

CAPRICORN DISTRICT MUNICIPALITY

COMMUNICATION STRATEGY



CONSULTATIVE MEETINGS	
Executive Management	03 July 2017
Management	10 July 2017
Local Labour Forum – Sub Committee	11 January 2018
Local Labour Forum	9 May 2018
Portfolio Committee SEMS	14 June 2018
Mayoral Committee	22 June 2018
Council	27 June 2018

Notwithstanding the review date as shown, this guidelines shall remain effective until approved otherwise by Council and may be reviewed on an earlier date as deemed necessary.

CAPRICORN DISTRICT MUNICIPALITY COMMUNICATIONS STRATEGY



VISION

“Capricorn District, the home of excellence and opportunities for a better life”

MISSION

“To provide quality services, in a cost effective and efficient manner, through competent people, partnerships, information and knowledge management creating sustainability of economic development in the interest of all stakeholders”

VALUES

I : Integrity
R : Responsibility
E : Excellence
S : Service
P : Partnership
E : Empowerment
C : Communication
T : Trust

1. INTRODUCTION

- 1.1. *Capricorn District Municipality, is seeking to enhance more effective citizen participation in local government, and will implement a communications strategy to more effectively provide information to citizens on municipal services and on local issues.*
- 1.2. This Communications Strategy is intended to serve as a springboard for the Capricorn District Municipality (CDM) to improve effective communication with citizens on municipal services and on local issues. It also provides specific recommendations on how the CDM could enhance communications with other stakeholders including the media.
- 1.3. **Desired Outcomes**
The desired outcomes of this strategy are as follows:
 - Citizens will know where to find information of their Municipality
 - Citizens attending public meetings will be able to hear and able to speak.
 - Citizens will have opportunities to best impact local decision making.
 - Municipal information, both online and in print, will have a clearly recognized identity. There will be a creation a positive image and identity of the *Capricorn District Municipality*
 - Municipal elected politicians and appointed officials will understand opportunities to disseminate information of interest to citizens and other parties.

2. COMMUNICATION AS A DEVELOPMENT PARADIGM

- 2.1. The Capricorn District Municipality comprise of four local Municipalities e.g. Blouberg, Molemole, Lepelle-Nkumpi and Polokwane
- 2.2. Polokwane Municipality is relatively developed as a heartbeat of the province and other three aforementioned municipalities are relatively underdeveloped municipalities in terms of infrastructure and human resource.
- 2.3. This condition is manifested through the high rate of unemployment, poverty, high prevalence of HIV and AIDS lack of access to water, sanitation, health, roads and housing of the vast majority of its people. It is therefore imperative that the municipality considers using communication as a development tool to communicate effectively both internally and externally.
- 2.4. Using communication as a developmental tool incorporates, amongst other things, the following efforts to inform, motivate and advance development. For the municipality to effectively implement the concept of development communication it shall amongst other things:
 - Identify appropriate information dissemination models and channels that will assist it to achieve its developmental mandate.
 - Develop communication methods and media relevant to the municipal audience.
 - Stimulate the process of community participation in implementation, evaluation, benefits and decision making.
 - Adopt a participatory approach through Council Outreach and Operations Theeletsa programmes that will afford people to share their challenges.
 - Encourages horizontal communication with an emphasis of communication in development initiatives.
 - Reinforcing agents of change.
 - Influencing the development of educational, institutional and national policies.

3. BACKGROUND

- 3.1. In South Africa, local government operates as an autonomous sphere of government and within a highly defined and indeed complex legal environment. As such, communication services at municipalities need to operate within a policy framework which is developed in accordance with the prevailing local government legislation, but considering precedents set by prevailing norm and standards guiding the system of government communication generally.
- 3.2. Political leadership and oversight of the communication function locally is a critical success factor in ensuring healthy communication within communities. It is only when communication functions are properly reported on, accounted for, monitored and evaluated, that municipal communicators are able to effectively support the implementation of municipality's programme of action as contained in the legislative framework and the Integrated Development Programme (IDP). As such, a municipality must have a dedicated communication capacity which puts in place an intentional and planned communication programme.
- 3.3. Institutional arrangement and intergovernmental systems also need to be in place to ensure co-ordination of an integrated and coherent system of government communication from the national to the provincial sphere, so as to ensure that communication messages and information reach all government spheres as well as effective interface of communicators from all spheres. Therefore, the municipal communication programme needs to be adequately co-coordinated and synergized with the provincial and national programmes.

4. WHAT IS A COMMUNICATION STRATEGY / DEFINITION?

- 4.1. A Communication Strategy (CS) is a living document that guides the municipality's internal and external communication with an aim of improving its relationships, performance, and image and enhance service delivery mandate in a coordinated and integrated manner. It is also the best way the municipality articulates its vision, mission and goals in a persuasive yet realistic way. In essence communication strategy document will answer the following questions:
 - **Purpose** : What are the objectives of municipal communication?
 - **Message** : What the municipality should say and how it should say it?
 - **Audience** : Who is the recipient of the municipal message and how best can the municipality tailor its message to suit its target audience?
 - **Image** : How does the municipality wants to be viewed by its target audience?
 - **Channel** : Which channels of communication is the municipality using to reach its target audience?
 - **Compatibility**: The strategy will be compatible with community needs through the Council Outreach and other programmes.
 - **Change** : The strategy shall bring about change for the better.
- 4.2. Communications between the municipality and its citizens should be in the form of qualitative engagement. This entails the identification of needs and subsequent implementation of programmes and projects that address such needs. The strategy shall amongst other things recommend that media and other means of communication be utilized by the municipality to achieve its strategic communicative goals.

