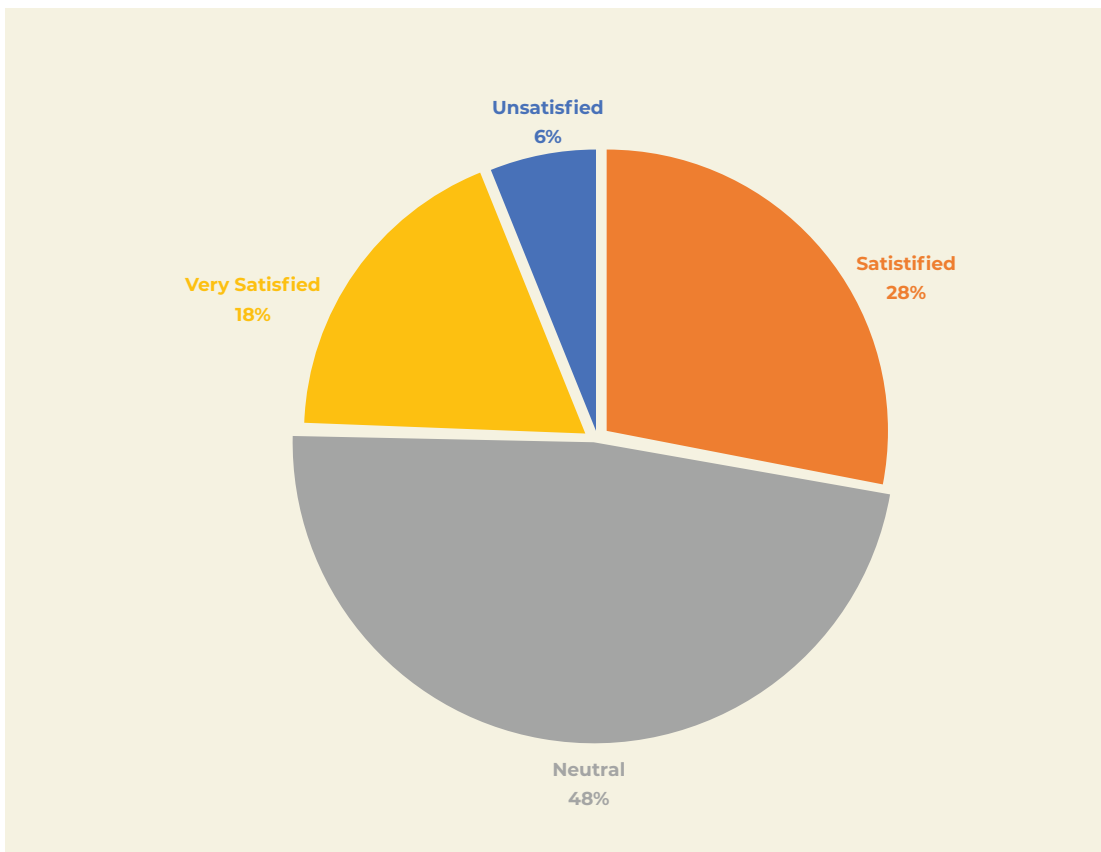
**On a scale of 1-5, how satisfied are you with the frequency of  
communication from the Regional Council?**



