



Document Ref:

Date

Issue No

Revision No.

Document Title: NWHSA/CLS/COM/SOP/05

Standard Operating Procedure For Corporate Communications Division




NATIONAL WATER HARVESTING & STORAGE AUTHORITY

Standard Operating Procedures

For

Corporate and Legal Services Department


NWHSA/CLS/COM/SOP/05

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

Document Review Sheet

The signatures below certify that this Standard Operating Procedure has been reviewed and accepted, and demonstrate that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

Action	Name & Signature	Position	Date

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

2.1 General Overview

2.2 Purpose

The purpose of this SOP is to ensure that all communication activities are managed effectively to ensure compliance with the International Standard, the NWHSA’s and the Government’s statutory policies, procedures and regulations. The goal of this SOP is to outline the guidelines and processes that NWHSA will embrace in establishing and sustaining harmonious internal and external communication among the Authority’s customers

Further, the SOP will enhance the Authority’s corporate image, a better working environment, more brand visibility, increased effectiveness and efficiency hence achievement of the Authority’s strategic objectives and goals.

The goal of this SOP is to support the Authority’s mandate outlined in the Water Act 2016, Vision, Mission, the Strategic Plan (2017-2022) and other relevant policy documents.

Corporate Communications Standards

NWHSA recognizes that active communication with different stakeholders and the general public is an integral part of this SOP. The following guiding standards will be implemented in an organized and systematic manner.

i. Consistency:


Content is consistent across various channels. This is achieved through teamwork, focus and discipline. The message can have many facets and many voices, but still sounds unified.

ii. Integrity:

Our communication adheres to honesty, safety, and fairness while upholding integrity as outlined in our core values. We encourage honest assessments, openness and trust while providing feedback constructively and positively.

iii. Clarity:

Messages are communicated in a clear and simple language that is not open to misinterpretation. Written messages are concise aimed at improving trust and transparency.

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

iv. Timeliness:

Inquiries and requests for information are responded to as per the timelines set in the Authority’s Citizen’s Service Delivery Charter. Information is availed in a timely manner.

v. Open.

Communication moves in the same direction towards the same goal. Reasons for decisions are available, decision-makers are accessible and ready to engage in dialogue. When information cannot be communicated the reasons for non- disclosure are articulated.

vi. Two-way:

There shall be feedback from the receiver to the sender. This allows the sender to know the message was received accurately by the receiver. Staff have the right to give and receive feedback and contribute their ideas. Corporate Communications Division is committed to seeking views, dissemination of information and explaining the Authority’s decisions.

vii. Accessible: Information should be reachable in an understandable and accessible format using the most appropriate medium for the targeted audience.

viii. Targeted: The right messages reach the right audiences in the right manner at the right time.


ix. Corporate. Communications style and messages reflect a consistent corporate narrative while keeping in line with NWHSA’S policies and procedures.

2.3 Scope

These procedures shall apply to and define all the processes and activities carried out within the Corporate Communications Division.

2.4 References

- Kenya Constitution, 2010
- ISO 9001: 2015 Standard Clauses 4 to 10
- NWHSA’s Service Charter, 2019

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

- NWHSA’s Code of Conduct
- NWHSA’s HR and Procedures Manual
- Public Officers Ethics Act, 2003
- Access to information Act, 2016
- CAJ Act, 2011


2.5 Abbreviations

NWHSA	National Water Harvesting & Storage Authority
CLS	Corporate and Legal Services
ATI	Access to Information
CAJ	Commission on Administrative Justice
PAPS	Project Affected Persons
PRSK	Public Relations Society of Kenya
CCMT	Crisis Communication Management Team
CCO	Corporate Communication Officer
CEO	Chief Executive Officer
CMP	Crisis Management Plan
CSR	Corporate Social Responsibility
ICT	Information Communication Technology
CCD	Corporate Communication Division
CCO	Corporate Communications Officer
SOPs	Standard Operating Procedures

2.6 Definitions

In addition to the relevant definition of terms given in ISO 9000:2015, the following specific definitions shall apply:

Corporate communication: is a set of activities involved in managing and coordinating all internal and external communications aimed at creating favorable image among the Authority’s stakeholders.

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

External Communication: is the transmission of information between NWHSA and its external and internal publics. These include government institutions, suppliers/ contractors, partners and all shareholders.

Internal Communication: refers to information sharing processes or tools within NWHSA among staff and the Board that are responsible for effective information flow and collaboration.

NWHSA Staff: Any person employed by the Authority as well as members of Management.

Media: a means of mass communication (broadcasting, publishing, and the internet) that reaches or influences people widely.

Material Information: information relating to NWHSA affairs that when publicly released would significantly affect, or would reasonably be expected to have a significant effect on the image or reputation of the Board.

Confidential Information: refers to any information or document that the Authority wishes not to reveal to a third party or public which if disclosed, would be unduly detrimental to its interests.

General and Routine Information: refers to information that would not otherwise be classified as confidential information.


Selective Disclosure: is the release of non-public information by NWHSA about itself to identified audiences before making them known to the public.

Crisis Communication: Is an initiative which aims at protecting the reputation of the organization and maintaining its public image.

