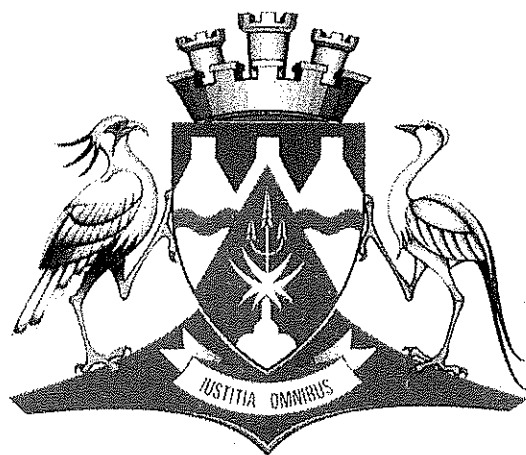


# **PIXLEY ka SEME DISTRICT MUNICIPALITY**



## **COMMUNICATION STRATEGY**

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## **TOWARDS A PIXLEY ka SEMA DISTRICT MUNICIPALITY COMMUNICATION STRATEGY**

"A thousand voices speaking without a common message and single purpose will in the end just make an indistinct noise that few will hear.

We must therefore speak with a shared purpose and clarity of message. Our actions must be informed by an understanding of the environment in which we are working, of who we are trying to reach, what they are thinking, and how they are best reached.

We must strategise for communication, translating our ideas into a concrete programme that promotes our objectives". (Towards a communication system at local government, GCIS, p12, 2009)

### **1. THE MANDATE, ROLE AND FUNCTIONS OF THE COMMUNICATION STRATEGY**

The mandate of the communication strategy is derived from all relevant District directives including the Municipal Structures Act, 1998 (Act 117 of 1998), Municipal Systems Act, 2000 (Act 32 of 2000), the Promotion of Access to Information Act (Act 2 of 2000) and the Constitution of South Africa, 1996 (Act 108 of 1996) which emphasises a communication system with high levels of transparency, openness, participatory democracy and direct communication with the people in improving their lives.

Consequently the core functions of the PKSDM communication strategy are to contribute towards the realization of the following developmental objectives as encapsulated in the Pixley ka Seme District Growth and Development Strategy and underpinned by the principles of transparency, openness, participatory democracy and direct communication with people:

- To promote economic development and the creation of sustainable job opportunities
- To reduce poverty through holistic and integrated approach to pro-poor programming
- To strengthen social development and improve service delivery
- To develop human and social development
- To ensure the provision of adequate infrastructure for economic and social development
- To promote good governance
- To strive for the attainment of regional integration

## **VISION**

**“Pixley Ka Seme DM, PIONEERS of DEVELOPMENT, a HOME and FUTURE for all!!!”**

## **MISSION**

The Pixley Ka Seme DM will achieve its vision by:

- Using the integrated development planning process to create a home for all in our towns, villages and rural areas;
- Promoting economic growth that is shared across and within communities;
- Providing political and administrative leadership in the development planning process
- Ensuring that we get the sustainable delivery of basic services right;
- Mainstream integrated planning in the operations of our municipalities;
- Focusing on integrated planning as a means of building stronger communities and building bridges between communities;

## **2. INTRODUCTORY REMARKS**

The absorption, handling and utilization of information is very fundamental to the realization of the developmental objectives set out in the Pixley ka Seme District Growth and Development Strategy namely economic development and sustainable jobs, poverty reduction, social development and improved service delivery, adequate infrastructure, good governance and regional integration.

Access to information impacts positively on the ability of the public to participate and contribute to the social, cultural and economic development of society. Effective and efficient communication both within the institution and with external stakeholders is very critical in ensuring that the community of the Pixley ka Seme District achieves a shared vision in attaining our goal of improving the quality of life for all residents.

It therefore becomes imperative that all communication impediments and constraints be systematically removed both within the institution and with external stakeholders so as to create an environment conducive to effective and efficient service delivery.