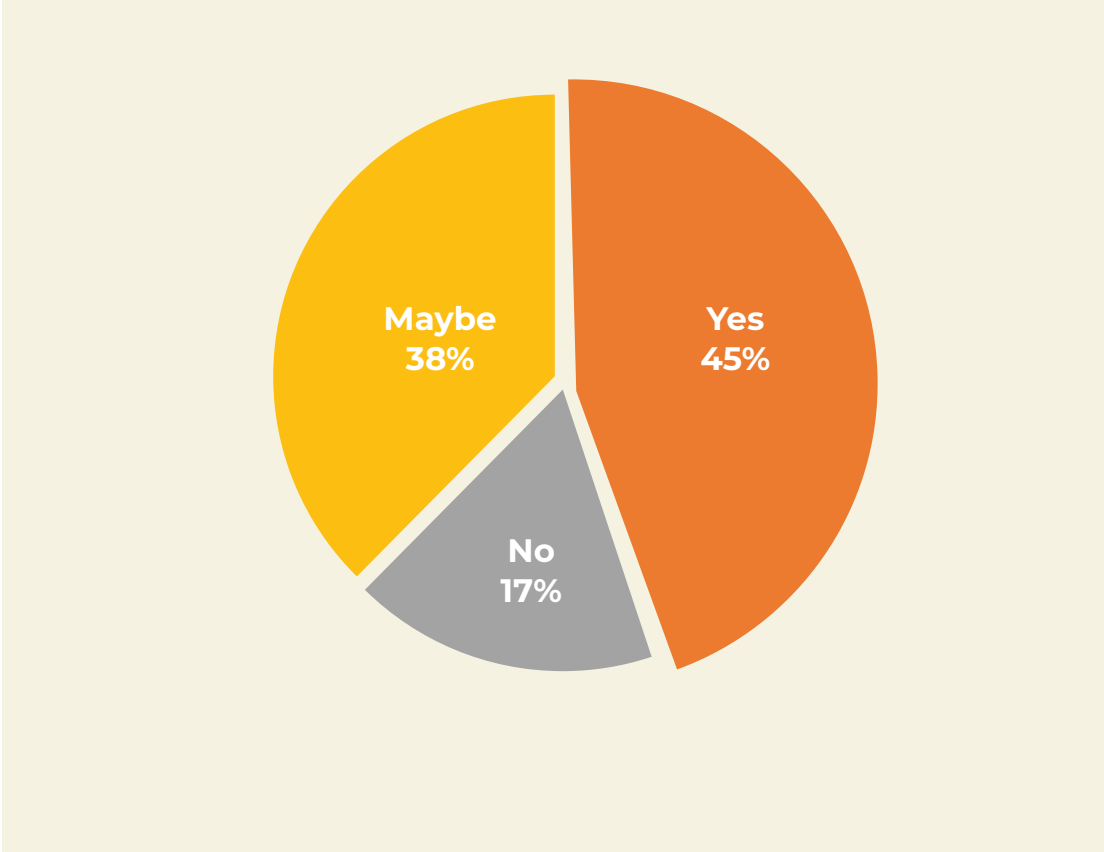
How would you rate the overall effectiveness of the Regional Council's external communication channels (website, social media, email, newsletters, notice board, radio/ TV etc.) in keeping you informed?



How satisfied are you with the responsiveness of the Regional Council in addressing community concerns or inquiries submitted through communication channels?



**In your opinion, do you feel that the Regional Council is open and transparent in sharing information with the public?**