Crisis Management: Is a process designed to prevent or lessen the damage a crisis can inflict in an organization and its stakeholders.

Editing: Checking for grammatical accuracy typing errors and factual representation/reporting

Artwork: Text, photographs and pictures prepared for advertisement

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

Stakeholders/Publics: Is the group of people/audience that influence the business activities of a company or people who have real or potential interest in the company.

Social media: Internet channels that allow stakeholders to create content.

Spokesperson: Someone engaged or elected to speak on behalf of others.

2.7 Responsibility

The Chief Corporate Communications Officer has the primary responsibility of ensuring that these processes are implemented and remain adequate for their intended purpose, providing the information for documentation of the processes and initiation of actions to keep them updated. All members of staff in the Division are responsible for implementing and ensuring that these processes are followed.

3.0 Administrative Structure of Corporate Communications Division

The current administrative structure for the Division is as follows:



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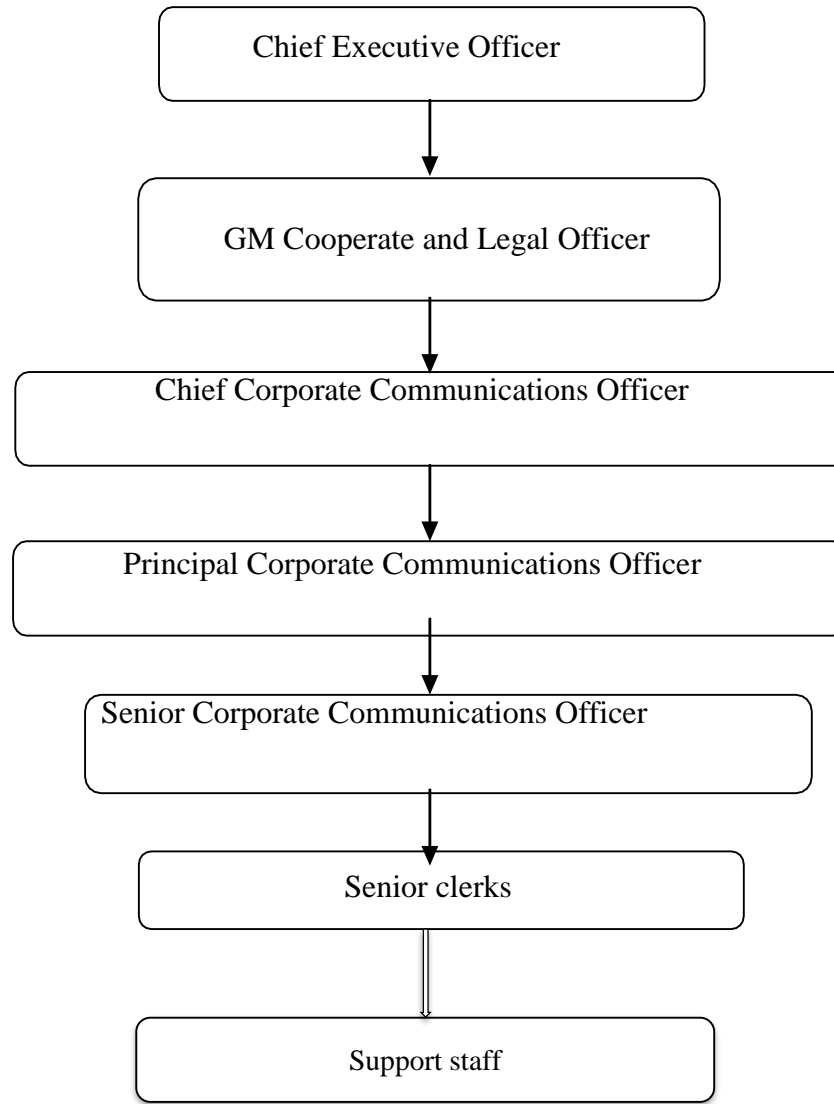
Date


Issue No

Revision No.

Document Title: NWHSA/CLS/COM/SOP/05

Standard Operating Procedure For Corporate Communications Division



	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

4.1 PROCESSES

4.2 Overview

Corporate Communications Division is responsible for reputation management of the Authority through enhancement of the Authority's visibility; establishing the branding, marketing and communication strategies, policies and plans; developing linkages between the Authority, media and relevant stakeholders. It disseminates timely, accurate, objective and complete information to the public with an aim of building trust and sustaining mutual relationships.


The Division plays a critical role in ensuring good relationship with all its stakeholders hence promote efficiency and generate better understanding of the Authority's mandate. The core activities of the Division are:

- I. Stakeholder engagement
- II. Resolution of public complaints
- III. Crisis management.
- IV. Media relations.
- V. Access to information
- VI. Corporate Social Responsibility

4.2.0 Process for stakeholder engagement –NWHSA/CLS/COM/SOP/05/01

4.2.1 Source

- User departments
- Finance
- Communication Division
- CEO's Office

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

4.2.2 Required inputs/Resources


- CEO's approval
- Confirmed venue and date
- Letters of invitation
- Framework for engaging with stakeholders
- Resource persons (Experts)
- Financial facilitation
- Staff
- Stakeholder attendance

4.2.2. Expected outputs

- 4.2.2.1. Stakeholder engagement report
- 4.2.2.2. Customer Satisfaction
- 4.2.2.3. Improved stakeholder relationship

4.2.3. Customers

- Project Affected Persons- PAPs
- Administration
- The community
- Media
- NWHSA's management

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		


Process details

No.	Process Details/ Description	Resources	Responsibility	Timeline	Output	Measure of success (KPI)
1.	Select relevant stakeholders	Communication Policy Staff	GM, CLS	1 day	Report	List of stakeholders
2.	Confirm date and venue of the meeting	Stakeholder contacts Venue contacts Staff	GM, CLS	3 days	Confirmed date & venue	Emails Letters Phone calls
3.	Send out invitations for the meeting	Official email Internet Letters and facilitation for postage or delivery	GM, CLS	1 day	Confirmed attendance	Emails Letters Phone calls
4.	Hold the stakeholders meeting, give brief, respond to queries	Project brief Stakeholders Venue NWHSA's staff	CEO	1 day	Actual meeting	Stakeholder meeting report Relevant documentation
5.	Evaluation of the meeting	Staff Meeting minutes Documentation from the meeting	GM, CLS M & E Committee	3 days	Evaluation report	Minutes Feedback from stakeholders

4.3.0. Process for Resolution of Public Complaints - NWHSA/CLS/COM/SOP/05/02

4.3.1. Source

- Complainants
- Corporate Communications Division

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

4.3.2. Required Inputs/Resources

- CAJ guidelines
- Complaints handling Officer
- Lodged complaints
- Complaints register
- Complaint boxes

4.3.3. Expected Outputs

- Complaints report
- Resolved complaints

4.3.5. Customers

- Complainants
- CAJ

Process Details

No.	Process Details/ Description	Resources	Responsibility	Timeline	Output	Measure of success (KPI)
1.	Lodging of complaints through various channels e.g. suggestion box, verbally emails & letters.	Emails, Letters Complaint boxes Complaints register	GM, CLS	1 day	Complaints report on received complaints	Quarterly reports sent to CAJ



Document Ref:

Date

Issue No

Revision No.

Document Title: NWSA/CLS/COM/SOP/05


Standard Operating Procedure For Corporate Communications Division

2.	Receipt and acknowledgement of complaints	CAJ guidelines Lodged complaints Complaints register Complaint boxes	GM, CLS Complaints handling Officer	2 days	Feedback to the complainants	Emails sent Phone call records Letters
3.	Documentation of the complaint	Complaints register	GM, CLS Complaints handling Officer	1 day	Documented complaints	Written documentation
4.	Assessment of the complaint	CAJ guidelines Lodged complaints	GM, CLS	2 days	Report	Investigative statements
5.	Responding to and resolving the complaint	CAJ guidelines Authority's various policies	GM, CLS Respective departments	3 days	Action taken documented	Feedback through email or letters.

4.4.0 Process for Crisis Management NWSA/CLS/COM/SOP/05/03

4.4.1. Source

- CEO's office
- GM, CLS
- Chief Corporate Communications Officer

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

4.4.2. Required Inputs/Resources

- Crisis management team
- Crisis management plan
- Authority's Communications policy

4.4.3. Expected Outputs

- Crisis management report

4.4.4. Customers

- NWSA's stakeholders; Top Management

No.	Process Details/ Description	Resources	Responsibility	Timeline	Output	Measure of success (KPI)
1.	Crisis preparedness	Communications Policy	GM, CLS CCCCO	4 days	Report	Anticipated crisis Strategies to mitigate against the crisis
2.	Notify and brief the CEO on the crisis of the situation. The CEO will notify the Board and staff	Verbal communication Phone calls	GM, CLS	1 day	CEO briefed of the crisis	Phone calls Physical meeting
3.	The CEO through the advice of the CLS team gives direction to the Crisis Management Team (CMT)	Time and venue for meeting	GM, CLS	1 day	Confirmed attendance	Emails Letters Phone calls



Document Ref:

Date


Issue No

Revision No.

Document Title: NWSA/CLS/COM/SOP/05

Standard Operating Procedure For Corporate Communications Division

4.	Crisis assessment. Determine facts, appropriate action, create a plan for communication, develop key messages and assess the resources necessary to manage the crisis.	Financial facilitation	GM, CLS CMT	1 day	Crisis assessment report Intelligence reports	Communication Plan Key messages
5.	Release Information to relevant stakeholders through pre-arranged channels.	Approval by the CEO Relevant channels	GM, CLS	1 day	Informed stakeholders	Press releases Letters Emails
6.	Keep Records	Resource Center Files Digital back-up tools	GM, CLS CMT	7 days	Documented records	Hard and soft copies of the documents
7.	Evaluate the effectiveness of the strategy and make recommendations.	Evaluation tools Authority's Communication Policy	GM, CLS CMT	5 days	Evaluation report	Submitted report to the CEO Recommendations Minutes

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

4.5.0 Process for Access to information NWSA/CLS/COM/SOP/05/04

4.5.1. Source

- GM, CLS
- Access to Information Officer (ATIO)

4.5.2. Required Inputs/Resources

Requests/inquiries by customers
Request to Access Information Register
Project briefs
Authority's Communications Policy
Code of conduct

4.5.3. Expected Outputs

Response to queries
Feedback from stakeholders
Reports

4.5.3. Customers

The Public
Authority's stakeholders



Document Ref:	Date
Issue No	Revision No.