There is therefore a need for a well-defined regional communication strategy to assist in accelerating the socio-economic transformation of our district.

The PKSDM communication system should not be viewed as an isolated item but rather as an integral component of the overall programme of action of the PKSDM to better the lives of the people in the region.

It should be a planned and intentional communication programme which responds to and informs the overall programme of action implemented by the PKSDM in accelerating service delivery.

### 3. BROAD AREAS OF FOCUS

In 2003 and 2004, the South African Local Government Association (Salga) with the support of Government Communication and Information System (GCIS) undertook a preliminary research on the status of communication in municipalities and their major finding was that, in broad terms, communication at municipal level was not properly institutionalized or systemized.

Following a workshop in 2005 on the same issue, a recommendation was made to develop communication systems along **FOUR** broad areas of focus namely (a) governance and advocacy (b) communication (c) capacity-building (d) structures and systems.

The PKSDM communication strategy accepts the recommendation and includes all **FOUR** broad areas of focus into its communication system and also includes accessibility as another **FIFTH** area of focus. The PKSDM communication strategy is also mindful of that fact that the strategy will have to respond to local dynamics and context in dealing with these four broad areas of focus.

#### 3.1 GOVERNANCE AND ADVOCACY

The PKSDM communication strategy operates within the policy framework set out in the following key pieces of legislation namely the Constitution of Republic of South Africa, 1996, Municipal Systems Act, 2000, Municipal Structures Act, 1998, Promotion of Access to Information Act, 2000, Municipal Finance Management Act, 2003, Intergovernmental Relations Framework Act, 2005, Public Finance Management Act, 1999, Organised Local Government Act, 1997, Media Development and Diversity Act, 2002 and the Comtask report.

Political leadership and oversight of the communication function locally is very fundamental in ensuring healthy communication with communities.

The PKSDMM communication functions should be properly reported on and accounted for, monitored and evaluated to ensure that municipal communication system responds to and effectively supports the overall implementation of PKSDM municipality's programme of action.

Institutional arrangements need to be put in place to ensure co-ordination of an integrated and coherent system of communication from district to town's sphere. This calls for strategic and intentional planning to ensure that communication information reaches all municipal communicators.

The PKSDMM communication function should be located in the highest office in the municipality, politically accountable to the mayor but administratively located in the office of the municipal manager.

Heads of communication (HoCs) to sit in management and strategic meetings

### **3.1.1 COMMUNICATION FORA**

All communication fora are strategic meetings of government communicators

- The communication fora have to be aligned with the political IGR structures.
- The communication fora are knowledge-sharing consultative structures and not decision –making structures
- The HOC in the district should sit in the DCF and ensure there is an agenda item for communication for reporting on communication developments.
- The HOC has to devise a mechanism to report back to municipal communication fora (MCF's), district communication fora (DCF's) and local communication fora (LCF's) on the outcome of PCC meetings as relating to communication and other matters.
- Chairs of fora have the discretion to invite any stakeholder to the forum meetings (DFC, LCF and MCF) depending on the topic to be discussed.

### **3.1.2 COMMUNICATION CYCLE**

- The communication cycle of municipalities is to begin in February after the State of the Nation Address (SONA) and the State of the Provincial Address (SOPA) and to end in February the following year.
- The implementation of the communication strategy begins in July and ends at the end of June the following year
- The GCIS could be requested to assist in the interpretation and understanding of government communication cycles

### **3.1.3 COMMUNICATION CALENDAR**

Among the key communication milestone and opportunities to be exploited for communication purposes are:

- Inauguration of mayors
- Budget speeches/State of the Municipality Address and road shows/izimbizo to take message to communities
- IDP process
- Launch of ward committees and ward committee campaigns
- Local growth and development summit
- National commemorative days e.g. 16 June, National Women's Day etc
- Commemoration of local heritage sites
- Municipal birth days celebrations
- Local Government Week (public awareness week co-ordinated by SALGA)
- Local Democracy Week (to showcase national , provincial and local government programmes at a local level)

- Imbizo Focus Week
- Launch of MPCCs and MPCCs open days

#### **3.1.4 COMMUNITY PARTICIPATION**

- Community participation is a communication activity, and communicators should play a strategic role in promoting citizen participation and consultation.
- Communicators should popularize and promote community participation programmes as they interact with all stakeholders and role-players for the success of the communication programme.
- Communication should be involved in all three stages of public participation (**PRE, DURING AND POST**)
- Communicators should be made aware of the Community Development Worker (CDW) brief for them to understand the rest of the communication environment.

### **3.2 CAPACITY – BUILDING**

- PKSDM municipality should ensure that it makes provision for ensuring that there is a training budget for communicators
- Need to use sector and training authority levies and Municipal Infrastructure Grant allocations for training.
- CDW's and ward committee members should be trained on basic communication skills
- Special attention should also be paid to the training of mayors, mayoral committees and councilors on basic communication skills and handling the media
- The following were identified as key skills needed to build capacity and consolidate the local-government communication system: community liaison, networking, facilitation, negotiation, research, media liaison, communication planning and strategy, event management, understanding government policy and linguistic or communication skills.
- Training should be an ongoing process and should never stops

### **3.3 COMMUNICATION PROGRAMME**

#### **3.3.1 REPOSITIONING LOCALGOVERNMENT**

- There will definitely be a need to reposition and rebrand local government in the Pixley ka Seme District in line with national and provincial communication directives. The national messaging should be complemented by specific municipal programmes and messaging.



- The communication programme should be based on addressing the findings of the perception audit.
- Among the **key messages** should be:
  - that the people have spoken
  - what local government will do to fulfill the mandate of the people
  - profiling of local government leaders linked to local government commitments
- among the **key characteristics** that should become associated with the new repositioned local government (image and reputation) include:
  - caring
  - competent
  - transparent
  - knowledgeable
  - honest and trustworthy
  - accountable/localized and in touch with the people
  - accessible and approachable
  - committed
  - instill pride
  - fair and equitable
  - people-centered and customer-focused/customer-driven

### 3.3.2 EXTERNAL CAMPAIGNS

While internal stakeholders need to be well versed in the "business" of the Municipality, external stakeholders need the same clear understanding on the role of the District Municipality and how exactly they can partner with the District Municipality for district-wide development. External Communication should therefore concentrate on the following:

- Communicating the plans and services of the District Municipality
- Facilitating access to government services and information
- Facilitating public participation
- Media Relations
- Intergovernmental relations forums
- Profiling of local government leaders
- Communication on local government five-year integrated development plan
  - Link to provincial and national programmes
  - Development priorities
  - Governance issues :building local government capacity, progress and plans in implementing PKSGDS
  - Infrastructure development

- Economic development and job creation programmes
- Social development
- Service delivery

### **3.3.3 BACK TO BASICS CAMPAIGN**

- Public education campaign on how local government works
- Infusing local government communication processes into the local school curriculum (school-based assessment activities)
- Organising regional school competitions around local government processes
- Organising regional drama groupings to spread the message of municipalities through creative arts especially to young people
- Organising regional and local music festivals and other related cultural activities under the auspices of the local municipality as part of a marketing and publicity exercise
- Organising structured consultative meetings with different stakeholders around local government issues
- Handbook for councilors that contains basic and critical information around service delivery
- How to contact your representative:
  - Information for call centers
  - Community development workers (CDW's)
  - Ward councilors
- Who to contact for what:
  - Representatives
  - Municipal service
- Which ward are you in?
- Maps and faces of ward councilors
- Publicising code of ethics for councilors
- What is an IDP?

### **3.3.4 WARD COMMITTEE CAMPAIGNS**

- Ward committees are grassroots structures, having their eyes and ears on the ground
- Ward committees are very critical in communicating government information to the community, as well as informing government, through the local sphere, of the community's views
- The ward committee system should be integrated into the overall municipal communication strategy
- Adequate support and resources must be provided for ward committees as a critical medium in the communication chain

- We must propagate the message that ward committees are the **ears, eyes and mouths of government and the community!**
- Municipality to initiate ward committee process
- Community meetings to be held to elect new ward committees
- Introduction of new ward councilors
- Awareness campaigns on the role of ward committees, ward councilors and CDWs
- Publicise programme of ward committee meetings
- Regular ward committee meetings and community report-backs
- Distribute and publicise DPLG ward committee publications and other publicity tools
- Common issues on ward committee agendas to include:
  - Key council decisions
  - Five year plan/IDPs
  - Current affairs
  - Local ward programme of action

### 3.3.5 INTERNAL CAMPAIGNS

The key to unlocking a thriving Municipality and moving forward to meeting its targets, is increasing communication and information-sharing with internal stakeholders – PKSDM' staff and councillors. These are the ambassadors of the Municipality, who are vital to the success of the communication strategy. The focus for internal communication will largely be on firstly informing internal audiences of council resolutions, policies, targets, plans and achievements; secondly coordinating activities, messages, campaigns and events and thirdly, internally branding PKS District Municipality as a good place to work

The internal communication strategy should also aim at changing the behavioral patterns of public servants in rendering service to our clients so as to create a good image and reputation for the PKSDM municipality.

In order to create a positive, good image and reputation for the PKSDM municipality an aggressive internal communication campaign should be promoted to make a living reality of the principles contained in the **Batho Pele Campaign:**

- Changing internal culture of service delivery
- Service standards, ethics and values
- Customer care service
- Regular recite of the principles contained in the Batho Pele Campaign
- Visible physical display of the Batho Pele principles
- Constant feedback from our clients with regard to the quality of our services

- Making public servants accountable for their actions which impacts on the principles contained in Batho Pele Campaign
- Acknowledge public servants that consistently provide quality service to our client

### 3.3.6 KEY COMMUNICATION TOOLS, MECHANISMS AND ACTIVITIES

- Innovative and creative communication mechanisms, tools and activities should be used to disseminate key messages to different stakeholders.
- The tools that are most appropriate for communicating with the target audience identified by the PKS District Municipality include the following:
  - ❖ **Electronic And Digital Channels**
    - PKS District Municipality website
    - PKS District Municipality's Information Portal
    - Electronic Staff Newsletter
  - ❖ **Commercial Media**
    - Community newspapers in the PKS District Municipality
    - Northern Cape regional newspapers
    - One pagers in local newspapers
    - Letter to editor
    - National Newspapers
    - Community Radio in PKS District Municipality
    - Regional and national radio
    - Television
  - ❖ **Advertising and Advertorials**
  - ❖ **District Municipal Publications**
    - Integrated Development Plan
    - Annual Report
    - Calendars
    - External Stakeholder Newspaper
    - Council Speeches
    - Staff Notice Board
  - ❖ **Events and platforms**
    - PKS Council Meetings
    - Internal meetings with staff (departmental and organisational)
    - Stakeholder consultative meetings: Ongoing interaction and consultation with stakeholders including youth, women, business, church fraternity etc.
    - Local Municipality Council Meetings

- Community meetings
  - Road shows and community outreach programmes
  - Door-to-door work and campaigns
  - Information kiosk
  - Call centres
  - Workshop
- ❖ **International exchange programmes with other district municipalities in other parts of the world**
- Establishing links and relations with other municipalities in the world
  - Sharing best practices with other municipalities in the world with regard to municipal communication systems
  - Exposing our officials to best international municipal communication systems and practices

#### **3.4 ACCESSIBILITY**

The Municipality needs to ensure it is accessible to its stakeholders. Systems to receive enquiries and provide information and assistance need to be in place. In PKS District Municipality, this applies to potential investors and partners as a case in point. The Municipality should have a system in place to receive enquiries from potential investors and partners. Marketing campaigns lead to enquiries being directed to the Municipality which in turn needs to be ready to respond to these enquiries. Such "readiness" strengthens marketing and communication efforts and increases confidence in the organisation.

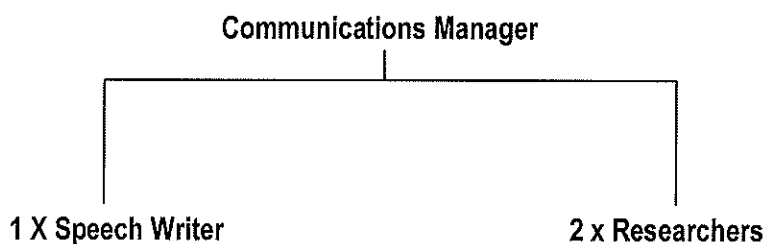
The Municipality needs to put in place systems to allow our clients/stakeholders to give us feedback with regard to the quality of our services. We need to constantly improve on the quality of our services to ensure that the PKSDM municipality improves its image and credibility.

#### **3.5 COMMUNICATION STRUCTURES AND SYSTEMS**

- Communication units and structures should be arranged and organised in a manner that enables them to meet the communication objectives of the PKSDM municipality. The communication unit should be politically accountable to the office of the mayor while administratively they report to the office of the municipal manager.

- A PKS District communication forum should be established as a communication co-ordination point. This should entail effective monitoring of such a fora by the relevant provincial intergovernmental relations forums. Municipal communication forums and Local communication forums should also be established for effective communication co-ordination and delivery.
- These communication forums are not decision making bodies but rather serve as knowledge-sharing consultative structures.
- The communication unit should ideally compromise officials to handle the following functions: internal and external communication including imbizo programme, media and stakeholder liaison, media production, and marketing and branding.
- Regular communication strategizing meetings should be held in the municipality to provide communication guidance
- Municipal communication officers should be represented on the provincial government communication forums
- It is proposed that the communication unit be structured in the following manner as illustrated below as to provide effective and efficient communication services for the PKSDM municipality

### 3.5.1 PROPOSED COMMUNICATION ORGANOGRAM



### 3.5.2 ROLES AND RESPONSIBILITIES OF COMMUNICATION STAFF

- ❖ **COMMUNICATION MANAGER**
  - Manage the implementation of the overall District communication and marketing plan
  - Coordinate the day to day communication and marketing operations in the district
  - Develop communication systems and strategies for effective communication coordination and delivery in the district
  - To coordinate internal and external communication and marketing programmes at a district level

- To supervise the implementation of the communication and marketing programmes at the municipal level
- To provide strategic leadership and guidance at the district level around communication and marketing issues
- Media and stakeholder liaison at a district level
- Media production at a district level
- Handle marketing and branding at a district level

❖ **SPEECH WRITER**

- Production and editing of speeches
- To ensure speeches reflects and are in line with district and municipal communication and marketing directives and mandates
- Ensure the establishment of municipal archives to consolidate research and the availability of information around municipal communication and marketing directives and mandates
- To provide strategic support to communication manager and local communication officers with regard to communication and marketing processes

❖ **2 X RESEARCHERS**

- To assist with ongoing basic research and advocacy programmes around communication and marketing processes
- To provide logistic support to communication manager and staff
- To report on the day to day communication and marketing activities

**3.5.3 INTERGOVERNMENTAL STRUCTURES**

- A number of structures have been established to bring about intergovernmental relations for improved communication across the spheres of government. These include:
- Proposed intergovernmental Communication Structures for PKS District Municipality is illustrated in diagram 3.5.3 (Refer to addendum)
- Coordinating Structure for Government Communication
- The South African Local Government Association (SALGA) and Government Communication & Information Systems (GCIS) have proposed structures that will coordinate government communication at all three spheres. These structures take the following form:
- Government Communicators' Forum (national level)

- Provincial Communicators' Forum
- District Communicator's Forum

#### 4. MESSAGES AND LANGUAGE

The PKSDM municipal messages should be informed by the State of the Nation Address, State of the Province Address and State of the District Address (when the IDP is tabled for adoption). Messages should further be developed using the feedback from stakeholders and should be tailored to programmes and campaigns developed with District Municipality's departments.

#### Languages of the District

It is proposed that English be adopted as an administrative language, however communication should take place in the three official languages dominant in the district and Northern Cape, namely Xhosa ,Afrikaans and English

#### 5. MESSENGERS

Messengers are the main champions to reinforce the message, reputation and image of the PKSDM municipality. The champions at PKS District Municipality who will give effect to this strategy are the following:

- PKSDM Councilors
- Communication staff
- Municipal Manager and Heads of Departments

#### 6. TARGET AUDIENCE

There are multiple and diverse audiences vying for the District Municipality's attention. These audiences differ in respect of language preferences, location within the district, sophistication, interests, access to various media and relationship with the District Municipality. The Municipality should undertake a stakeholder mapping exercise with the intention of systematically analysing the impact and influence of various stakeholders on its mandate and objectives. The analysis would be able to provide focus for the District Municipality in terms of who it should target with its messages, the channels and tools that will be most appropriate when sending these messages and how messages should be tailored to each audience



and campaign. This approach ensures that resources are strategically allocated. The following stakeholders emerge as the District Municipality's target audience:

1. **Councillors and employees** of PKS District Municipality
2. **Councillors and municipal officials** of Local Municipalities within the PKSDM' area of jurisdiction:
  - Renosterberg Local Municipality
  - Emthanjeni Local Municipality
  - Ubuntu Local Municipality
  - Siyancuma Local Municipality
  - Thembelihle Local Municipality
  - Umsobomvu Local Municipality
  - Kareeberg Local Municipality
  - Siyathemba Local Municipality
3. Communities within the District Management Area in the PKSDM area of jurisdiction
4. Organised farming community / organised Agriculture sector
5. Organised Business sector
6. Provincial Government Departments
7. National Government Departments
8. District Municipalities in the Province
9. Neighbouring Municipalities
10. Donor and Development Agencies
11. Private Sector
12. Parastatals

13. Non Governmental Organisations including organized members of civil society

14. Community Based Organisations

## **7. MONITORING AND EVALUATION**

- Monitoring and evaluation of communication programmes should be conducted through the Municipality's performance management system. The communication plan forms part of the District Integrated Development Plan and annual budget. It will further be expressed in the Service Delivery and Budget Implementation Plan (SDBIP) and individual performance plans of Section 57 Managers and communication officials of PKS District Municipality.
- Baseline information, against which the strategy could be monitored and evaluated, may be established through the following:
  - Stakeholder Analysis and Perceptions Survey
  - Local Municipalities
  - Feedback from IDP Public Hearings and meetings
  - Auditing the current communication structures, tools and activities (website, advertising, media releases, campaigns, etc)
- Monitoring of communications activities should focus on:
  - Cost
  - Audience/ Target Market Reached
  - Outputs delivered (feedback received, response by target audience, brochures, pamphlets, posters, media space and positive media mentions, adverts, radio spots, audit of who visits website, etc)

## **8. CONCLUSION**

The elements of this strategy, namely, messengers, messages, audiences, tools and channels, come together to bring about coordinated and planned communication that can strengthen the Municipality's image and credibility. Such planned communication increases confidence in the Municipality's performance and existence. It will further reflect strong leadership and management of the Municipality, showing that councillors and staff alike understand the vision and values of the organisation as well as the role they play in the organisation.

It is evident that effective communication is not a task for communications specialists alone. Everyone involved in, and connected with the District Municipality, has a role to play – through what they say or do and how they say or do it. The action plan under section 9 identifies key actions that will build a stronger foundation with which to meet the objectives of this strategy.

**EXECUTIVE MAYOR :**



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**DATE APPROVED :**

**05 NOVEMBER 2009**

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**30 MAY 2017**

**RESOLUTION :**

**R 2017 – 05 – (9.11.2)**