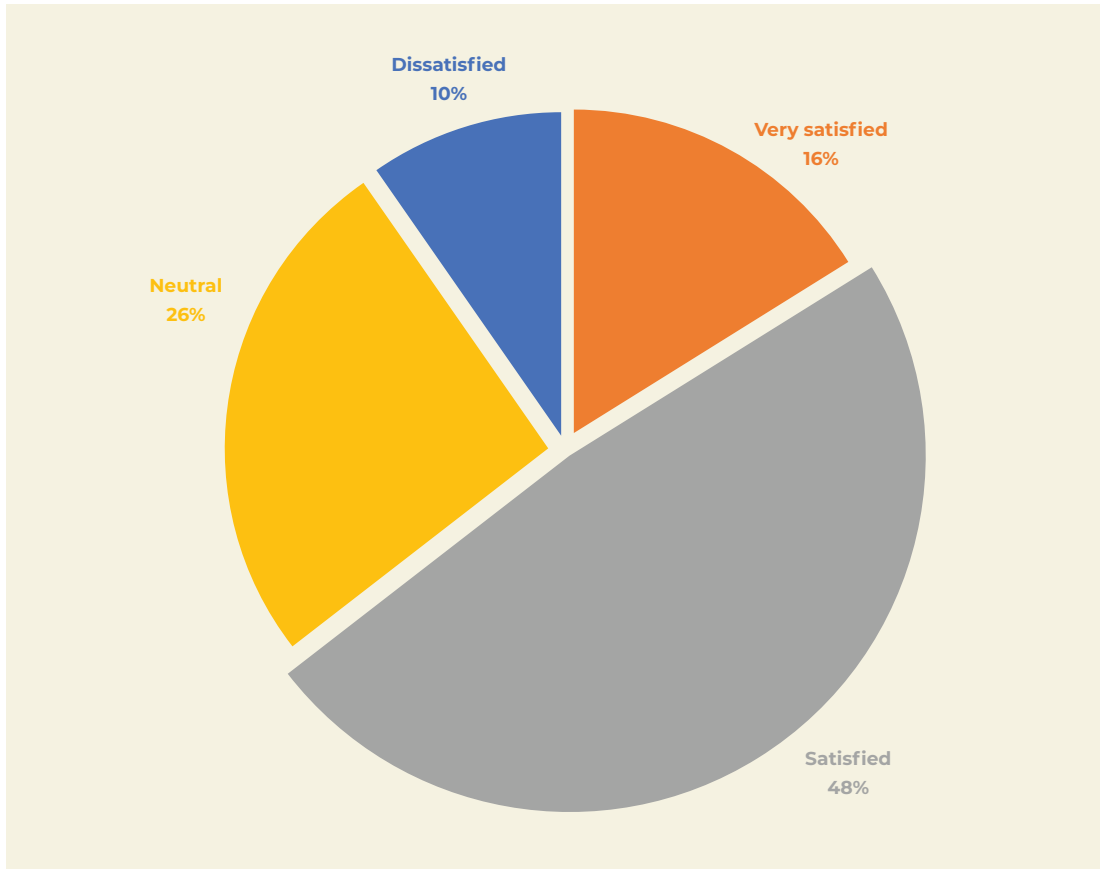


# Any other **Comments**

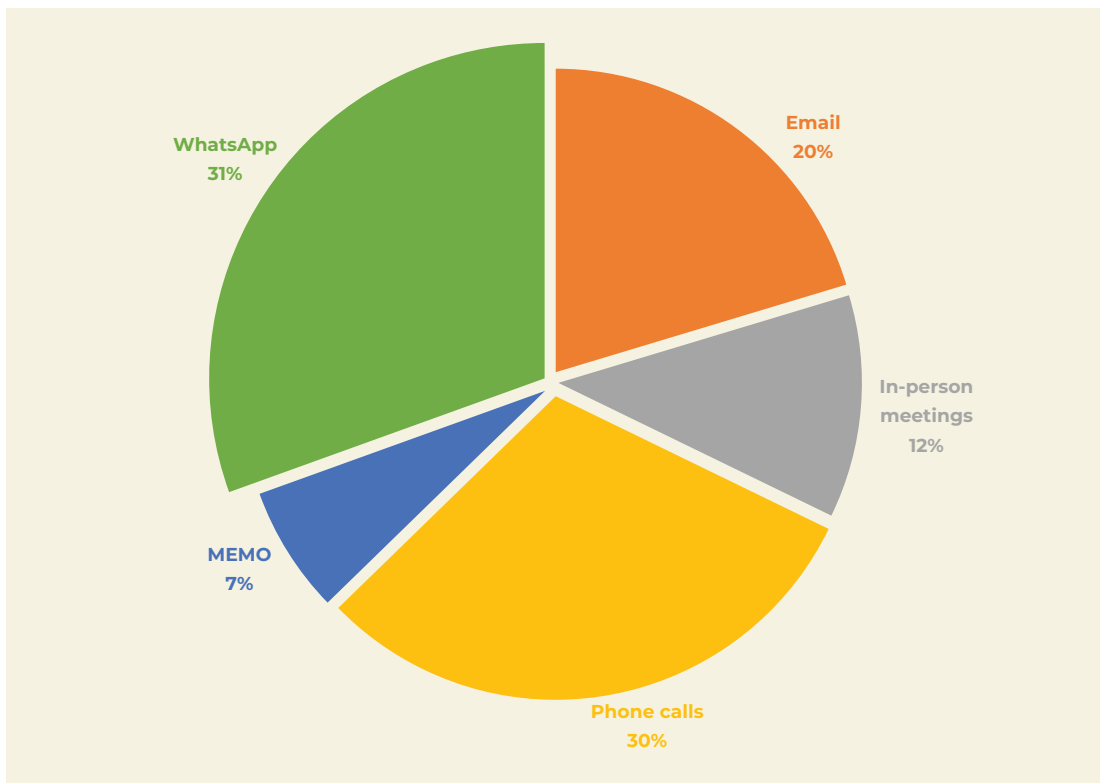
- Build School
- Account to people.
- Every information must be public especially vacancies
- Keep on the good workX10
- Official communications should be done via emails supplemented by WhatsApp
- Keep the Nation informed and respond promptly to all queries
- Consultation is needed before passing out communications.
- We would like to hear from our Regional Councilors
- The RC should give constant feedback to the people and also educate people on its programmes
- Good things if this will help nation
- The regional council should send invites to ordinary council meetings.
- Regional Council office must instruct Councilors to carry out and engaged in face to face information giving with the people of their constituencies.
- This open communication channel should be adopted by other regions as well...
- Update regularly X2
- Normalize sending newsletters weekly to stakeholders via email.
- Address community needs as presented to Office immediately.
- I appreciate the the way you involve inhabitants in planning keep on.
- The Regional Council should always try to educate the community with new things ,like about agricultural sector and new technology.
- I expect to hear more from the region council-going forward
- I feel those living in town surrounding are not getting information
- Improve on timely response in responding to emergency and timely communication
- I am expecting the Regional Council to share with us the outcome of Community
- Development Funds that have offered to the community members to establish their
- Projects if it is real used purposefully. Please share names of those projects if are existing.
- Regional Council must liaise with bringing basic needs to the people. Like nearest police stations, clinics.
- Feedback for purpose of doing findings, and improvement services
- I want the Regional council to drop some information pamphlets via shopping malls and all public places
- I would suggest the telephone could also be an additional form of communication incase the recipient ran out of data and the message can reach quicker
- The regional council needs to go to people and provide information, go to location, go to school and make use of churches to to deliver your information
- Feedback should be given on time, and through effective social media communication channels
- Customers service is the best.

