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Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

INTERNAL MEMO

DATE:	29 JULY 2014	REF. NO.	
TO:	THE HEAD OF DEPARTMENT (HOD)		
FROM:	THE DEPUTY DIRECTOR: POLICY AND RESEARCH MANAGEMENT SERVICES		
COPY:	THE CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES		
SUBJECT:	SUBMISSION OF POLICY PROPOSALS ON DEPARTMENTAL COMMUNICATION		

Purpose

1. The purpose of this submission is to obtain approval from the Head of Department (HOD) for the operationalization within the Department of the objectives of the Departmental Communication Policy.

Consultation process

2. The Policy and Research Management Unit of the Department has consulted the staff members of the Department (managers, officials and labour organisations) concerning this policy (see circulation e-mails by the Communication Unit as evidence).
3. Employees of the Department have also been afforded an opportunity to comment on the draft policy through individual submissions.

Recommendations

4. It is therefore recommended that the HOD approve this policy as Departmental policy.

Implications of approval of this policy

7. Budget shall be made available within the 2014/15 appropriated funding for the following cost items:

a) NO BUDGETARY IMPLICATIONS

8. There are no human resource implications regarding the management of this policy.



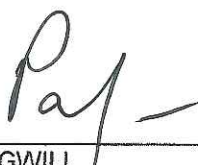
MR T. FERREIRA
DEPUTY DIRECTOR: POLICY AND RESEARCH MANAGEMENT SERVICES

29/07/2014
DATE



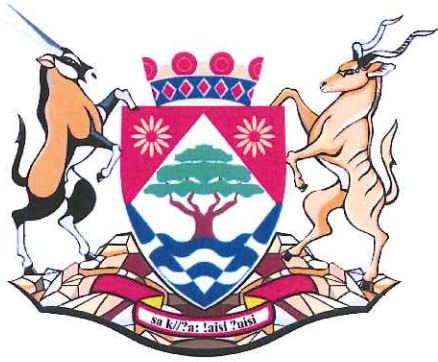
MR B. SLINGERS
CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES

30/07/2014
DATE



MR K. NOGWILI
HEAD OF DEPARTMENT

11/08/2014
DATE



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Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

DEPARTMENTAL COMMUNICATION POLICY

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1. DEFINITIONS AND ACRONYMS

“Accounting Officer”	Is the Head of Department (HOD), according to the PFMA, 1999. The PFMA clarifies the division of responsibilities between the Head of Department (the Accounting Officer) and the political head (called the “Executive Authority” – the Member of the Executive Council (MEC)). The Executive Authority is responsible for policy choices and outcomes, while the Accounting Officer implements the policy and achieves the outcomes by taking responsibility for delivering the outputs defined in the departmental budget, which is also prepared by the Accounting Officer.
“Advertising”	Means any message conveyed in the Northern Cape, nationally or abroad, and paid for by the government for placement in media such as newspapers, television, radio and the Internet.
“Branding Strategy”	A procedure manual containing a compilation of templates portraying the corporate identity on different working tools, i.e. letterheads, PowerPoint slides etc.
“Bulk e-mail”	Refers to any e-mail message sent to a large list of recipients that has identical content for each person. Typical examples of bulk e-mail are newsletters, internal memorandums and departmental notifications.
“CIO”	Chief Information Officer, which is the Head of Department (HOD).
“Corporate Identity”	The Department’s identity stemming from its branding processes.
“Crisis”	An abnormal situation that requires prompt action, beyond normal procedures, in order to limit damage to persons, property or the environment.
“Department”	Department of Roads and Public Works, Northern Cape Province (DRPW).
“EPWP”	Expanded Public Works Programme.
“External Communication”	Communication that flows from the Department to the external environment, or <i>vice versa</i> .
“GCIS”	Government Communication and Information Systems.
“HOD”	Head of Department.
“Image”	The Department’s appearance to the public is its image that should be positive and protected at all times.
“Internal Communication”	Communication among officials within the Department.
“Internet”	The Internet is a global system of interconnected computer networks that use the standard Internet protocol suite (TCP/IP) to serve several billion users worldwide. It is a <i>network of networks</i> that consists of millions of private, public, academic, business, and

	government networks, of local to global scope, that are linked by a broad array of electronic, wireless, and optical networking technologies. The Internet carries an extensive range of information resources and services, such as the inter-linked hypertext documents of the World Wide Web (WWW) and the infrastructure to support e-mail.
"Intranet"	An intranet is a computer network that uses Internet Protocol (IP) technology to share information, operational systems, or computing services within an organization. It thus refers to a network within an organization.
"IT"	Information Technology.
"Marketing"	The process of communicating the value of a product or service to the public or client departments or stakeholders, for the purpose of promoting the service or our brand.
"MEC"	Member of the Executive Council.
"MISS"	Minimum Information Security Standards.
"MLO"	Media Liaison Officer.
"NCFMTE"	Northern Cape Fleet Management and Trading Entity.
"NGO"	Non-governmental Organisation.
"NPO"	Non-profit Organisation.
"OTP"	Office of the Premier.
"PAIA"	Promotion of Access to Information Act, Act No. 2 of 2000.
"PDF"	Portable Document Format. This is a file format used to present documents in a manner independent of application software, hardware, and operating systems. Each PDF file encapsulates a complete description of a fixed-layout flat document, including the text, fonts, graphics, and other information needed to display it.
"PFMA"	Public Finance Management Act, Act No. 2 of 1999, as amended.
"PPPFA"	Preferential Procurement Policy Framework Act, Act No. 5 of 2000. This should be applied together with the Preferential Procurement Regulations, 2011.
"SMME"	Small, Medium and Micro Enterprises.
"Sponsorships"	Arrangements in which one party provides another with financial resources or any kind of assistance aimed at supporting a project or an activity of mutual interest and benefit.
"Stakeholders"	People or groups that have an interest in the dealings of the Department, or whom the Department deals with frequently in its operations.
"Website"	A website is a set of related web pages served from a single web

	domain. A website is hosted on at least one web server, accessible via a network such as the Internet or a private local area network through an Internet address known as a Uniform resource locator. All publicly accessible websites collectively constitute the World Wide Web.
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2. INTRODUCTION

In order to promote democratic and responsible governance, the government has a duty to explain its policies and decisions, and to inform and educate the public of its mandate and priorities. The objective of this departmental policy is thus to ensure that the DRPW provide the public, its stakeholders and the media with complete, accurate, clear and timely information about the Department's policies, plans, services and initiatives.

3. POLICY OBJECTIVES

- 3.1 The purpose of this policy is to:
 - 3.1.1 Facilitate coherent and coordinated communication between the Department and its stakeholders both internally and externally.
 - 3.1.2 Identify and address communication needs for both internal and external stakeholders of the Department in order to enable the exchange of information by delivering prompt responses to requests for information.
 - 3.1.3 Recognize communication as a line function as well as a business practice determined by the strategic imperatives of the Department.
 - 3.1.4 Ensure operational strategic and transformational dictates to inform the content, frequency and key messages of this Department's communication policy.
 - 3.1.5 Ensure that communication across the Department is well co-ordinated, effectively managed and responsive to the diverse information needs of the public and internal staff.
 - 3.1.6 Clarify the DRPW's communication regulations to departmental officials in terms of internal and external communication.

4. POLICY SCOPE AND APPLICATION

This policy is applicable to all employees of the Department and the Northern Cape Fleet Management Trading Entity, Entities that perform work for the Department.

5. POLICY STATEMENT

5.1 The Department shall:

- 5.1.1 Comply with National and Provincial directives in marketing, branding and creation of official documents.
- 5.1.2 Manage Communications, marketing and branding of the Department through the Communications and Marketing Unit.
- 5.1.3 Respect and effectively utilize the Department's colours in an effort to create a brand that is the Department of Roads and Public Works.
- 5.1.4 Ensure that all protocol photos are hanged at appropriate places with the correct protocol and in line with GCIS guidelines.
- 5.1.5 Respect and effectively utilise the provincial Coat of Arms as prescribed by the Provincial Government.
- 5.1.6 Ensure that the resources needed to fulfil the requirements of this policy are available and carefully managed.
- 5.1.7 Take into account communication requirements, views and concerns of audiences inside and outside of the DRPW (i.e. the internal and external environments) as far as the Department's Strategic, Annual Performance and Operational planning is concerned.
- 5.1.8 Monitor, evaluate, periodically review, and update its communication strategies and plans, in conjunction with the Department's planning and budgeting cycle.

5.2 The Department shall provide information free of charge when it:

- 5.2.1 Informs the public about dangers or risks to road safety, health, safety of buildings, etc.
- 5.2.2 Is required for public understanding of a major new priority, law, policy, program or service; or is requested under the Promotion of Access to Information Act (PAIA).

5.3 The Departmental Communications and Marketing Unit shall:

- 5.3.1 Work cooperatively with the Head of Department and the MEC's Office in managing the flow of information from the Department to the media and/or public and *vice versa*.

- 5.3.2 Advise Directorates on the design, editing and layout of all promotional and informational documents produced for official purposes.
- 5.3.3 Work cooperatively with Directorates in managing the communication service, marketing and branding of the Department.
- 5.3.4 Provide support to Directorates in managing the marketing and publicising of their events.
- 5.3.5 See to it that officials at all levels are orientated on the Communication Policy of the Department. New officials must be informed about the policy, and encouraged to familiarize themselves with it, upon appointment.

6. REGULATORY FRAMEWORK

6.1 The PAIA Legislation

- 6.1.1 Section 32 (1) of the Constitution of the Republic of South Africa Act, Act No. 108 of 1996 states that everyone has the right of access to 'any information held by the state' and 'any information held by another person and that is required for the exercise or protection of any rights'.
- 6.1.2 In 2000 the Promotion of Access to Information Act (PAIA), Act No. 2 of 2000 was enacted to give effect to these rights. The two main objectives of PAIA are:
 - a) To provide South Africans and non-South Africans a legal right to access information held by public and private bodies, enabling them to more fully exercise and protect their rights.
 - b) To foster a culture of openness and accountability in South Africa.
- 6.1.3 This process is facilitated by the Department's Legal Unit.
- 6.1.4 The PAIA manual is translated into three of the official languages and it appears on the departmental website.
- 6.1.5 Members of the public and/or private bodies can download these PDF documents and request access to departmental information which may come at a cost depending on the information requested.

6.2 Other Applicable Legislation and Regulatory Frameworks

- 6.2.1 The Constitution of the Republic of South Africa Act, Act No. 108 of 1996.

- 6.2.2 The Use of Official Languages Act, Act No. 12 of 2012.
- 6.2.3 The National Language Policy Framework, 2003.
- 6.2.4 The White Paper on the Transformation of the Public Service (The Batho Pele White Paper), 1995.
- 6.2.5 The Public Service Act, Act No. 103 of 1994, as amended.
- 6.2.6 The Public Service Regulations, 2001, as amended in 2002.
- 6.2.7 The Disciplinary Code and Procedure for the Public Service (PSCBC Resolution 2 of 1999).
- 6.2.8 The Public Finance Management Act, Act No. 1 of 1999 (The PFMA), as amended.
- 6.2.9 The Preferential Procurement Policy Framework Act, Act No. 5 of 2000.
- 6.2.10 The Preferential Procurement Regulations, 2011.
- 6.2.11 The Electronic Communications Act, Act No. 36 of 2005.
- 6.2.12 The Electronic Communications and Transactions Act, Act No. 25 of 2002 (The ECT Act).
- 6.2.13 The Copyright Act, Act No. 98 of 1978, as amended up to Copyright Amendment Act No. 9 of 2002.
- 6.2.14 The Minimum Information Security Standards (MISS), Second Edition March 1998.
- 6.2.15 The Minimum Information Security Standards (MISS) policy as approved by Cabinet on 04 December 1996, as amended.
- 6.2.16 The Regulation of Interception of Communications and Provision of Communication-Related Information Act, Act No. 70 of 2002.
- 6.2.17 The Protection of Personal Information Act, Act No. 4 of 2013 (The POPI Act).
- 6.2.18 The Criminal Procedure Act, Act No. 51 of 1977.
- 6.2.19 The Protection of Information Act, Act No. 84 of 1982.

- 6.2.20 The National Archives of South Africa Act, Act No. 43 of 1996.
- 6.2.21 The Promotion of Administrative Justice Act, Act No. 3 of 2000.
- 6.2.22 The Protected Disclosures Act, Act No. 26 of 2000.
- 6.2.23 The Prevention and Combating of Corrupt Activities Act, Act No. 12 of 2004.
- 6.2.24 The National Strategic Intelligence Act, Act No. 39 of 1994, as amended.
- 6.2.25 The South African Communication Security Agency, SACSA/090/1(4) Communication Security in the RSA.
- 6.2.26 The Northern Cape Provincial Government Information Security Policy, as endorsed by the DRPW.
- 6.2.27 The departmental Security Policy.
- 6.2.28 The departmental Supply Chain Management Policy.
- 6.2.29 The departmental Risk Management Policy.
- 6.2.30 The departmental Risk Management Strategy.
- 6.2.31 The departmental Information and Communication Technology Acceptable Use Policy.

7. INTERNAL COMMUNICATION

- 7.1 Managers and supervisors will communicate with employees openly, frequently and before or at the same time as information is communicated to the public.
- 7.2 Internal communication material will be identified in accordance with the departmental Branding Strategy.
- 7.3 Internal communication includes, but are not limited to, oral presentations, staff meetings, workshops, notice boards, the intranet and internal memorandums (memo's).
- 7.4 In the DRPW, various platforms are available for internal communication such as:
 - 7.4.1 The departmental weekly electronic newspaper called Re A Aga, meaning "We are building".

- 7.4.2 The departmental quarterly newsletter called Chumani, meaning "Be Fruitful".
- 7.4.3 The departmental website.
- 7.4.4 The departmental intranet.
- 7.4.5 Bulk e-mailing.
- 7.5 The Department must encourage open and collaborative communication among Senior Management and other officials to achieve the Department's goals and to ensure quality information services for the public.
- 7.6 All officials of the Department shall ensure that communication protocol is observed at all levels of the Department.
- 7.7 An employee of the Department shall not directly address written correspondence to the HOD or MEC unless the normal communication protocol in terms of the reporting structure of the Department has been observed.
- 7.8 Employees shall not directly address letters of grievance to the HOD or MEC, unless the normal grievance procedure has been followed.

7.1 Newsletters

- 7.1.1 The newsletters are communication tools of the Department and are used as a platform to disseminate information to the staff.
- 7.1.2 It serves to bond all staff members together into a family unit and keeps the members informed of all planned activities, events and projects.
- 7.1.3 The newsletters build interest in the Department and its activities even on a level of social responsibility and sport.
- 7.1.4 Thus Chumani and Re A Aga are official documents crafted with the purpose to inform, announce, remind, advise, instruct, advertise, and educate.
- 7.1.5 Any staff member is welcome to make any contribution in terms of content to the Communications and Marketing Unit, on condition that the article promotes the departmental brand or image and that it markets the services rendered by the Department.

7.2 Website and Intranet

- 7.2.1 The Department must maintain an active presence on the Internet through its website and intranet on which its services and information can be viewed.
- 7.2.2 Both the website and the intranet promote the corporate identity of the Department and it strives to be a portal where information can be obtained, even when based in remote areas.
- 7.2.3 The target audience for the website is the broad public, NGO's, NPO's, SMME's, other private bodies and other government departments and organs.
- 7.2.4 The intranet targets the immediate staff as it provides them with information and forms which will assist their daily operational functioning.
- 7.2.5 To ensure congruence with other communication activities, the Department's website will be reviewed regularly by the Communications and Marketing Unit in order to continuously oversee, monitor, evaluate and advise Senior Management on website and intranet content and design.
- 7.2.6 Collaboration shall be maintained between the departmental Communications and Marketing Unit and the IT Unit to ensure effective planning and management of electronic information services.

7.3 DRPW-Info Bulk e-mails

- 7.3.1 Communication is the inbox and the outbox of the Department in terms of information dissemination.
- 7.3.2 Staff members are must forward all official notifications and signed memorandums, staff news and information affecting the daily operation and functioning of the Department for circulation to drpw-info@ncpg.gov.za
- 7.3.3 This bulk e-mailing system is administered by the Communications and Marketing Unit.
- 7.3.4 Employees shall not send bulk e-mails to all the staff on their own initiative, but shall refer requests for the sending of such mails to the Communications and Marketing Unit, which utilises the formal internal departmental bulk e-mail platform known as drpw-info@ncpg.gov.za The Communications and Marketing Unit reserves the right not to comply with certain requests for the sending of bulk e-mails (see the departmental Information and Communication Technology (ICT) Acceptable Use Policy).

- 7.3.5 The responsibility remains with every newly appointed staff member to ensure that they are added to the mailing system by notifying the Communications and Marketing as well as the IT Unit.
- 7.3.6 The mailing system will be updated on a monthly basis, removing all individuals who have resigned, are on suspension, transferred to another department or province and those who have passed on.

8. CRISIS COMMUNICATION

- 8.1 The Department will communicate effectively before, during and after a crisis to help prevent injury or loss of life, limit damage to assets, property, maintain public services, assist in the process of recovery or help maintain or restore public confidence in government.
- 8.2 The Department shall recognize that extraordinary and rapid efforts may be required in times of crisis. The Department shall adjust priorities and resources accordingly.
- 8.3 The necessary plans, partnerships, tools and methods shall be in place to allow government officials to communicate effectively and efficiently in the preferred official languages during a crisis.
- 8.4 Agreement amongst stakeholders regarding lead responsibility for communications during a crisis shall be essential for the timely provision of accurate, relevant and consistent information. It is necessary to facilitate the delivery of services, eliminate potential for contradiction or confusion, and to demonstrate government leadership.
- 8.5 Lead responsibility will be identified as part of a planning process. Where this is unclear, the Department will consult with the Office of the Premier.

9. COMMUNICATION AT THE DISTRICT LEVEL

- 9.1 In the absence of Communication Officers at the District Level, the Corporate Service Managers are responsible for related communication activities, which will involve headquarter operations.
- 9.2 When communicating public information with a district focus or orientation, i.e. participating in local events, the Department needs to ensure that appropriate Senior staff from the district level is part of the task team or the logistical arrangements.

10. LANGUAGE USE

- 10.1 In the absence of a Provincial Language Policy, communication between the Department and the public both internally and externally, shall be determined by the communication situation. However, provision should be made in all formal communication between the Department and the public to accommodate South Africa's eleven (11) official languages, where possible.
- 10.2 Although English is used as the universal language of communication, the Department will not discriminate against other languages, and does not perceive other indigenous languages to be inferior.
- 10.3 The Department embraces multi-lingualism.
- 10.4 The Department shall make the necessary arrangements on roadshows, training programmes, workshops, etc. to ensure that all staff are able to understand the language of instruction/communication, by availing an interpreter to facilitate the process, where necessary.
- 10.5 To ensure clarity and consistency of information, plain language and proper grammar shall be used in all communication with the public.

11. EXTERNAL COMMUNICATION

- 11.1 No employee, contractor, consultant, temporary or other worker of the Department is allowed to communicate with the media (this includes telephone calls, the sending of e-mails, writing of letters, arranging to meet with journalists) and is not allowed to provide any media house or journalist with government documents, submissions, payments etc.
- 11.2 Staff members must refer all media personnel to the spokesperson of the Department or of the Ministry (MLO) of the Department.
- 11.3 The Communications and Marketing Unit will monitor media reports of the Department in order to analyse the public environment, concerns and perceptions as it relates to the Department's policies, programmes, services and initiatives.
- 11.4 Media monitoring shall be undertaken for the following reasons:
 - 11.4.1 To evaluate the effectiveness of communication activities such as advertising and to plan and evaluate marketing initiatives, among other applications.
 - 11.4.2 To anticipate issues that may arise and to formulate appropriate response strategies.
 - 11.4.3 To evaluate and address public needs and expectations effectively.

12. SPOKESPERSONS OF THE DRPW

- 12.1 The manager of the Communications and Marketing Unit is the spokesperson of the Department.
- 12.2 The MLO is the spokesperson of the MEC of the Department.
- 12.3 The above mentioned officials are supported in their roles by appointed aides, that is, by communication officers, as well as the senior management of the Department, who may be conversant on a particular subject matter.
- 12.4 All press releases will be approved by the CIO, which is the HOD, and in cases where an Acting HOD have been appointed, the power is delegated to the Acting HOD.

13. MARKETING AND CORPORATE IDENTITY

- 13.1 The Department shall place advertisements or purchase advertising space or time in any communication medium it deems necessary, to inform the people about their rights and responsibilities, and about government policies, programmes, services or initiatives.
- 13.2 To ensure compatibility with government communications and marketing, the Department will consult with the GCIS office.
- 13.3 The Department shall avoid the appearance or public perception of endorsing or providing a marketing subsidy or an unfair competitive advantage to any person, organisation or entity outside of government. The Department will not advertise or publicly endorse the products or services that it purchases or obtains from the private sector under contract.
- 13.4 The Department will not use its communication and social media platforms to market any individual or other organisation, private business or a brand which does not belong to the Department and its corporate identity.
- 13.5 To maintain a recognizable and unified corporate identity throughout the Department and its Directorates as well as addressing informational risks and adhering to legislation, all promotional material must be submitted to the Communications and Marketing Unit for quality assurance.
- 13.6 Directorates' communication resources, designs and presentations shall be done in a coordinated manner, with due regard to departmental policy prescriptions and directives from the National and Provincial Governments.

14. PROCUREMENT, SPONSORSHIPS AND JOINT VENTURES

- 14.1 The Department commits itself to adhere to proper procurement procedures as prescribed by legislation and relevant governmental regulations, and the departmental Supply Chain Management Policy, as far as communication services are concerned.
- 14.2 The Department may not use public funds to purchase advertising in support of a political party.
- 14.3 The Department will acknowledge its sponsors when communicating with the public about a sponsored activity or activities embarked upon in partnership with other institutions/entities. Similarly, the Department shall ensure sponsorship recipients – individuals, groups, companies or other departments – acknowledge the Department's contributions to their activities and afford the DRPW an opportunity to showcase its branding in the event of an expo, exhibition or departmental event.
- 14.4 The Department shall retail intellectual copyright for all material produced by service providers on behalf of the Department.
- 14.5 The Department will not accept a sponsorship from the private sector in exchange for advertising the goods or services of the sponsor.

15. BRANDING

In the absence of a uniformly adopted provincial branding strategy, the Department of Roads and Public Works aligns itself with the branding of the National Department of Public Works and the Branding Strategy of the EPWP.

15.1 Public Events and Branding

- 15.2.1 The Department shall determine whether to participate in a public event or issue an announcement.
- 15.2.2 The Communications and Marketing Unit, in consultation with the appointed task team, will plan and co-ordinate events and handle all correspondences with regards to identified stakeholders in consultation with relevant programme managers.
- 15.2.3 The office of the MEC shall handle all correspondence and protocol arrangements with regards to the involvement of politicians that includes Ministers, the Premier, MEC's, Mayors, Councillors and traditional leadership.
- 15.2.4 The Department will be appropriately identified and represented at events and announcements, including those involving other participants such as other levels of

government, civil society, industry or business. The Department shall be identified in all materials, displays or presentations prepared for public events or announcements in accordance with the Branding Strategy and GCIS branding specifications.

- 15.2.5 The Communications and Marketing Unit co-ordinates the participation of different departmental programmes in the forms of exhibitions.

16. ENFORCEMENT

Any employees, contractors, consultants, temporary and other workers of the Department who are found to have violated this policy may be subject to disciplinary / legal action and / or criminal prosecution, including termination of employment contracts as well as any other types of contracts with the Department.

17. POLICY REVIEW AND AMENDMENT

- 17.1 This policy is effective from date of signature.
- 17.2 The assessment to determine the effectiveness and appropriateness of this policy will be done one year after its effective date and thereafter on an annual basis. The assessment could be performed earlier than one year to accommodate any substantial structural or other organizational changes at the Department or any change required by law.
- 17.3 If and when any provision of this policy is amended, the amended provision will supersede the previous one.
- 17.4 Deviations from this policy must be approved by the Accounting Officer.

18. APPROVAL OF THE POLICY AND DATE OF EFFECT

This policy is Approved / Not Approved

Comments:

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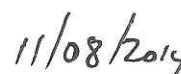
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HEAD OF DEPARTMENT



DATE

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the dr&pw

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Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

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Date: 11 August 2014

Ruth Palm
Chief Director: Roads
Department of Roads and Public Works
P.O. Box 3132
Kimberley
8300

ACTING: YOURSELF

By virtue of the provision of Section 32 of the Public Service Act of 1994, you are hereby appointed to act in the capacity of the Head of Department and shall be responsible for performing the functions of the said post.

You are therefore required to execute these functions according to the delegations of the Head of Department.

Please note that this acting capacity is not coupled with any additional remuneration.

Your acting period: 11 August 2014

Regards

Kholekile Nogwili
HEAD OF DEPARTMENT
DATE: 11 August 2014

Acceptance of delegation to act as Head of Department.

I, Ruth Palm hereby accept / do not accept the delegation to act as stipulated in the above letter.

RUTH PALM
CHIEF DIRECTOR: ROADS
DATE: 11.08.2014