**Document Title: NWSA/CLS/COM/SOP/05
Standard Operating Procedure For Corporate Communications Division**

No.	Process Details/ Description	Resources	Responsibility	Timeline	Output	Measure of success (KPI)
1.	Access to Information Officer records details of the requested information in the Authority's Request to Access Information Register within 24 hours upon receipt.	Requests/inquiries by customers Request to Access Information Register Project briefs Authority's Communications Policy Code of conduct	GM, CLS ATIO	1 day	Report	Anticipated crisis Strategies to mitigate against the crisis
2.	The ATIO acknowledges receipt and advises the applicant appropriately regarding information requested	Internet, social media platforms Website, Chatbot Phones Letter heads	GM, CLS ATIO	2 days	Acknowledgement of made requests	Letters Emails Social media responses
3.	Processing of urgent requests to be done within 2 days and ordinary requests within 14 days.	Requests/inquiries by customers Project briefs Authority's Communications Policy Code of conduct	GM, CLS ATIO	2 – 14 days	Processed requests	Letters, Emails Briefs Social media responses
4.	If the information requested is confidential, the applicant will be required to sign the	Confidentiality agreement form.	GM, CLS ATIO	2 days	Signed Confidentiality agreement form.	Communication with the applicant



Document Ref:

Date

Issue No

Revision No.

Document Title: NWHSA/CLS/COM/SOP/05

Standard Operating Procedure For Corporate Communications Division

confidentiality agreement form.						
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4.6.0. Process for Media Relations and Press Coverage- NWHSA/CLS/COM/SOP/05/06

4.6.1. Source

All media relations activities are coordinated and implemented by the Corporate Communications Division. Information will be generated, processed and disseminated through approved communication channels and in liaison with the GM, CLS. All press releases, conferences and briefings must be approved by the CEO. NWHSA will be impartial in releasing information to the different media outlets only at appropriate times.

4.6.2. Required Inputs/Resources


- Approved press releases/statements/ briefs /content
- The media
- Venue
- Corporate Communications team

4.6.3. Expected Outputs

- Coverage in the press
- Better understanding by the press on contentious/unclear information
- Communicated message
- Feedback from stakeholders

4.6.4. Customers


- CLS Department
- Top Management

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

Process Details

N o.	Process Details/ Description	Resources	Responsibility	Timeline	Output	Measure of success (KPI)
1.	Receive press requests/ inquiries from the media and acknowledge receipt	Internet Working phone Official emails	GM, CLS CCCO	2 days	Received requests Acknowledgement through emails and letter	Recorded requests Emails sent Letters sent
2.	Press invites are sent to media houses via appropriate channels of communication	Media contacts Communications team Confirmed date and venue	GM, CLS CCCO	1 day	Invites sent to the press	Emails sent Letters sent Signed press invites
3.	Preparation of Press releases/ statements for distribution to the media	Project briefs Media briefs Drafted responses Anticipated questions and answers	GM, CLS Communications team Technical team	2 – 14 days	Draft press releases/ statements / Media briefs	Meetings Minutes Reports Memos
4.	Approval and signing of the draft press release	Drafts of the Press releases/ statements/briefs	CEO	2 days	Signed Press releases/ statements	Memos Hard and soft copies of the Press



	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWWSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

						releases/ statements /briefs
5.	Press briefing and provision of relevant documentation is given to the press for further reference.	Signed Press releases/ statements/ briefs The media attendance	CEO GM, CLS Communications team Technical team	1 day	Media coverage Scheduled coverage	Attendance list Report

4.7.0. Process for Corporate Social Responsibility NWWSA/CLS/COM/SOP/05/07

4.7.1. Source


- The community
- Corporate Communications Division

4.7.2. Required Inputs/Resources

- Allocated budget
- Approved Schedule of CSR activities
- Venues/destinations of CRS activities
- Authority's CSR policy
- Communications team

4.7.3. Expected outputs

- CSR activity


	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

4.7.4. Customers

- The Community/beneficiaries
- NWSA

Process Details

No.	Process Details/ Description	Resources	Responsibility	Timeline	Output	Measure of success (KPI)
1.	Receive and acknowledge requests for CSR activities	CSR file Emails Letters Phone calls	GM, CLS CCCO	3 days	Received requests Acknowledgement through emails and letters	Recorded requests Emails sent Letters sent Phone call records
2.	Identify appropriate CSR activities as per the Authority's CSR Policy and available and allocated funding	Authority's CSR Policy Communication staff Technical staff Approved CSR budget	GM, CLS CCCO AIE holders	4 days	List of identified activities.	Minutes Memos Reports
3.	Requisition the various identified CSR activities to the CEO for approval.	Identified CSR activities	GM, CLS CCCO	2 days	Formal requisition forwarded to the CEO	Memos
4.	Approve the CSR requisition	Requested CSR activities	CEO	3 days	Approved CSR requisition	Memos