5. STRATEGIC OBJECTIVES OF THE STRATEGY

- Enable the municipality to communicate effectively and efficiently both internally and externally.
- Develop coherent and coordinated messages that are understood by the municipal constituency.
- Improve the municipality's capacity to market itself, its services and build a positive image of the municipality.
- Ensure that there is genuine two way communication between the municipality and the public.
- Help municipality to respond adequately and appropriately to prevailing conditions within its environment.
- Ensure that the right communication methods and media are employed to deliver the message to the target audience.

6. THE LEGISLATIVE FRAMEWORK

The formulation of the strategy is informed by the following legislations:

- Local Government Municipal Systems Act, 32 of 2000
- Local Government Municipal Structures Act 117 of 1998
- Promotion of Access to Information Act, 3 of 2000
- Municipal Finance Management Act, 56 OF 2003
- Intergovernmental Relations (IGR) Framework Act, 2005
- Media Development and Diversity Act, 14 of 2002
- Government Communicators' Handbook (GCIS)

6.1. The Constitution

Section 32. Everyone has the right to access to;

- a) any information held by the state.
- b) any information that is held by another person and the information is required to exercise protection of the rights of the other person.

6.2. Municipal Systems Act

Section 18.

This sections states categorically that,

- 1) A municipality must communicate to its community, information concerning the available mechanisms, processes and procedures to encourage and facilitate community participation.
- 2) The matters with regard to which community participation is encouraged.
- 3) The rights and duties of members of the local community.

When communicating the information mentioned, the municipality must take into account:

- Language preferences and usage in the municipality.
- The special needs of people who cannot speak, hear, read or write as the core of this communication strategy.

Section 20 further states that,

A municipal council or committee of the Council, may not exclude the public, including the media, when considering or voting on any of the following matters:

- a) A draft by-law tabled in the council.
- b) A budget tabled in the council.
- c) The municipality draft integrated development plan, or any amendment of the plan, tabled in the council,
- d) The municipality's draft performance management system or any amendment of the system tabled in the council.

Section 21: Communications to local community

When anything must be notified by the municipality through the media to the local community in terms of the Municipal Systems Act or any other applicable legislation it must be done-

- (a) in the local newspaper or newspapers of its area.
- (b) In a newspaper or newspapers circulating in the area and determined by the council as a newspaper of record.
- (c) By means of radio broadcast covering the area of the municipality.
- (d) Municipal Website, social media platforms and notice boards

Any such notification shall be in the official languages determined by the council, having preferences and usage within its area. Language existing and dominating within the District are English, Sepedi, Afrikaans, Ndebele, Shangaane and Venda. The preferred language will be English and Sepedi.

7. COMMUNICATION IS NEED DRIVEN

- 7.1. Communication cannot take place unless there is a need to communicate. In the municipal context the need may arise because of the number of factors. It is imperative for the municipality/communicator to understand the need for that particular communication action, programme or campaign.

The following are the examples of needs that the strategy shall take into consideration,

- To address queries from the public or media.
- To correct media statements.
- To invite people to a meetings, hearings, functions.
- To convey specific messages.
- To inform and educate people about municipal programme and development.
- To assess public feelings by prodding reaction.

- 7.2. While needs listed above may not be exhaustive, it is evident that the municipality need to understand precisely what the need for communication are. This would assist the municipality to craft the message in such a way that it has a desired effect.

8. BACKGROUND TO THE MUNICIPAL COMMUNICATION STRATEGY

- 8.1. Municipality as the coalface between the government and people has a mammoth task of ensuring that its constituency is always well informed about government programmes, projects, processes and developments.
- 8.2. The purpose for the strategy is meant to assist the municipality communicate internally and externally with its audience.
- 8.3. This communication Strategy is planned in such a way that it becomes an observable pattern of interactions amongst its audience and is both sequential and systematic.
- 8.4. This approach to communication strategy analyses communication not just as a simple transfer of information, but rather as a catalytic imperative of empowerment and participation.
- 8.5. One of the critical functions of local government is to be a forum where citizens can negotiate their interests, raise concerns about matters affecting them, try to reach a consensus and accommodate the needs of others.

9. DEFINING THE AUDIENCE AND STAKEHOLDERS ROLES AND FUNCTIONS WITHIN THE COMMUNICATION STRATEGY FRAMEWORK.

- 9.1. The Communications and Public Participation Strategy shall define amongst other things its audience within the context of the White paper on Local Government which defines municipal residents:
- As voters.

- As consumers.
- As partners in resource mobilization for development via business, NGOs, etc.,
- As participants in policy making.

9.2. Residents in terms of the strategy will further be viewed as:

- Partners in the municipality
- Issue-framers and independent-outcome-trackers.

9.3. Citizens as Partners

- Citizens are viewed as legitimate owners of government.
- Through their tax payments citizens are investors in public services and publicly owned services.
- Through their votes citizens are part of the local government performance.
- As partners they should work with local government to get the job done.

