



COMMUNICATION STRATEGY 2020 - 2024

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GLOSSARY OF ACRONYMS

1. INTRODUCTION

Communication is a key strategic service – to ensure that information is widely accessible within the public space, to engage citizens in conversation around critical issues and to empower citizens to participate in not only shaping government policies but also in taking up opportunities that affect their lives.

Effective communication contributes positively to government endeavours – leading to good governance, improved internal staff and external citizen/stakeholder morale, and contributing towards meeting government's aims and objectives. It further builds public trust and confidence in the integrity of government and can be used to challenge any negative perceptions that might exist in the public space.

Government entities are encouraged to develop a five-year Internal Communication Strategy and annual Action Plans aligned to the National Communication Strategic Framework (NCSF).

A communication strategy is a plan to achieve communication objectives and mainly focussed on four major components:

- a) Communication goals
- b) Target audience
- c) Communication action plan
- d) Communication channels

This five-year strategy will determine the path and/or the actions that Langeberg Municipality will take to be able to reach its goals.

The Communication Department will make every effort to empower our communities with information that is reliable, timeous, clear and accessible, as per their constitutional right of Section 195(g), to ensure for a participatory community that can become actively involved in municipal matters.

The Government Communication and Information System (GCIS), is the custodian of government communications. Langeberg Municipality has drafted this strategy in line with the GCIS Communication Policy that ensure that we strengthen government communications and deliver on its mandate. This is in line with a developmental communication approach adopted by government.

2. OBJECTIVES OF THE COMMUNICATION STRATEGY

This communication strategy has been developed to help the Langeberg Municipality to achieve its vision and objectives and to improve the services that the Municipality provides. The Municipality wants to ensure that it communicates in the best possible way. If the Municipality's communication is effective, it improves both services and the quality of life in the Langeberg Municipal area.

One of the primary objectives of this communication strategy is to communicate the vision, mission and slogan of the Municipality and the strategic objectives as contained in the IDP.

Slogan

"From one of the best, to the best."

Vision

... to progress and grow from being one of the best municipalities, to being the best municipality.

Mission

By providing cost effective quality services to our Citizens, exercising good leadership, ensuring accountable governance and maintaining sound financial management.

2.1 Communication Aims

- **Educate:** To increase peoples understanding of services and through this increased understanding, to help improve customer satisfaction with these services.
- **Inform:** To ensure that local community and stakeholders are aware of the Municipality's visions and plans for the future and improved community support and participation
- **Build:** Enhance relationships with stakeholders and enhanced credibility
- **Motivate:** A culture of service excellence. Improved employee morale and loyalty to ensure an effective, attentive and motivated workforce through good internal communication within the Municipality.
- **Develop:** Improve coordination and execution of messaging and develop and adopt policies required to perform the function of communication at a high standard. Restructure Communication within the Organogram.
- **Establish two-way discussions:** 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.
- **Create positive perceptions:** To maintain an appropriate and positive public image.
- **Stay current:** To research the preferred methods of communication and evolve with latest technology
- **Monitor:** Develop Communication Audit

2.2 Batho Pele Principles

The municipality should be dedicated in their actions, programs and operations to fulfil 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.

2.2.1 Consultation

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.

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.

2.2.2 Service Standards

The public can insist that the municipality keep 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.

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

2.2.3 Access

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

2.2.4 Courtesy

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.

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

2.2.5 Information

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.

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

2.2.6 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.

2.2.7 Redress

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.

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.

2.2.8 Value for money

The municipality must ensure efficient savings and improved service delivery.

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

3. ENVIROMENT

3.1. LEGISLATIVE FRAMEWORK

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) provides the framework for communication within the South African environment and regards freedom of expression and the public's right to information as fundamental rights.

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 (Section3): 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 Manger. 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
Section 75 of the Municipal Finance Management Act; (Act 56 of 2003)	Improve accountability and transparency to communities in terms of financial information.
Section 75 requires that the municipalities place key documents and information on their website	(1) The accounting officer of a municipality must place on the website referred to in section 21A of the Municipal Systems Act the following documents of the Municipality: (a) The annual and adjustments budgets and all budget-related documents;

	(b) all budget-related policies; (c) the annual report; (d) all performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act; (e) all service delivery agreements; (f) all long-term borrowing contracts; (g) all supply chain management contracts above a prescribed value; (h) an information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14(2) or (4) during the previous quarter; (i) contracts to which subsection (1) of section 33 apply, subject to subsection (3) of that section; (j) public-private partnership agreements referred to in section 120; (k) all quarterly reports tabled in the council in terms of section 52(d); and (l) any other documents that must be placed on the website in terms of this Act or any other applicable legislation, or as may be prescribed. m) Publications issued by the municipality must be made available electronically on the municipality's website. n) provide current, factual and official information to the public; o) market the department to external and internal stakeholders; p) conform to the GCIS web content guidelines; these guidelines outline a common look-and-feel that incorporates the relevant CI guidelines, search functions and minimum content requirements; q) provide links to: the South African Government Online (www.gov.za), relevant advisory and/or statutory bodies associated with the department as well as relevant websites at national and provincial level – as a general rule, departmental websites must not provide links to commercial websites; r) Paid advertising, including endorsement or advertising of commercial products, is not allowed on any government websites. s) When government departments have a significant role to play in an event such as a conference organised by a commercial event management company, this event may be promoted and a link provided to a website where the user can get more information or register. Organisations sponsoring departmental activities may only be acknowledged in text on the relevant page. t) The HoC or his designate must: u) decide whether logos of organisations sponsoring government events may be added to a website; v) annually review websites to ensure that they accurately reflect branding obligations, carry accurate messaging and are in line with all governmental requirements; w) approve website content; x) Only information suitable for the public must be posted on the website. Classified information and/or information intended for departmental officials only must not be posted. y) A feedback mechanism for receiving/acknowledging citizens' inputs and/or replying to queries must be developed. The recommended response time is 24 hours to acknowledge receipt of an electronic enquiry and 48 hours to answer the query. (2) A document referred to in subsection (1) must be placed on the website not later than five days after its tabling in the council or on the date on which it must be made public, whichever occurs first.
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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 frame work for national, provincial and local governments to promote and facilitate intergovernmental relations (IGR) and provides for mechanisms and procedures to facilitate the settlement of inter-governmental 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.

Other Laws and regulations:

1. Copyright Act, 1978 (Act 98 of 1978)
2. Electronic Communications and Transactions Act, 2002 (Act 25 of 2002)
3. Use of Official Languages Act, 2012 (Act 12 of 2012)
4. Municipal Structures Act, 1998 (Act 117 of 1998)
5. Municipal Finance Management Act, 2003 (Act 56 of 2003)
6. Public Service Act, 1994 (Act 103 of 1994)

3.2 THREE SPHERES OF GOVERNMENT

The development of the Langeberg Municipality Communication Strategy is informed by the following recent and relevant developments within the three spheres of government:

3.2.1 NATIONAL ENVIROMENT

3.2.1.1 The Five National Key Performance Areas (KPA's)

Basic Service Delivery (BSD)	Water, sanitation, refuse removal, roads, storm water, public transport, electricity, land and housing
Municipal Transformation and Institutional Development (MTID)	Organisational transformation to match IDP requirements, internal policies dealing with national priorities, general management practices and training
Municipal Financial Viability and Management (MFVM)	Financial policies, budget management, assets and liability control, and supporting strategies to fund priorities
Local Economic Development (LED)	LED, food security, social infrastructure, health, environment, education and skills development
Good Governance and Public Participation (GGPP)	Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele Principles)

At the most basic level National Government will expect municipalities to:

a) Put people and their concerns first and ensure constant contact with communities through **effective public participation platforms**. The basic measures to be monitored include:

- Regular ward report backs by councillors;
- Clear engagement platforms with civil society;
- Transparent, responsive and accountable;
- Regular feedback on petitions and complaints; and
- The regularity of community satisfaction surveys carried out.

b) Create **conditions for decent living** by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency. Municipalities are expected to perform the following basic activities, and the performance indicators will measure the ability of our municipalities to do so:

- Develop fundable consolidated infrastructure plans;
- Ensure Infrastructure development maintenance (7% OPEX) and reduce losses;
- Ensure the provision of free basic services and the maintenance of indigent register; and
- National and Provincial Rapid Response and technical teams will be established and strengthened and service delivery interruptions will be monitored at a national level.

c) Be well governed and demonstrating **good governance** and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities will be constantly monitored and evaluated on the following basics:

- Clear delineation of roles and responsibilities;
- Functional structures;

- Transparency, accountability and community engagement;
- Proper system of delegation to ensure functional administration;
- The existence and efficiency of anti-corruption measures;
- The extent to which there is compliance with legislation and the enforcement of by laws; and
- The rate of service delivery protests and approaches to address them.

d) Ensure **sound financial management** and accounting, and prudently manage re-sources so as to sustainably deliver services and bring development to communities. Performance against the following basic indicators will be constantly assessed:

- Proper record keeping and production of annual financial statements;
- Credit control, internal controls and increased revenue base;
- Wasteful expenditure including monitoring overtime kept to a minimum;
- Functional Supply Chain Management structures with appropriate oversight;
- The number disclaimers in the last three – five years; and
- Whether the budgets are cash backed.

e) Build and maintain **sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels. The basic requirements to be monitored include:

- Competent and capable people and performance management;
- Functional delegations;
- Regular interactions between management and organised labour;
- Shared scarce skills services at district level;
- Realistic organogram aligned to municipal development strategy; and
- Implementable human resources development and management programmes.

3.2.2 PROVINCIAL AND DISTRICT ENVIRONMENT (ALIGNING STRATEGIC GOALS)

3.2.2.1 Provincial and District Strategic Goals in line with Langeberg Municipality Strategic Goals

PROVINCIAL STRATEGIC GOALS	CAPE WINELANDS DISTRICT MUNICIPALITY STRATEGIC GOALS	LANGERBERG MUNICIPALITY STRATEGIC GOALS
1: Create opportunities for growth and jobs 2: Improve education outcomes and opportunities for youth development 3: Increase wellness, safety and tackle social ills 4: Enable a resilient, sustainable, quality and inclusive living environment 5: Embed good governance and integrated service delivery through partnerships and spatial alignment	1. Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District. 2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities. 3. Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality	1.Housing: Effective approach to integrated human settlements and improve living conditions of all households 2.Basic Service Delivery: Maintain infrastructure to provide basic services to all citizens 3. Local Economic Development: Create an enabling environment for economic growth and decent employment 4. An Efficient, effective, responsive and accountable administration 5.Sound Financial Management: Adherence to all laws and regulations applicable to LG 6. Effective stakeholder engagements to promote civic education

3.2.3 LOCAL ENVIRONMENT

3.2.3.1 Municipal Assessments

Communication was 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 integrate into any form public participation planning and implementation as community participation will always utilize the basic model and modes of communication.

3.2.3.2 Integrated Development Plan (IDP)

The Municipal Systems Act defines an IDP as "a single, inclusive and strategic plan for the development of the municipality". This document is a tool that will enable the municipality to achieve its constitutional objectives. These are:

- To provide democratic and accountable government for local authorities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To encourage community participation in local government matters.

Public participation is fundamental to the success of the execution of the IDP. Communication forms part of the key development of the IDP. 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 both credible in the both the drafting process and its content. 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.

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.

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.

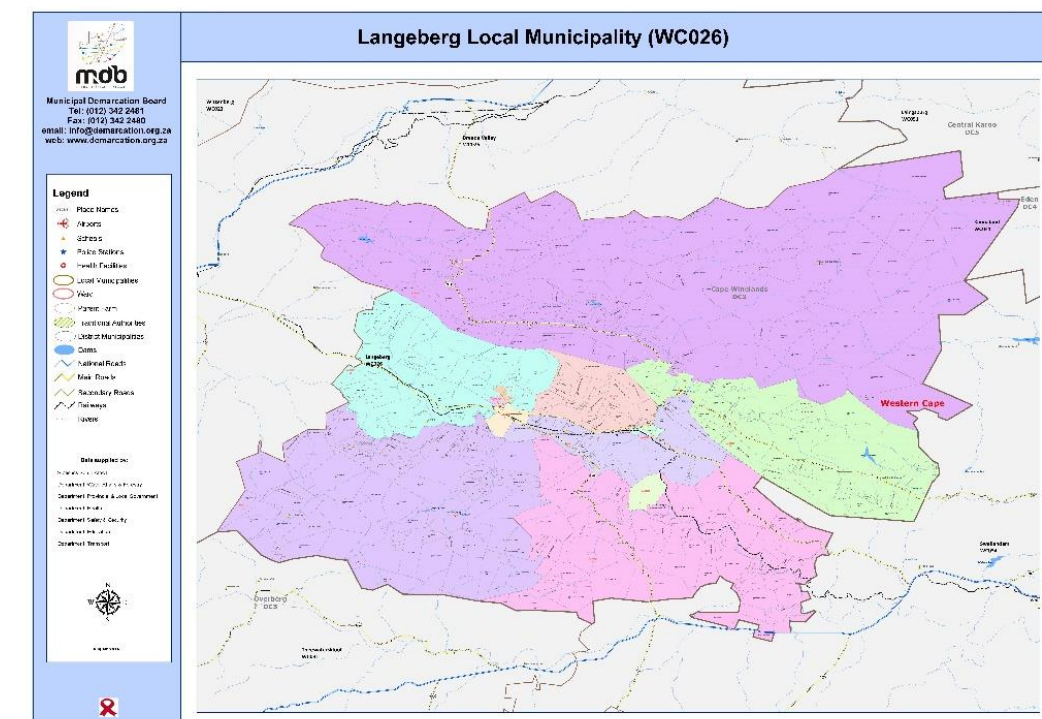
Given that these projects are already budgeted for and planned, proactive communication strategy can already be developed to be coupled and executed in conjunction with the relevant projects.

3.2.3.3 Local Demographic Profile

The Langeberg area has the fourth largest populace in the Cape Winelands District with a population size of 97 724 people, according to Census 2011. The coloured community is the dominant population group in the Langeberg area, accounting for 70% of the population; black Africans comprise 16% of the population while whites account for 12%.

The dominant language within the Langeberg area is Afrikaans with 81% of inhabitants speaking Afrikaans as a first language, while 10% of the population speaks isiXhosa, and 3% are English first-language speakers.

The Langeberg Municipal area consists of the five towns of Ashton, Bonnievale, McGregor, Montagu and Robertson. The Langeberg Municipal Council consists of 23 Members and 12 electoral wards.



4. COMMUNICATION STRENGTHS & CHALLENGES

4.1 Communication Strengths

The Langeberg Municipality has a functional communication unit, a dedicated management team and functional Council. Municipal communication officers are represented on the district and provincial government communication forums.

The municipality use sound IDP processes and planning and have political buy-in and support. There is a clear vision, mission, values and strategy in place. There is an existing social media platform, monthly external newsletters, media enquiries and an official website while the unit is open to evolve with new technology.

4.2 Communication Challenges

It remains a challenge to keep the community actively involved in the affairs of the municipality. Interventions are therefore mostly centred on addressing this persistent challenge.

There are however a few internal operational focus points as well. Public information topics are not a standing agenda point at meetings, neither does it form part of Key Performance Indicators of a project. Departments tends to work in isolation (silo's) making it hard to access valuable public information. Budget constraints limit the use of some communication tools and resources.

CHALLENGES	PROPOSED SOLUTION / OPPORTUNITIES
Improving Internal Communications with line departments to compile integrated, coordinated and proactive communication. Some internal challenges include • Two-way communication between employees and management is limited on policy, programmes and issues affecting day-to-day implementation of tasks • Communication with "outside staff" to inform on activities that the Municipality plans or is intending to implement.	• Review of Communication Strategy • Sufficiently budgeting for communication projects • Establish a Municipal Communication Forum • Internal presentation on the role of communication • Communication a standing agenda point to identify what meeting decisions are to be communicated internally or to the public. • Representation of Communication in Management meetings as a high level strategic post (Communication Manager) to be considered within the organogram of the organization • Municipal communicators should sit on the Council meetings and Executive Committees of the municipality, be able to appreciate policy and be in a better position to articulate it, but also to present current affairs and advise on the communication implications of deliberations • Engaging politicians, senior managers and line managers to meet quarterly with their entire staff teams so that department policies and programmes are communicated to staff • Conduct internal attitude staff surveys • Support from Human Resources to fulfil internal communication function with regards to policies and practices of government • The municipality is considering exploring and create more communication platform such as site meetings and sms's to supervisors as well as two-way radio communications to reach out to the out-side staff.
Improve the public's understanding of Municipal Services and Responsibilities. Residents do not always know the different roles and functions of the three spheres of Government.	• 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 handling system and customer friendly service centre is available to citizens • Ensure feedback mechanisms • Incorporate structured topics into the Action Plan • Integrating development Communication into municipal projects and public participation • Ensure that communication is a standing item in all ward committee and IDP meetings

	• Ensure regular IDP update in external & internal newsletters and advertising of the IDP Calendar. • Official photographs of the Mayor, Council and Municipal Manager to be mounted in all public reception areas
Assign accountability measures for what, when and how often the municipality should communicate to communities.	• Include a communication KPI for line departments • Communication Audit, Internally or externally
Ensure the effective and ongoing flow of communication to and from the municipality and resident .	• Have a workshop with Ward Committees and Councillors on the effective use of communication • Develop a distinct Business2Business and Corporate communication strategy aimed at investors and local business in the area • Ensure feedback mechanisms

5 COMMUNICATION STRUCTURES

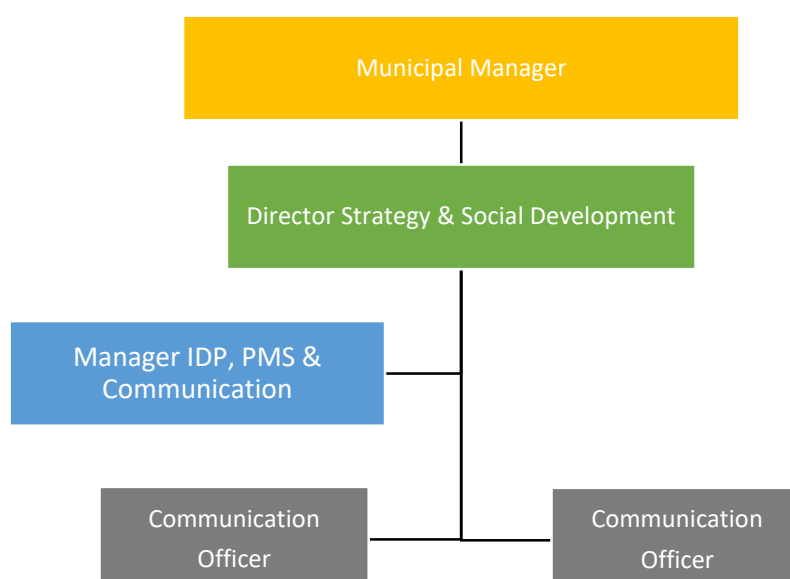
5.1 Municipal Messengers

Every employee of the Municipality is a communicator at all times. However, an element of hierarchy and authorization must be adhered to in order to correctly coordinate the release and proper packaging of messages. To ensure consistence all communication must be authorised by the Municipal Manager.

It is recommended that the Office of the Municipal Manager is central to the process of effective communication between the municipality and the residents. It is therefore ideal that the communications unit be headed up by a person who reports directly to both the Mayor (politically) and Municipal Manager (administratively).

Communication with the media should be restricted to the offices of the Municipal Manager and the Mayor, unless agreed upon that a delegated officials will speak on a specific topic. In this context, it is important to ensure that there is no ambiguity in the messages and that the spokespersons designated, Mayor's office and Municipal manager speak with one voice and one message.

The current communication structure at Langeberg Municipality:



The municipality has identified the following roles of communication per official:

COMMUNICATOR	MESSAGING CATEGORY
Mayor	All aspects of Council policy and programmes – the Executive Mayor shall be the key spokesperson on Council matters
	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
Executive Mayoral Committee 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 – Key spokesperson on Municipal administrative matters and his/her performance agreements must include communication deliverables.
	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
	Designated official responsible for authorising and overseeing the distribution of communications materials, unless he/she delegates this authority to additional employees. Such delegation shall be done in writing with the delegated powers or responsibility listed in the letter.
	All Municipal communication and an advocate for communication
	Appoint the HoC who will be responsible for ensuring that all other communication functions are adequately staffed. Ensure that the HoC has the adequate skills and knowledge for the post and provide oversight to the HoC function.
	Assist with the delivery of information to specific forums and the general public when called upon to do so.
	All media enquiries unless delegated otherwise
Directors and Senior 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 on approval by the Municipal Manager
	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 Communication 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
	Queries from journalists will be referred by the communications officer to managers for comment/clarification/ information. Comment will be attributed to the director or municipal manager unless otherwise. Media enquiries are subject to the approval of the Municipal Manager unless indicated otherwise
Frontline Staff	Credit Control, Receptionists, Switch Board and Call Centre Staff, are a vital component of the communication strategy. Staff are frequently asked questions and the municipality must make sure that they are trained, have the necessary information at hand and know how to handle queries and requests professionally.

5.2 Strategic Function of the Communications Department

The Communication Department is responsible for the following:

- a) Research, compilation, editing, co-ordination and production of newsletters, external and internal communication material and corporate information documents;
- b) Develop/revise departmental communication strategies and plan/s;
- c) Compilation of the Annual Performance Report
- d) Render departmental media liaison, including the writing of media releases, media conferences, media monitoring and evaluation;
- e) Render a Photographic service;
- f) Draft speeches and communication products in conjunction with line functionaries;
- g) Facilitate/Coordinate municipal functions, exhibitions, road shows and other events;
- h) Render a departmental language service;
- i) Render a graphic design service to compile Brochures & Posters
- j) Responsible for advertising and marketing;
- k) Responsible for the implementation and monitoring of the Municipal Website with recent and relevant information.
- l) Update and monitor Social Media pages
- m) To be administratively accountable to the Municipal Manager and will be politically accountable to the Executive Mayor.
- n) To sit on the Council meetings and Executive Committees of the municipality, to be able to appreciate policy and be in a better position to articulate it, but also to present current affairs and advise on the communication implications of deliberations
- o) Establish an internal communication forum to coordinate communication activities within the municipality / hold a frequent communication strategizing meeting, headed by the Executive Mayor and/or Municipal Manager, to provide communication guidance
- p) Update the communication strategies by March each year. A Social Media Strategy should be incorporated.
- q) Comply to the roles and key performance indicators of the communication officer as clearly defined:

KEY PERFORMANCE INDICATORS (KPI)
Report monthly to the Director on all activities by the 10th working day of the following month
Compile and submit the Annual Performance Report to the Auditor General by 31 August
Draft the Draft Annual Report and submit to Council by 31 January
Maintain the municipal website with all relevant communication documents in terms of Sec 75 of the MFMA
Advertise the Draft Annual Report within 14 days after submission to Council to obtain public comment
Monthly external municipal newsletter to be distributed in terms of the communication strategy
Distribute the Monthly Internal municipal newsletter in terms of the communication strategy
Publish and distribute the final Annual Report and oversight report on the website after approval by council
Submit attendance register monthly to director with the attached copies of approved leave forms
Attend to all correspondence received from internal audit within 10 working days
Respond to all correspondence received within the Directorate within 10 working days of receipt
100% of deviations adhere to the requirements for deviation as indicated in the SCM policy
Proper procurement practices with the adherence to the approved SCM policy to promote good governance
Review the Communication strategy and submit to council by 31 march
Submit the draft Annual Report to Council by 31 January 2020
Submit the Oversight Report on the Annual Report to Council by 31 March 2020

r) Frequently communicate on the primary communication platforms

Website	Updated on a daily basis / or as needed
Social Media	Facebook – daily basis
Bulk SMS	Daily notices, public meeting invitations, service delivery matters
External Newsletter	Monthly basis
Internal Newsletter	Monthly basis
Press Release	Monthly/ as need arises
Notice Boards: Municipal Offices, Thusong Centre, Libraries, Schools, Clinics, Spaza Shops, Church, Taxi and Bus service stops, Ward Committee Members	On a needs basis
Posters, Pamphlets, Brochures	On a needs basis
Marketing Branding Items	Annual /Once-off as need arises
Loud hailing	On a needs basis

6. TARGET AUDIENCES

This strategy aims to reconcile the communication aims and objectives with the audiences, mediums and the messages to address the challenges experienced. The target audience for the Municipality is the entire population of the Langeberg Municipality. Different messages should be developed for different target audiences to address the different concerns and experiences with specific messages and communication methods.

1. Identify and segment target audience
2. Suggest on relevant content and messaging
3. Determine of the appropriate medium for the intended audience.

For the purpose of this strategy, the following are identified as key target audiences:

INTERNAL	EXTERNAL
Municipal Staff: Municipal Manager Directors Managers Mentee Managers Supervisors Officers Clerks General Workers Elected Public Representatives: Executive Mayor Speaker Executive Mayoral Committee Portfolio Committees Municipal Council Ward Committees Community Development Workers	Community Members/Residents Ratepayers/ Property Owners Voters Political Parties Community Based Organisations such as Sporting bodies, youth forums, debating societies Local Business Owners Focus Groups: Women, Children, Youth, Scholars, Student, Disabled, Senior Citizens Commercial Farmers Agri workers Faith Based Organisations Academic Institutions Local, Regional, National International Media and Media Organisations Visitors/Tourists Property Developers Investors Provincial and National Government District Municipality GCIS Local Law Enforcement Authorities Other spheres of government SALGA Suppliers Contractors Labour Organisations Business-to-Business Structures Non-Governmental Organisations Forums

7. COMMUNICATION PLATFORMS

The most appropriate communication channels are identified to transmit a key message to each target audience. Use of relevant Communication platforms for the different audience is important. The Communication channels that the Municipality will utilize include the following:

CATEGORY	INTERNAL	EXTERNAL
Direct Communication	• One-on-one Discussions • Staff meetings • Video Conferencing • Council meetings • Telephone Conversations • Workshops • Training sessions • Speeches • Presentations • Team building	• One-one-one appointments • Telephone Conversations • Council meetings • Ward Committee meetings • IDP & Budget Meetings • Stakeholder meetings • Imbizo's • Road Shows • Power Point Presentations • Community/Public Events: Public Participation • Workshops • Training sessions • Customer Care Call Centre • Media Briefings • Thusong Service Centres
Print Media	• Internal Newsletters • Langeberg Express Newsletter • Memo's/ Circulars • Letters • Informal Notes • Salary Advice Slip • Pamphlets • Information Brochures • Staff Notice boards	• Langeberg Express Newsletter • Notice via Accounts • Individual Letters • Press Releases • Local Newspapers • Magazines • Pamphlets • Flyers • Posters • Municipal Accounts • News media • Advertisements • Knock and drops
Electronic Electronic	• Intranet • Emails • Website • In-house Videos • Employee attitude surveys • Computer Screen Savers • Memory Cloud • Whatsapp Groups for: Council and Directors Emergency Team & Communication	• E-mail • Bulk SMS • Whatsapp Group: External Local Media • Internet/ Digital Media • Langeberg Municipality Official Website • I Participate/ Ek Neem Deel Website • E – Express newsletter • Radio • Television / Video's • Social Media: Facebook, Twitter, Instagram, LinkedIn, YouTube • Google myBusiness • Business Directory Listings • Events Calendars • Video Clips • Front of house TV Screens

		• Mobile Applications
Outdoor		• Information signage • Law enforcement signs • Banners, flags and Gazebo • Load Hailing Announcements
Forums	• Management Meetings	• IDP Forum • LED Forum • DCF • DCFTech • Public Participation & Communication Forum • Municipal Council Meetings • Ward Committee Meetings • Minmay Forum • Minmay Tech Forum • District MM's Forum • WC MM's Forum • District Coordinators Forum • Premier's Coordinators Forum • LLF • Employment Equity Forum
Other		• Libraries Notice Boards • Traffic Office Notice Boards • Thusong Centre Notice Boards • Local Shop Notice Boards • Close Circuit Television

8. COMMUNICATION ANNUAL CAMPAIGN THEMES

Internal Communication is essentially about empowering internal staff with information on IDP, Council resolutions, Policies, Ward Councillors and the role and function of Ward Committees, campaigns and events. And to ensure that all staff members understand the mandate, vision, mission, values, the strategic plan of the Municipality, as well as their and each department's role in achieving these goals. Keeping internal staff informed encourage them to become key ambassadors and messengers and create a positive culture in the workplace.

While internal stakeholders need to be well versed with the "business of the Municipality", external stakeholders require the same understanding on the role and plans of the Municipality in accelerating service delivery.

Central to the immediate task of the Municipality is to ensure that residents know the services available to them and how to access them. As such, a number of annual campaigns should be scheduled and budgeted for to ensure that these needs of residents are met. Suggested campaigns would include:

CAMPAIGN	PURPOSE
Understanding the three spheres of Government	Understanding the different roles and functions of the three spheres of Government
Know your Municipality	- To inform residents of the key officials at the municipalities, the services offered from the various departments, and how to access them. - Including Vision, Mission, Institutional Values and key strategic objectives. - Service Charter.
Know your Councillor	To inform residents of their Councillor, the purpose of the Councillor, and how to contact and communicate with the Councillor.
Know your Ward Committees	To inform residents of their Ward Committee, the purpose of the Ward Committee and its members, and how to contact the Ward Committee members and participate in their Ward based meetings.
Know your Community Development Workers (CDW's)	To inform residents of their CDW, the purpose of the CDW, and how to contact and communicate with the CDW.
Know your Municipal Manager	To inform residents of their Municipal Manager, the administration and accounting officer function, and how to contact and communicate with the Municipal Manager.
Revenue Collection	- Communicate the draft and approved budget, monthly revenue and expenditure reports and the adjustment budget. - Methods of account payment. Keeping your contact details up to date on the accounts database.
Youth Development Bursary Assistance	- Provide information on the bursary assistance offered. - Arts and Culture programmes. - Feel good story on the Steel Band. - Communicate sport clubs, park run and sporting competitions to get the youth involved to participate.

Rural Development	• Communicate skills development initiatives. • Basic Adult Education opportunities. • Report on progress and initiatives of rural development activities. • Assist with communication with all relevant parties. • Vegetable Gardens. • Farm Worker of the Year Competition. • Information Sessions and Malpractices on Farms.
Credit Control	• Indigent Subsidy Regulations.
Social Development	• Gender and Woman Empowerment • Substance Abuse • Social Crime Prevention • HIV/Aids Programmes
Early childhood development	• Information on various programmes.
Poverty Alleviation and reduction	• Trade and investment promotion and activities.
Organisational Performance Management	• Communicate the Performance Agreements per directorate. • Annual Performance Report • Implement a staff of the month recognition system.
Fire & Disaster Management	• Emergency numbers and how to prevent fires and actions during a fire. • Reporting a fire. • Community safety points during disaster
Vandalism Awareness	• Encourage the community to report when they witness vandalism in their neighbourhood.
Gather Public comments on the Annual Report, Budget and IDP	• Utilise the I Participate website, use all the relevant communication platforms to ensure the community is informed. • Breakdown interesting parts of these documents into smaller posts, to give a better understanding of the importance of viewing and commenting on these documents. • Communicate ward meetings for Ward Development Plans. Communicate document draft a to obtain public comment.
Customer Care Phone number and services	• Explain the role of the call centre, the reference number system, the call out times, the 24/7 number, new WhatsApp line, how to join the bulk sms system. • Feedback surveys.
Top complaint matters as per Customer Care Centre reports	• Identify the top issues of complaints called into the Call Centre and cover communication on the topic. • Identify and clarify any negative perceptions that arise. • Gather departments inputs on the progress, budget, solutions to address these top service delivery concerns.

Thusong Centre Services	• Explain the various services offered at the Thusong Centre, operating hours, etc.
Libraries	• Inform the community of services at their rural and town Libraries. • Memberships fees, rules of using the facility, special programmes, after school support.
Electricity	• How to save electricity. Application to feeding the grid. Explain the tier cost brackets. • How to report electrical faults. • How to install an electricity box in your home? • Illegal electrical connections. • The risk of unsafe electrical connections.
Save Water Campaign	• The Municipality in conjunction with the Provincial Government and District Municipality must devise a water savings campaign to sensitise the public to use water sparingly. Inform about dam levels. • Report on water quality test stats. Irrigation Schedule.
Cleaning Campaign Waste Removal / Illegal Dumping	• Encourage residents' involvement and ownership to get involved in community clean-up campaigns. Address illegal dumping of waste/ how and why to report it (incentives on blowing the whistle). • The various landfill sites, their services and operating hours. How to enquire and complain on services in this regard. • Communicate air pollution matters. Inform of pest control matters.
Recycling	• Encourage a mind-shift amongst community members to recycle, interesting statistics, how the process of recycling works, community involvement and feel good community stories of reused materials, the bag and wheelie bin system. • Report on waste reduction and recycling statistics.
Information pieces on: Cemeteries Community Halls Parks and Nature Conservations Sport Development Swimming Pools Accounts	• Information needs as indicated by the departments and the community. • Costs, booking process, rules of using the facility, vandalism, incentives on blowing the whistle, the contact information of the accounts department. • Communicate the various hiking trails and recreation (picnic) areas available to the public.
Town Planning	• How to apply for building plans, zoning applications etc. • The Spatial Development Framework. • The property valuations process. • The integrating zoning scheme regulations. • Building control matters. • Inform about illegal building. • Process if you want to set up a Wendy house in your yard etc.
Traffic Services	• The various offices and contact information, how to apply for a learners and license, registration of motor vehicles, how to pay your fine.

	• The importance to check if your public transport has an operating license. The duties of the Law enforcement department.
Tourism Development and events	• Activities and events in the area, the tourism offices contact information, how to apply to host an event, how to apply for road signage to your establishment etc.
Local Economic Development	• Promote and maintain the WorkFinder platform, Entrepreneurial workshops, How to join the Langeberg Municipality Supplier Database, Assistance to register your business, zoning your property, funding opportunities, informal trading licences, skills development, communicate the LED strategy.
Housing Administration	• Informing the public to keep their information updated. New Housing projects. • Control of informal settlements. • Reporting processes. • Application process for low cost housing subsidies. • Who can apply for housing benefits, subsidies, maintaining your house, etc.
Supply Chain Management- how to join the database	• Supply Chain Management- how to join the database. • The Supply Chain policy. • Where to look for advertised Quotations and Tenders.
Capital Projects Progress	• Report on the capital projects identified in the budget and update on the progress by mid-year or on completion.
Audit Report Findings	• Provide feedback on the annual audit outcomes.
Batho Pele Principles in the workplace	• Internal Culture establishment
Values, Vision, Mission and mandate of government	• Encourage staff to be key ambassadors and messengers
I Participate Website And Official Municipal Website	• Update the Langeberg Municipality website(s) with relevant content • Place advertisements (tenders, quotations, vacancies, notices)
Communication	• How to communicate with your Municipality. • Engage citizens in conversation around critical issues. • Maintain and grow the bulk SMS system and database • Promote social media platforms Facebook, Twitter and Instagram to increase reach • Establish an interactive and responsive social media presence (Facebook and Twitter).

9. ACTION PLAN

In order to guide implementation of this Communication Strategy, the Communication Department of Langeberg Municipality will develop an annual Action Plan (ANNEXURE A), for each respective year subsequent/in line with the budget allocation to the communication function.

The Action Plan will therefore set out communication initiatives for a year period and will be aligned to priorities identified in the Municipality's IDP for that respective period. Measurement/evaluation criteria will be linked to all communication activities in order to assess the effectiveness of communication projects/endeavours at the end of the respective period.

10. PROTOCOL OF THE COMMUNICATION STRATEGY

According to the Guidelines for Municipal Communication manual developed by the GCIS and South African Local Government Association (SALGA), a communication strategy is an internal, strategic and operational document for a municipality. As such, it should not be widely published or released into the public domain. Rather, a brief synopsis, outlining the communication message and approach for the year ahead and emphasising some of the plan key campaigns should be drafted for public distribution.

11. REFERENCES AND ACKNOWLEDGEMENTS

This Communication Strategy has been formulated by the Langeberg Municipal Communication unit in collaboration with the Western Cape Local Government: Public Participation and Communication Unit and Government Communication Information Systems (GCIS).

Sources Consulted:

Communications 2000: A vision for government communications in South Africa, Report of the Task Group on Government Communication, October 1996.

GCIS Government Communicators Handbook 2014/17. Available from:
www.gcis.gov.za/files/docs/resourcecentre/guidelines/handbook

12. DOCUMENT ACCEPTANCE AND RELEASE NOTICE

This is the second five-year communication strategy for Langeberg Municipality. The Communication Strategy will after approval by Council be reviewed every year and be amended should legislation or a change in policy require this.

The Communication Strategy was approved as follows:

Approval Date:

Resolution number:

COMMUNICATION STRATEGY 2020 – 2025

That Council approve the following recommendations:

1. That the Communication Strategy 2020 – 2025 be approved and revised annually before the beginning of each financial year within the current five (5) year term of Council.
2. That detailed monthly communication action plans be developed by the Communication Unit.
3. That the proposed amendments to the Communication strategic function be approved and implemented, subject to internal processes that are to be followed.

PROPOSER:

SECONDER:

Next review date: March 2021