## Internal Communication Survey Findings

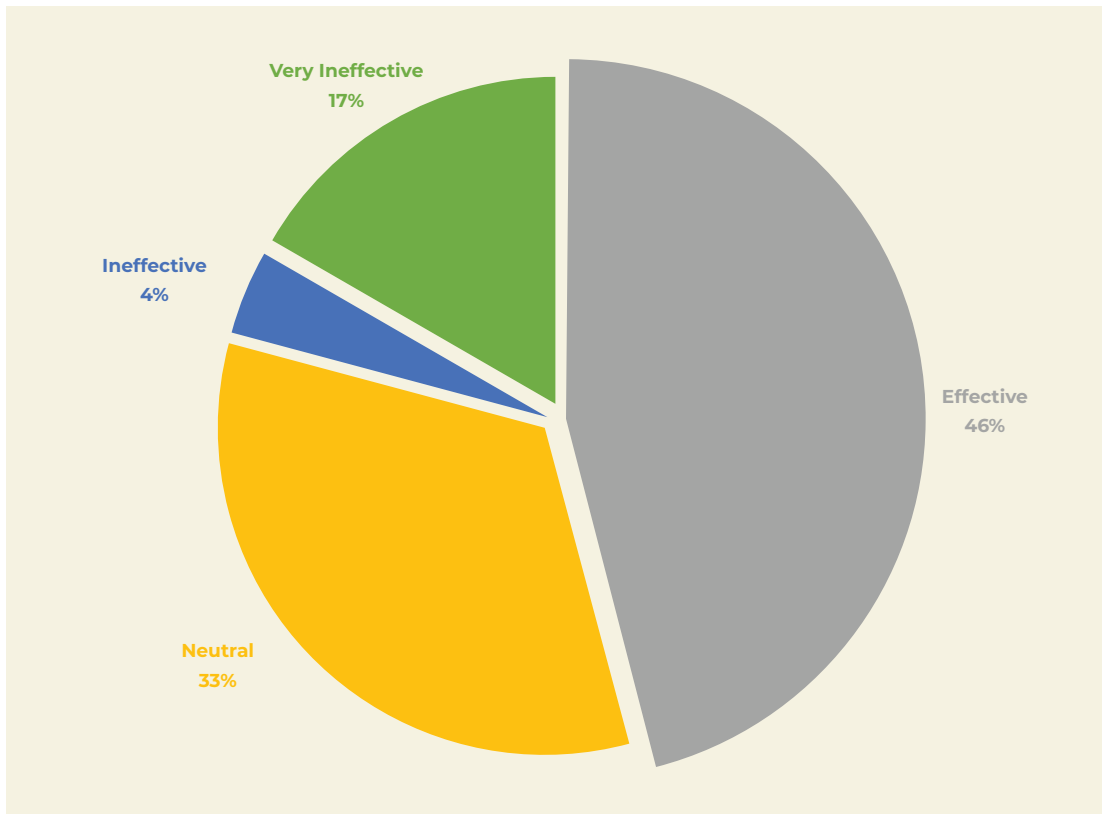
How satisfied are you with the overall communication within our organization?



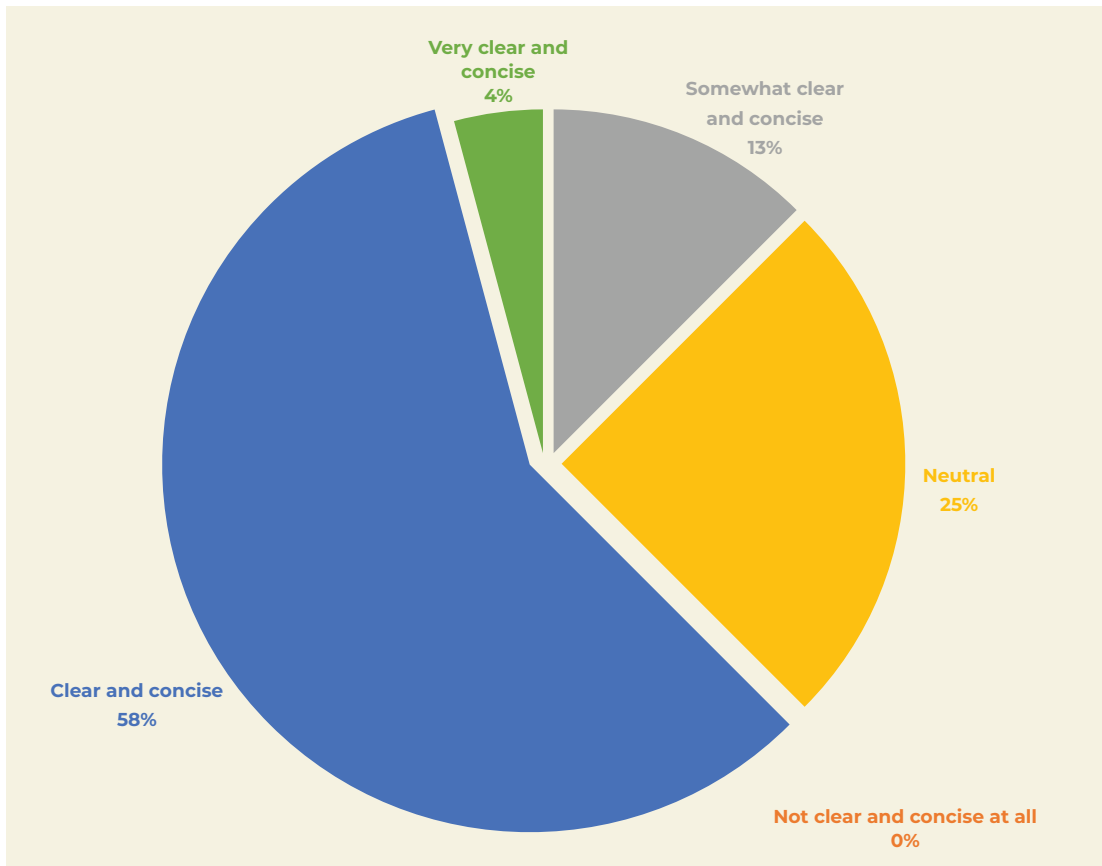
Which communication channels do you use most frequently within our organization?



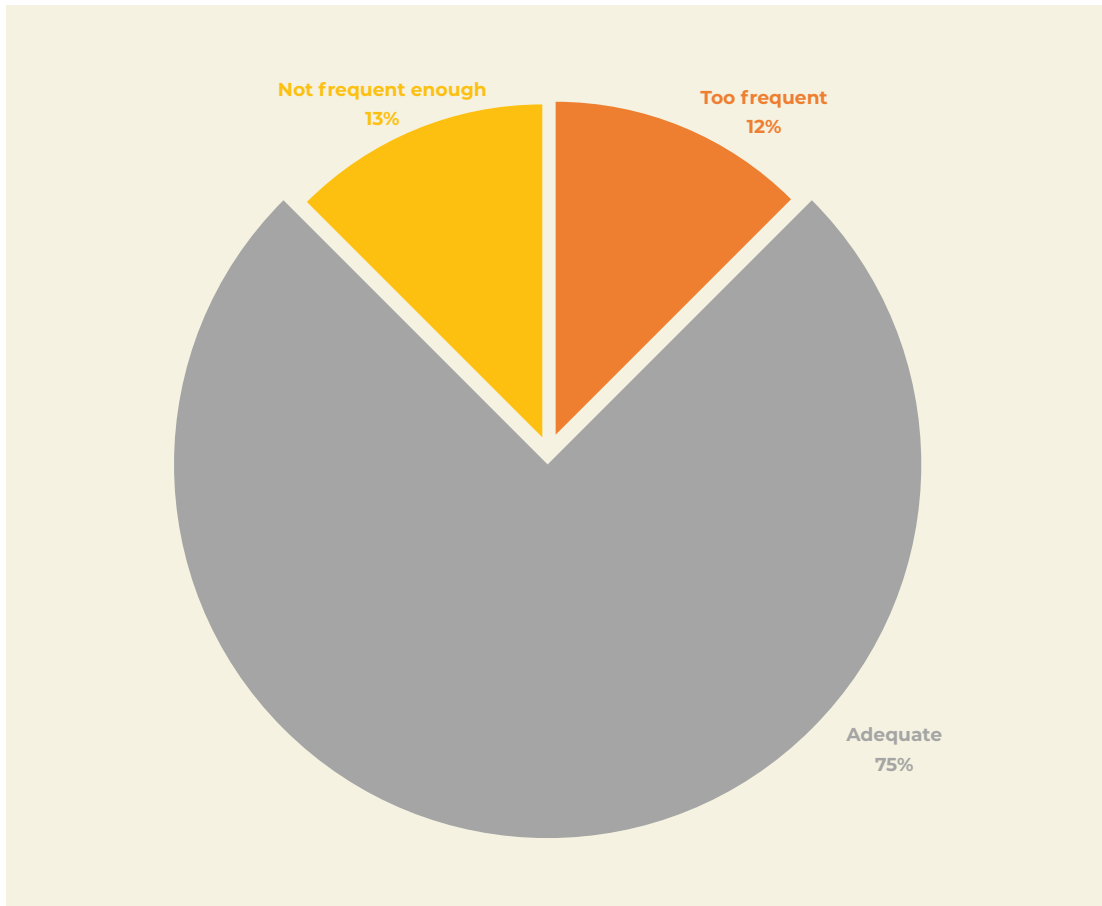
### How effective do you find the chosen communication channels in meeting your needs?



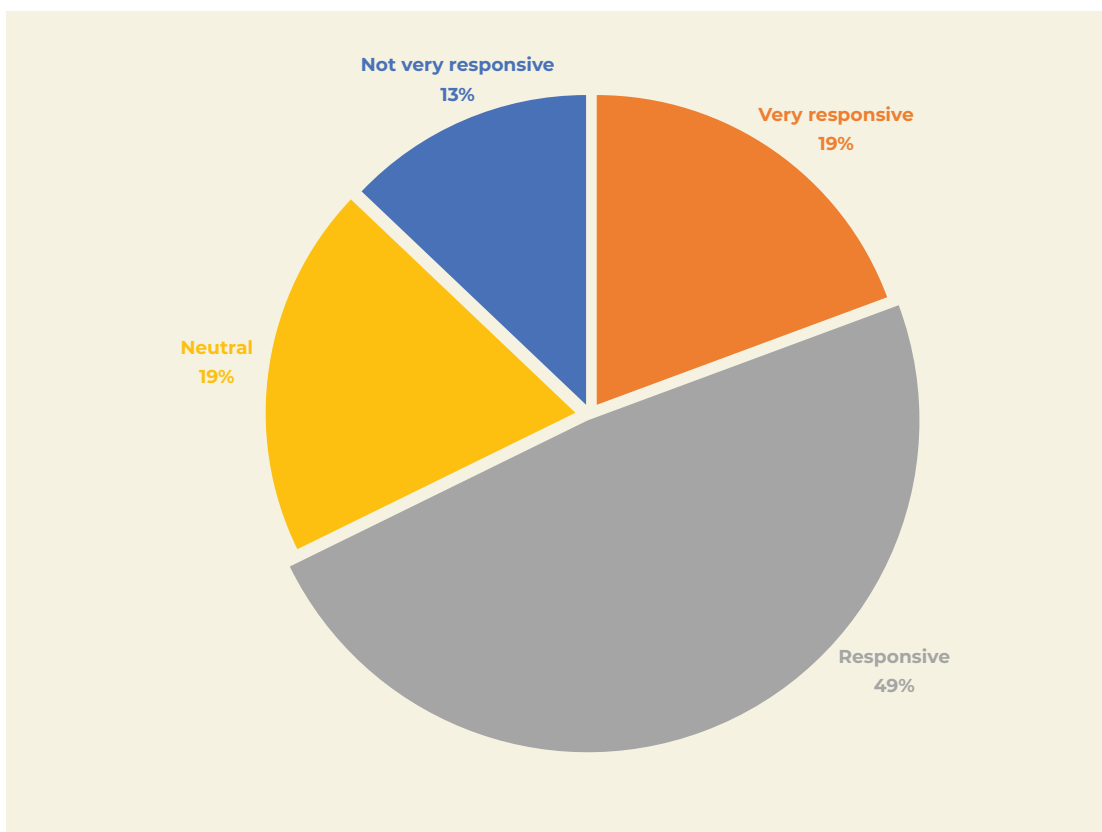
### How clear and concise are the messages you receive from your superiors or colleagues?



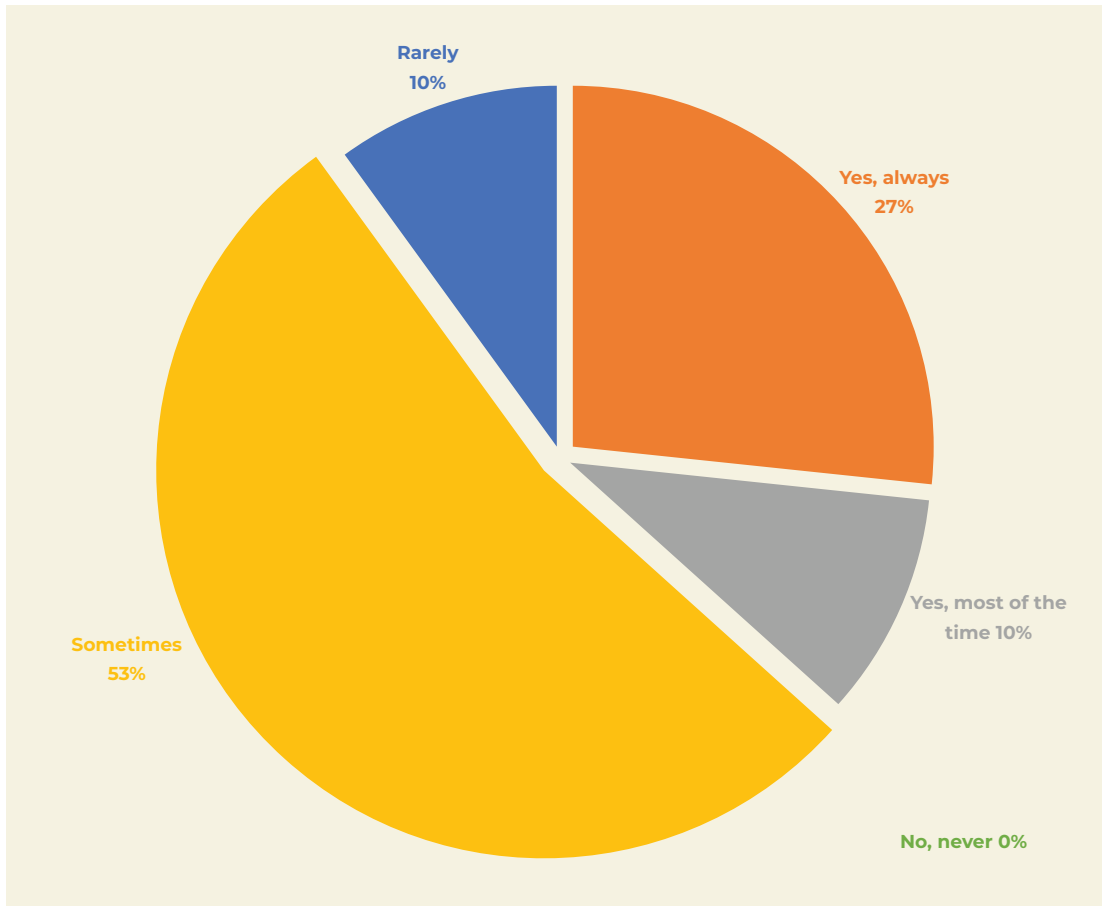
### How would you rate the frequency of communication within our organization?



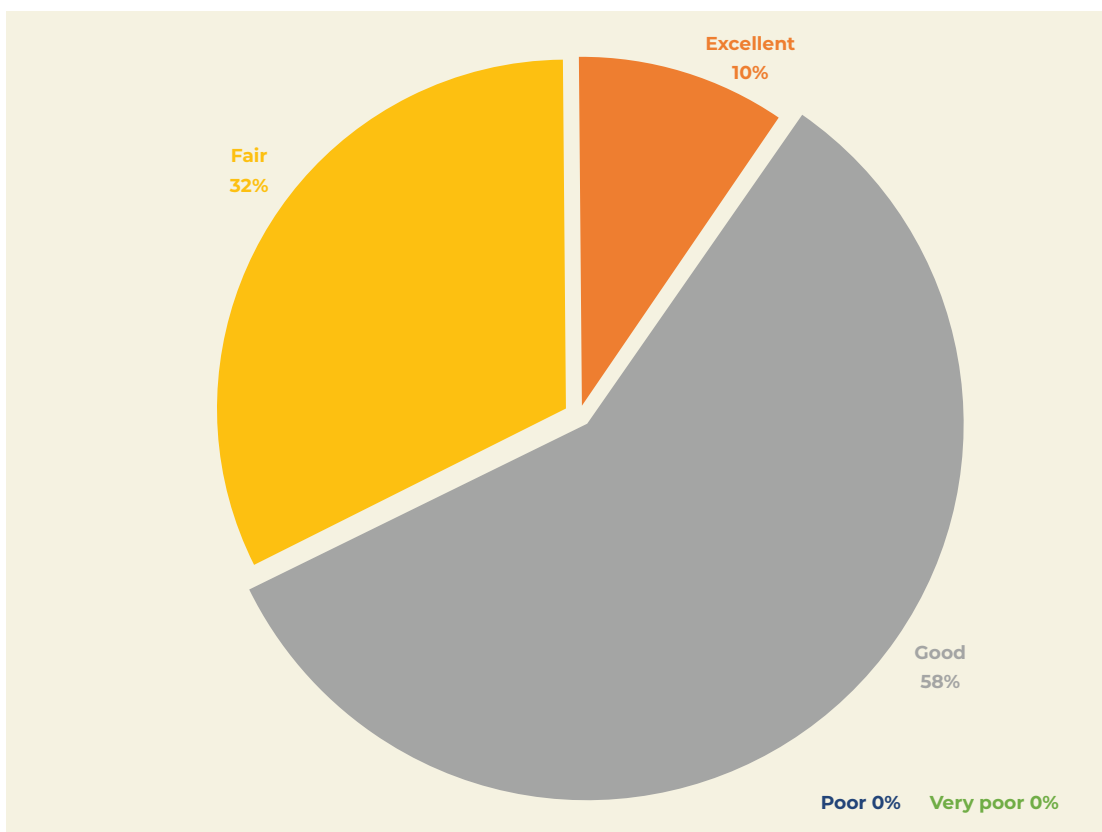
### How would you rate the responsiveness of your colleagues or superiors when you reach out to them for communication or support?



**Do you feel that your opinions and ideas are valued  
And taken into consideration within our Organization?**



**Overall, how would you rate the communication  
Culture within our organization?**



# Do you have any additional comments?

- Assist staff members acquire cellphones.... there are cheaper packages there by MTC in order to have good communication the council should increase our airtime and also provision to access Wifi everywhere within the council premises
- Official communication to be done formally in writing / emails or if WhatsApp the official phone be provided
- Improvement on our network which is very slow
- Suppose to take our concern serious take action as soon as possible
- Upgrade the server's connection so that it'd reach out to all offices attached to Regional Council.
- We should make sure network at constituencies and settlements is well functioning
- Request of information needed within certain period must come on time. Information from OMAs must be share as soon as possible if need response from ground roots.
- Strengthen the use of emails, Fixation of non-function landlines or replace with mobile office line, strengthen virtual meetings to cut travel costs
- Seminars will help
- I'am congratulating team Oshana for good communication.
- Network needs to be strengthened
- Improve internet connectivity at all offices
- Constituencies need office cellphones as landlines hinder prompt communication when needed. Landlines are not reliable at Constituency Offices.
- Strong internet needed at all times
- Yes, Internet is too slow
- The messenger should communicated to the owner.
- Managers need a thorough collaboration among them.
- Some decision from council should be shared with level staff members. Through a Memo
- Yes, channel and mode of communication must be clear to all.

# 17

## APPENDIX 3

### 17.1

#### LETTER HEAD SAMPLE

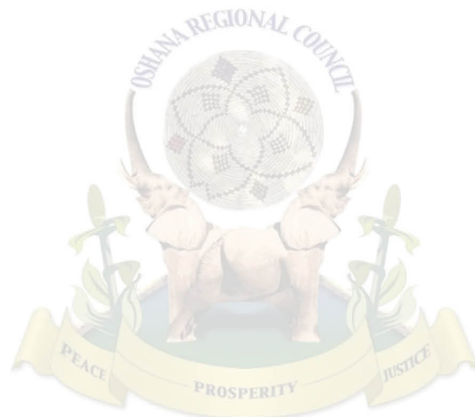


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Enquiries:

Private Bag 5543  
Oshakati, Namibia



*All official correspondences should be addressed to the Chief Regional Officer*



# 18

## APPENDIX 4

### 18.1 LOGO



1. Oshana Regional Council written in blue colour symbolizing the water in Oshana. The golden colour represents Oshakati, Ongwediva and Ondangwa nucleus with its business, industries and developments.
2. The basket represents the cultural heritage, the goodness and economy of the Region. In the basket, there are different colours that decorate the basket to represent the beauties of Oshana Region. The brown colour represents wealth, blue represents water, green is the agriculture, red is the blood shed for the Oshana Region Heroes and Heroines while yellow symbolizes the life and energy as well as warmth of the people living in the Region.
3. Elephants appearing in the light brown colour are animals culturally respected for their intelligence, power and strength. They are used as the pillars of the basket that symbolizing unity in the region.
4. The banner below, symbolizes the foundation of the region where political sphere, economy and cultural survival is based on.
5. The light grey colour symbolizes the sand/clay that is used for construction, planting, pottery and growing grass for grazing.
6. Green underneath symbolizes the vegetation in the region.
7. The Mahangu symbolizes the staple food in the region.





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