



LANGEBERG

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Communication Strategy



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INTRODUCTION

Communication – Opening the door to Understanding

Good Communication is the foundation and essence of any relationship. The relationship between the Municipalities and its community are no different than that of the relation between two friends or parent and child.



With the breakdown of communication or irregular communication, distrust, doubt and suspension set in. If we as a Municipality do not communicate the relevant issues and provide the community with accurate and correct information, they will listen to anything and anybody.

If we want our community to trust and believe in the Municipality, we need constant and effective communication. We need to communicate proactively and not only reactively.

As a Municipality we spend most of our time gathering information and data. How many houses were built, what percentage of the budget was spent, how many mega volts of electricity get distributed or how many mega litres of water did we purify. How many functions were hosted at our halls, how many building plans were approved, how much waste was recycled or how much went to the landfill? At the end of the day, we translate everything we do into data.

Communication provides us the opportunity to turn data into knowledge.

Educating the community on the working of the municipality and the how, what where and why's of the organization. How did we purify the water and is it safe for human consumption. What do we need to recycle and why.

It is therefore essential that communication should be a combined effort of senior management and councillors and not just an isolated few within the Municipality.

The Municipality therefore requires a clear and relevant communication strategy to obtain buy-in of the senior management and politicians.

This strategy therefore endeavours to function as:

- A **Municipal Communication Blueprint** that identifies and defines the organisation's communication stakeholders and role-players, its functional communication structures and processes, challenges and the aims

BACKGROUND

The development of the *Langeberg Municipality's* Public Participation and Communication strategy is informed by the following recent and relevant developments within the three spheres of government:

<i>National Environment</i>	<i>Provincial Environment</i>	<i>Local Environment</i>
✓ State of Local Government Report ✓ Development of the LGTAS and Outcome 9	✓ Municipal Assessments ✓ Provincial Communication Commitments	✓ IDP ✓ LGTAS ✓ Ward Committee

National Environment

State of Local Government Report

The 2009 State of Local Government Report represents the outcomes of a country-wide assessment performed to determine the current state of local government. The findings of the report, in respect to public participation and communication, indicate that many municipalities have been unable to provide effective leadership in developing and **communicating a common vision** amongst communities and stakeholders, particularly with reference to what realistically can and should be done to achieve this in a progressive and structured manner.

Furthermore, municipalities were found to practice **inadequate community participation** and to be ineffective in **mediating expectations and mobilising and supporting communities** to tap into state and non-state resources. This has led to a high level of alienation felt by communities who generally feel discouraged from participating as they perceive it to have no influence over decision-making processes.

Service delivery protests demonstrate the extent to which channels of communication between government and communities have broken down. This stems from the trend of municipalities to make **limited investments in public participation** strategies, structures, and processes including communication and complaint management systems.

Municipalities are not:

- Communicating a **Common Vision**
- Sharing **realistic and accurate** information
- Operating in a **progressive and structured** manner
- **Mediating** community expectations
- **Mobilising and supporting** communities to tap into resources
- Adequately **investing in Public Participation** strategies, structures, and processes
- Effecting communication between **councillors and residents**
- Effecting **Customer Care** strategies and structures

Community members are **more likely to respond** to a municipality which is **accountable to them** and which takes the **time to explain why their needs and service delivery expectations are not being satisfied**

A primary contributor to this is the **marked absence of communication between councillors and residents**. This leads communities to believe that communicating through violence is their only option. Moreover, the failure on the part of municipalities to adopt **effective customer care strategies** and complaints-handling mechanisms only further amplifies this communication and accountability problem.

It is essential, as local government officials, to discern that community members are **more likely to respond** to a municipality which is **accountable to them** and which takes the **time to explain why their needs and service delivery expectations are not being satisfied**.

Local Government Turnaround Strategy (LGTAS)

Subsequent to the review of the 2009 State of Local Government Report, the **Local Government Turnaround Strategy (LGTAS)** was developed. Simply put, the aim of this countrywide programme is to literally “turn-around” or transform dysfunctional areas of municipalities to that of being fully functional.

These strategies that are developed to reform the identified “problem areas” are further intended to involve and mobilise both government and society at large to deal with the factors undermining Local Government and to restore the communities’ confidence in the country’s municipalities while simultaneously improving the performance of municipalities.

This national strategy strives towards the concept of municipalities adhering to a model of an “**Ideal Municipality**” which further observes the practice that “**Local Government is Everyone’s Business**”.

The LGTAS clearly states that a **differentiated approach** should always be utilised when developing the Turn-Around strategy as the needs and circumstances of municipalities vary. However, although admittedly “**one-size-does-not-fit-all**”, the model of an Ideal Municipality should still serve as a guide when effecting municipal planning as any municipality within the government system should strive to contribute to building a developmental state in South Africa.

The LGTAS concept of an Ideal Municipality posits that the organisation should fulfill the following functions:

Communication and the LGTAS

	Strategic Objective	Implication	Link to Communication
1.	Ensuring that municipalities meet the basic service needs of communities	This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality’s conditions	• Utilise awareness campaigns to ensure communities are aware of what municipal services are available to them and how to access them. • Ensure an effective complaints

		and needs	handling system and customer friendly service centre is available to citizens • Ensure feedback mechanisms
2.	Building clean, effective, efficient, responsive and accountable Local Government	Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities	• Ensure the effective flow of communication to and from the municipality and resident, particularly through the effective use of Ward Committees and their Councillors • Ensure an Accountability Model with defined roles and responsibilities is developed and adhered to by all role-players.
3.	Improving functionality, performance and professionalism in municipalities	Ensure that the core administrative and institutional systems are in place and are operational to improve performance	• Ensure communication, of all nature, flows in a structured and traceable process with measurable timelines indicated for feedback. • Ensure the appointment of skilled staff and/or regular training particularly with regards to front-line staff in areas such as Customer Care. • Ensure that communication is clear, simplified, and utilises "Plain Language Principle"
4.	Strengthening partnerships between Local Government, communities and civil society.	Ensure that communities and other development partners are mobilised to partner with municipalities in service delivery and development.	• Ensure Communication is a standing agenda point on all relevant meetings and forums and that the interaction and feedback routes are clearly mapped between all forums • Ensure informative, professional, and regular communication is directed and sustained with civic structures and organisations. • Develop a distinct Business2Business and Corporate communication strategy aimed at investors and local business in the area • Develop a Communication

			Strategy that is inclusive of the Rural population (i.e. farm workers)
5.	Improving national and provincial policy, oversight and support		• Ensure active participation in Provincial structures such as the Provincial and District Public Participation and Communication Forums • Ensure participation and cooperation in communication activities between the three (3) spheres of government

The **absence of communication resources** is one of the root causes of most municipal challenges as it relates to a shortage of **skilled and dedicated communication staff, technology and equipment processes, functional communication platforms**, and a total **lack of accountability** for how and when municipalities communicate to communities.

Therefore, in order to improve communication between government and communities, municipalities must **institutionalise communication structures, processes and systems** for **structured, direct and regular communication** with local communities.

The Municipal Communications strategy must consequently speak to the LGTAS through communication sub-strategies and Action Plans.

The LGTAS interventions and support framework consists of five strategic objectives that require Communication Support in order to be realised:

In achieving these objectives, we will **mobilise government and society** to protect and enhance the Local Government system by addressing the forces undermining the system and addressing relevant areas for improvement.

Communication is the **key driver in Public Participation** as it provides strategic and technical advice to campaigns, broadens community participation, and strengthens participatory democracy.

Provincial Environment

Municipal Assessments

A provincial **Municipal Assessment Project** was undertaken from 8-10 September 2009, to establish root causes for poor performance, distress, or disfunctionality in municipalities.

The **absence of communication resources and processes** is one of the root causes of most municipal challenges

Amongst others, the assessment revealed a **tremendous communication gap** between communities and their municipalities as community members were uninformed of service delivery progress in their areas.

At an additional Public Participation Dialogue session held on 18 March 2010, the commission identified:

- A **lack of effective Communication Strategies and Action Plans** in Municipalities;
- A lack of Communication Strategies that **practically and strategically link** into the mechanisms relating to accountability to the people as well as **lack of feedback mechanisms**;

Communication was additionally identified as the key driver in public participation as it should provide strategic and technical advice to campaigns, broaden community participation, and strengthen participatory democracy.

Communication planning should therefore be **fundamentally and inseparably integrated** into any form of public participation planning and implementation as community participation will always utilize the basic model and modes of communication.

A provincial dipstick analysis of the state of Municipal Communication further revealed that the majority of municipalities in the province displayed a **general apathy towards effecting Citizen Communication** with particular reference to:

TYPICAL COMMUNICATION APATHY CHALLENGES

- Positioning the post of Communication Manager as a **high level strategic post** within the organogram and organization;
- Employing **dedicated and skilled** Communication staff;
- Sufficiently **budgeting** for communication projects;
- **Integrating development Communication** into municipal projects and public participation

The absence of the above four criteria indefinitely obstruct a municipality from realising effective Citizen Communication.

Provincial Communication Commitments

In order to ensure the revival and sustainable effectiveness of Citizen Communication at a Local level, the provincial Department of Local Government has undertaken a number of noteworthy actions so as to ensure its commitment and support to the development and success of communication in the province:

<i>Municipal Communications Unit</i>	<i>Budget Speech for 2010/2011</i>	<i>Annual Performance Plan 2010/2011</i>
The provincial Department of Local Government has established a separate and distinct Municipal Communications Sub-directorate within the Directorate: Public Participation to provide	The MEC for Local Government pledged the Department's commitment to assist municipalities with the development and implementation of effective communication strategies in the	The Department has undertaken to monitor and support active citizen participation in governance as well as effective citizen communication strategies in municipalities. This ensures

focused and strategic communication assistance to Municipalities.	annual Budget Speech.	consistent and regular support to municipalities.
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Local Environment

The IDP is not only a **strategic framework** that guides performance, but also a **vehicle for communication** and a **yardstick for political accountability** – the processes serve as both a basis for engagement and an instrument against which **citizens can hold councils accountable**.

Integrated Development Plan (IDP)

Communications is **inherently central to the IDP** process as citizens are defined by law to be part of the municipality and to actively participate in municipal planning, budgeting, drafting of by-laws and policies, and monitoring of performance of the municipality – all of which entails extensive communication between all the stakeholders.

The IDP process therefore **requires strong and clear channels of communication**, with particular emphasis on quality feedback mechanisms from residents, in order to develop an IDP that is credible in both the drafting process and its content. As such, the municipality has a duty to facilitate public involvement by providing meaningful opportunities for participation process and to take measures to ensure that people have the ability to take advantage of such opportunities.

As such, the Communication Strategy will address the communication needs of Public Participation and IDP processes so as to prioritise and organise its communication activities, to market it and make it available to the public with the aim of communicating more widely the priorities and activities of the IDP process – many of which are typically internally focused and therefore “invisible” to the public and the rest of the municipality.

The IDP is not only a strategic framework that guides performance but also a vehicle for communication and a yardstick for political accountability – the development and monitoring of the IDP serves as both a basis for engagement between state and citizen as well as instrument against which citizens can hold the council accountable.

The budgeted projects listed and detailed in the IDP should indicate tremendous opportunities for “good news” communication. Informing communities of the investments, restorations and developments made by municipality in their area assists in restoring the confidence of citizens in the municipality as “the primary delivery machine of the developmental state at a local level” – a key objective of the LGTAS.

Given that these projects are already budgeted for and planned for, proactive communication strategy can already be developed to be coupled and executed in conjunction with the relevant projects.

For example, smaller projects, such as the installation of a R4000 reading mat into the library should translate into a media release, posters for the

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The **budgeted projects** in the Municipality 2010-2011 IDP should indicate tremendous opportunities for “**good news**” communication.

library detailing the investment from “A municipality that cares” (feed into identified theme), a small community handover, and an article to be published in the newsletters and website.

For larger projects indicated in the IDP, such as the installation of the Electricity in Mandela Square, there would typically be a need for communication **prior, during, and after** the execution of the project so as to ensure that the community is continually informed of the activity (“a working government”), the extent of the investment (“value for money”), the related benefits (“A better life for all”), and general awareness with regards to the responsibilities of both the municipalities and residents in maintaining the investment. At the conclusion of the project, report backs to the community as well as positive media coverage on the investment should take place.

Planning ahead of time for these communication activities ensure that the required information and resources are identified and sufficient time is allocated to sourcing the necessary information, developing the communication products, and coordinating any related logistics.

Legislative Framework

Municipal Systems Act, 2000	Promotion of Access to Information Act, 2000 (Act of 2000)
Sections 18 (2): When communicating information the municipality must take into account (a) Language preferences and usage in the municipality, and; (b) the special needs of people who cannot read or write.	This Act operationalizes sections 8 and 32 of the Constitution. It aims to foster a culture of transparency and accountability and to promote effective access to information to protect an individual's rights.
Section 4: A municipal council has, within its capacity, the right to: ▪ Provide without favour and prejudice, democratic and accountable government ▪ Encourage the involvement of the community ▪ Consult the community on the level, quality and range of services and the delivery options ▪ Provide members of the local community equitable access to the services to which they are entitled	The Act applies to the records of public and private bodies, regardless of when the record came into existence (Section 3): ▪ A record held by an official is regarded as a record of the institution (Section 4) ▪ A requester must be given access to records of a public body if he or she complies with procedures and if there is no ground for refusal in terms of Chapter 4 of the Act ▪ Some information can be technical: if in doubt, the official must consult. ▪ The information officer of a public body is responsible for the administration of the Act in a public body. ▪ An information officer is defined in Section 1 as the Chief Executive Officer. Therefore, in a municipality it is the Municipal Manager. ▪ A public body must designate such number of deputy information officers as may be necessary to ensure reasonable access. ▪ Within six months, the information officer must compile a manual in at least three official languages, containing: – A description of the structure and its functions; – Addresses and telephone numbers;

	– Details to facilitate requests; – Services available to the public; – Other information required by the Act (Section 14) ▪ The manual must be updated and published annually. ▪ The manual must be available to the public (Section 14). ▪ Requests for information must: – Be in prescribed form – Identify the record – State the language in which it is required – Specify addresses and telephone numbers – Identify capacity
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Constitution	Bill of Rights	Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
Section 152 (1)(e): In setting out of the objects of local government, it states that municipalities must “encourage the involvement of communities and community organisations in matters of local government”.	The right to freedom of expression, the right to receive information and the right of access to information, which includes access to any information held by the State.	This Act establishes a framework for national, provincial and local governments to promote and facilitate intergovernmental relations (IGR) and provides for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
Section 160 (7): “A municipal council must conduct its business in an open manner, and may close its sittings, or those of its committees, only when it is reasonable to do so”.		Through the work of IGR forums, implementation protocols can be developed to advance the work areas of government, especially in terms of assisting the various spheres of government in implementing policies but also to ensure that the various spheres can implement their constitutional obligations effectively.

ENVIRONMENTAL ANALYSIS

Municipal Areas and Population

The Langeberg Municipal area consists of the five towns of Ashton, Bonnievale, McGregor, Montagu and Robertson.

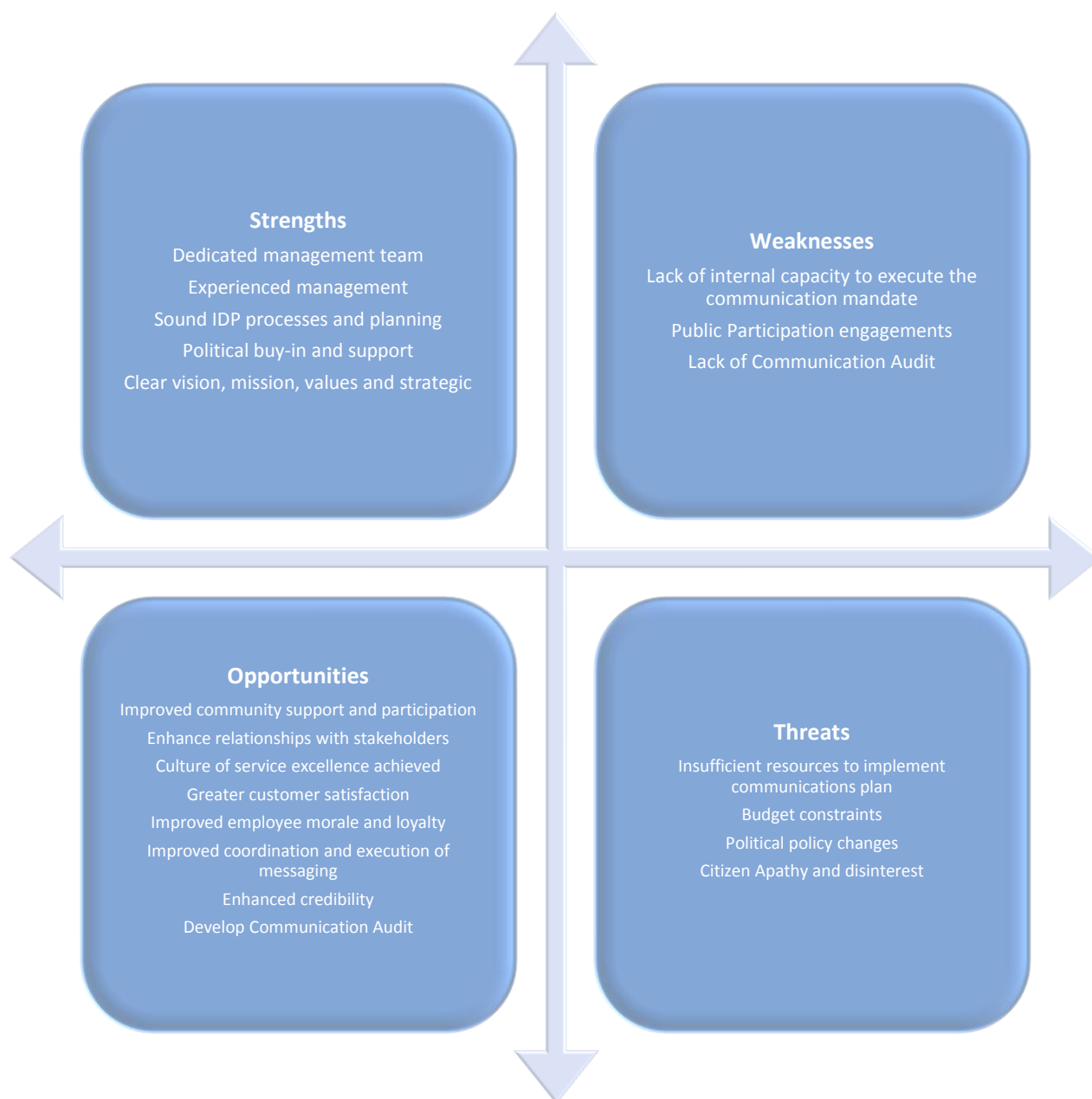
Previously the Municipal Council consisted of 20 members and 10 Wards. However, due to the allocation of additional District demarcated area since the May 2011 election the Langeberg Municipal Council consists of 23 Members and 12 Wards.

The audits should determine perceptions, capacity, infrastructure, media trends, communication channels and techniques so as to develop a **realistic and appropriate** action plan

Particularly due to this shift and the fact that all previous information is outdated and divided into 10 Wards, it is recommended that the environmental analysis should be based on the 2011 census result as to have a more accurate assessment. This section of the strategy will be reviewed in 2014.

SWOT Analysis of Communications

A comprehensive SWOT analysis and synopsis of the Municipality's Communication strengths, weaknesses, potential threats, and available opportunities:



Communication Audit

Accurate information is required in order to identify and address the internal and external communication needs of the Municipality.

It is therefore necessary that both an internal and external communication audit be factored into the Action Plan so as to be conducted prior to the final Communication planning of the Municipality. These audits should determine perceptions, capacity, infrastructure, media trends, communication channels and techniques so as to develop realistic and appropriate Action Plans.

Currently the Langeberg Municipality has not performed a Communication Audit, Internally or externally. It is therefore recommended that it should be performed within the 2012/13 financial year. It should also be included in the action plan.

Role of Communication in Public Participation

Public participation through communication is the ongoing, planned, structured and organised use of communication in the promotion of development, working towards changing the attitudes and/or behaviour of the general public, through the dissemination of reliable information and through encouraging the active and conscious participation of the broad public in the process.

Community members are more likely to respond to a municipality that is **accountable** to them and which **takes time to explain** why their needs and service delivery expectations are not being satisfied.

There is an intricate interrelatedness between communication and participation, whereby communication is both a prerequisite for effective participation and an ongoing, parallel process.

Most often, public participation implies broad-based communication, the provision of accurate and reliable information to the general public. The effectiveness of any participation process is fundamentally linked to the institutional capacity of the Municipality to maintain an effective communication system. Successful participation is absolutely dependent on good communication.

The high frequency of **service delivery protests** the country has experienced clearly demonstrates the extent to which channels of communication between government and communities have broken down.

A primary contributor to this is the marked absence of communication between councillors and residents. The consequence of not providing communities with these essential and appropriate communication channels causes frustrations that lead communities to react to the silence.

The failure on the part of municipalities to adopt effective complaints-handling mechanisms and customer care strategies only further amplifies this communication and accountability problem.

Community members are more likely to respond to a municipality which is accountable to them and which takes the time to explain why their needs and service delivery expectations are not being satisfied.

Key to this is Councillors, the “people’s person” in communities who are essentially elected to be the voice of their wards. Councillors are predominantly **responsible for the 2-way flow of information** between communities and the municipality as they facilitate the **receiving, relaying, and feedback** of information.

Communication Challenges

1. *Improving Internal Communications*

Staff and council remain the primary defenders of the integrity and reputation of the municipality as the public expects them to know what is happening and they need to explain why a certain direction was taken and why a certain action was considered. This core therefore need to be fully briefed and involved in decision taken as they will need to defend it at the end.

2. *Improve Understanding of Services and Responsibilities*

Expectation management is solely dependent on what people know the municipality is capable of and what the municipality's limitations are. Processes should also be explained better as this is directly linked to customer satisfaction.

3. *Improved public involvement*

Through public involvement, to listen to the needs and views of the community so that the right priorities can be established and responsive service be developed.

4. *Researching Minorities*

Given local realities the municipality needs to find the balance between the communication needs of the majority versus the needs of the minorities. This therefore means that communication should be more accessible to all the communities.

5. *Pro-active Media relations*

Break the silence and finds ways make “noise” about the things that are happening.

The public must **receive feedback** with regards to the **progress and outcome** of complaints and other matters raised.

Communication principles

Although communications are undertaken through a variety of channels and formats, it should always be in accordance with certain principles and must be:

- Honest, open and accurate
- Accessible to all members of the community
- Clear, simple and user-friendly
- Consistent and relevant
- Timely and current
- Legitimate – in accordance with relevant legislation and Council's own protocols and guidelines
- Monitored and reviewed on a regular basis
- Cost-effective

Batho Pele Principles

Municipalities should be dedicated in their actions, programmes and operations to fulfill government's commitment to a better life for all citizens. Batho Pele 'People first' promotes service excellence in the public sector and encourages the public to expect excellent service from the Government.

✓ Consultation

The Principle: The public should be consulted about the level and quality of the municipal services they receive and, wherever possible, should be given a choice about the services that are offered.

The public can inform us what they want from the Municipality. The public will be asked for their views on existing municipal services and may also inform the municipality what new basic services are needed.

✓ Service Standards

The Principle: The public should know what level and quality service they will receive.

The public can insist that the Municipality keeps its promises. The municipality will strive to develop service standards for existing and new services. The services' standards will be monitored and raised progressively as needed.

✓ Access

The Principle: All citizens should have equal access to the services to which they are entitled.

The municipality will have to set targets for extending access to municipal officials and services. The municipality should implement special programmes for improved service delivery to physically, social and culturally disadvantaged persons. One and all should get their fair share.

The **Batho Pele 'People first'** promotes **service excellence** in the public sector and encourages the public to **expect excellent service** from the Government.

✓ Courtesy

The Principle: The public should be treated with courtesy and consideration.

The municipality must set standards for the treatment of the public and incorporate these into their Code of Conduct, values and training programmes. Staff performance will be regularly monitored and discourtesy will not be tolerated.

✓ Information

The Principle: The public should be given full, accurate information about the municipal services they are entitled to receive.

The public is entitled to full, accurate and up-to-date facts about municipal services they are entitled to. Information should be available at service points and in the local media. Contact names and numbers should appear in all municipal communications.

✓ Openness and Transparency

The Principle: The public will be informed on how the municipality is managed, the available budget and of the leadership in charge.

Information pertaining to the administration and operational procedures of the municipality should be made available to the public on request. The public have the right to know, departmental staff numbers, particulars of senior officials, expenditure and performance against standards etc. Reports to citizens will be widely published and submitted to legislatures.

✓ Redress

The Principle: If the promised standard of service is not delivered, the public should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made the public should receive a sympathetic and positive response.

The municipality must implement mechanisms for recording any public dissatisfaction and staff must be trained to handle public complaints fast and efficiently. The public must receive feedback with regards to the progress and outcome of complaints and other matters raised.

✓ Value for money

The Principle: Municipal services should be provided economically and efficiently in order to give the public the best possible value for money.

The municipality must ensure efficient savings and improved service delivery.

Vision

“To create a stable living environment and sustainable living conditions for all citizens”

Strategic Objectives

1. Sustainable integrated human settlement
2. Sustainable civil engineering infrastructure services

3. Energy efficiency for a sustainable future
4. Provision of a safe and efficient road network
5. Promotion of public safety
6. Provision of a clean environment
7. Social and community development
8. Growth and economic development
9. Sound financial management
10. Institutional development and corporate governance
11. Good governance

Communication objectives and aims

This communication strategy has been developed to help the Langeberg Municipality to achieve its vision and objectives and to improve the service we provide. The Municipality wants to ensure that it communicates in the best way possible. If the Municipality's communication is effective it impacts on the people who receive services and the people who deliver them – improving both services and the people's quality of life in the Langeberg Municipal area.

This communication strategy confirms the current practice and identifies communication aims and principles for all communication.

Communication Aims

- To increase peoples understanding of services and through this increased understanding, to help improve satisfaction with these services.
- To ensure that local community and stakeholders are aware of the Municipality's visions and plans for the future.
- Through public involvement, to listen to the needs and views of the community so that the right priorities can be established and responsive service be developed.
- To maintain an appropriate and positive public image.
- To reach minority groups
- To ensure an effective, attentive and motivated workforce through good internal communication within the Municipality.

Development and Adoption of Policies

The Municipality does not currently have the following updated and relevant policies:

Policy	Description
Media Policy	How, when, where, and why the municipality communicates with the media.
Crisis Communication Policy	How the municipality effectively communicates with the media and public during a crisis.
Public Participation Policy	Details the approach the Municipality takes to Public Participation to which the Communication Strategy can be coupled.
Language Policy	Detailing how the Municipality is adhering to and implementing the National and Provincial Language policy.

Who are we communicating to?

Stakeholder Analysis

Internal	External	
Managers/Directors Councillors Municipal Manager Speakers Executive Mayor Personnel Ward Committees Employee Organisations Council Executive Mayoral Committee Portfolio Committees Community Development Workers	Community Members/Citizens Voters Political Parties Ratepayers/ Property Owners Community Organisations Local Business Owners Commercial Farmers Media Visitors/Tourists Property Developers Investors Provincial and National Government District Municipality Local Law Enforcement Authorities SALGA Farm workers Suppliers Contractors Labour Organisations Business-to-Business Structures	Faith Based Organisations Academic Institutions Local, Regional, National International Media and Media Organisations Rate payers organisations Senior Citizens Women Children Youth Disabled FORUMS IDP LED DCF DCFTech Public Participation & Communication Forum Municipal Council Ward Committee Meetings IDP CC Management Meetings Minmay Forum

		Minmay Tech Forum District MM's Forum WC MM's Forum District Coordinators Forum Primer's Coordinators Forum LLF Employment Equity Forum
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Who is communicating?

Everyone at the Municipality 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 consistence all communication must be authorised by the Municipal Manager.

Mayor	All aspects of Council policy and programmes
	Matters of policy yet to be adopted/enacted
	Is key person for all public participation unless delegates otherwise
Speaker	All comment relating to Council rules of order must come from the Speaker
MAYCO members	All aspects of Council policy and programmes in their portfolio
	May be delegated spokesperson on an issue by the Mayor
Councillors	Comment on all activity in their ward except for matters that are policy still to be adopted/enacted
Municipal Manager	Any area of the municipal administration
	Matters of policy yet to be adopted/enacted
	Information around any legal processes the municipality might be engaged in
	Any matter that relates to the running of municipality as a whole and is not specific to existing policy, programme or activity of a specific department
	All Municipal communication
	All media enquiries unless delegated otherwise
Directors and Managers	Any area of business in their cluster
	May be delegated spokespersons on an issue by the Municipal Manager
	On all aspects of their service areas
	Queries from journalists will be referred to Directors / Managers for comment/clarification/information. Comment will then go out in the name of the Municipal Manager unless indicated otherwise.
	Media inquiries is subject to the approval of the Municipal Manager
Municipal Spokespersons	He/she will be responsible for the coordination of media communication, media conferences, media statements and handling media queries unless indicated otherwise
	Will act on instruction of the Municipal Manager
	Media inquiries is subject to the approval of the Municipal Manager unless indicated otherwise

Channels of Communication (Internal & External)

The Action plan should detail every Internal and External Platform utilised in the Municipality in such a way that:

- There is a reflective analysis on **past successes and failures** pertaining to the platform;
- There are **revised targets** and goals for the utilisation of platform;
- There is a clear guideline as to the **utilisation of platforms** (timeframes, budget, stakeholders, content development and submission, etc)
- For collaborative platforms, such as newsletters, a **clear process plan** should be included.

This is an essential part of a Communication Strategy as it will assist in educating all stakeholders as how to plan effectively for Communication and, consequently, streamline and integrate Communication into the organisation.

Communication platforms are listed below:

Category	Internal	External
Direct Communication	• One-on-one • Staff meetings • Council meetings • Telephone • Workshops • Training sessions	• One-one-one appointments • Council meetings • Ward Committee meetings • Ward meetings • Imbizo's • Community Events • Workshops • Training sessions
Print Media	• Memo's • Letters • Informal Notes • Salary Advice Slip • Pamphlets • Notice boards	• Letters • Newspapers • Pamphlets • Flyers • Municipal Accounts • News media • Advertisements
Electronic	• Intranet	• E-mail • Internet • Website • E – express newsletter • Radio
Outdoor		• Information signs and boards • Law enforcement signs • Bill boards in wards
Forums	• Management Meetings	• IDP Forum • LED Forum

		• DCF • DCFTech • Public Participation & Communication Forum • Municipal Council Meetings • Ward Committee Meetings • IDP CC • Minmay Forum • Minmay Tech Forum • District MM's Forum • WC MM's Forum • District Coordinators Forum • Primer's Coordinators Forum • LLF • Employment Equity Forum
Other		• Libraries • Thusong Centres

Conclusion

This strategy aims to reconcile the communication aims and objectives with the audiences, mediums and the messages to address the challenges experienced

Communication is not an event but a continuous process, and given the instrumental role the municipality play in the creation of a better life for all, it should be fundamental to the activities of the municipality.

Communication is the deliberate, planned and sustained effort to establish and maintain a mutual understanding between the Municipality and its publics. With this communication strategy the Municipality hopes to obtain better relations with stakeholders and better service delivery to community of the Langeberg Municipal area. As stated before, if the Municipality's communication is effective it impacts on the people who receive services and the people who deliver them – improving both service delivery and the people's quality of life.

Communications should therefore not be a rare occasion but a constant effort to improve the quality of information. This will lead to improved service delivery and once this has been achieved, customer satisfaction and Council's vision:

“To create a stable living environment and sustainable living conditions for all citizens”