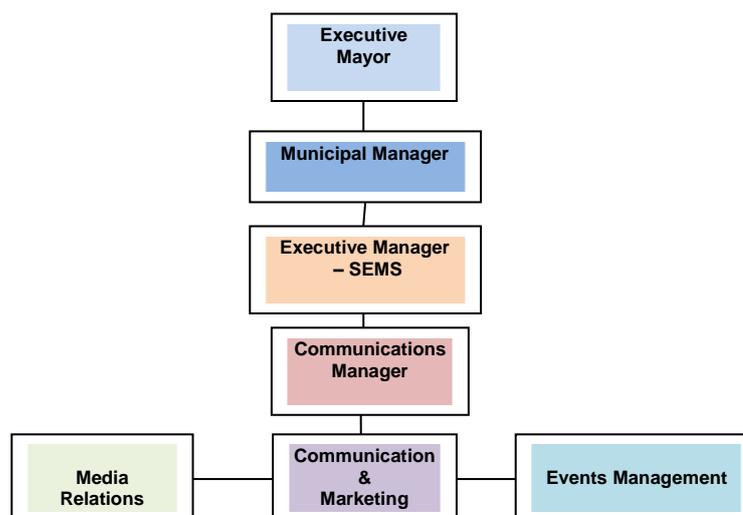
9.4. Stakeholders within the district

- Local Municipalities
- Traditional Leaders
- Business
- Institutions of Higher Learning
- Communities
- Non-Governmental Organisations
- Community Based Organizations
- Media

10. COMMUNICATION STRENGTHS OF THE MUNICIPALITY

- 10.1. Communication strength of the municipality can be realised through the proper establishment of communication facilities and the engagement of professional communication experts within the municipality.
- 10.2. This in essence requires the establishment of the communication component within the municipal structure to deal and handle any matters relating to communication, branding, image and customer service.
- 10.3. Communication Unit is located in the Strategic Executive Management Services (SEMS).
- 10.4. This means the function is politically accountable to the Executive Mayor and administratively accountable to Executive Manager in SEMS who reports to the Municipal Manager.
- 10.5. The Communication Unit is ideally comprise officials to handle the following functions,
 - Internal communication
 - External communication,
 - Media and stakeholder liaison
 - Media production, marketing, communications and branding
 - Events Management
 - Customer care and Batho Pele
 - Publications productions and Graphic designing

11. THE COMPOSITION OF THE STRUCTURES OF COMMUNICATION COMPONENT



- 11.1. Communications Manager shall sit in all council, mayoral and management meetings. For meetings of other committees, the Manager **will** sit at the discretion of the Executive Manager SEMS and that of Municipal Manager.
- 11.2. Capricorn District Municipality shall establish an internal communication and events forum to co-ordinate communication activities within the municipality.
- 11.3. Capricorn District Municipality shall hold frequent communication strategizing meetings headed by the Communications Manager to provide communication guidance.
- 11.4. Capricorn District Municipality shall establish municipal communication forum to develop its own municipal communication capacity.
- 11.5. The Capricorn District Municipality's Communication Manager shall seat and be represented at a District and Provincial Government Communication Forums (PGCFs and DCFs)
- 11.6. Capricorn District Municipality shall assist Local Municipalities in establishing Local Government Communicators Forum (LGCF) that will be used as a vehicle to filter the communications in communities.
- 11.7. The municipality shall set guidelines for the development of reviewable communication strategies and the communication review cycle shall start in July annually.
- 11.8. To ensure effective reporting and accountability at an institutional level, oversight and leadership of political principals shall be the pre-requisite within the municipality.
- 11.9. The Communication Manager shall participate in various strategic committees within the municipality e.g. Sectional heads, Management, Mayoral, Council, etc., so that it can appreciate the work of such committees and have direct information.
- 11.10. The Capricorn District Municipality shall define and determine the roles and key performance areas of the Communication Manager, the communication unit shall identify and update the information about role players, various structures in the municipal communication on an annual base.
- 11.11. Capricorn District Municipality shall set aside the budget for training, capacitating, resourcing and development of the Communication Unit

12. DISTRICT COMMUNICATION FORUM (DCF)

- 12.1. District Communicators Forum (DCF) shall be established in the local government as a communication co-ordinating point.
- 12.2. Capricorn District Municipality shall assist Local Municipalities in establishing Local Government Communicators Forum (LGCF) that will be used as a vehicle to filter the communications in communities.

- 12.3. Each local government core team shall establish any necessary intergovernmental rapid response teams aimed at implementing crises communication-support initiative, particularly to encounter municipal protest actions, in the event of any.
- 12.4. District forums shall also assist in communicating capacity development, communication strategizing and strategic intervention in specific municipalities when problems arise.
- 12.5. The DCF shall meet quarterly and deal with a review of local communication strategies and action plans.
- 12.6. LGCF shall meet bi-monthly and shall be chaired by communications manager of a particular municipality
- 12.7. The DCF meeting shall also serve an in-house training function and address any other business relating to communication in government and provision of other government services.
- 12.8. To foster a link between local communications, and provincial and national communication structures, the Communication officers of the GCIS who services the district, shall sit on the relevant DCF/LGCF as well.
- 12.9. Chairpersons of the DCF shall sit on the Provincial Government Communicators Forum (PGCF) and other Core Team.

13. THE HEAD OF COMMUNICATION FOR MUNICIPALITY

The Functions

- The function of the communication structure shall maintain an oversight in the implementation of the overall communication strategy.
- Responsible for drawing the communications policy/strategy of the municipality.
- Promoting the integrated communication with all spheres of government.
- Chairs communication co-ordinating forums.
- Overall manager in the communication component.
- Compile a municipal communication strategy and ensure its implementation.
- Co-ordinate, manage and participate at all times in the communication structures of government:
 - Provincial Government Communicators Forum (PGCF), District Communicators Forum (DCF) and Local Government Communications Forum (LGCF)
 - Give strategic leadership to the communication programme,
 - Ensure the DCF acts as a training forum for communicators,
 - Feed information to the Government's Calendar of Events (District and Province),
 - Submit news releases
 - Ensure quality information is submitted to other relevant sector departments
 - Ensure accuracy of services information and the identification of new services for the e-gateway portal
 - Plan and ensure participation in Council Outreach and the timeous submission of events to the provincial core team,
 - Give assistance to local municipalities on protocol-related issues,
 - Responsible for advertising and marketing bulk-buying service,
 - Execute Events in a manner expected
 - Manage Rapid Response programme
 - Establish "Sebatakomo" call centre and manage Customer Care
 - Continuous profiling of 'good news stories within the municipality,
 - Working with GCIS, OTP, COGHSTA and other stakeholders in the province on communication issues.

14. STRATEGIC APPROACH TO COMMUNICATION LANGUAGE WITHIN THE MUNICIPALITY

- 14.1. The Constitution (Section 6, Act No. 108 Of 1996) calls for equitable use of the 11 official languages with a view to facilitating equitable access to government services, knowledge and information, as well as respect for linguistic rights.
- 14.2. Fostering respect and promoting the use of languages within the District shall be key (National Language Policy (2003).
- 14.3. Language existing and dominating within the District are English, Sepedi, Afrikaans, Ndebele, Shangaane and Venda.
- 14.4. The preferred language to be used in the District shall be English and Sepedi.
- 14.5. Create conditions within the municipality for the development and equal use of languages mostly spoken or understood in the District which is Sepedi.
- 14.6. Promote access to municipal information resources by ensuring that communication is done through the language that people are familiar with (English and Sepedi)
- 14.7. To enable local people to exercise appropriate linguistic choices for their own wellbeing as well as for the development of their municipality and their communities.
- 14.8. To enable municipal residents to use languages of their choice as a matter of right ensuring equal access to government services, programmes, knowledge and information.
- 14.9. To provide for regulatory framework to facilitate the effective implementation of the legislative obligation to promote local indigenous languages.
- 14.10. Ensure entrenchment of language equity and language rights.
- 14.11. Encourage learning of South African languages, especially the indigenous languages.

15. CHANNELS, TOOLS AND MEDIUM OF COMMUNICATION

The channel of communication can be generally defined as “a physical means of carrying a signal” other prefer to refer to channels as mediums. The latter however, denotes an “intermediate agency that enables communication to take place through the use of one or more channels”. Although these two mediums are sometimes used interchangeably in communication, it is possible to distinguish between the two.

15.1. CHANNELS OF COMMUNICATIONS

15.1.1. Conventional Mass Media

Films, radio, television, print, outdoor and transportation. This media has only a cognitive influence (it gives knowledge, awareness and interest)

15.1.2. Unconventional media

Group communication, road shows, industrial and community theatre.

16. COMMUNICATION TOOLS

- 16.1. CDM shall communicate with its public in order to educate and keep citizens informed of its policies, procedures and programmes, to comply with citizens' requests and to acquire feedback.
- 16.2. CDM shall provide information to its audience through:–
 - Written reports, documentation, memos
 - Public meetings or outreach and special meetings,
 - Electronic and broadcasting media (Internet, Newspapers, Radios, e-mail, social media, etc.)
 - Events coordination
- 16.3. The various spheres of government shall also be required to communicate with each other, in line with the notion of cooperative government enshrined in the Constitution.

Local government, in particular, is legally compelled to provide a continual stream of information – in the form of performance reports, budgets, etc. – to other spheres of government that have a monitoring and oversight role over it, CDM shall also be communicating such information.

16.4. The municipality shall use a range of communication tools that are appropriate for both the target audience and the occasion.

16.5. Communication tools may generally be divided into written and oral communication, although this isn't necessarily a neat distinction (a face-to-face media briefing may be preceded by a written press release, for example).

16.6. **Written communication**

Written communication takes the form of the following tools:

- Formal reports (e.g. Progress reports by department)
- Annual Publications (e.g. summary of IDP for citizens)
- Marketing Publications (e.g. aimed at tourism market - brochures)
- Newsletters, brochures, pamphlets and posters
- Press releases and other media briefings
- Electronic media (Internet, e-mails, memos etc.)

Effective written communication skills

Good written communication shall:

- *Be logical and consistent*
- *State arguments and preferences in an unambiguous way*
- *Be succinct and clear*
- *Be backed up with facts*

16.7. **Oral communication**

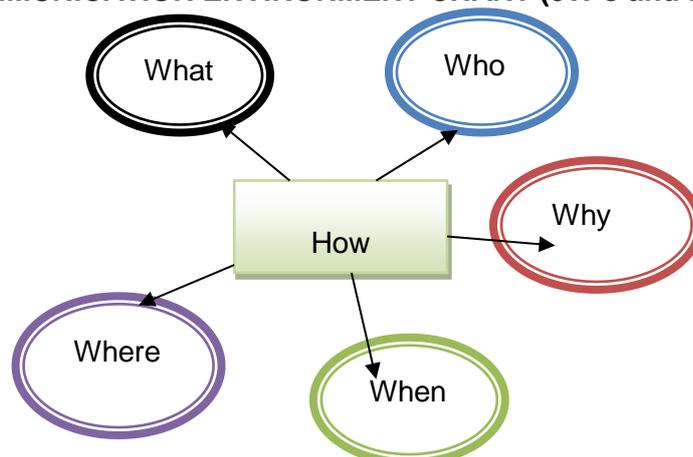
Oral communication includes the following tools:

- Speeches and other oral briefings at public meetings, etc.
- Face-to-face meetings and house visits
- Public Participation and Council Outreach
- Live interviews

Effective oral communication skills

- *Adapt speech, in terms of language, to suit your specific target audience*
- *Adopt positive body language – make eye contact, don't fidget, etc.*
- *Speak in a clear, well-modulated tone of voice*
- *Express different ideas logically and clearly*
- *Remain calm when faced with aggression from the audience*
- *Use humour*
- *Be honest and don't evade difficult questions*

17. THE COMMUNICATION ENVIRONMENT CHART (5W's and H)



18. STRATEGIC COMMUNICATION IMPLEMENTATION PLAN

- 18.1. The municipality shall adopt a specific audience centred approach so as to understand the knowledge, attitudes and beliefs of its target audience through audience research methods.
- 18.2. This shall require aligning benefits and offers available from the municipality with each audience segment by taking into account its beliefs and attitudes.
- 18.3. That is the way of grouping them according to our audience segment in order to address them on their specific fears and work out a formidable communication plan with each segment.

19. COMMUNICATION POLICY CHARTER

- 19.1. Capricorn District Municipality Communication Policy Charter Application and Authority. The policy shall apply to the communicators, political principals in the municipality and other municipal officials, and must address the following issues:

The Capricorn District Municipality communication strategy shall ensure that:

19.1.1. Official Languages

- The Constitution (Section 6, Act No. 108 Of 1996) calls for equitable use of the 11 official languages with a view to facilitating equitable access to government services, knowledge and information, as well as respect for linguistic rights.
- Fostering respect and promoting the use of languages within the District shall be a key (National Language Policy (2003)).
- Language existing and dominating within the District are English, Sepedi, Afrikaans, Ndebele, Shangaane and Venda.
- The preferred language to be used in the District shall be English and Sepedi.

19.1.2. Plain language and special language

- Plain language and proper grammar shall be used in all communication with the public to ensure clarity and consistency of information.
- Special language shall be respected and be implemented for the audience that needs special attention (Deaf and Blind special Groups)
- The municipality shall time to time ensures that publications such as braille and deaf interpreters are used to effectively communicate with the special audience with special needs.

19.1.3. Corporate Identity

- To maintain a recognizable and unifying corporate identity, the Capricorn District Municipality shall apply a unified identity and ensure that the buildings, facilities, programmes, services and activities are clearly identified according to their identity, including satellite offices, branding, documentation, etc.
- Clear and constant corporate identity shall be used to assist the public in recognizing, accessing and assessing municipal services.
- The Capricorn District Municipality shall have a corporate identity manual that shall provide guidance in logo application, branding, a uniform identity and the paint colour for municipal buildings.
- Codes of conduct shall be internalized politically and administratively to enhance the corporate image.

19.1.4. Reflecting diversity

- The Capricorn District Municipality shall ensure that the publications and other communication materials depict the diverse nature of CDM, representative and inclusive manner.
- The Capricorn District Municipality shall treat differences among and within the constituencies and wards with sensitivity.
- Balances in the communication plans and activities shall be ensured so that the needs and interest of local and special populations are reflected and addressed.

19.1.5. Publications

- The Capricorn District Municipality communications shall be the overseer and editorial approver of all publications to ensure things such as fairness, accuracy, sign-off of contents and adherence to corporate identity, e.g. colours, fonts, etc. are followed.

19.1.6. Environment analysis

- The Capricorn District Municipality shall routinely monitor and analyse the public environment as it relates to their policies, programmes, services and initiatives.
- The municipality shall use a variety of tools to assess the environment in which it operate, including citizens feedback, enquiry analysis, council resolutions, projects visits, media monitoring and opinion research.
- As an element of effective environment analysis, the municipality shall identify and track current and emerging public issues and trends reported by the media.

19.1.7. Consultation and citizen engagement

- Capricorn District Municipality shall inform the communities about opportunities to participate in public consultation and other initiatives addressing citizen engagement.
- Open and responsive communication shall be critical to the success of public consultations.

19.1.8. Risk communication (on protests and handing of memorandums)

- Capricorn District Municipality shall anticipate and assess potential risks to public health and safety, environment and the policy and programme administration.
- The municipality shall develop plans and strategies to effectively communicate risks to the public, demonstrating interest and concern for all opinions and positions, understanding different perspectives and respecting their underlying premises.
- Effective risk management shall require open and transparent communication among differing or even opposing interests.

Through this, Capricorn District Municipality shall:

- Foster open dialogue with the public on issues involving risk and build a climate of trust, credibility and understanding.
- Facilitate the interactive exchange of information on risks and risk-factors among interested parties inside and outside of the municipality.
- Responding to public perceptions and provide factual information to address misconception or misunderstandings about risk.
- Integrating environment analyses and communication planning and strategy into risk assessment and decision-making processes.

19.1.9. Crises and emergency communication

- Capricorn District Municipality shall have in place a crises and emergency communication plan to ensure that information is co-ordinated and communicated in times of crisis situations.

- Capricorn District Municipality shall establish a call centre called “Sibatakgomo hotline” that shall integrate all queries coming to the municipality and responding back to the communities.

19.1.10. Media guidelines

Capricorn District Municipality shall have the following media guidelines on messengers, media strategy, rules and procedures of disseminating information to the media, etc.

The **primary messengers** being political principals and secondary messengers as administrative principals shall speak in one voice.

Primary Messengers shall be:

- The Executive Mayor
- Any other politician deployed by the Executive Mayor

Secondary Messengers shall be: *(officials delegated by the Council and the Municipal Manager)*

- Communications Manager
- The Media Liaison Officer
- Municipal Manager
- Senior Manager or any other official delegated by the Municipal Manager in conjunction with Communications Manager

Support Messengers shall be:

- Officials in Communications Unit
- Mayors, Councillors, Ward committees and Community Development Workers
- Managers, Communicators & Public servants
- Newsletters, Pamphlets, Posters
- Community representative structures
- Traditional leaders
- Print and broadcasting media
- Websites
- Smses, social media, wassups, etc

19.1.11. Event Management

- Capricorn District Municipality shall develop a guideline (Event Management Guidelines) in order to address integration and cooperation internally and across the three spheres of government and promotes partnerships vis-à-vis competition and publication.
- The municipality shall develop and adopt annual institutional calendar of events and submit to the Council for approval and publish it on its website and online desk calendars.
- Unplanned events shall be reported by Event Manager to the Communications Manager for intervention and to comply with coordination arrangement of CDM.
- Communications Unit shall coordinate all events and ensure that all logistics are monitored

The following will be the Service Standards:

1. Annual possible list of internal events
2. Events concepts by user department
3. Event concept presented to Events Committee by the user department
4. Municipal Manager or departmental approval of concepts
5. SCM processes are followed by user department
6. Implementation of logistics by Events Committee assisting the user department
7. Duties allocation to events committee
8. Categorisation and presentation to JOC
9. Appointment of services to be rendered
10. Monitoring of service provider a day before the event
11. Event execution
12. Event debriefing

19.1.12. Advertising and Marketing

- Capricorn District Municipality shall plan advertising and marketing to address the following principles below.
- Information education and service delivery issues shall take priority and political faces shall be seen as messengers of service delivery.

19.1.13. Broadcasting

- All the public, private and community radio stations shall be utilized to communicate with the public
- Slots (paid and not paid) shall be negotiated with all the public, private and community radio stations where necessary to give CDM a platform to participate in “talk shows/phone-ins” and/or advertise meetings.
- The District shall also consider buying time slots in all the public, private and community radio stations.
- The mechanism shall largely to accommodate those who cannot attend mass meetings due to other commitments and also to give a brief summary of what transpired in all the meetings undertaken and developments in the Municipality.

19.1.14. Print Media

- Communication through the print media shall be done through newspapers, magazines, websites and newsletters.
- A working relationship established with print media that exists in the District shall be maintained and used accordingly
- The District shall use these resources to reach out to as many people as possible e.g. fights magazines, exhibitions and other online advertising.

19.1.15. Adverts

- CDM shall advertised on print and broadcasting media houses
- Bids, tenders, vacancies and other small adverts shall be advertised in one or full colour depending of the rate cards by media houses.
- Adverts for events shall bear the face of the Executive Mayor as the political head and face of the Municipality.
- Adverts shall be developed, verified and approved by Municipal Manager through Communications Sections to consider corporate identity.

19.1.16. Press statements, media briefings and media relations

- Four media briefings per year shall be held on service delivery and development issues.
- The Executive Mayor shall be addressing the media
- Other Municipal Mayors and MMs shall be invited to attend the press or media briefings to assist on clarifying other issues affecting their municipality as an when requested

19.1.17. Website

- A primary source of official information for citizens of CDM shall be the website (www.cdm.org.za).
- The website shall be timeously updated based on the developments by the municipality
- The website shall be utilized by public to access information written by our Communications Unit and it is a resource for staff and others for searchable reference material on the District.
- CDM homepage shall not be a forum for expressive activity by members of the public or by government officials; instead it shall provide neutral information and data and links which do not espouse specific views.

19.1.18. Social Media

Technology is presenting a fast way to communicate issues around the world and social media is slowly overtaking the traditional media and CDM should move swiftly in joining these platforms.

- CDM Website is linked to municipal Facebook, twitter page and YouTube which shall be used as official municipal social media platforms to enhance communications (refer to Social Media Policy)
- Information on stories and other developments shall immediately be uploaded on these media platforms to ensure that information reaches CDM followers in a rapid way.
- Social media shall be updated by communications unit officials in any developmental trajectories happening in CDM.
- Communications officials shall be afforded with relevant, effective and efficient communications tools that will match the communications standard of social media for them to enhance communications

19.1.19. Internal communication

- Communications Unit shall ensure that there is weekly update of information.
- Communications Unit shall follow up on projects and programmes and inform staff internally
- Resolutions and other key information shall be communicated through communications channels such as: Newsletters, Posters, electronic and traditional notice boards, emails, Smses, workshops, Mass and sectional meetings and municipal PA system, approved Memos.

19.1.20. Promotional Materials

- In order to reinforce the flow and the dissemination of information and community participation, promotional materials shall be developed, availed and widely distributed.
- Newsletter shall be complemented by these promotional materials as a tool to support the promotion of flow of information in the entire District.
- Videos shall also be considered to capture the move of the institution in different events which will be happening throughout the district and shall be played on electric notice boards to be implemented internally

19.1.21. Speeches

- All official speeches shall be drafted in communications unit and send to Executive Manager and to MM for finalisation before presentation.
- All CDM departments shall ensure that all required and relevant information is available and forwarded to communications unit in time.
- Departments shall be afforded with the draft speech to make inputs before finalisation

19.1.22. Protocol

- Capricorn District Municipality shall develop protocol guidelines which is in line with overall communication plan and processes and that of the province.
- Capricorn District Municipality shall develop a protocol to regulate communication activities across the three spheres and in line with the IGR structure across the municipality.

Communications Unit, Office of the Executive Mayor and Council Support shall take a lead on protocol issues. Depending on the type of events or occasions it shall advise the event committee how protocol shall unfold taking into account the following:

- Arrival time
- Sitting arrangements
- Delegates to attend the event
- Confirmed attendees
- Venue for the event
- Programme of the event
- Speech presentation
- Eating arrangement
- Briefing sessions
- Any other protocol

19.1.23. Other Channels

Other channels to be used to convey and disseminate the CDM messages shall be:

- Publications (e.g. the CDM Newsletter, IDP, Annual Report, Brochures, Strategic Documents and Plans, etc.)
- Thusong Services Centre
- Other meetings such as IDP working groups, workshops, summits, etc.
- Fliers, posters, banners, diaries, and brochures
- Public Participation meetings and local existing community structures: (Ward committees etc.)
- Exhibitions /and In house displays
- Awareness campaign
- Social Media
- Sebatakomo hotline call centre

20. THE ROLE OF CDM IN MEDIA DEVELOPMENT

20.1. CDM shall continue to support media houses in terms of the following:

- Advertising
- News sponsoring
- Advertorial
- Announcements
- Outside broadcasting
- Media gatherings and networking
- Media packages
- Media debates through relevant structures

21. THE ROLE OF COMMUNICATION IN PUBLIC PARTICIPATION

- 21.1. Communication plays a major role in public participation techniques.
- 21.2. It shall act as a scientific support to public participation, provide technical advice to public participation campaigns, assist to broaden community participation, assist to move beyond the idea of public participation, assists with the sustainability of public participation processes and programmes, strengthens the impact of public participation and provides informed environmental analyses which in essence requires that,
- 21.3. Communication shall be used to prepare the community for public engagements and to allow inputs before and after the engagements have taken place.
- 21.4. Communication shall be used to popularize public participation programme.
- 21.5. It shall be used to interact and engage all role players for the success of public participation programme.

22. POSSIBLE KEY AUDIENCE SEGMENTS MAY INCLUDE

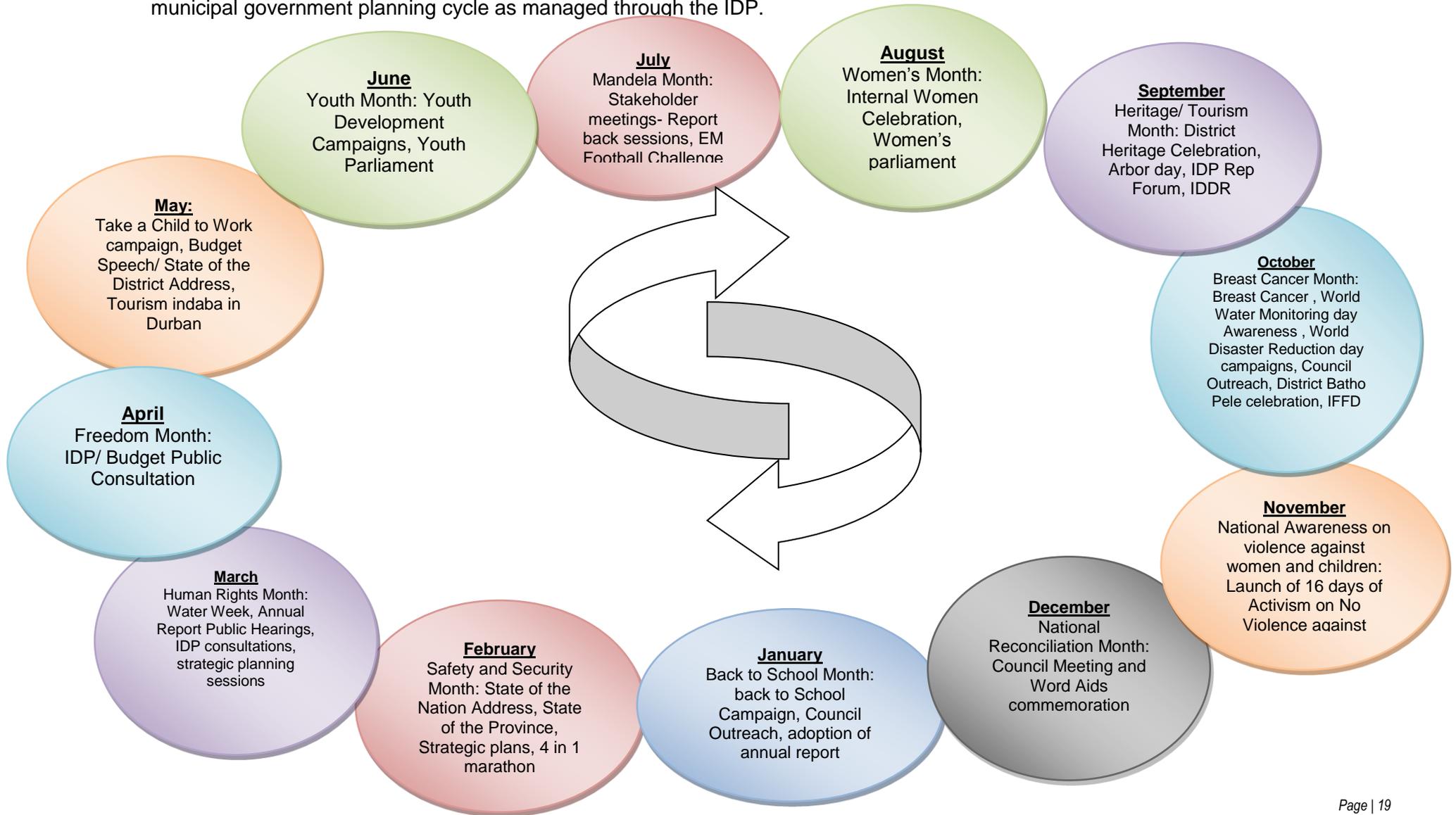
- Politicians (local, district, regional),
- Local Government officials,
- Business or business leaders,
- Other civil society organization and networks,
- Other neighbouring local municipalities (local and district),
- CBOs and other community groups,
- Religious groups/churches,
- Labour organizations and other social organization,
- Academics/legal institutions,
- Professionals and consultants,
- Opposition leaders and their constituencies,
- Speech writers,
- Victims of social, criminal and family violence,
- Media and Government communication agencies (GCIS),
- Ward Committees,
- Local Women's Organisations,
- Local Development Agencies,
- Local and District Government departments,
- Influential people in the communities,
- Local Based Trade Unions,
- Traditional Leaders (Magosi)
- Traditional Healers, etc.,

For example, when the local municipality is intending to communicate budget review message to these segments in an attempt to solicit input, it is important that a message must be persuasive, must cite the benefits and able to respond to their uncertainties. It often happens that, mostly the local municipality would issue one media release informing a mixed bag of intentions, beliefs, and attitudes with a one single media message hoping to receive a maximum feedback from them. Contrary to the intended feedback, audience segments would rather consider the message as a general public notice not warranting any feedback.

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23. COMMUNICATION CYCLE

23.1. Depending on the decision taken by the Council, it is imperative that the municipality must work out a communication cycle. The Capricorn District municipality will align its communication activities with the approved institutional calendar and also local provincial and local municipal government planning cycle as managed through the IDP.



24. STRATEGIC LINKAGES BETWEEN COMMUNICATION AND PUBLIC PARTICIPATION

24.1. A municipality is required to develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose:

- Encourage and create conditions for, the local community to participate in the affairs of the municipality, including:
- The preparation, implementation and review of its IDP;
- Establishment , implementation, review of its performance management system;
- The monitoring and review of its performance management system;
- The preparation of its budget, and strategic decisions relating to the provision of municipal services.

25. PUBLIC PARTICIPATION AND OTHER EVENTS

25.1. In terms of the strategy the municipality shall constantly embark upon various public participation and awareness campaigns to speak and raise awareness and facilitate action within its constituency. These public participation and awareness campaigns within the Capricorn District Municipality context shall include amongst other things:

- a. Council Outreach meetings
- b. “Operations Theeletsa” by Mayoral committee
- c. Project visits by portfolios
- d. IDP consultations.
- e. HIV and AIDS campaigns.
- f. Report backs
- g. Sports, Arts and Culture campaigns
- h. Tourism awareness campaigns.
- i. Safety and security awareness campaigns
- j. Disaster management campaigns.
- k. Municipal budget campaigns.
- l. Anti-cholera campaign.
- m. Environmental awareness campaigns.
- n. Public Participation campaigns
- o. Youth and Crime awareness
- p. CBOs and NGOs seminars
- q. Gender mainstreaming and children campaigns
- r. Current and future planned developments

25.2. These public participation and awareness campaigns are to all intent and purposes communication campaigns. To this end they shall be strategically planned in order to maximize their effectiveness, hence, their strategic planning is an integral part of a communication strategy.

25.3. Planning these campaigns should not just be a cursory or ad hoc task, but shall take various strategic and programmatic issues into consideration. These campaigns shall ascribe to the following guidelines and regulations:

- Approach shall be both holistic and endogenous.
- Communication should not be regarded as a given and artless, but should be strategically planned and for every event.
- Consultation and involvement of community representatives, self surveys and self analysis are crucial in determining strengths and weaknesses.
- Budgets and planning should aim for long term results.
- The role of multi-directional and multi-voiced communication in democratic participation and a free flow of information shall be recognized.

- A vision of growth and hope for the future shall form the core of all interactions with the community. The mission and direction of the public participation and awareness campaigns or programme shall be conveyed.
- Constant feedback to strategic stakeholders, such as community leaders in civic organisations and members of action groups, is essential.
- The community shall be urged to convey their feelings, wishes and expectations.
- Dialogue shall focus on problem analysis and raising awareness of problems experienced at grassroots level.
- Relationships of trust shall be built, etc

26. PUBLIC PARTICIPATION APPROACH

26.1. One of the key determinants of the Public Participation and awareness campaigns approaches is that such engagements should be guided by key principles ensuring that these events have a 'qualitative' value in communities in line with government's commitment to an outcomes oriented approach. The following principles shall guide all Public Participation and awareness campaigns outreach in CDM:

- Thorough pre-research and planning with Local Municipalities for political principals to understand and analyze issues raised previously – from various sources, including previous izimbizo and ward visits, etc – by communities and be in a position to respond to these.
- Steering away from 'complaints' sessions to information sharing on plans, achievements, success and clear feedback and joint problem solving.
- Many ideas and solutions to our challenges can come from our communities themselves through Outreach Meeting and Operations Theeletsa by the Executive Mayor and also MPAC.
- Post-event feedback and communication within specific timeframes using multiple platforms, driven by local political principals.
- There shall, amongst others, be an agreement to repeat visits by District and local principals to an area after a specified timeline.
- In upholding these principles in the actual implementation, it shall be emphasized that the presence of national representatives should not over-shadow the local authority as they are in a better place to comment on local issues and give direction to such even beyond the event in a more sustainable manner.
- The image portrayed shall be of a shared vision of government which is not distinguished by a particular sphere of authority.
- It shall be clarified that this approach is not ceremonial or public relations in orientation but be action and business oriented in line with the spirit and character of the activism for development espoused by the current administration.
- The sessions shall seek joint solutions to problems and demonstrate that this government is committed tangibly to solve service delivery blockages.

APPROVAL

Adopted by Council at its meeting held on2018 Per
Council Resolution

Number.....

Signed aton2018

-: ENDS :-