# COMMUNICATION STRATEGY

## 2022 – 2027

LANGEBERG
MUNISIPALITEIT MUNICIPALITY MASIPALA

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**GLOSSARY OF ACRONYMS**

| ACRONYM | MEANING |
|---|---|
| **AIDS** | Acquired Immunodeficiency Syndrome |
| **BSD** | Basic Service Delivery |
| **CDW** | Community Development Worker |
| **CI** | Communication Information |
| **DCF** | District Coordinating Forum |
| **DCFTECH** | District Coordinating Technical Committee |
| **GCIS** | Government Communication and Information System |
| **GGPP** | Good Governance and Public Participation |
| **HIV** | Human Immunodeficiency Virus |
| **HoC** | Head of Communication |
| **IDP** | Integrated Development Plan |
| **IGR** | Intergovernmental relations |
| **KPA** | Key Performance Areas |
| **KPI** | Key Performance Indicator |
| **LED** | Local Economic Development |
| **LG** | Local Government |
| **LLF** | Local Labour Forum |
| **MAYCO** | Mayoral Committee |
| **MFMA** | Municipal Finance Management Act |
| **MFVM** | Municipal Financial Viability and Management |
| **MinMay** | Minister's and Mayoral Forum |
| **MinMay Tech** | Minister's and Mayoral Technical Forum |
| **MM** | Municipal Manger |
| **MTID** | Municipal Transformation and Institutional Development |
| **SALGA** | South African Local Government Association |
| **OPEX** | Operational Expenditure |
| **PMS** | Performance Management System |
| **SCM** | Supply Chain Management |
| **Sec** | Section |
| **SMS** | Short Messaging Service |
| **WC** | Western Cape |

## 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 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 Communication Strategy and annual Action Plan aligned to the National Communication Strategic Framework (NCSF).

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

- Communication goals
- Target audience
- Communication action plan
- 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 to ensure that we strengthen government communications and deliver on its mandate, in line with the developmental communication approach adopted by government.

## 2. COMMUNICATION AIMS AND OBJECTIVES

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

Since effective communication will improve services and quality of life in the Langeberg Municipal area, the Municipality wants to ensure that it communicates in the best possible way.

One of the primary objectives of this communication strategy is to communicate the strategic emphasis of Council - its vision, mission as well as the strategic objectives contained in the Integrated Development Plan (IDP).

### 2.1 Communication Aims:

- **Educate:** Improve resident's understanding of our mandated services and increase customer satisfaction in rendering such services.
- **Inform:** Ensure that local communities and stakeholders are aware of the Municipality's vision and plans for the future to improve community support and participation
- **Build:** Enhance stakeholder relations to foster credibility
- **Motivate:** Create a culture of service excellence through good internal communication within the Municipality, An effective, attentive and motivated workforce leads to higher employee morale and loyalty.
- **Develop:** Improve the coordination and execution of messaging and develop and adopt policies required to perform the function of communication at a high standard. Restructure the Communication function on the Organogram.
- **Establish two-way discussions:** Through public involvement, listen to the needs and views of the community to ensure that the right priorities are established and a responsive service could evolve.
- **Create positive perceptions:** Maintain an appropriate and positive public image.
- **Stay current:** Research the preferred methods of communication and evolve with latest technology
- **Monitor:** Develop a Communication Audit

### 2.2 Slogan, Vision, Mision

**Slogan:** People at the centre of development

**Vision:** To progress and grow from being one of the best municipalities, to be the best municipality.

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

### 2.3 Principles of Government Communication

The Municipality has adopted the basic principles of government communication and refined it to suit its own environment. The following principles are acknowledged throughout this strategy:

#### 2.3.1 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.

#### 2.3.2 Consultation

***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 will be asked for their views on existing municipal services and what new basic services they need.

#### 2.3.3 Service Standards

***Principle:*** The public should know what level and quality of service they will receive.
The Municipality will strive to develop service standards for existing and new services. The services standards will be monitored and raised progressively as needed.

#### 2.3.4 Access

***Principle*:** All citizens should have equal access to the services to which they are entitled.
The Municipality will set targets for extending access to information, municipal officials and services. The Municipality will implement special programmes for improved service delivery to the physical, social and cultural disadvantaged.

#### 2.3.5 Courtesy

***Principle:*** The public should be treated with courtesy and consideration
The Municipality will set standards for the treatment of the public and will incorporate these into the Code of Conduct, values and training programmes. Staff performance will be regularly monitored and discourtesy will not be tolerated.

#### 2.3.6 Information

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

#### 2.3.7 Openness and Transparency

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

#### 2.3.8 Redress

***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 will 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.

#### 2.3.9 Value for money

***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.

## 3. ENVIRONMENTAL ANALYSIS

### 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 fundamental rights.

**LAWS AND REGULATIONS**

- Municipal Systems Act, 2000
- Promotion of Access to Information Act, 2000
- Municipal Finance Management Act; (Act 56 of 2003)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of2005)
- Bill of Rights
- Copyright Act, 1978 (Act 98 of 1978)
- Electronic Communications and Transactions Act, 2002 (Act 25 of 2002)
- Use of Official Languages Act, 2012 (Act 12 of 2012)
- Municipal Structures Act, 1998 (Act 117 of 1998)
- Public Service Act, 1994 (Act 103 of 1994)
- Protection of Personal Information Act (POPI Act), Act 4 of 2013

### 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 National Key Performance Areas (KPA's):

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

##### 3.2.1.2 Municipalities are expected to at least:

a) Put people and their concerns first and ensure constant contact with communities via **effective public participation platforms**. The basic measures to be monitored include:
    - engagement platforms with civil society;
    - Transparency, responsiveness and accountability;

- Regular feedback on petitions and complaints;
- Regular community satisfaction surveys;
- Regular ward report back by councillors;

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, urgent restoration. Municipalities are expected to perform the following basic activities, and to have performance indicators to measure their performance:

- 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 an indigent register.

National and Provincial Rapid Response and technical teams monitor service delivery interruptions at national level.

c) Be well governed, demonstrating **good governance** and administration by cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities are 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 bylaws;
- Service delivery protests and the approach to address them.

d) Ensure **sound financial management & accounting** and prudent management of re-sources so as to sustainably deliver services and bring development to communities. Performance against the following basic indicators will 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;
- A realistic Organogram, aligned to the 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 | Langeberg Municipality Strategic Goals |
|---|---|---|
| 1: Create opportunities for growth and jobs<br><br>2: Improve education outcomes and opportunities for youth development<br><br>3: Increase wellness, safety and tackle social ills<br><br>4: Enable a resilient, sustainable, quality and inclusive living environment<br><br>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.<br><br>2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.<br><br>3. Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality | 1.Housing: An effective approach to integrated human settlements and improve living conditions of all households<br><br>2.Basic Service Delivery: Maintain infrastructure to provide basic services to all citizens<br><br>3. Local Economic Development:: Create an enabling environment for economic growth and decent employment<br><br>4. An efficient, effective, responsive and accountable administration<br><br>5.Sound Financial Management: Adhere to all laws and regulations applicable to LG<br><br>6. Effective stakeholder engagements to promote civic education |

### 3.2.3 LOCAL ENVIRONMENT

#### 3.2.3.1 Public Participation

Communication is identified as the key driver in public participation as it provides strategic and technical advice to campaigns, broaden community participation, and strengthen participatory democracy. Communication planning should therefore integrate with any form of public participation planning and implementation, as community participation will always utilise the basic model and mode 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 a municipality". It is a tool that enables the municipality to achieve its constitutional objectives, which 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 IDP implementation. Communication is integral in the development of the IDP. Citizens are defined by law to be part of the Municipality. They actively participate in municipal planning, budgeting, drafting of by-laws, policies and in monitoring the performance of the municipality – all of which entails extensive communication.

The IDP process therefore requires strong and clear channels of communication, with particular emphasis on quality feedback mechanisms from residents. This is imperative for developing an IDP that is credible in both the drafting process as well as its content. The Municipality has a duty to facilitate public involvement and must provide meaningful opportunities for participation processes. It must also employ measures to ensure that people have the ability to take advantage of such opportunities.

The Communication Strategy will address the communication needs for public participation in the IDP processes, so as to prioritise and organise the communication activities, to market it and to make it available to the public. The aim is to effectively communicate the priorities and activities of the IDP process more widely.

The IDP is not only a strategic framework that guides performance, but it is also a vehicle for communication and a yardstick for political accountability. The development and monitoring of the IDP serves as a basis for engagement between the Municipality and residents, as well as an instrument against which residents can hold the council accountable.

The budgeted projects listed and detailed in the IDP indicate tremendous opportunities for “good news” communication. Informing communities of the investments, restorations and developments made by the Municipality in their area, assists with restoring confidence in the municipality.

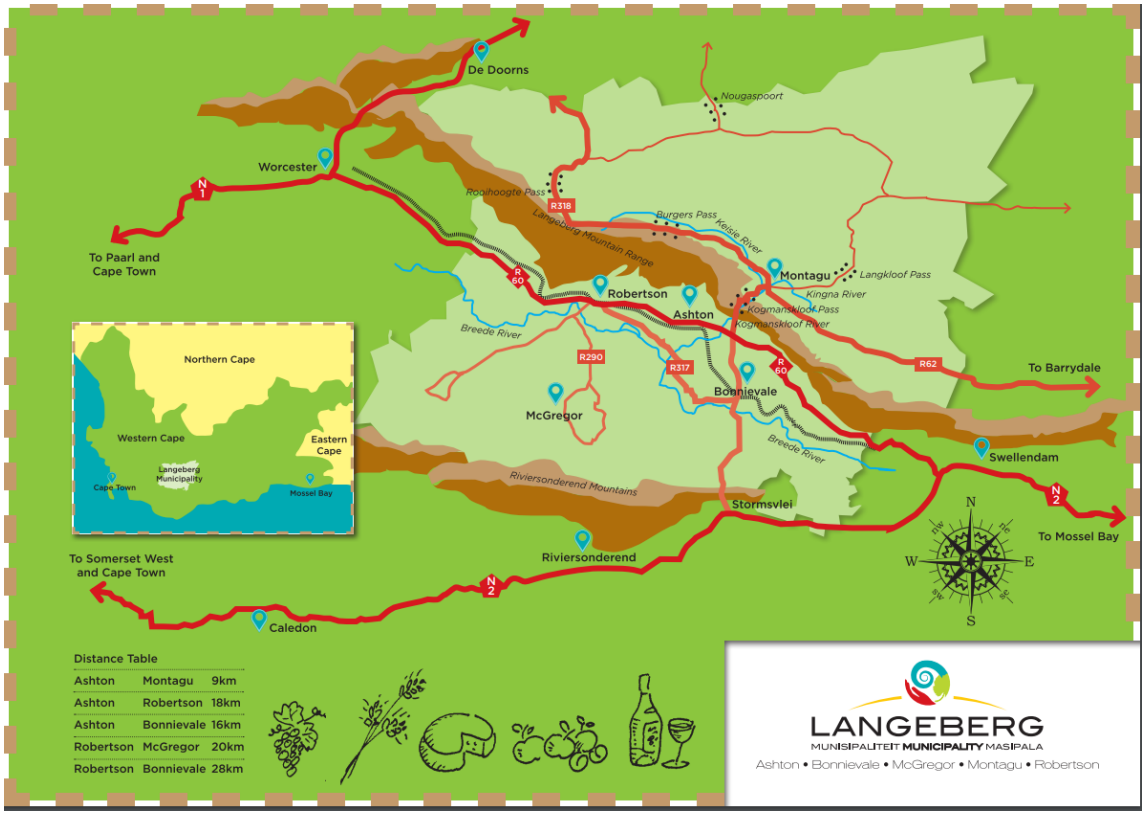
### 3.3 LOCAL DEMOGRAPHIC PROFILE

The Langeberg area has the fourth largest population in the Cape Winelands District, with a population size of 97 724 people (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 it as first language, while 10% of the population speaks isiXhosa. 3% are English first-language speakers.

At least 34% of the population have received some secondary schooling, 32% have some primary schooling, 16% have completed grade 12 and 8% have completed primary school.

The Langeberg Municipal area consists of the five towns of Ashton, Bonnievale, McGregor, Montagu and Robertson. The Langeberg Municipal Council consists of 23 members of which 12 are directly elected ward Councillors and 11 are proportional representatives.


De Doorns
Nougaspoort
Worcester
N 1
To Paarl and Cape Town
Roodhoogte Pass
R318
Langeberg Mountain Range
Burgers Pass
Keisie River
R 60
Montagu
Langkloof Pass
Kingna River
Robertson
Ashton
Kogmanskloof Pass
Kogmanskloof River
Breede River
R290
R317
R 60
R62
To Barrydale
Bonnievale
McGregor
Breede River
Swellendam
Riversonderend Mountains
Stormsvlei
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To Mossel Bay
Riviersonderend
To Somerset West and Cape Town
N 2
Caledon
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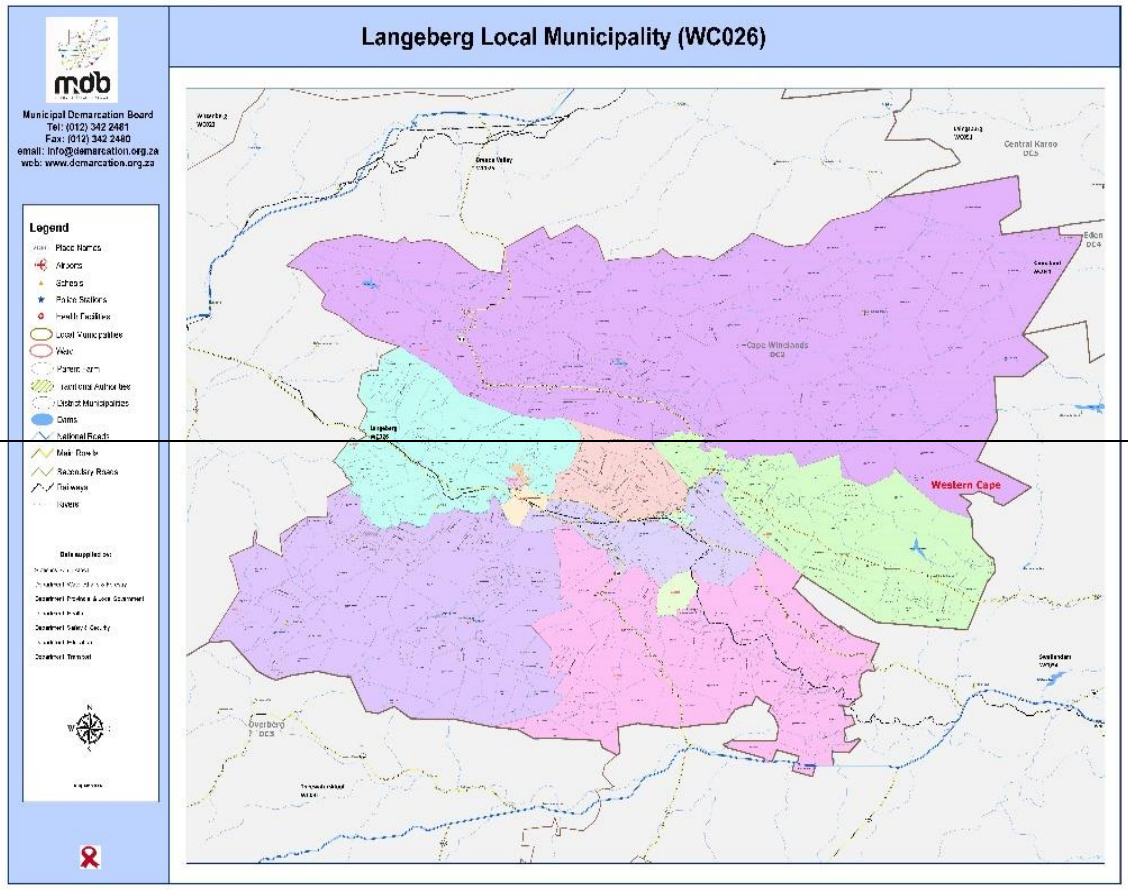
W
E
S
Northern Cape
Western Cape
Eastern Cape
Langeberg Municipality
Cape Town
Mossel Bay
Distance Table
Ashton Montagu 9km
Ashton Robertson 18km
Ashton Bonnievale 16km
Robertson McGregor 20km
Robertson Bonnievale 28km
LANGEBERG
MUNISIPALITEIT MUNICIPALITY MASIPALA
Ashton • Bonnievale • McGregor • Montagu • Robertson


Langeberg Local Municipality (WC026)
mdb
Municipal Demarcation Board
Tel: (012) 342 2481
Fax: (012) 342 2480
email: info@demarcation.org.za
web: www.demarcation.org.za
Legend
Place Names
Airports
Schools
Police Stations
Health Facilities
Local Municipalities
Wards
Planning Forum
Traditional Authorities
District Municipalities
Dams
National Roads
Main Roads
Secondary Roads
Railways
Rivers
Data supplied by:
Department Provincial & Local Government
Department Safety & Security
Department Transport
Central Karoo DCS
Cape Winelands DCS
Western Cape
Overberg DCS

### 3.4 MUNICIPAL SWOT ANALYSIS

| STRENGTHS | WEAKNESS |
|---|---|
| • The Langeberg Municipality has a functional communication unit in a dedicated administration and functional Council.<br>• Municipal communication officers are represented on the district and provincial government communication forums.<br>• The municipality use sound IDP, Public Participation and planning processes.<br>• There is a clear vision, mission, values and strategy in place.<br>• Well situated as a tourism destination, in the heart of the tourism Route 62.<br>• Many opportunities for business investments<br>• Well established infrastructure for further business expansion<br>• Sound financial management | • Departments tends to work in isolation (silo's) making it hard to access valuable public information.<br>• Budget constraints limit the use of some communication tools, resources and equipment.<br>• Limited internal communication with line departments to compile integrated, coordinated and proactive communication.<br>• Lack of accountability measures for what, when and how often the departments should communicate to communities. |
| **OPPORTUNITY** | **THREATS** |
| • Sufficiently budgeting for communication projects<br>• Establish an Internal and inter-governmental communication forum<br>• Foster healthy relationships with the media<br>• Inform internal staff of the role of communication<br>• Communication a standing agenda point in internal, ward committee and IDP meetings to identify what meeting decisions are to be communicated internally or to the public.<br>• Head of Communication representation in Management and Council meetings.<br>• Considered a Head of Communication within the organogram of the organization.<br>• Conduct internal staff satisfaction survey<br>• Include communication in Portfolio recommendation processes.<br>• Include a communication KPI for line departments<br>• Training of Frontline staff and Call Centre Operators – Extensive induction, understanding of internal processes<br>• The organiser of a newsworthy departmental event or function should submit notice of such events to the Communication Department. | • Public ill-informed of Municipal Services and Responsibilities.<br>• Community not actively involved in the affairs of the municipality.<br>• Print and social media tights deadlines and fake news.<br>• Environmental issues e.g. Drought, floods, fires<br>• Health pandemic e.g. COVID-19<br>• Other issues e.g. Loadshedding, riots<br>• High unemployment<br>• Limited economic opportunities<br>• Seasonality of jobs in the agricultural sector.<br>• Low skills level of workers in the area.<br>• Highest matric dropout rate in the district.<br>• Significant portion of the population is inadequately educated. |

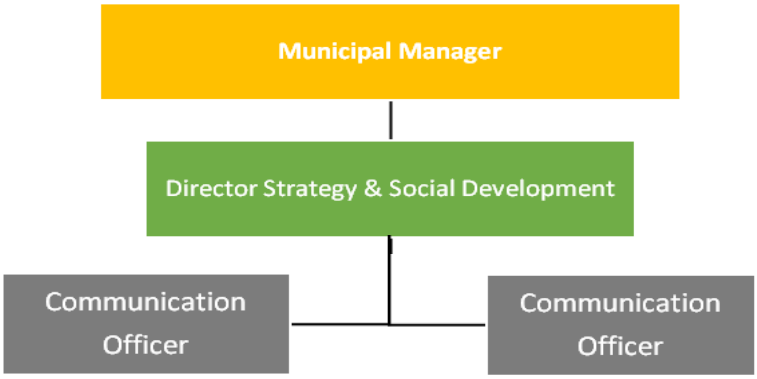
## 4. COMMUNICATION STRUCTURE

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 consistency, all communication must be authorised by the Communications Manager / HoC.

It is recommended that the Communications Manager / HoC 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 by a person who reports directly to the Director or Municipal Manager (administratively).

Communication with the media should be restricted to the offices of the Municipal Manager and the Mayor, unless it is agreed upon that a delegated official 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 designated spokespersons speaks with one voice and one message.

The current communication structure at Langeberg Municipality:




Proposed communication structure for the Langeberg Municipality:

**FUNCTION OF THE COMMUNICATIONS DEPARTMENT**

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 strategy by March each year. A Social Media Strategy should be incorporated;
q) Comply to the roles and key performance indicators (KPI's) of the communication officer as clearly defined;
r) Frequently communicate on the following primary communication platforms:

| PLATFORM | FREQUENCY |
|---|---|
| Website | Updated on a daily basis or as needed. |
| Social Media (Facebook, Twitter and Instagram) | Daily basis |
| Bulk SMS | Daily basis |
| External Newsletter | Monthly basis |
| Internal Newsletter | Monthly basis |
| Press Release | Monthly or as need arises |
| Notice Boards: Municipal Offices, Thusong Centre, Libraries, Schools, Clinics, Spaza Shops, Church, Taxi and Bus service stops, Ward Committee Members | As needed |
| Posters, Pamphlets, Brochures | As needed |
| Marketing Branding Items | Annual /Once-off as needed |
| Loud hailing (Traffic Officials) | As needed |

## 5. MUNICIPAL MESSENGERS

The municipality has identified the following roles of communication:

| 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 Head of Communication (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 a 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. |

| COMMUNICATOR | MESSAGING CATEGORY |
|---|---|
| | Media inquiries is subject to the approval of the Municipal Manager. |
| **Municipal Communication Department** | Responsible for the coordination of media communication, media conferences and media statements.<br><br>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.<br><br>Media enquiries are subject to the approval of the Municipal Manager unless indicated otherwise. |
| | Will act on instruction of the Municipal Manager and Director. |
| **Frontline Staff** | Credit Control, Receptioionists, 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. |
| **Outside Workers** | Staff are frequently approached by the public with questions or complaints, and the municipality must make sure that they are trained to escilate queries and requests to the relevant departments. |

## 6. TARGET AUDIENCES

This strategy aims to reconcile the communication aims and objectives with the audiences, mediums and messages with which specific challenges are addressed. In general, the target audience for the Municipality is the entire population of the Langeberg Municipality. Many people have different concerns and experience challenges differently. Specific messages and communication methods must therefore be developed for different target audiences.

Communication with a specific target audience involves the following steps:

1. Identify and segment target audience
2. Suggest relevant content and messaging
3. Determine the appropriate communication channels for the intended audience.

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

| INTERNAL | EXTERNAL |
|---|---|
| **Municipal Staff:**<br>Municipal Manager<br>Directors<br>Managers<br>Mentee Managers<br>Supervisors<br>Officers<br>Clerks<br>General Workers<br><br>**Elected Public Representatives:**<br>Executive Mayor<br>Speaker<br>Executive Mayoral Committee<br>Portfolio Committees<br>Municipal Council<br>Ward Committees<br>Community Development Workers | Community Members/Residents<br>Ratepayers/Property Owners<br>Voters<br>Political Parties<br>Community Based Organisations such as sporting bodies<br>Youth Forums/Debating Societies<br>Local Business Owners<br>Focus Groups: Women, Children, Youth, Scholars, Students<br>Disabled Senior Citizens<br>Commercial Farmers<br>Agri-workers<br>Faith Based Organisations<br>Academic Institutions<br>Local, Regional. National Media and Media Organisations<br>Visitors/Tourists<br>Property Developers<br>Investors<br>Provincial and National Government<br>District Municipality<br>Government Communication Information Systems<br>Law Enforcement Authorities<br>SALGA<br>Suppliers<br>Contractors<br>Labour Organisations<br>Business-to-Business Structures<br>Non-Governmental Organisations<br>State Owned Enterprises<br>Forums |

## 7. COMMUNICATION CHANNELS

The most appropriate communication channel must be identified to transmit a key message to the target audience and relevant platforms must be used for different target audiences.

The communication channels that the Municipality will utilise include the following:

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

| CATEGORY | INTERNAL | EXTERNAL |
|---|---|---|
| | | • Events Calendars<br>• Video Clips<br>• Front of house TV Screens<br>• Mobile Applications<br>• Zoom/Teams meetings<br>• Facebook live stream or recorded videos |
| **Outdoor** | | • Information signage<br>• Law enforcement signs<br>• Banners, flags and Gazebo<br>• Loud Hailing Announcements |
| **Forums** | • Management Meetings<br>• Staff Meetings | • Integrated Development Plan (IDP) Forum<br>• Local Economic Development (LED) Forum<br>• Community Development Worker's Local Coordinating Forum<br>• District Communication Forums<br>• Communication Technical Forum<br>• Public Participation & Communication Forum<br>• Municipal Council Meetings<br>• Ward Committee Meetings<br>• Minister and Mayoral (Minmay) Forum<br>• Minister and Mayoral Technical (Minmay Tech) Forum<br>• Speaker's Forum<br>• District Municipal Manager's Forum<br>• Western Cape MM's Forum<br>• District Coordinators Forum<br>• Premier's Coordinators Forum<br>• Local Labour Forum<br>• Employment Equity Forum |
| **Other** | | • Libraries Notice Boards<br>• Traffic Office Notice Boards<br>• Thusong Centre Notice Boards<br>• Local Shop Notice Boards<br>• Close Circuit Television |

## 8. CRISIS/DISASTER MANAGEMENT

A crisis is an unforeseen or unexpected event that threatens institutional operations and can have extreme negative consequences. A crisis can be man-made and can impact public safety, lead to financial loss or even reputational damage for the institution. If it is not effectively managed, a crisis can lead to an emergency.

To deal with crisis situations effective and efficiently, the Langeberg Municipality Crisis Communication procedure provides key officials, role players and departments within the municipality with a procedure for the expected initial response to a crisis and an overview of their responsibilities during a crisis or disaster.

Communicators should be made aware of any potential crisis and should manage communication activities to avert or limit a potential crisis. Any crisis – be this an emergency and/or a disaster – requires immediate communication intervention. Effective communication management in a time of crisis and/or emergency provides an opportunity for government to show leadership and for the institution to maintain or restore the public's confidence.

Key communication actions and processes that should follow in the event of a crisis:

This process should complement the relevant national/provincial disaster management strategies and the Langeberg Municipality Disaster Management Plan.

8.1 Crises is declared by

- the Mayor and/or through a decision of Council
- a decision of Rapid Response
- a War Room
- a Disaster Management Committee
- a Joint Operations Centre

8.2 Once a crisis has been identified,

- establish a Communication Crisis Committee to manage communication collectively,
- formulate a crisis management plan and a communication strategy that is aligned to this. This crisis communication plan must be attached to the national, provincial or local disaster management plan so that there is a clear understanding of what should happen when there is a natural or man-made disaster.
- A comprehensive set of crisis communication resources that can be used at the discretion of communicators to build, manage and maintain an effective crisis management capability must be available.
- Assign communication leadership to a specific department in the case of a cluster response, with the GCIS playing a supporting role.

8.3 Crisis Protocol
The Head of Communication must:

1. be notified immediately of any crisis that is emerging or breaking.
2. gather and verify information about the crisis, assess its severity and consider whether it should be escalated to the GCIS for leadership (emergency/controversial issues) or managed at an institutional level.
3. given the need for urgent communication, be given the authority to take action immediately under guidance, until a broader decision can be made about how the institution must proceed.
4. form part of the Crisis Committee, Crisis Command Centre and establish permanent representation.
5. be responsible for developing the strategy and tactics on how information is to be released, who must speak for the department on the issue, and the audiences with whom will be communicated.
6. identify the target audience, the multiple communication platforms, appoint a spokesperson and draft a holding statement.
7. communicate facts quickly, accurately and be open and accessible to all audiences, although mindful of confidentiality, and legal and privacy considerations.

8.4 Crisis Spokespersons:
The political principal are the official spokespersons during a crisis. At local government level this would be Executive Mayor.

The political principals as well as the Municipal Manager in consultation with the Head of Communications must identify departmental managers or staff with the knowledge and/or technical expertise to provide specialist input to media responses or to speak as official representatives of the department.

Designated spokespersons must make themselves available to:

- participate in communication planning and the preparation of key messages relating to the crisis.
- respond to media enquiries in a prompt and professional manner, using all possible communication tools, including the Crisis Command Centre.

When communicating during a crisis, there is a need to strike a balance between presenting the relevant facts in the public domain without causing unnecessary panic.

No spokesperson or employee will divulge to the media any findings or determinations in relation to organisational internal enquiries, reviews or investigations, irrespective as to whether such processes are ongoing or considered concluded, unless there is a specific approval by the Municipal Manager.

8.5 Working with the media:

- In instances where a crisis is transversal, no government institution should issue media statements in the public domain that contradict what other departments are saying.
- All media enquiries must be directed to the Municipal Manager.
- The receipt of all media enquiries must be acknowledged.
- A formal response on a letterhead that is signed off by the Municipal Manager must be provided as soon as possible, ideally within 24 hours.
- Media releases and other written media interventions should be produced and distributed in English.
- Communication issued to the media should be presented in plain language, without detracting from the accuracy of the message, and should be presented in a way that is understood by the target audience.
- All requests received by an organisation employee for a media interview must be referred to the Municipal Manager.
- Submission times for actual provision of content to address a media enquiry should be mutually agreed with the reporter concerned but with due regard for the guiding principles of transparency, accuracy and efficiency of the organisation's response.

In any crisis, regular media briefings are strongly recommended, accompanied by regular interviews. Depending on the severity of the crisis, the Crisis Committee must decide on the frequency of the media briefings, whether hourly, daily, weekly or monthly.

After releasing information, the Head of Communications or an appointed external service provider must monitor the news coverage and respond appropriately, where necessary. The procurement and appointment of service providers will be done in accordance with the organisation's procurement processes. The Head of Communication must monitor and evaluate the quantitative and qualitative performance of media coverage achieved at least every six months, using the coverage and data received from the media-monitoring supplier.

8.6 Inappropriate Media Engagement:

It is regarded irresponsible of staff members to engage with the media in any activity or comment, which is designed to:

- Bring the organisation, constituencies or stakeholders into disrepute;

- Undermine the integrity and reputation of the organisation, its leadership or stakeholders;
- Present a personal viewpoint as a position which is held by the organization;
- Disclose organisational information without proper authority;
- Comment on pending or current legal issues relating to the organization.
- No employee of the organisation will speak to the media “off the record”.

8.7 Communication approval processes:
The Head of Communications and Crisis Command Centre should establish an approval process that will fast-track decision-making during a crisis. All approvals should adhere to a strictly agreed turnaround time, bearing in mind the quality and accuracy of information that must be made available.

8.8 Televised or in-person speaking engagements by employees:
Any employee who accepts a public speaking engagement representing the organisation will notify the office of the Head of Communication. The HoC will provide guidance on the approach and whether the platform will be beneficial.

8.9 Employee Communication:
The accounting officer/ Head of Communications, working with Human Resources, must inform departmental employees of the issues relating to the crisis using established internal communication channels. This should happen before or at the same time as details are being released to external audiences.

8.10 Informing other government stakeholders:
The Head of Communication will arrange a stakeholder forum to keep all abreast of the crisis and the way it is being managed.

## 9. BUSINESS CONTINUITY MANAGEMENT (BCM) PLAN

The Communication unit is responsible for:

- Department and customer reputation management;
- Drafting a communication strategy for BCM programme; and
- Communicating with management and staff on BCM issues during a declared disaster

Things to consider here -

- Remote working capabilities.
- Emergencies don't occur in silos and having a network of trusted community organizations like local fire, ambulance, and health authorities will prove critical as we continue to navigate the different regional health guidelines and eventual plan for a full return back to work.

**Public disclosure and right to information**

- The Promotion of Access to Information Act, 2000 (PAIA Act 2 of 2000), provides for requests addressed to the organisation by members of the media to be directed to the Communication unit immediately for consideration.
- If the organisation receives a Promotion of Access to Information Act request from the media in writing, it should be time-stamped to record date of receipt. When a verbal request is presented to the organisation by the media, it should be documented in writing, and the requesting party will, whenever possible, be required by the Communication unit to sign the documentation, which will then be time stamped.
- If the representative of the media asks the organisation for information that is already a matter of public record, the organisation shall make the information available to the media representative within a mutually agreed time frame. Withholding such information will only force the media representative to develop other sources.
- Requests from non-media sources for information under the Access to Information Act 2000 must be directed to the Municipal Managers office;
- Head of Communications must be informed of all requests for information under the Promotion of Access to Information Act 2000; as such information may find itself in the public domain and have future implications for future media coverage relating to the organisation.

**Electronic Communication**

- All e-mail correspondence to the media, whether intended for publication or as private note to the recipient, should be written in such a way that the correspondence would not bring the organisation into disrepute if published by the media.
- The tone, content and standard language (grammar, language, spelling etc.) of electronic correspondence with members of the media should thus always be constructed from a perspective that the correspondence may find its way into the public domain.
- Any weblog ("blog") or presence on a social media site (e.g. Facebook) that identifies the author as an employee of the organisation, and / or refers to activities and policies of the organisation, must be sent to the Head of Communication before it is published on the worldwide web.

**Photographic and Video Coverage by Media**

- Media photography or videography is expressly prohibited on organisational property without the prior approval of the Head of Communication or his / her nominee.
- If authorised by the Head of Communication, media representatives may be allowed inside the facilities under supervision by a representative of the Head of Communication for the purposes of photographic and / or video filming required for the recording of interviews, documentaries, news releases or other departmental approved applications.

## 10. ANNUAL COMMUNICATION CAMPAIGN THEMES

Internal communication is essentially about empowering internal staff with information on the IDP, Council resolutions, policies, Ward Councillors and the role and function of Ward Committees, campaigns and events. It is also, about ensuring that all staff members understand the mandate, vision, mission, values and strategic plan of the Municipality, and each department's role in achieving these goals. Keeping internal staff informed, encourages them to become key ambassadors and messengers and it creates 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 annual campaigns**:

| CAMPAIGN | PURPOSE |
|---|---|
| ***UNDERSTANDING THE THREE SPHERES OF GOVERNMENT*** | To help residents understand the different roles and functions of the three spheres of Government |
| ***KNOW YOUR MUNICIPALITY*** | To inform residents of the key officials at the municipality, the services that each department offer and how to access these services.<br>To inform residents of the Municipality's vision, mission, institutional values and key strategic objectives.<br>Communicate the 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/ BLOCK REPRESENTATIVES*** | Ward Committee elections, The roles of the Ward Committee member<br>How to contact the Ward Committee members and participate in their Ward based meetings, Ward based meetings, Quarterly calendars.<br>How to hold your Ward Committee member accountable |
| ***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, the accounting officer's function, and how to contact and communicate with the Municipal Manager. |
| ***REVENUE COLLECTION*** | To communicate the draft and approved budget, monthly revenue reports, expenditure reports and the adjustment budget.<br>To inform residents about methods of account payment and the importance of keeping contact details up to date on the accounts database. Debt Collection Policy changes. |
| ***YOUTH DEVELOPMENT: BURSARY ASSISTANCE*** | Provide information on the bursary assistance offered.<br>Arts and Culture programmes.<br>Feel good story on the Steel Band.<br>Communicate sport clubs, park run and sporting competitions to get the youth involved to participate. |

| CAMPAIGN | PURPOSE |
|---|---|
| ***RURAL DEVELOPMENT*** | To communicate skills development initiatives, Basic Adult Education opportunities, reports on progress and initiatives of rural development activities .<br>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.<br>Annual Performance Report<br>Implement a staff of the month recognition system. |
| ***FIRE & DISASTER MANAGEMENT*** | Emergency numbers and how to prevent fires and actions during a fire.<br>Reporting a fire.<br>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.<br>Breakdown interesting parts of these documents into smaller posts, to give a better understanding of the importance of viewing and commenting on these documents.<br>Communicate ward meetings for Ward Development Plans. Communicate document draft for 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 and how to join the bulk sms system.<br>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.<br>Identify and clarify any negative perceptions that arise.<br>Gather department's inputs on the progress, budget and solutions to address the 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.<br>Membership fees, rules of using the facility, special programmes, after school support. |
| ***ELECTRICITY*** | How to save electricity.<br>Application to feeding the grid.<br>Explain the tier cost brackets.<br>How to report electrical faults.<br>How to install an electricity box in your home?<br>Illegal electrical connections. |

| CAMPAIGN | PURPOSE |
|---|---|
| | 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 residents about dam levels. Report on water quality test stats and irrigation schedules. |
| ***CLEANING CAMPAIGN***<br>*WASTE REMOVAL*<br>*ILLEGAL DUMPING* | Encourage residents' involvement and ownership in community clean-up campaigns. Address illegal dumping of waste and how and why to report it (incentives on blowing the whistle).<br>The various landfill sites, their services and operating hours. How to enquire and complain on services in this regard.<br>Communicate air pollution matters. Inform of pest control matters. |
| ***RECYCLING*** | Encourage a mind-shift amongst community members to recycle, how the process of recycling works, community involvement, feel good community stories of reused materials, the bag and wheelie bin system.<br>Report on waste reduction and recycling statistics. |
| ***INFORMATION PIECES ON:***<br>*CEMETERIES*<br>*COMMUNITY HALLS*<br>*PARKS AND NATURE CONSERVATIONS*<br>*SPORT DEVELOPMENT*<br>*SWIMMING POOLS*<br>*ACCOUNTS* | Information needs as indicated by the departments and the community.<br>Costs, booking process, rules of using the facility, vandalism, incentives on blowing the whistle, the contact information of the accounts department.<br>Communicate the various hiking trails and recreation (picnic) areas available to the public. |
| ***TOWN PLANNING*** | How to apply for building plans, zoning applications etc.<br>The Spatial Development Framework.<br>The property valuations process.<br>The integrating zoning scheme regulations.<br>Building control matters.<br>Inform about illegal building.<br>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.<br>The importance to check if your public transport has an operating license.<br>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.<br>New Housing projects.<br>Control of informal settlements.<br>Reporting processes.<br>Application process for low cost housing subsidies. |

| CAMPAIGN | PURPOSE |
|---|---|
| | Who can apply for housing benefits, subsidies, maintain your house, etc. |
| ***SUPPLY CHAIN MANAGEMENT: HOW TO JOIN THE DATABASE*** | Supply Chain Management- how to join the database.<br>The Supply Chain policy.<br>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 & OFFICIAL MUNICIPAL WEBSITE*** | Update the Langeberg Municipality website(s) with relevant content<br>Place advertisements (tenders, quotations, vacancies, notices) |
| ***INTERNAL COMMUNICATION:*** | Internal Staff WhatsApp groups per directorate. Get hold of standby-staff for service delivery matters. |
| ***COMMUNICATION*** | How to communicate with your Municipality.<br>Engage citizens in conversation around critical issues.<br>Maintain and grow the bulk SMS system and database<br>Promote social media platforms Facebook, Twitter and Instagram to increase reach<br>Establish an interactive and responsive social media presence (Facebook and Twitter). |

## 11. ACTION PLAN

In order to guide implementation of this Communication Strategy, the Communication Unit of Langeberg Municipality will develop an annual Action Plan (ANNEXURE A) for each respective year, subsequent to and 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.

## 12. RESEARCH

Research, monitoring and evaluation is a critical component of communication, as it is used to:

- create awareness of issues arising in the public arena that need to be addressed or require a response
- monitor and assess the communication activities of government and the impact that they have,
- improve and build on future communication campaigns, initiatives and activities
- assess public information needs for government projects and programmes

Research activities take on a variety of forms:

- Content research/environmental scanning must be done to inform communications campaigns.
- Public opinion research must be conducted to help the Municipality better understand and identify our stakeholders and citizens' needs, expectations and priorities. Research must be further used to:
  - **a)** measure the effectiveness of information and communication campaigns
  - **b)** evaluate the success of marketing initiatives undertaken
  - **c)** assess the public's response to proposals or changes that are to occur
  - **d)** assess perceptions in respect of the effectiveness of policies and programmes that have been introduced
  - **e)** determine preferred platforms to inform the public

## 13. MONITORING AND EVALUATION

The Municipality understands the significance of monitoring its brand. The municipal image shall be, at all times, tracked across different services and news sites i.e. electronic, print, broadcast and social media respectively.

Tracking the brand of the municipality will help establish all conversations about the municipal organization and their content of topics.

The municipality will be able to identify its biggest supporters and detractors. This knowledge will help the municipality to target its campaigns and keep its finger on all pieces of content posted

## 14. PROTOCOL OF THE COMMUNICATION STRATEGY

According to the manual, Guidelines for Municipal Communication, developed by the GCIS and the 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 planned, key campaigns, should be drafted for public distribution.

## 15. 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 at www.gcis.gov.za/files/docs/resourcecentre/guidelines/handbook}

## 16. DOCUMENT ACCEPTANCE AND RELEASE

The Communication Strategy will, after approval by Council, be reviewed every five years, whereas the action plan may be reviewed from time to time or at least once in a financial year.

This Communication Strategy was compiled by the Langeberg Municipal Communications departments with the support of the Department of Local Government: Communications Western Cape, GCIS and Governance Support of Langeberg Municipality.

The Communication Strategy was circulated and approved by the Municipal Manager and Directors on XXXXXX.

**Date of Adoption of Recommendations and Approval of the Strategy:**
**Resolution number:**
**COMMUNICATION STRATEGY 2022 – 2027**

That Council adopt the following recommendations:

1. That the Communication Strategy 2022 – 2027 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.

**PROPOSED BY:**

**SECONDED BY:**

Next review date: