

COMMUNICATION STRATEGY

2021/22

Summary

Publication Date	September 2021
Review Date	
Related Legislation/Applicable Section of Legislation	<ul style="list-style-type: none"> • Local Government Municipal Structures Act 117 of 1998 • Local Government Municipal Systems Act 32 of 2000 • Promotion of Access to information Act 2 of 2000 • Municipal Finance Management Act 56 of 2003
Related Policies, Procedures, Guidelines, Standards, Frameworks	The National Government Communication Framework, the State of the Nation Address, the State of the Province Address, the IDP, the Back to Basics Programme, and Operation Masiphathisane inform the Communication programme development of the municipality.
Replaces/ Repeals (whichever is relevant, if any)	
Policy Officer (Name/Position)	NS CAKWE
Policy Officer (Phone)	040 673 3095
Policy Sponsor (Name/Position)	
Department Responsible	Municipal Manager
Unit responsible	Communications Section
Applies to	(Councillors, All Ngqushwa employees)

Key Words	Communications Strategy
Status	New
Council approval date	
Version	Version 1

REVISION RECORD

Date	Version	Revision Description

1. Introduction	TABLE OF CONTENTS	5
------------------------	--------------------------	----------

2. Legal Framework	5
3. Background	6
4. Objectives	6
5. Communication Principles – Batho Pele	7-8
6. Communication Environment	8
6.1 Internal	9
6.2 External	9
6.3 Media Environment	9
7. Communication challenges	9
8. Messages and Themes	10-11
9. Messengers: Their Roles and Responsibilities	11-13
10. Target audience	13
11. Stakeholder Segmentation	13
12. Channels	14
13. Key campaigns	14-15
14. Forums	15
15. Structures and Processes	15-16
16. Monitoring and Evaluation Processes	16
17. Local Government Communication Cycle	17
Communication Action Plan	
18. Definition of Terms	18
19. Supporting Documents	18
20. References	19
21. Appendix	19

1. INTRODUCTION

The Nggushwa Local Municipality Communication Strategy highlights, its commitment to promoting a two-way communication, building sustainable relationships with its stakeholders. This communication strategy provides for an accelerated and planned communication approach for dissemination of relevant information to our stakeholders. The strategy also recognizes communication as a strategic and support function, and is an integral part of the daily functioning of the municipality. Subsequent to the development of a Communication Strategy, a detailed Communication Action Plan is developed to communicate plans, programmes and events. Following to this, the Communications Unit has developed a Communication Action Plan for 2018/2019 financial year and the plan is reviewed annually.

The strategy is developed in alignment with the National Communication Framework of Government, Government priorities and it supports the municipality's Vision, Mission and strategic objectives.

2. LEGAL FRAMEWORK

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with citizens. ***The Constitution of South Africa, Act 108 of 1996*** which gives a right to all citizens to access any information held by the state; the ***Municipal Systems Act 32 of 2000 as amended***, which emphasizes on communication that encourages participation of communities / stakeholders in the affairs of a municipality; ***Promotion of Access to Information Act No. 14 of 2000*** which prescribes how communities can access information, all have a bearing on communication. The acts impose an obligation on local government and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the citizens in improving their lives for the better. ***The Intergovernmental Relations, Act 13 of 2005*** which provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and to provide for matters connected therewith. The strategy is also guided by the prescripts of the ***Local Government Communication System*** and the municipal ***Integrated Development Plan (IDP)***.

3. BACKGROUND

Ngqushwa Local Municipality is politically characterized by the presence of twenty three (23) Councillors, twelve (12) Traditional Leaders whom 5 of them are Traditional Councillors; five (5) departments namely, Budget and Treasury, Community Services, Corporate Services, Technical Services and Municipal Managers Office.

The municipality has 12 wards which are made up of 108 villages. The municipal area does not display much racial diversity, with more than 99% of the inhabitants being African. The remaining 1% is comprised of Coloured, White and Indian racial groups.

According to the Census results information, the total population of Ngqushwa Local Municipality is estimated at 66 227 which showed a slight decline as a result of the new demarcation done prior 2016 local government elections.

Agriculture and tourism sectors are identified as being major sources of generating income in the Ngqushwa area.

Generally the Municipality communicates through its Ward Councillors, ward committees, CDW's and Traditional Leaders.

4. OBJECTIVES

- 4.1 To profile the municipality positively
- 4.2 To communicate priorities of the IDP to communities.
- 4.3 To strengthen and improve internal and external communication
- 4.4 To promote a consistent corporate identity; market and brand Ngqushwa Local Municipality as a professional institution.
- 4.5 To forge meaningful partnerships with the Farmers Association, Local Tourism Organization and Business Sector.
- 4.6 Promote cultural events as part of our heritage.
- 4.7 To encourage co-operation with the different spheres of government, in the spirit of Intergovernmental Relations and international relations.
- 4.8 To strengthen media relations.
- 4.9 To ensure maximum use of recently launch of Operation Masiphathisane War-rooms.

5. COMMUNICATION PRINCIPLES - BATHO PELE

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

Consultation

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

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

Service Standards

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

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

Access

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

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

Courtesy

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

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

Information

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

The public is entitled to full, accurate and up-to-date facts about municipal services they are entitled to. Information should be available at service points and in the

local media. Contact names and numbers should appear in all municipal communications.

Openness and Transparency

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

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

Redress

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

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

Value for money

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

The municipality must ensure efficient savings and improved service delivery.

6. COMMUNICATION ENVIRONMENT

The Communication environment is in order in that there is a communication system in place for both internal and external environment. The Communications Unit is comprised of a Communicator and one intern to implement the Local Government Communications System (LGCS). However there is limited budget attached to the communication function which results in non-implementation of key programmes listed in the LGCS. It is necessary, therefore to reflect on some of the issues around communications so that appropriate channels of communication, processes, procedures and mechanisms can be put in place to strengthen the system.

6.1 Internal environment

The internal communication environment is in order and as such internal department work together with the communications unit for co-ordination of programmes. This enables the internal departments to enjoy communication services such as development of posters/flyers, programmes, proper marketing of the relevant programme etc.

6.2 External Environment

The community environment is Informed by the feedback received through stakeholder engagements, IDP/Budget & Annual Roadshows, public participation programmes and issues raised in the Mayoral Imbizo's and the Presidential hotline.

6.3 Media environment

The Media plays a crucial role in communicating government programmes and service delivery issues. When effectively and maximally utilised, It can strengthen stakeholder relations and bridge the gap between the municipality and its communities.

- Local media In Ngqushwa mainly covers positive service delivery programmes. Forte FM (224 000 listenership), Ngqushwa FM (23 000 listenership), Kelth Ngesi Radlo (KNR – Live online Radlo), Rainbow News, Eastern Cape Today, Daily Sun).
- The mainstream media SABC (Umhlobo Wenene (5 394 000 listenership), Tru FM (220 000 listenership), Algoa FM, Daily Dispatch (Readership is 100% in the Eastern Cape with 66% Internet access), Isolezwe lesiXhosa (Distribution is 33 000 In the Eastern Cape) is also reporting positively on issues relating to the municipality.
- Ngqushwa Local Municipality has developed a communication policy that gives guidelines on rules and procedures of disseminating information to the media, etc.

7. COMMUNICATION CHALLENGES

- Ngqushwa Local Municipality has Communications Unit which results to;
- Non sitting of the Local Communicators Forum (LCF) and Masiphaathisane War - Rooms.
- Poor attendance of the LCF and Masiphathisane War Rooms by government departments resulting to non-coordination of programmes.
- Limited budget for the communications unit resulting to inefficient use of mainstream media.

8. MESSAGES AND THEMES

8.1 Vision

To be the preferred, vibrant, socio-economically developed municipal area that embraces a culture of human dignity, good governance, and characterized by good quality of service for all.

8.2 Mission

Ngqushwa Local Municipality will strive to become a benchmark institution in the country in respect of good quality and affordable services, through efficient resource mobilization and management, stimulation of economic growth and good governance practices.

8.3 Core Values

Linked to the mission the municipality re-affirmed the following **CORE VALUES** to be adhered to by the councillors, management and the officials of the municipality:

Competency

We commit to attract and retain a competent workforce to service our customers

Honesty and Integrity

We will demonstrate complete honesty and integrity in everything we do

Diligence

We will demonstrate caution, commitment and due diligence in discharging our duties

Transparency

We will be transparent and fair in all our dealings for utmost accountability

Accountability

We will create an environment to be held to account by our stakeholders and customers

Professionalism

We will always uphold and maintain a professional behaviour in executing our mandate and individual responsibilities for the furtherance of service delivery

Value for Money

We commit to derive value for money as return on investment in all business engagements with service providers

8.4 Core Messages

- Together We Move South Africa Forward

- Thuma Mna – “Send Me-” To build the Mzantsi I want
- Sikhula Simanyene - Let us build a Ngqushwa that truly belongs to all.
- Back to Basics -

8.5 Themes

- Be an open, transparent, participatory and people-centred municipality towards sustainable growth and development.
- Deepening youth participation through services.
- Strengthening an effective, responsible, accountable local government system
- Advancing women emancipation and empowerment through shared growth initiatives.
- Promoting non violence against women and children.
- Promoting none discrimination against people living with HIV and AIDS and people with disabilities.
- Market Ngqushwa as a tourism destination.

9. MESSENGERS AND THEIR ROLES AND RESPONSIBILITIES

All employees are ambassadors of Ngqushwa Local Municipality; however, the Official Spokespersons is the Mayor, the Municipal Manager and the Communications Manager. The Communications Manager coordinates the messages for the approval of the Municipal Manager at all times.

The Communications Unit is responsible for co-coordinating all communications activities in the Municipality. In this regard the Communications Unit, shall support and co-ordinate all communication efforts with the main aim of enabling the Mayor and Municipal Manager to perform their function as Chief Communicators; shall provide strategic advice and counsel with regard to media, policy development, programme planning and programme implementation; develop and implement communication strategy, plans and produce publications for information dissemination, implementing and managing communication actions such as: events/programmes, advertising, design and printing of communication materials, audio-visual production, marketing and communication research. Every Councillor and employee should ensure compliance with the Municipality's Communication Policy.

9.1 Primary Messengers

- **Mayor** – Chief Communicator for tabling Council Policy and Programmes of the municipality. He can delegate these responsibilities to the Members of the Executive Committee (EXCO). The Mayor together with the Municipal Manager and Communications Manager will be responsible for defining the annual communication priorities, objectives and requirements. This is done in

consultation with relevant stakeholders (Executive Committee and Management Committee)

- **Speaker** - for all comments relating to Council rules of order or as delegated.
- **Executive Committee (EXCO)** - all aspects of Council Policy and programmes in their portfolios (may be delegated spokesperson on an issue by the Mayor).
- **Municipal Manager** - The Municipal Manager is the spokesperson for the Local Municipality on strategic and operational issues. The Municipal Manager ensures the integration of the communications function within the Municipality's decision-making processes and the integration of strategic communication planning in the overall planning of the municipality. Any area of municipal administration, all media enquiries and any matter that relates to the running of the municipality.
- **Heads of Departments/Directors** – Respond on all aspects of their service areas. Queries from journalists will be referred to Directors / Managers for comment / clarification / Information for further escalation to the Municipal Managers. All comments to the media are approved by Municipal Manager. Heads of Directorates are responsible to ensure that programmes in their directorates are included in the municipal communication action plan championed by the Communication Unit.
- **Communication Manager** - The Communications Manager serves as the Municipality authority on communication issues. He/she is responsible for co-ordinating all communications activities including the procurement of communication products and services. He/she ensures that the communication/media policy is communicated to staff and adhered to. He/she provides communication advice and counsel to the Mayor and Municipal Manager prior all media activities. He/She is responsible for all media liaison and management, meaning she is point of entry/exit for all media queries subject to approval by the Municipal Manager.
- **Communications Unit** - The Communications Unit is responsible for co-ordinating all communications activities in the Municipality. In this regard the Communications Unit, shall support and co-ordinate all communication efforts with the main aim of enabling the Mayor and Municipal Manager to perform their function as Chief Communicators; shall provide strategic advice and counsel with regard to media policy development, programme planning and programme implementation; develop and implement communication strategy, plans and produce publications for information dissemination, implementing

and managing communication actions such as: events/programmes, advertising, design and printing of communication materials, audio-visual production, marketing and communication research.

9.2 Secondary Messengers (to the public NOT the Media)

Councillors, Ward Committees, Community Development Workers (CDWs), Traditional Leaders, Heads of Department, Project Managers, Project Steering Committees, Community leaders, Communicators, Service providers acting on behalf of Ngqushwa Local Municipality.

Political organisations, Youth groups, Women groups, Faith Based Organisation Educators, Public servants

10. TARGET AUDIENCE

Identifying the groups that our communication must be directed to is important so as to be relevant.

Internal - Councillors, Municipal employees, labour organisations

External - Youth, Women, Children, People with disability, Councillors, Employees, Communities (including illiterate), Rural and urban communities, NGO's, Faith Based Organisation, Local Municipalities, Other Spheres of government and parastatals, Business, Traditional leaders, Traditional healers, Ward Committees, Community Development Workers (CDW's), Media(electronic and print mainstream and community), Labour Unions, Donors, International community.

11. STAKEHOLDER SEGMENTATION

11.1 Internal Stakeholders

- Councillors
- Employees
- CDW's
- Ward Committees

11.2 External Stakeholders

- Traditional leaders
- Rate Payers Association
- Civil Society (NGO's and CBO's)
- Business
- Council of Churches
- Youth
- Women
- People living with Disabilities

12. CHANNELS

Information Days

Exhibitions

Ward Meetings

Outreach programmes

Road shows

Project launches

Speeches: SONA, SOPA, SOMA, Opening of Council, Budget Speeches

Awareness campaigns

Public Meetings

Staff Meetings

National Calendar Days /Constitutionalised days(e.g. National Women's Day, Human Rights Day, Youth Day, Disability Day and 16 Days of Activism on Women and Childrens Day)

Stakeholder engagements

Council Fora (Disaster, IDP, LCF, DCF)

War Rooms

Electronic

Website

Email

Social Media (Whats App, Facebook)

Print

- Media briefing Sessions
- Advertorials
- Media releases
- Municipal Publications (Newsletters, brochures, pamphlets, posters, Flyers)

13. KEY CAMPAIGNS

- Launching of projects
- Government Calendar of events such as; 16 Days of activism, Mandela day, Youth Month etc.
- EXCO Outreach Programmes
- Public Service Week
- Mayoral Outreach programmes
- IDP & Budget Road shows
- Annual Report Road shows
- Awareness campaigns e.g. on 16 days of activities, environment, communicable diseases, health, hygiene and sanitation, moral regeneration, disaster management etc.

- Information sharing days on government services, HIV & Aids programmes and other health promotions, LED programmes, agricultural programmes, heritage programmes.

14. FORUMS

14.1 Local Communicators Forum (LCF)

A Communicators' Forum comprised of Communications staff from all government departments within the municipal jurisdiction, CDWs, parastatals, Amathole District Municipality, GCIS, and Office of the Premier. LCF meetings are held on a quarterly basis. The Forum is a strategic platform for information sharing and communication coordination in the local sphere of government that seeks to integrate government programmes.

14.2 Masiphathisane War Room Centres

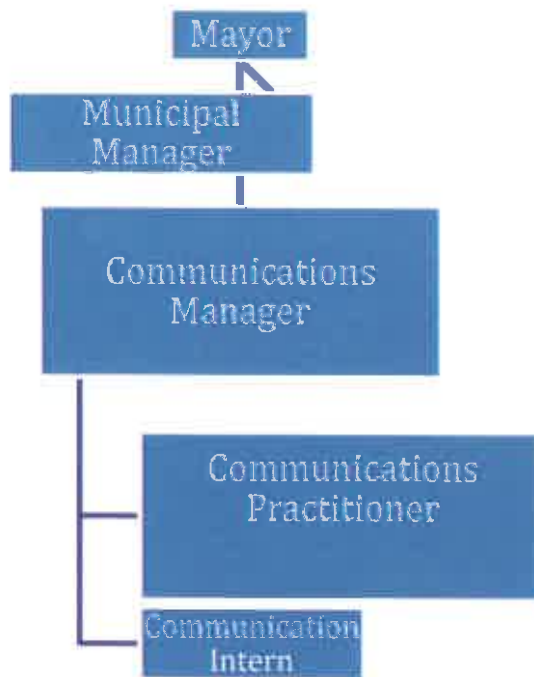
The programme described as a "bottom up" approach established to see government working with local communities and other stakeholders to resolve service delivery challenges. The Centre is used for planning and communication of completed service delivery programmes to local communities.

The War Room Centre is led by a Ward Councillor and comprises of Traditional leaders, government officials (including CDW's) who will have a place locally where they can address service delivery challenges with input from the local municipalities, district municipalities and provincial government.

15. STRUCTURES AND PROCESSES

Ngqushwa Local Municipality promotes an integrated local government communications system which can be achieved through the development, approval and implementation of communication strategy and funded positions under communications.

Below is the organogram which suggests where Communications function is best positioned in order to develop functional local government communications system



16. MONITORING AND EVALUATION PROCESSES

The Communication strategy is intended to ensure that the Municipality engages in a co-ordinated and standardized manner. Monitoring and Evaluation will be done as follow;

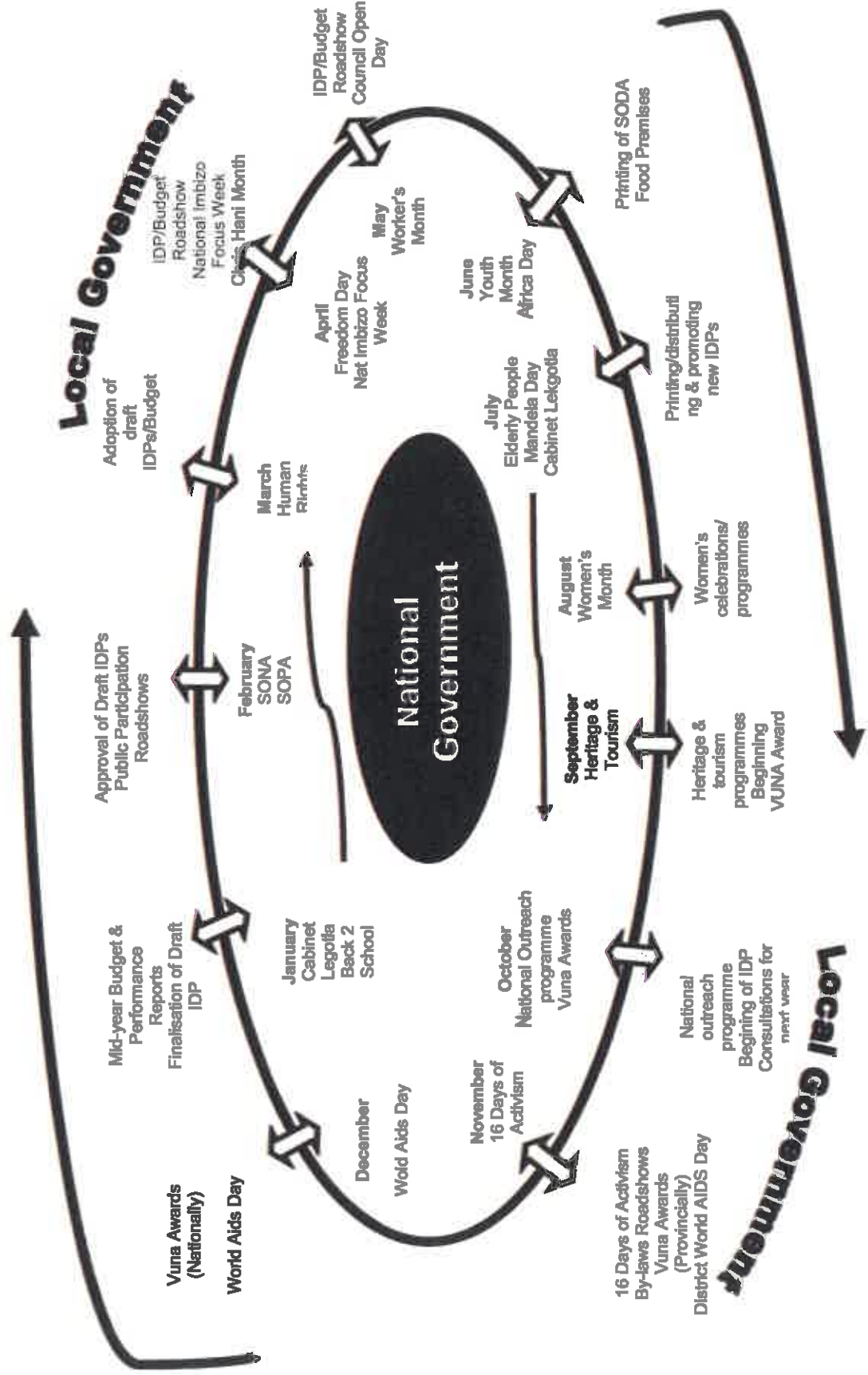
16.1 Media Monitoring

The communications unit will, on a daily basis, scan the media through newspaper clips. In addition, the communications unit must report to the accounting officer on the environmental and media scan conducted on a daily basis.

16.2 Communication Action Plan

A communication action plan will be developed to implement the communication strategy. The communication action plan will be reviewed on an annual basis to reflect and improve on identified gaps.

17. Local Government Communication cycle



18. DEFINITION OF TERMS

“Communication” In the local government context communication is defined as a strategic and planned process aimed at ensuring effective dialogue between government and communities utilizing print and electronic media.

“Print media” Refers to newspapers, newsletters, publications, magazines and all forms of authentic print mediums.

“Electronic media” Refers to all forms of electronically transmitted media such as radio, TV, online (Internet), mobile phones as well as social media.

“Social Media” Collective of online or interactive communication channels dedicated to community-based input, interaction, content-sharing and collaboration. These include Facebook, Twitter, YouTube, WhatsApp, Instagram etc.

“Corporate Identity” Is the institution’s visual presence, which involves corporate logo, colours, values and the coat-of-arms

“Corporate Image” Is the public perception about of your institutional Identity. It is largely measured against the manner in which the institution portrays itself in the eyes of the public, its organizational culture, performance, how its’ employees uphold institutional corporate and service delivery ethos.

“Municipality” Ngqushwa Local Municipality

“PAIA” Promotion of Access to Information Act (Act No.2 of 2000)

19. SUPPORTING DOCUMENTS

The National Government Communication Framework

SALGA, GCIS and DPLG Guidelines for Municipal Communication

20. REFERENCES

Provincial Communication Strategy, ADM Communication Strategy

21. APPENDIX

None

22. ADOPTION AND APPROVAL BY COUNCIL

This strategy is adopted and approved by the full Ngqushwa Local Municipality Council for implementation



MUNICIPAL MANAGER

22/08/2022
DATE



MAYOR

30/08/2022
DATE