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

5.	Implement the CSR activity in liaison with relevant departments or institutions.	Approved budget and facilitation Media	GM, CLS Communication s team Relevant institutions	1 day	Implemented CSR activity	Media coverage CSR report
6.	Review the impact of CSR activity or the community and corporate image.	CSR report	GM, CLS CCCO	6 days	Objectives achieved based on the activity and stakeholder feedback	Review report with recomme ndations

4.8.0. Process for Design and Print of the Authority’s Newsletter NWHSA/CLS/COM/SOP/05/08

4.8.1. Source


- GM CLS
- Corporate Communications Division

4.8.2. Required Inputs/Resources

- Approved budget
- Approved memo
- Writers and editors
- Procured designer and publisher

4.8.2. Expected Outputs

- Authority’s Newsletter
- Feedback from readers

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

4.8.3. Customers

- Top Management
- All staff
- Key stakeholders
- The Public

Process Details


N o.	Process Details/ Description	Resources	Responsibility	Timeline	Output	Measure of success (KPI)
1.	Seek approval from the CEO	Requested approval	PCCO through the CCCO	1 day	Approved memo	Memo Received at CEO's office
2.	The Communications Division covers all Authority's events to collect news stories and receive stories from departments.	Cameras Photographers Writers/contributors	PCCO	75 days	Draft stories	Minutes Memos Reports
3.	Layout, typing and editing of the newsletter	Stationary Computers	Editorial team	5 days	Edited Dummy Newsletter	Minutes Reports
4.	Proof reading	Edited Dummy Newsletter	Editorial team	2 days	Final draft of the Dummy Newsletter	Report
5.	The CCCO forwards the final draft to the CEO for approval	Memos Draft Newsletter in soft and hard copies	CEO	1 day	Approved Newsletter	CEO's comments Amende



	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

						d draft based on CEO's comments
6.	The approved newsletter is submitted to a winning bidder for design & print	Approved Newsletter	PCCO	1 day	Printed Newsletter	Letters Emails
7.	Dissemination of the hard copies of the Newsletter and electronic media	Courier Services Transport facilitation Envelopes/gift bags Authority's website and social media	SCCO ICTO	5 days	Distributed copies Uploaded soft copies of the Newsletter	Schedules Signed sheets Signed delivery books
8.	File a published copy or broadcast documentation for reference.	Hard & uploaded copies of the Newsletter Box files	Senior Clerk ICTO	1 day	Archived Newsletters (Print / electronic)	Review report with recommendations
9.	Review the impact of the Newsletter on branding & publicity	Feedback from readers	Editorial team	2 days	Review report	Emails/letters/comments from readers

5.0 RECORDS/RETAINED DOCUMENTED INFORMATION

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

- CSR reports
- Crisis management report
- Media reports
- Resolution of Public complaints reports
- Access to information reports
- Press releases/statements
- Minutes for crisis management meetings

RISKS AND MITIGATION MEASURES

NO	RISKS	MITIGATION MEASURES
1.	Dissemination of inaccurate, inconsistent, unauthentic and unverified information	<ul style="list-style-type: none"> ● CEO to approve all external communication while the CCCO shall verify facts and double- check before release.
2.	Customer dissatisfaction	<ul style="list-style-type: none"> ● Effective customer engagements ● Build and sustain good relationships and trust through CSR activities ● Adherence to Authority's Citizen's Service Delivery Charter. ● Improve customer delivery & experience
3.	Crisis scenarios	<ul style="list-style-type: none"> ● Effective crisis management ● Provision of timely information and updates ● Empathy and implementation of promised actions
4.	Communication breakdown and delays	<ul style="list-style-type: none"> Compliance with the Communications Policy Use of official channels Compliance with the Authority's Citizen's Service Delivery Charter and the Access to information Act
6.	Strained / bad relations with the media	<ul style="list-style-type: none"> ● Improve relationship with media through timely media briefs, media pitching



Document Ref:

Date


Issue No

Revision No.

Document Title: NWHSA/CLS/COM/SOP/05

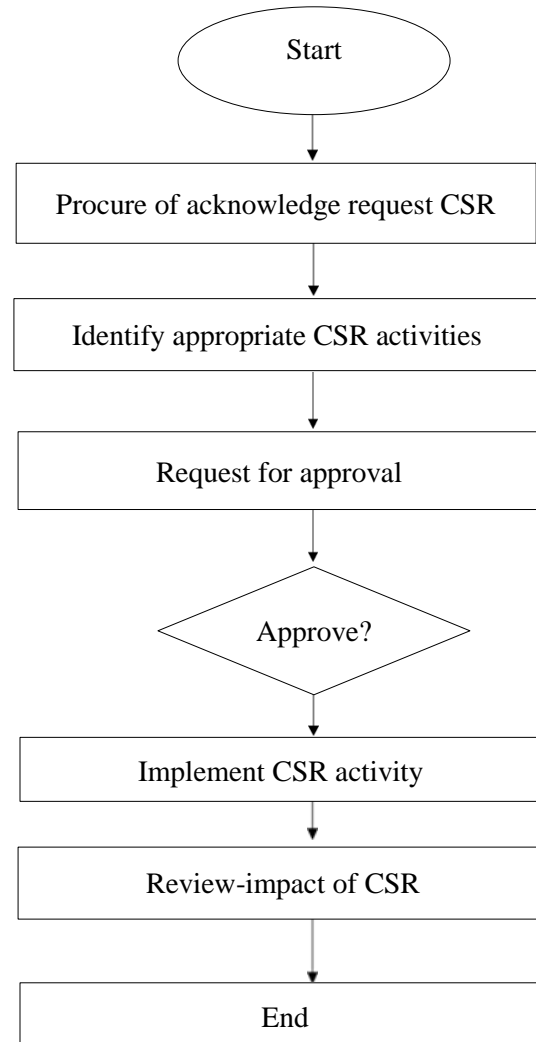
Standard Operating Procedure For Corporate Communications Division

		<ul style="list-style-type: none">● Provision of requested information while maintaining openness, transparency and honesty.
7.	Legal / regulatory non compliance	<ul style="list-style-type: none">● Abide with all regulatory and statutory requirements● Adherence to the Authority's policies
8.	Unauthorized and confidential information leaked to the media	<ul style="list-style-type: none">● Adherence to the code of conduct by staff● Adherence to the provisions of the HR policies and procedures manual● Compliance with the Authority's Communications Policy

	Document Ref:	Date
	Issue No	Revision No.
Document Title: NWHSA/CLS/COM/SOP/05 Standard Operating Procedure For Corporate Communications Division		

APPENDIX II: PROCESS MAPS-

Process Flow for stakeholder engagement





Document Ref:

Date

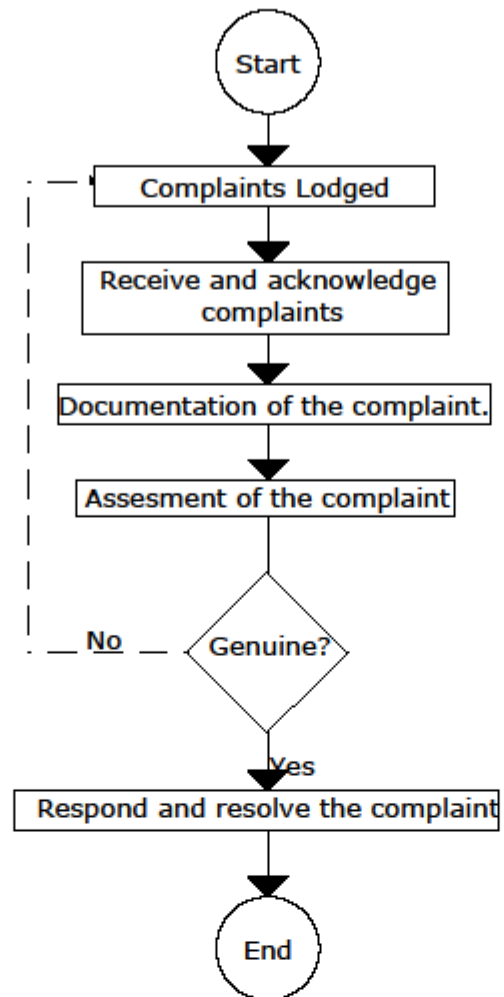
Issue No

Revision No.

Document Title: NWHSA/CLS/COM/SOP/05

Standard Operating Procedure For Corporate Communications Division

PROCESS FLOW FOR RESOLUTION OF PUBLIC COMPLAINTS





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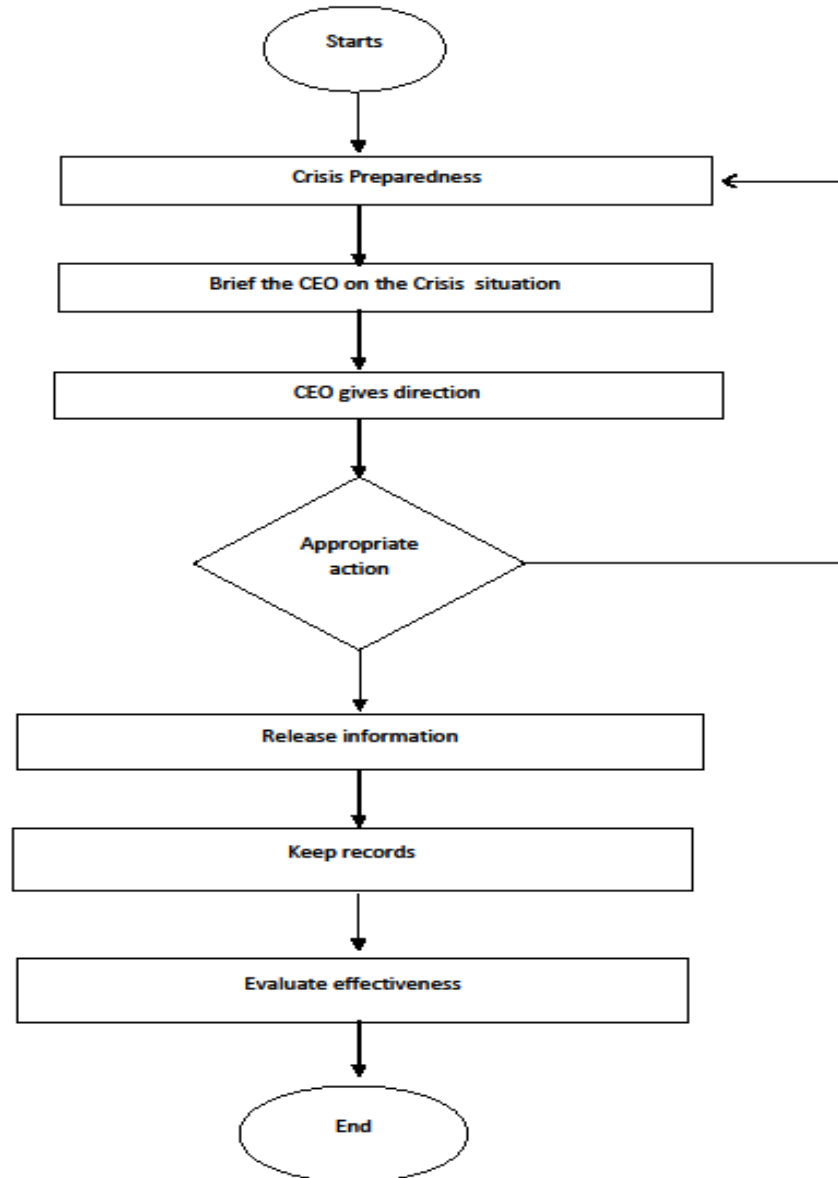
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Issue No

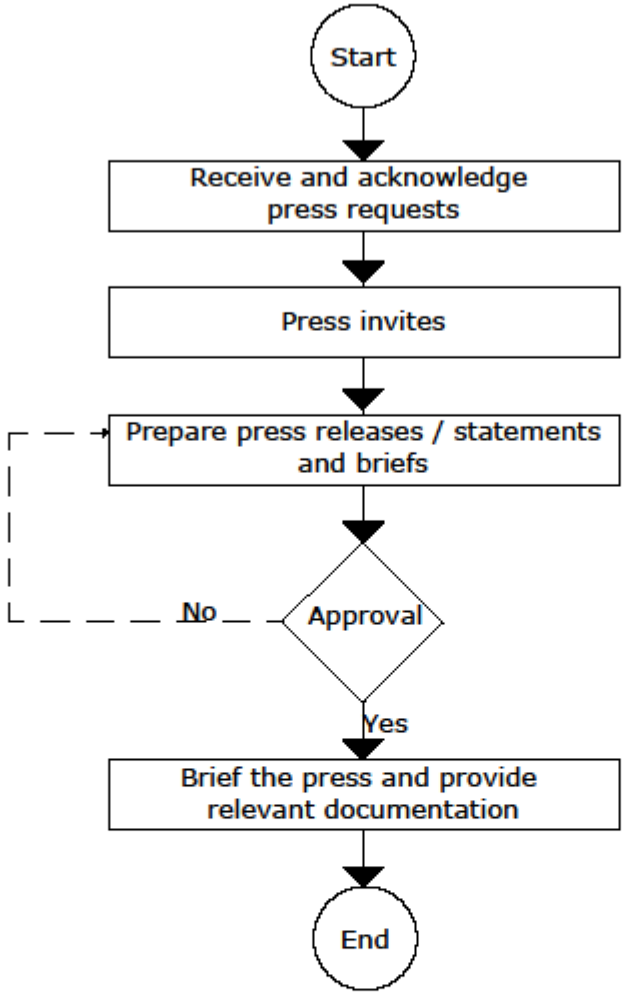
Revision No.

**Document Title: NWSA/CLS/COM/SOP/05
Standard Operating Procedure For Corporate Communications Division**

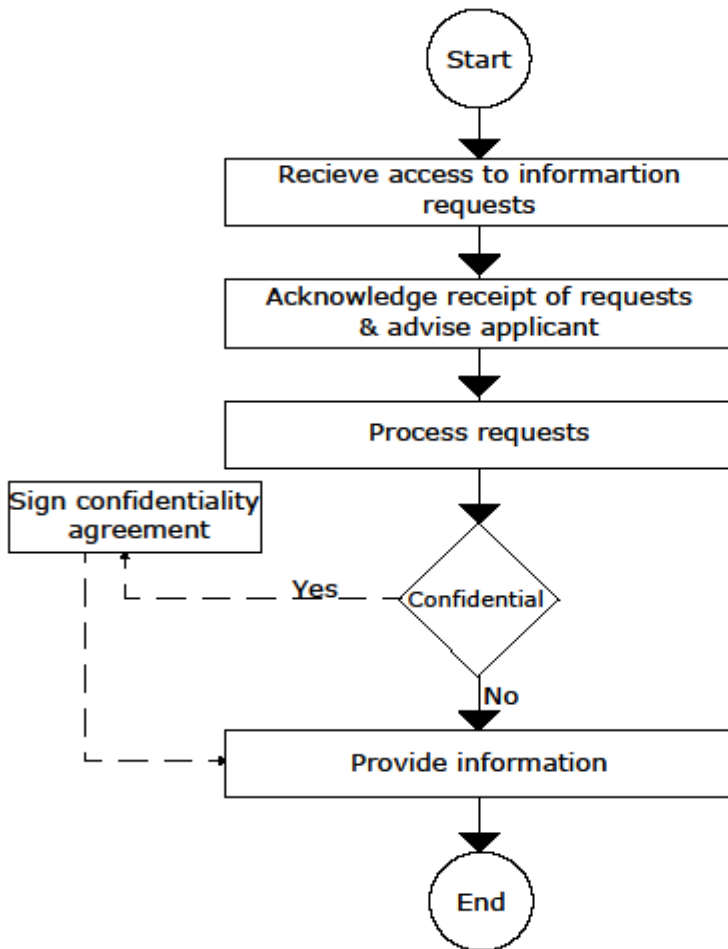
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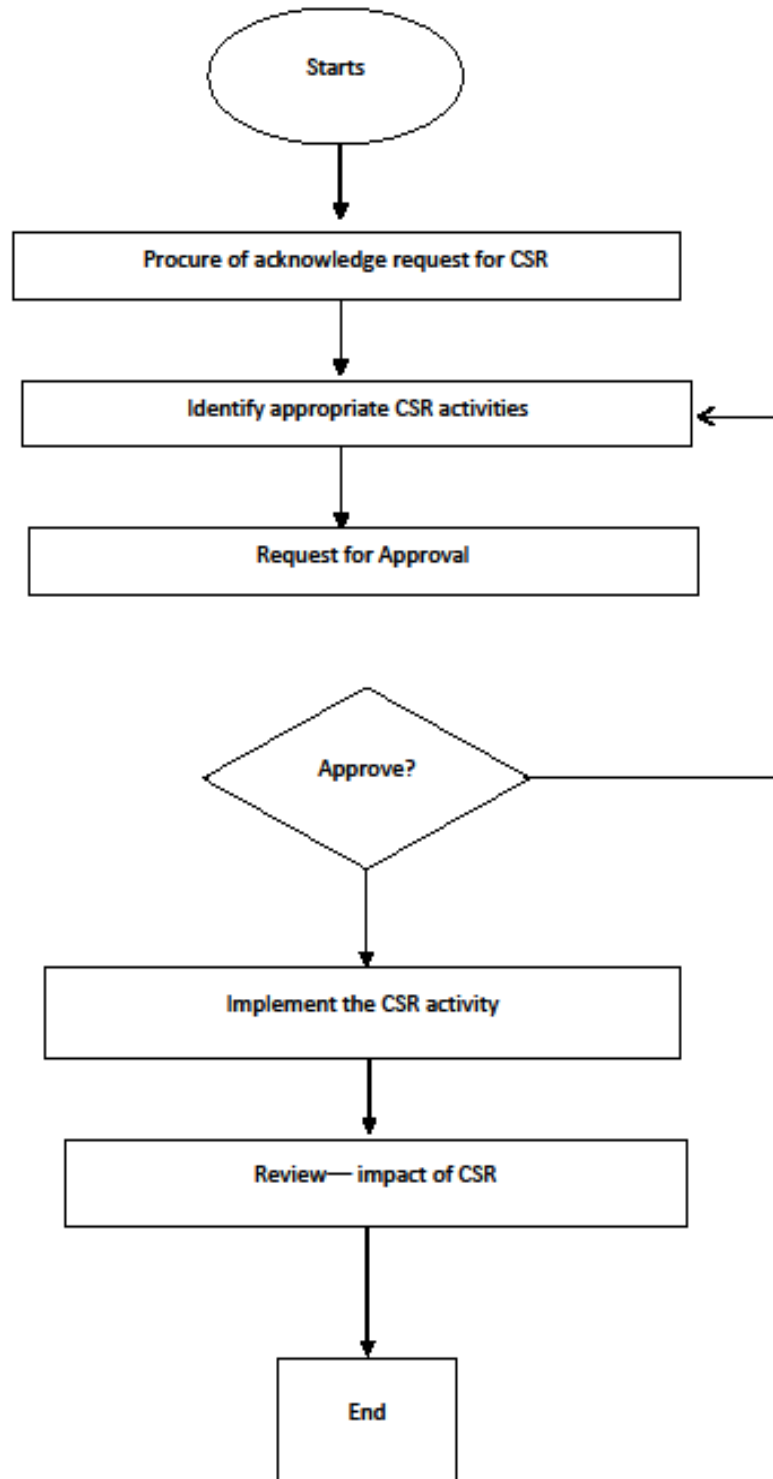
PROCESS FLOW FOR MEDIA RELATIONS



PROCESS FLOW FOR ACCESS TO INFORMATION



PROCESS FLOW FOR CORPORATE SOCIAL RESPONSIBILITY



Flow Chart on Newsletter Design:

