

2023

# COMMUNICATION STRATEGY



**KAAP AGULHAS MUNISIPALITEIT  
CAPE AGULHAS MUNICIPALITY  
U MASIPALA WASECAPE AGULHAS**

Approved

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## 1 INTRODUCTION

The Constitution, specifically the Bill of Rights entrenches the rights of our people to freedom of expression and access to information. Municipal communication is a strategic and planned process that ensures 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 internal (staff) and external (citizen / stakeholder) communication can contribute positively towards meeting government's aims and objectives and good governance by enhancing morale. It further builds public trust and confidence in the integrity of government and can be used to mitigate any negative perceptions that might exist in the public space.

External and internal communication go hand in hand with one another. Communication needs of internal and external stakeholders are also not that different. The same core messages about the Municipality must be communicated internally as well as externally and there should be a focus on effective communications between management, councillors, and staff members.

A communication strategy is a plan to achieve communication objectives and focuses primarily on four key components:

- Communication objectives
- Target audience
- Messages and channels
- Themes
- Communication planning

This strategy will guide the actions that the municipality will take to be able to reach its goals over the next five years. The strategy will be reviewed annually to ensure it remains relevant and up to date.

This document was compiled collaboratively from an internal stakeholder workshop held on 27 and 28 October 2022, which was attended by both officials and councillors as well as a follow up workshop with a similar stakeholder grouping held on 14 March 2023.

Government Communication and Information System (GCIS) is the custodian of government communications. Cape Agulhas Municipality has drafted this strategy in line with the GCIS Communication Policy to strengthen intergovernmental communications whilst delivering on its own mandate. This is in line with a developmental communication approach adopted by government.

## 2 BACKGROUND

The development of this strategy is informed by and aligns to various policy and strategy frameworks of the three spheres of government:

Table 1 Policy and strategy environment overview

National Environment	Provincial Environment	District Environment	Local Environment
<ul style="list-style-type: none"> <li>- National Key Performance Areas</li> <li>- National Development Plan (NDP)</li> <li>- Back to Basics</li> <li>- Government Communication Information Systems (GCIS).</li> </ul>	<ul style="list-style-type: none"> <li>- Western Cape's Provincial Strategic Plan: 2020 - 2024</li> <li>- Municipal Assessment Project</li> <li>- Provincial Communication Commitments.</li> </ul>	<ul style="list-style-type: none"> <li>- Overberg District Municipality's (ODM) Integrated Development Planning (IDP).</li> </ul>	<ul style="list-style-type: none"> <li>- Cape Agulhas Municipality's Integrated Development Plan (IDP).</li> </ul>

### 2.1 NATIONAL ENVIROMENT

#### 2.1.1 NATIONAL KEY PERFORMANCE AREAS (KPA'S)

The National Government Strategic Plan for 2006 - 2011 set out Key Performance Areas (KPA) of Local Government. These remain relevant today.

##### 1. Basic Service Delivery (BSD)

Water, sanitation, refuse removal, roads and storm water, electricity, and human settlement.

##### 2. Municipal Transformation and Institutional Development (MTID)

Organisational transformation to align to IDP requirements, internal policies giving effect to national priorities, human resource management practices and skills development.

##### 3. Municipal Financial Viability and Management (MFVM)

Financial policies, budget management, assets, and liability control, and supporting strategies to fund priorities.

##### 4. Local Economic Development (LED)

Economic development, food security, social infrastructure, health, environment, education, and skills development.

##### 5. Good Governance and Public Participation (GGPP)

Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele Principles)

#### 2.1.2 NATIONAL DEVELOPMENT PLAN 2030

The National Development Plan was adopted by Cabinet in September 2012. The NDP focuses on reducing poverty and inequality by putting in place the basic requirements that people need, to take advantage of available opportunities. The plan prioritises increasing employment and improving the quality of education while advocating an integrated approach to addressing these challenges.

The plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy, and accountability.
- Bringing about faster economic growth, higher investment, and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

### **2.1.3 BACK TO BASICS**

The Minister of Cooperative Governance and Traditional Affairs (COGTA) introduced the Back-to-Basics approach at the Presidential Local Government Summit on 18 September 2014. In presenting the approach the Minister also pronounced the national plan of action to roll-out the programme with the aim of addressing challenges facing municipalities in a sustainable manner.

This approach was adopted at the summit as the framework for the implementation of targeted measures towards improving the functioning of municipalities and sustainable provision of services to the citizens.

After the summit COGTA started with the task of preparing for the implementation of the approach in each of the nine provinces. These preparations have culminated in the development of the Back-to-Basics conceptual framework and the operationalization plan that provides the foundation for the implementation of the approach.

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

- a) Put people and their concerns first and ensure constant contact with communities through effective public participation platforms. The basic measures to be monitored include:
  - Regular ward report backs by councillors.
  - Clear engagement platforms with civil society.
  - Transparency, responsiveness, and accountability.
  - Regular feedback on petitions and complaints; and
  - The regularity of community satisfaction surveys carried out.
- b) Create conditions for decent living by consistently delivering municipal services of the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance, and upkeep, including the budget to do this. It must be ensured that there are no failures in services and where there are, services must be restored with urgency and the community informed. Municipalities are expected to perform the following basic activities, and develop performance indicators to measure their performance:

- Develop fundable consolidated infrastructure plans.
  - Ensure the provision of free basic services and the maintenance of indigent register; and
  - National and Provincial rapid response and technical teams will be established and strengthened, and service delivery interruptions will be monitored at a national level.
- c) Be well governed and demonstrate good governance and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities will be constantly monitored and evaluated on the following basics:
- Clear delineation of roles and responsibilities.
  - Functional structures.
  - Transparency, accountability, and community engagement.
  - Proper system of delegation to ensure functional administration.
  - The existence and efficiency of anti-corruption measures.
  - The extent to which there is compliance with legislation and the enforcement of by laws; and
  - The rate of service delivery protests and approaches to address them.
- d) Ensure sound financial management and accounting, and prudently manage resources to ensure sustainable delivery of services and bring development to communities. Performance against the following basic indicators must be constantly assessed:
- Proper record keeping and production of annual financial statements.
  - Credit control, internal controls, and increased revenue base.
  - Wasteful expenditure including monitoring overtime kept to a minimum.
  - Functional Supply Chain Management structures with appropriate oversight.
  - The number disclaimers in the last three – five years; and
  - Whether the budgets are cash backed.
- e) Build and maintain sound institutional and administrative capabilities, administered, and managed by dedicated and skilled personnel at all levels. The basic requirements to be monitored include:
- Competent and capable people and performance management.
  - Functional delegations.
  - Regular interactions between management and organised labour.
  - Shared scarce skills services at district level.
  - Realistic organogram aligned to municipal development strategy; and
  - Implementable human resources development and management programmes.

#### 2.1.4 COMMUNICATION & INFORMATION SYSTEMS (GCIS)

Chapter 7 of the Government Communicator’s Handbook developed by the GCIS places a responsibility on local municipalities to establish communication units. The handbook furthermore gives guidelines on the development of communication strategies. ([www.gcis.gov.za](http://www.gcis.gov.za)). These guidelines have been utilised as a basis for this strategy.

## 2.2 PROVINCIAL ENVIRONMENT

### 2.2.1 WESTERN CAPE’S PROVINCIAL STRATEGIC PLAN: 2020-2024

The Provincial Strategic Plan 2020 – 2024 constitutes both the Western Cape Government's policy agenda and its roadmap for execution. It builds on the solid foundations of the Provincial Strategic Plan 2009 -2014, incorporates the lessons learnt along the way, streamlines and reprioritises the eleven former Provincial Strategic Objectives into five overarching Provincial Strategic Goals, and introduces a number of “game-changers” to catalyse the realisation of the Provincial Strategic Goals. The Provincial Strategic Plan is aligned with National Government's 2012 National Development Plan. The following are the five strategic goals:

- Create opportunities for growth and jobs.
- Improve education outcomes and opportunities for youth development.
- Increase wellness, safety and tackle social ills.
- Enable a resilient, sustainable, quality, and inclusive living environment.
- Embed good governance and integrated services delivery through partnerships and spatial alignment.

### 2.2.2 MUNICIPAL ASSESSMENTS

Communication is a key driver of public participation as it should provide strategic and technical advice to campaigns, broaden community participation, and strengthen participatory democracy. Communication planning should therefore be fundamentally and inseparably integrated into any form of public participation planning and implementation as community participation will always utilize the basic model and modes of communication.

A Provincial municipal assessment project will need to be undertaken to establish the exact communication deficiencies of Cape Agulhas Municipality that need to be strengthened over time. A Provincial sample analysis of the state of Municipal Communication in general revealed that most municipalities in the province displayed a general apathy towards effecting citizen communication.

*Table 2 Typical Communication challenges across municipality’s*

#### TYPICAL COMMUNICATION CHALLENGES ACROSS MUNICIPALITY’S

- Institutionalisation of communication structures, processes, and systems for structured, direct and regular communication with local communities.



- The municipal communications strategies do not link to Local Government Turn Around Strategies (LGTAS) through communication sub-strategies and action plans.
- Poor positioning of the post of the communication manager as a high-level strategic post within the organogram and organization.
- Employing dedicated and skilled communication staff.
- Sufficiently budgeting for communication projects.
- Integrating development communication into municipal projects and public participation

These challenges obstruct a municipality from realizing effective citizen communication.

### **2.2.3 PROVINCIAL COMMUNICATION COMMITMENTS**

In order to ensure the revival and sustainable effectiveness of citizen communication at a local level, the Provincial Department of Local Government (DLG) has undertaken a number of noteworthy actions to ensure its commitment and support to the development and success of communication in the province. One of these is the establishment of a Municipal Communications Unit. The provincial Department of Local Government has established a separate and distinct Municipal Communications Sub-directorate within the Directorate: Head of Department Office to provide focused and strategic communication assistance to Municipalities.

## 2.3 DISTRICT ENVIRONMENT

The Overberg District Municipality (ODM) play an important role in coordinating municipal communications throughout the district and play host to the District Communicators Forum.

### 2.3.1 ALIGNMENT OF PROVINCIAL, DISTRICT AND LOCAL STRATEGIC GOALS

Table 3 Provincial, District and local strategic goals

Provincial Strategic Goals	Overberg District Municipality Strategic Goals	Cape Agulhas Municipality Strategic Goals
<ul style="list-style-type: none"> <li>- Create opportunities for growth and jobs.</li> <li>- Improve education outcomes and opportunities for youth development.</li> <li>- Increase wellness, safety and address social ills.</li> <li>- Enable a resilient, sustainable, quality, and inclusive living environment.</li> <li>- Embed good governance and integrated service delivery through partnerships and spatial alignment</li> </ul>	<ul style="list-style-type: none"> <li>- Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Overberg District.</li> <li>- Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.</li> <li>- Providing effective and efficient financial and strategic support services to the District Municipality.</li> </ul>	<ul style="list-style-type: none"> <li>- To ensure good governance</li> <li>- To ensure institutional sustainability</li> <li>- To promote local economic development in the Cape Agulhas Municipal Area</li> <li>- To improve the financial viability of the Municipality and ensure its long-term financial sustainability.</li> <li>- To ensure access to equitable affordable and sustainable municipal services for all citizens</li> <li>- To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality</li> </ul>

## 2.4 LOCAL ENVIRONMENT

### 2.4.1 INTEGRATED DEVELOPMENT PLAN (IDP)

The Municipal Systems Act defines an IDP as "a single, inclusive and strategic plan for the development of the municipality". This document is a tool that will enable the municipality to achieve its constitutional objectives, 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 the development and execution of the IDP and goes hand in hand with effective communication. Citizens are defined by law as part of the municipality and must be encouraged to actively participate in municipal planning, budgeting, drafting of by-laws and policies, and monitoring of performance of the municipality, all of which entails extensive communication with all the stakeholders.

The IDP process requires strong and clear channels of communication, with particular emphasis on quality feedback mechanisms from residents, to ensure an IDP that is both credible in the both the drafting process and its content. As such, the municipality has a duty to facilitate public involvement by providing meaningful opportunities for participation and implement measures to ensure that people can take advantage of such opportunities. This Communication Strategy will address the communication needs of the IDP process.

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

The budgeted projects listed and detailed in the IDP are opportunities for “good news” communication. Informing communities of the investments, restorations and developments made by municipality in their area assists in developing the confidence of citizens in the municipality. Given that these projects are already budgeted for and planned, a proactive communication strategy can be developed to be coupled and executed in conjunction with the relevant projects.

### 2.4.2 STRATEGIC DIRECTION OF THE MUNICIPALITY

## Cape Agulhas Municipality Communication Strategy 2023

The IDP sets out the strategic direction of the municipality and it is imperative that this Communication Strategy align to the vision, mission, goals and objectives contained in the IDP. The Municipality’s strategic direction must in turn align to the National Key performance areas of local government.

**VISION**  
 Together for excellence  
 Saam vir uitnemendheid  
 Sisonke siyagqwesa

**MISSION**  
 To render excellent services through good governance, public ownership and partnership in order to create a safer environment that will promote socio-economic growth and ensure future financial sustainability in a prosperous southernmost community.

**VALUES**  
 Fairness  
 Integrity  
 Accountability and responsibility  
 Transparency  
 Innovativeness  
 Responsiveness

### 2.4.2.1 STRATEGIC GOALS AND OBJECTIVES

The following table sets out the Municipalities strategic goals and objectives, which are aligned to the National KPA’s for Local Government.

*Table 4 Alignment of the Municipality’s goals and objectives with the National Key Performance Areas*

NATIONAL KPA	MUNICIPAL KPA	STRATEGIC GOAL	STRATEGIC OBJECTIVE
KPA1: Good Governance and Public Participation	MKPA1: Good Governance and Public Participation	SG1: To ensure good governance	SO1: To create a culture of good governance
			SO2: To create a culture of public participation and empower communities to participate in the affairs of the Municipality
KPA2: Municipal Institutional Development and Transformation	MKPA2: Municipal Institutional Development and Transformation	SG2: To ensure institutional sustainability	SO3: To create an administration capable of delivering on service excellence.
KPA3: Local Economic Development		SG3: To promote local economic development in	SO4: To create an enabling environment for

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<b>NATIONAL KPA</b>	<b>MUNICIPAL KPA</b>	<b>STRATEGIC GOAL</b>	<b>STRATEGIC OBJECTIVE</b>
	MKPA3: Local Economic Development and Tourism	the Cape Agulhas Municipal Area	economic growth and development SO5: To promote tourism in the Municipal Area
KPA4: Municipal Financial Viability and Management	MKPA4: Municipal Financial Viability and Management	SG4: To improve the financial viability of the Municipality and ensure its long-term financial sustainability	SO6: To provide effective financial, asset and procurement management
KPA5: Basic Service Delivery	MKPA5: Basic Service Delivery	SG5: To ensure access to equitable affordable and sustainable municipal services for all citizens	SO7: Provision of equitable quality basic services to all households SO8: To maintain infrastructure and undertake development of bulk infrastructure to ensure sustainable service delivery. SO9: To provide community facilities and services SO10: Development of sustainable vibrant human settlements
KPA5: Basic Service Delivery	MKPA6: Social and youth development	SG6: To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	SO11: To promote social and youth development SO12: To create and maintain a safe and healthy environment

### 3 OBJECTIVES OF THE COMMUNICATION STRATEGY

One of the primary objectives of this communication strategy is to communicate the vision, mission, and values of the Municipality as well as the strategic objectives contained in the IDP. This communication strategy has been developed to help the Cape Agulhas Municipality to achieve its vision and objectives and to improve the service we provide. The Municipality wants to ensure that it communicates in the best way possible. If the Municipality’s communication is effective, it impacts on the people who receive services and the people who deliver them – improving both services and the people’s quality of life in the municipal area.

#### 3.1 COMMUNICATION PRINCIPLES

1. **Everything Speaks:** Every action taken, letter written, idea floated, word uttered, event attended, or meeting is an opportunity to communicate and an opportunity for others to judge the value and worth of your information, knowledge, values, and goals.
2. **Everything must convey the same message:** The only way to raise your voice above the cacophony of others is to sing in unison.
3. **Everything that speaks must speak in turn:** Effective communications depends on effective orchestration. Coordinating and prioritising messages and messengers brings the power of symphony to what would otherwise be a collection of people playing different instruments.
4. **The message is everything, everything is the message.** Effective communication depends on an effective message. Your message dictates how, when, where, and why you communicate and manage the process. Your message is the mantra.
5. **Stay on message until the message gains power and influence.** This is especially important – ensure that the message links in the identified annual themes and campaigns. Stop stopping what you started.

Table 5 What communication is and is not.

What Communication is NOT	What Communication IS
<ul style="list-style-type: none"> <li>- Communication is not done to an audience it is a dialogue.</li> <li>- Communication is not a once-off event but an ongoing process.</li> <li>- Communication must not be treated as an add-on but must be built in from the start of any public participation process.</li> <li>- Communication is not cheap or fast to implement – be aware of hidden costs and the time-consuming nature of public participation through communication and allocate resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Effective communication is regular, clear, honest, and respectful – consider needs and languages when selecting media/jargon.</li> <li>- Ongoing communication results in knowledge transfer reducing the “us” (the public) and “them” (municipality)</li> <li>- This creates the opportunity for potentially opposite poles to move closer to a practical middle ground based on respect, trust, and joint responsibility.</li> </ul>

	- Communication is accountability – knowledge is empowerment
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### 3.1.1 PRINCIPLES OF GOVERNMENT COMMUNICATION

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

1. Government work is a **public activity**.
2. **Everyone** in the municipality is a communicator.
3. Communication must be based on an **integrated communication strategy** and programme.
4. Communication is **more than just media liaison**.
5. **Direct communication and mutual exchange of views** with the public is the most effective form of communication.
6. Understanding the **communication environment** is vital.
7. Communication campaigns work best when it is carried out in **partnership** with others outside of government.
8. All stakeholders must take **responsibility to clarify** when they do not understand a communication.
9. All stakeholders must make the effort to suggest **how communication can be improved** in order to become more effective.

### 3.1.2 BATHO PELE PRINCIPLES

The Municipality must be dedicated in its 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 and is an essential element of government communications.

#### 1. Consultation

**The principle:** The public should be consulted about the level and quality of the municipal services they receive and, wherever possible and 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.

#### 2. Service Standards

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

The public can insist that the municipality keep its promises. The municipality has developed service standards its services. The services standards will be monitored and raised progressively as needed.

### **3. 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.

### **4. 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.

### **5. 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.

### **6. Openness and Transparency**

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

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

### **7. 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.

## **8. 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.

## **3.2 COMMUNICATION OBJECTIVES**

The municipalities communication objectives are as follows:

1. **Educate:** To increase peoples understanding of services and through this increased understanding, help improve customer satisfaction with these services.
2. **Inform:** To ensure that local community and stakeholders are aware of the Municipality's vision and plans for the future and improved community support and participation
3. **Build:** Enhance relationships with stakeholders and enhanced credibility
4. **Motivate:** A culture of service excellence. Improved employee morale and loyalty to ensure an effective, attentive, and motivated workforce through good internal communication within the Municipality.
5. **Develop:** Improve coordination and execution of messaging and develop and adopt policies required to perform the function of communication at a high standard. Ensure that Communication is suitably placed within the Organogram.
6. **Establish two-way discussions:** Through public involvement, listen to the needs and views of the community so that the right priorities can be established, and responsive services developed.
7. **Create positive perceptions:** To maintain an appropriate and positive public image.
8. **Stay current:** To research the preferred methods of communication and evolve with latest technology.
9. **Monitor:** Develop communication audit

**3.3 ALIGNMENT OF THE COMMUNICATION STRATEGY WITH OTHER POLICIES AND STRATEGIES**

The Communication Strategy cannot be seen in isolation and must align to other policies of the municipality, many of which must still be developed.

*Table 6 Alignment of the Communication Strategy to other policies of the municipality*

<b>Policy</b>	<b>Description</b>	<b>Status</b>
<b>Communication Policy</b>	A policy must be adopted to support this strategy	Not developed
<b>Corporate branding policy</b>	A corporate branding policy must be developed to establish corporate identity	Not developed
<b>Media Policy</b>	A media policy must be adopted that defines who, how, when, where, and why the municipality communicates with the media.	Not developed
<b>Crisis Communication Policy</b>	A policy must be adopted that defines how the municipality communicates with the media and public during a crisis.	Not developed
<b>Public Participation Strategy and policy</b>	The public participation policy and strategy must detail the approach the Municipality takes in Public Participation to which the Communication Strategy can be coupled.	Not developed
<b>Language Policy</b>	A policy must be adopted detailing how the Municipality is adhering to and implementing the National and Provincial Language policy.	Not developed
<b>Social Media Policy</b>	A policy must be adopted to ensure effective management of social media	Not developed
<b>Ward Committee Policy</b>	Policy on establishment and operation of municipal ward committees	Resolution: 262/2021 14 December 2021

## 4 LEGISLATIVE FRAMEWORK

There is a multitude of legislation applicable to communication, and just a few are mentioned here.

Table 7 Legislation applicable to communications

Legislation	Main Provisions
<b>Constitution</b>	<b>Section 152 (1)(e):</b> sets out the objects of local government, which includes inter alia that municipalities must “encourage the involvement of communities and community organisations in matters of local government”.
	<b>Section 160 (7):</b> “A municipal council must conduct its business in an open manner, and may close its sittings, or those of its committees, only when it is reasonable to do so”.
	<b>Bill of Rights:</b> The right to freedom of expression, the right to receive information and the right of access to information, which includes access to any information held by the State.
<b>Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)</b>	This Act establishes a framework for national, provincial and local governments to promote and facilitate intergovernmental relations (IGR) and provides for mechanisms and procedures to facilitate the settlement of inter-governmental disputes.
<b>Municipal Systems Act, 2000</b>	<b>Sections 18 (2):</b> When communicating information, the municipality must take into account (a) Language preferences and usage in the municipality, and (b) the special needs of people who cannot read or write.
	<b>Section 4:</b> A municipal council has, within its capacity, the right to: <ul style="list-style-type: none"> <li>- Provide without favour and prejudice, democratic and accountable government.</li> <li>- Encourage the involvement of the community.</li> <li>- Consult the community on the level, quality and range of services and the delivery options.</li> <li>- Provide members of the local community equitable access to the services to which they are entitled</li> </ul>
<b>Promotion of Access to Information Act, 2000 (Act of 2000)</b>	<ul style="list-style-type: none"> <li>- <b>Section 3:</b> The Act applies to the records of public and private bodies, regardless of when the record came into existence.</li> <li>- <b>Section 4:</b> A record held by an official is regarded as a record of the institution.</li> <li>- A requester must be given access to records of a public body if he or she complies with procedures and if there is no ground for refusal in terms of Chapter 4 of the Act</li> <li>- Some information can be technical: if in doubt, the official must consult.</li> <li>- The information officer of a public body is responsible for the administration of the Act in a public body.</li> <li>- An information officer is defined in Section 1 as the Chief Executive Officer. Therefore, in a municipality it is the Municipal Manger.</li> </ul>

## Cape Agulhas Municipality Communication Strategy 2023

Legislation	Main Provisions
	<ul style="list-style-type: none"> <li>- A public body must designate such number of deputy information officers as may be necessary to ensure reasonable access.</li> <li>- Within six months, the information officer must compile a manual in at least three official languages, containing:               <ul style="list-style-type: none"> <li>o A description of the structure and its functions;</li> <li>o Addresses and telephone numbers;</li> <li>o Details to facilitate requests;</li> <li>o Services available to the public;</li> <li>o Other information required by the Act (Section 14)</li> <li>o The manual must be updated and published annually.</li> <li>o The manual must be available to the public (Section 14).</li> </ul> </li> <li>- Requests for information must:               <ul style="list-style-type: none"> <li>o Be in prescribed form</li> <li>o Identify the record</li> <li>o State the language in which it is required</li> <li>o Specify addresses and telephone numbers</li> <li>o Identify capacity</li> </ul> </li> </ul>
<b>Other laws and regulations</b>	<ul style="list-style-type: none"> <li>- Copyright Act, 1978 (Act 98 of 1978)</li> <li>- Electronic Communications and Transactions Act, 2002 (Act 25 of 2002)</li> <li>- Use of Official Languages Act, 2012 (Act 12 of 2012)</li> <li>- Municipal Structures Act, 1998 (Act 117 of 1998)</li> <li>- Municipal Finance Management Act, 2003 (Act 56 of 2003)</li> <li>- Public Service Act, 1994 (Act 103 of 1994)</li> <li>- Protection of Personal Information Act (2011)</li> </ul>

## 5 SITUATIONAL ANALYSIS

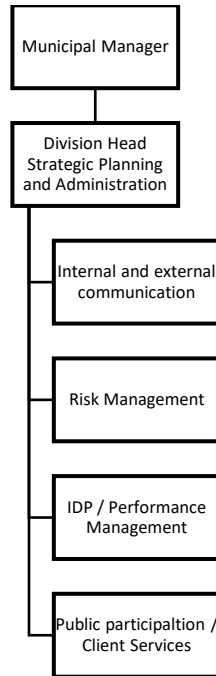
### 5.1 MUNICIPAL OVERVIEW

Cape Agulhas Municipality is the southernmost municipality in Africa and falls within the Overberg District of the Western Cape. The Municipality is geographically diverse and comprises an area of 2 411 km<sup>2</sup>. It includes 9 urban settlements namely Bredasdorp which is the administrative seat, Napier, Struisbaai, Arniston / Waenhuiskrans, L'Agulhas, Klipdale, Proteem and Suiderstrand and Elim which is a historical Moravian mission station. It also includes the vast rural areas in between and approximately 178 Km of coastline. The coastline comprises the Atlantic and Indian oceans, which meet at L'Agulhas, the most southern town in Africa. The Municipality is demarcated into six wards. The population is estimated at 35 758 people in 2022 according to the Western Cape Social Economic Profile 2022 and is expected to grow to 37 483 by 2026, equating to an average annual growth rate of 1.2 percent.

### 5.2 POSITIONING AND ROLE OF THE COMMUNICATIONS DEPARTMENT

Communication is a strategic function and should be consciously planned and resourced appropriately. Communications falls within the Strategic Planning and Administration Division of the office of the Municipal Manager and is done by the Senior Officer: External and Internal Communication and one temporary intern). The communication unit participates actively in the District Public Participation and Communication Forum and Provincial Communicators Technical (COMMTECH) Forum.

*Figure 1 Organisational structure*



Cape Agulhas Municipality is in process of reviewing its organisational design to ensure compliance to the Municipal Staff Regulations.

The capacity of the communications unit must be addressed if this strategy is to be implemented, and the following needs to be addressed.

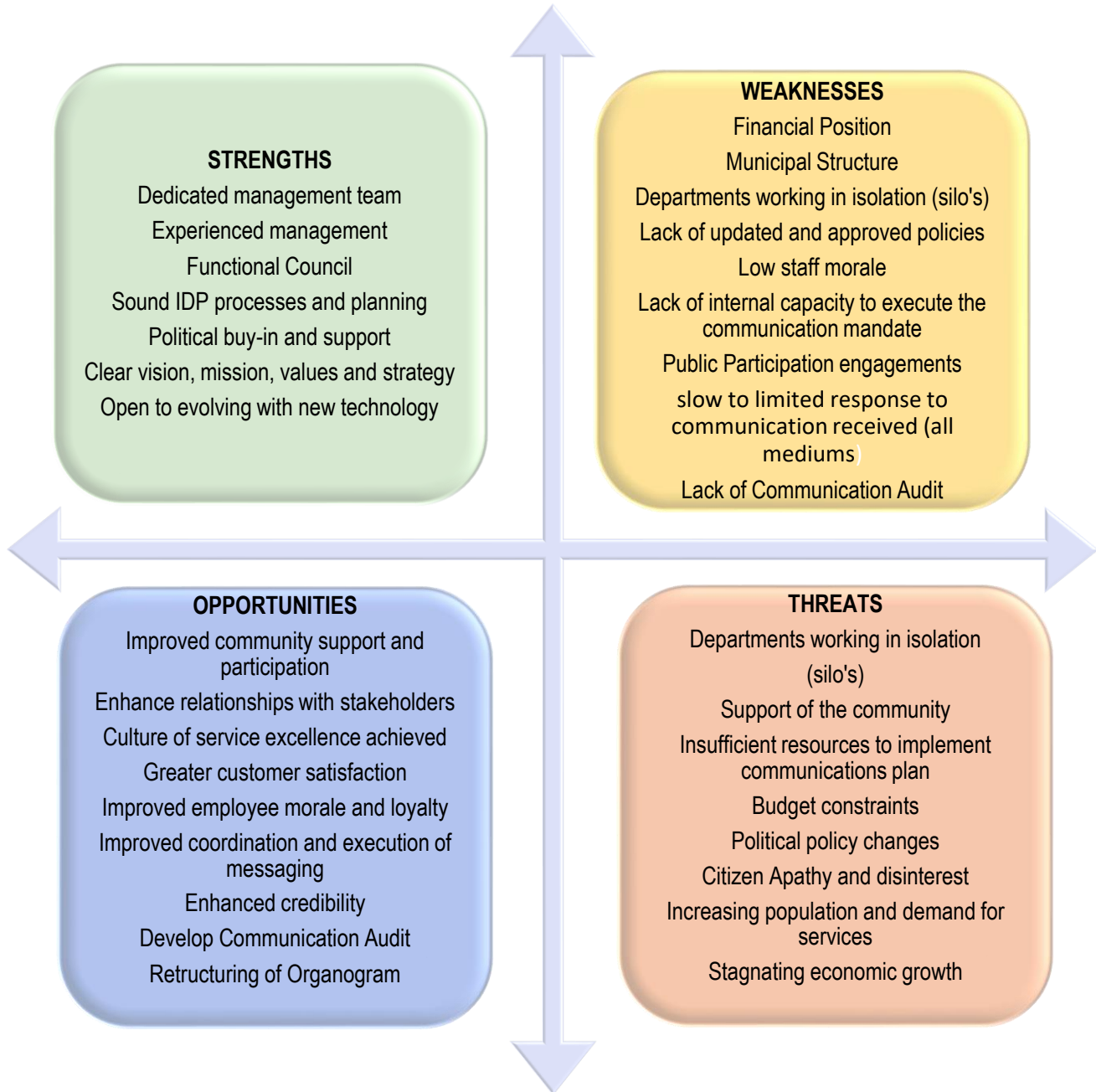
- The communication unit should ideally comprise officials to handle the following functions:
  - Internal communication.
  - External communication, including media and stakeholder liaison; media production; social media, marketing and branding.
- Municipal communicators should sit in on the Council and other committee meetings of the Council, to better understand policy, be in a better position to articulate it, and to present current affairs and advise on the communication implications of deliberations.
- It is recommended that the municipality establish an internal communication forum to coordinate communication activities within the municipality.
- It is recommended that frequent communication strategizing sessions be held, headed by the Executive Mayor and/or Municipal Manager, to provide communication guidance. These can be incorporated into existing structures as a key item or stand alone.
- Municipal communication officers should be represented on the district and provincial government communication forums (GCF's)
- Communication officers should participate in various strategic committees in the municipality, such as the Executive Mayoral Committee, so that they can appreciate the work of such committees and have direct information.
- The roles and key performance areas of the communication officer must be clearly defined.

- The rank of the official responsible for the overall communication services of the municipality should reflect the strategic importance of communication. The communication structure at Cape Agulhas Municipality should be revised in terms of positioning and capacity constraints.

### 5.3 SWOT ANALYSIS

The municipality strengths, weaknesses, opportunities and threats (swot) analysis are depicted below:

Figure 2 SWOT Analysis



#### 5.4 COMMUNICATION CHALLENGES

It remains a challenge to keep the community informed and actively involved in the affairs of the municipality. This challenge is exacerbated by multiple languages, differing levels of literacy and access to communication platforms. Communication with communities is never a one size fits all but rather a combination of interventions. The importance of good internal communication must also be stressed. If internal communication is not effective, it will be impossible to make external communication effective. The table below outlines some of the current challenges with suggested solutions.



## Cape Agulhas Municipality Communication Strategy 2023

Table 8 Communication challenges and proposed solutions

Focus area	Challenge	Proposed solutions
<b>Communications governance</b>	<ul style="list-style-type: none"> <li>- The Municipality does not have a communications policy or other communications related policies such as a social media, language policy etc.</li> <li>- The Municipality lacks communications workflows and standard operating procedures (SOP's).</li> </ul>	<ul style="list-style-type: none"> <li>- Review of Communication Strategy</li> <li>- Development of a Communication Policy</li> <li>- Development of a branding policy</li> <li>- Development of a Media Policy</li> <li>- Development of a Crisis Communication Policy</li> <li>- Development of a Public Participation Strategy and policy</li> <li>- Development of a Language Policy</li> <li>- Development of a social media Policy</li> <li>- Development of SOP's</li> </ul>
<b>Internal Communications</b>	<ul style="list-style-type: none"> <li>- Two-way communication between employees and management is limited on policy, programmes and issues affecting day-to-day implementation of tasks.</li> <li>- Poor communication with "outside staff" to inform them of activities that the Municipality plans or is intending to implement.</li> <li>- Staff who do not have computers often do not receive communications as they are reliant on their line managers / supervisors.</li> <li>- Poor communications between Councillors, between management and between Councillors and management</li> </ul>	<ul style="list-style-type: none"> <li>- Sufficient budgeting for communication projects</li> <li>- Establish an internal municipal Communication forum.</li> <li>- Internal presentation on the role of communication</li> <li>- Communication a standing agenda point to identify what meeting decisions are to be communicated internally or to the public.</li> <li>- Representation of communication in management meetings as a high-level strategic post (Communication Manager) to be considered within the organogram of the organization.</li> <li>- Engaging politicians, senior managers, and line managers to meet quarterly with their entire staff teams so that department policies and programmes are communicated to staff.</li> <li>- Internal attitude and perception surveys</li> <li>- Support from Human Resources to fulfil internal communication function with regards to policies and practices of government</li> <li>- Consider, explore, and create more internal communication platforms such as site meetings and SMS's to supervisors as well as two-way radio communications to reach out to the out-side staff.</li> <li>- Internal communications survey</li> </ul>

*Cape Agulhas Municipality Communication Strategy 2023*

<b>Focus area</b>	<b>Challenge</b>	<b>Proposed solutions</b>
<b>Public perception of municipal roles and responsibilities</b>	Residents do not always know the different roles and functions of the three spheres of Government and look to the Municipality to resolve all their governmental issues.	<ul style="list-style-type: none"> <li>- Utilise awareness campaigns to ensure communities are aware of what municipal services are available to them and how to access them.</li> <li>- Ensure an effective complaint handling system and customer friendly service centre is available to citizens.</li> <li>- Ensure feedback mechanisms.</li> <li>- Incorporate structured topics into the communication action plan.</li> <li>- Integrating development communication into municipal projects and public participation</li> <li>- Ensure that communication is a standing item on all ward committee and IDP meetings.</li> <li>- Ensure regular IDP updates in external and internal newsletters and advertising of the IDP Calendar.</li> <li>- Official photographs of the Mayor, Council and Municipal Manager to be mounted in all public reception areas</li> </ul>
<b>Accountability</b>	A lack of accountability measures for what, when and how often the municipality should communicate to communities.	<ul style="list-style-type: none"> <li>- Include a communication KPI for line departments.</li> <li>- Undertake a communication audit (Internally or externally)</li> <li>- Communication surveys (Internal and external)</li> </ul>
<b>External communications</b>	The effective and ongoing flow of communication to and from the municipality and residents.	<ul style="list-style-type: none"> <li>- Have a workshop with Ward Committees and Councillors on the effective use of communication.</li> <li>- Develop a distinct business 2 Business and Corporate communication strategy aimed at investors and local business in the area.</li> <li>- Ensure feedback mechanisms are in place and used effectively.</li> <li>- Data base development – key stakeholders</li> </ul>
<b>Communications capacity</b>	The communication unit comprises one official. An intern was assigned for the 2022-23 financial year, and this contract terminates on 30 June 2023	<ul style="list-style-type: none"> <li>- Revise the structure of the communications section.</li> <li>- Development of communication skills</li> </ul>

## 6 TARGET AUDIENCES

This strategy aims to reconcile the communication aims and objectives with the audiences, mediums and the messages to address the challenges experienced. The target audience for the Municipality is the entire population of the Cape Agulhas Municipality, including its own personnel. Different messages must be developed for different target audiences to address the different concerns and experiences with specific messages and communication methods in the following sequence.

- Identify and segment target audience.
- Suggest relevant content and messaging.
- Determine the appropriate medium for the intended audience.

### 6.1 INTERNAL AUDIENCES

The objective of internal communication is;

- to keep all employees – from the senior manager to the general worker – informed and mobilised to participate in the implementation of government’s projects/programmes for the realisation of its goals.
- to create a conducive working environment where all employees are informed, understand a common vision, and are inspired to work towards the same organisational goals.
- to establish a culture that it is built on the values and principles of Batho Pele.
- to introduce public servants to the values and mandate of government so that they can act as its key ambassadors and messengers.
- to encourage the sharing of knowledge and best practice in government internal communications to promote service excellence.
- to enable all employees to articulate the department’s vision, mission, and mandate.
- to build a professional public service and a capable state.

Internal communication is essentially about empowering internal staff with information on IDP, Council resolutions, Policies, Ward Councillors and the role and function of Ward Committees, campaigns, and events. And ensure that all staff members understand the mandate, vision, mission, values and the strategic plan of the municipality and each department.

The municipality will, over the next five years intensify training of its staff and political principals including councillors on basic communications skills. These are the ambassadors of the municipality and capacitating them on various aspects of the functions of the municipality is important if the implementation of the communication strategy is to be successful.

The municipality will embark on aggressive internal communication campaigns aimed at changing the behavioural patterns of municipal staff in rendering services to clients to create a positive image and reputation of the municipality.

There are currently two major internal communication challenges that the Municipality must address:

- Communication with “outside staff” is equally important as they are often not informed on activities that the municipality plans or is intending to implement. The municipality is considering exploring and create more communication platform such as site meetings and sms’s to supervisors as well as two-way radio communications to reach out to the out-side staff.
- Two-way communication between employees and management is limited on policy, programmes and issues affecting day-to-day implementation of tasks.

The Municipal Manager is the designated official responsible for authorising and overseeing the distribution of all internal materials, unless he/she delegates this authority to other employees, clearly set out powers and responsibilities in writing.

## 6.2 EXTERNAL AUDIENCES

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.

Residents do not always know the different roles and functions of the three spheres of Government. External Communication should therefore focus on the following:

- Raise awareness and educate communities on the policies of the Municipality e.g. Credit Control and Debt Collection Policy, etc.
- Engage citizens in conversation around critical issues.
- Clear out any negative perceptions that arise.

The Municipal Manager is the designated official responsible for authorising and overseeing the distribution of all external materials, unless he/she delegates this authority to other employees, clearly set out powers and responsibilities in writing.

## 6.3 INTERNAL AND EXTERNAL STAKEHOLDERS

The table below identifies key stakeholder and target audiences who will be the recipients of internal and external communication.

*Table 9 Internal and external stakeholder*

*Cape Agulhas Municipality Communication Strategy 2023*

<b>Internal</b>	<b>External</b>
<ul style="list-style-type: none"> <li>- Municipal Staff:</li> <li>- Municipal Manager</li> <li>- Directors</li> <li>- Managers</li> <li>- Supervisors</li> <li>- All other staff</li> <li>- Elected Public Representatives:</li> <li>- Executive Mayor</li> <li>- Speaker</li> <li>- Mayoral Committee</li> <li>- Portfolio Committees</li> <li>- Municipal Council</li> <li>- Ward Committees</li> </ul>	<ul style="list-style-type: none"> <li>- Community Members/Residents</li> <li>- Community Development Workers (CDW's)</li> <li>- Ratepayers/ Property Owners</li> <li>- Voters</li> <li>- Political Parties</li> <li>- Community Based Organisations such as Sporting bodies, youth forums etc</li> <li>- Local Business Owners</li> <li>- Focus Groups: Women, Children, Youth, Disabled, elderly etc</li> <li>- Commercial Farmers</li> <li>- Agri workers</li> <li>- Faith Based Organisations</li> <li>- Academic Institutions</li> <li>- Local, Regional, National International Media and Media Organisations</li> <li>- Visitors/Tourists</li> <li>- Property Developers</li> <li>- Investors</li> <li>- Provincial and National Government</li> <li>- District Municipality</li> <li>- GCIS</li> <li>- Local Law Enforcement Authorities</li> <li>- Other spheres of government</li> <li>- SALGA</li> <li>- Suppliers</li> <li>- Contractors</li> <li>- Labour Organisations</li> <li>- Business Structures</li> <li>- Non-Governmental Organisations</li> </ul>

## 7 MESSAGES AND CHANNELS

### 7.1 MESSENGERS AND COMMUNICATORS

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

The Office of the Municipal Manager is central to the process of effective communication between the municipality and the residents. It is therefore ideal that the division where the communications unit is housed be headed up by a person who reports directly to the Municipal Manager.

Communication with the media should be restricted to the offices of the Municipal Manager and the Mayor unless it is agreed upon that another 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 speak with one voice and convey one message.

Frontline staff like Receptionists, telephonists and credit control officials are a 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.

The municipality has identified the following officials as messengers of the Cape Agulhas municipality:

*Table 10 Messengers of the Cape Agulhas Municipality*

<b>Communicator</b>	<b>Messaging Category</b>
<b>The Executive Mayor</b>	<ul style="list-style-type: none"> <li>- The Executive Mayor is the chief communicator on all Municipal programmes. He / she can delegate these responsibilities whenever required.</li> <li>- The Executive Mayor together with the Municipal Manager, Division Head Strategic Planning and Administration and Head of the Communication Section are responsible for defining the annual communication priorities, objectives, and requirements.</li> <li>- Matters of policy yet to be adopted.</li> </ul>
<b>Speaker</b>	<ul style="list-style-type: none"> <li>- All comment relating to Council rules of order.</li> <li>- The key person for all public participation matters.</li> </ul>
<b>Executive Mayoral Committee (MAYCO) members</b>	<ul style="list-style-type: none"> <li>- All aspects of Council policy and programmes in their portfolio.</li> <li>- May be delegated as spokespersons on an issue by the mayor.</li> </ul>
<b>Councillors</b>	<ul style="list-style-type: none"> <li>- Comment on all activity in their ward except for matters that are subject to policy still to be adopted</li> </ul>
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>- The Municipal Manager is the Accounting Officer and therefore serves as the spokesperson for the Municipality on all municipal administrative matters, he/ she can delegate these responsibilities to the Head of Communications whenever</li> </ul>

## Cape Agulhas Municipality Communication Strategy 2023

Communicator	Messaging Category
	<p>required. However, on individual matters the affected Councillor may respond in consultation with the Mayor through the Office of the Municipal Manager.</p> <ul style="list-style-type: none"> <li>- He/she ensures that a communications strategy is approved and reviewed annually to be in line with the Municipality communication objectives and reflects the Municipality's priorities.</li> <li>- 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.</li> <li>- Matters of policy yet to be adopted.</li> <li>- Information around any legal processes the municipality might be engaged in.</li> <li>- 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.</li> <li>- All media enquiries unless delegated otherwise.</li> </ul>
<b>Directors and Managers</b>	<ul style="list-style-type: none"> <li>- Any area of business in their cluster. May be delegated spokespersons on an issue by the Municipal Manager. On all aspects of their service areas on approval by the Municipal Manager.</li> <li>- Queries from journalists will be referred to Directors / Managers for comment / clarification / information in consultation with the Communication Unit. Comment will then go out in the name of the Municipal Manager unless indicated otherwise.</li> <li>- Media enquiries are subject to the approval of the Municipal Manager.</li> <li>- All official communication with the public in consultation with the Communication Unit (i.e Billboards, articles, pamphlets, signage, etc.).</li> <li>- Provide Communication with the relevant information about all service delivery outages as and when they happen.</li> </ul>
<b>Municipal Communication Spokesperson</b>	<ul style="list-style-type: none"> <li>- Serves as the Head of Communication Section and is bestowed with the overall authority regarding the municipality's communications function. He/she is responsible for.</li> <li>- setting up and managing the communication section</li> <li>- co-coordinating all communications activities.</li> <li>- staffing and managing all officials placed within the communications unit.</li> <li>- procuring of communication products and services</li> <li>- planning and managing the communications budget</li> <li>- managing all the municipal communications platforms</li> <li>- developing and managing the budget of the communication section</li> <li>- appointment of communication service providers</li> <li>- provides communication advice to the Executive Mayor, Municipal Manager and Directors</li> <li>- co-ordinating liaison with the media which includes arranging media conferences, issuing of media statements and handling media queries.</li> <li>- managing the Municipal website and social media platforms</li> <li>- managing the image and brand of the municipality</li> <li>- content management of all internal and external communication and this include editing and or translation activities.</li> <li>- managing the assets of the section</li> </ul>
<b>Communication Unit</b>	<ul style="list-style-type: none"> <li>- 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 and shall provide strategic advice and direction regarding communication policy development, programme planning and programme implementation; develop and</li> </ul>

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Communicator	Messaging Category
	implement communication plans and produce publications for information dissemination.
<b>District and Provincial Communicators Forums</b>	- District and Provincial Communicators Forums have been established and meetings are held quarterly. These Forums is a strategic platform for information sharing and coordination with local government departments and other government agencies within the district and province.

### 7.2 COMMUNICATION CHANNELS AND PLATFORMS

The most appropriate communication channels must be identified to transmit key messages to each target audience. The use and preference of relevant communication platforms for different audiences is important in understanding the different needs of message recipients. The Municipality will on an ad hoc basis assess and review the relevance and effectiveness of communication platforms in partnership with GCIS and CDWs for proper packaging of messages. The Communication channels that the Municipality will utilize include the following:

*Table 11 Communication channels and platforms*

Category	Internal	External
<b>Direct person to person Communication</b>	<ul style="list-style-type: none"> <li>- One-on-one discussions</li> <li>- Staff meetings</li> <li>- Online meetings (Teams)</li> <li>- Council meetings</li> <li>- Mayco meetings</li> <li>- Portfolio meetings</li> <li>- Telephone conversations</li> <li>- Workshops</li> <li>- Training sessions</li> <li>- Speeches</li> <li>- Presentations</li> <li>- Team building</li> </ul>	<ul style="list-style-type: none"> <li>- One-one-one appointments</li> <li>- Telephone conversations</li> <li>- Council meetings (Streamed / open to public)</li> <li>- Ward Committee meetings</li> <li>- IDP &amp; Budget meeting and Imbizos</li> <li>- Stakeholder meetings</li> <li>- Information sessions eg Housing meetings</li> <li>- Presentations</li> <li>- Community / Public Events</li> <li>- Public Participation initiatives</li> <li>- Workshops</li> <li>- Training sessions</li> <li>- Media Briefings</li> <li>- Thusong Service Centres</li> </ul>
<b>Print Media</b>	<ul style="list-style-type: none"> <li>- Internal Newsletters</li> <li>- Memo's/ Circulars</li> <li>- Letters</li> <li>- Informal notes</li> <li>- Salary Advice Slip</li> <li>- Pamphlets</li> <li>- Information brochures</li> <li>- Staff notice boards</li> </ul>	<ul style="list-style-type: none"> <li>- Individual Letters</li> <li>- Press releases</li> <li>- Local newspapers</li> <li>- External newsletters</li> <li>- Pamphlets</li> <li>- Flyers</li> <li>- Posters</li> <li>- Municipal Accounts</li> <li>- Advertisements</li> <li>- Knock and drops</li> </ul>
<b>Electronic media</b>	<ul style="list-style-type: none"> <li>- Intranet</li> <li>- Emails</li> <li>- Website</li> <li>- In-house Videos</li> </ul>	<ul style="list-style-type: none"> <li>- E-mail</li> <li>- Bulk SMS</li> <li>- WhatsApp Groups</li> <li>- Internet/ Digital Media</li> </ul>



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<b>Category</b>	<b>Internal</b>	<b>External</b>
	<ul style="list-style-type: none"> <li>- Employee attitude surveys</li> <li>- Computer Screen Savers</li> <li>- Memory Cloud</li> <li>- WhatsApp Groups for:</li> <li>- Council and Directors</li> <li>- Emergency Team &amp; Communication</li> </ul>	<ul style="list-style-type: none"> <li>- Municipality Official Website</li> <li>- Radio</li> <li>- Television / Video's</li> <li>- Video Podcasts and Livestreams</li> <li>- Social Media: Facebook, Twitter, Instagram, LinkedIn, YouTube, Tik Tok</li> <li>- Business Directory Listings</li> <li>- Events Calendars</li> <li>- Video Clips</li> <li>- Front of house TV Screens</li> <li>- Mobile Applications (Collab Client App)</li> </ul>
<b>Forums</b>	<ul style="list-style-type: none"> <li>- Management Meetings</li> <li>- Various internal committee meetings</li> <li>- LLF</li> <li>- Employment Equity</li> <li>- Training Committee</li> <li>- OHS Committee</li> </ul>	<ul style="list-style-type: none"> <li>- CAMAF</li> <li>- LED Forums</li> <li>- Youth Council</li> <li>- District Coordinators Forum (DCF)</li> <li>- DCFTech</li> <li>- Provincial and District Public Participation &amp; Communication Forums</li> <li>- Informal settlement / housing committees</li> <li>- LDAC</li> <li>- Sport Council</li> <li>- Youth Council</li> <li>- Municipal Council Meetings</li> <li>- Ward Committee Meetings</li> <li>- Minmay Forum</li> <li>- Minmay Tech Forum</li> <li>- Primer's Coordinators Forum (PCF)</li> </ul>
<b>Other</b>	-	<ul style="list-style-type: none"> <li>- Notice Boards                             <ul style="list-style-type: none"> <li>o Libraries</li> <li>o Municipal Offices</li> <li>o Thusong</li> </ul> </li> <li>- Local Shop Notice Boards</li> </ul>

## 8 COMMUNICATION PLANING

The Municipality will identify key themes for the term of the Communication Strategy to be reviewed annually. These themes should be reflective of the goals of the IDP and other key municipal strategies.

### 8.1 CAMPAIGN THEMES

It is imperative that residents know what services are available to them and how to access them. Several campaigns have been identified to address this, which will be implemented over the term of the strategy. Many of these can also be applied internally. The listed content is not an all-inclusive list and can be varied during detail planning of each years / quarters action plan.

Table 12 Campaign Themes

Campaign	Purpose and content
<b>Know your Municipality</b>	<ul style="list-style-type: none"> <li>- Share the vision, mission, institutional values and strategic goals and objectives.</li> <li>- Inform residents who the key officials at the municipality are, the services offered from the various departments, and how to access them, with specific reference to the Service Charter.</li> <li>- Introduce staff linked to a post / function to the community</li> </ul>
<b>Know your Councillor</b>	<ul style="list-style-type: none"> <li>- Inform residents who their Councillors are, the purpose of the Councillor, and how to contact and communicate with the Councillor.</li> </ul>
<b>Know your Ward Committees</b>	<ul style="list-style-type: none"> <li>- Inform residents who their Ward Committee is, the purpose of the Ward Committee and its members, and how to contact the Ward Committee members and participate in their Ward based meetings.</li> </ul>
<b>Know your Community Development Workers (CDW's)</b>	<ul style="list-style-type: none"> <li>- Inform residents about their CDW, the purpose of the CDW, and how to contact and communicate with the CDW.</li> </ul>
<b>Know your Municipal Manager</b>	<ul style="list-style-type: none"> <li>- Inform residents about their Municipal Manager, the administration and accounting officer function, and how to contact and communicate with the Municipal Manager.</li> </ul>
<b>Revenue Collection</b>	<ul style="list-style-type: none"> <li>- Communicate the draft and approved budget and adjustment budgets including policies and tariffs.</li> <li>- Communicate monthly, quarterly, and mid-year revenue and expenditure reports.</li> <li>- Methods of account payment.</li> <li>- Keeping contact details up to date on the accounts database.</li> <li>- General and supplementary valuation rolls</li> </ul>
<b>Youth Development</b>	<ul style="list-style-type: none"> <li>- Information on the bursary assistance</li> <li>- Information on skills development opportunities and programmes</li> <li>- Arts and Culture programmes.</li> <li>- Feel good stories.</li> <li>- Sport development initiatives.</li> </ul>
<b>Rural Development</b>	<ul style="list-style-type: none"> <li>- Skills development initiatives.</li> <li>- Basic Adult Education opportunities.</li> <li>- Progress and initiatives of rural development activities.</li> <li>- Opportunities for funding</li> </ul>

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	<ul style="list-style-type: none"> <li>- Communication of information relevant to farm workers</li> </ul>
<b>Social Development</b>	<ul style="list-style-type: none"> <li>- Gender and woman empowerment</li> <li>- Social Crime Prevention</li> <li>- Health Programmes (immunisation etc).</li> <li>- Applications for donations</li> <li>- LDAC and other substance abuse programmes</li> </ul>
<b>Early childhood development</b>	<ul style="list-style-type: none"> <li>- ECD Programmes.</li> </ul>
<b>Poverty Alleviation and reduction</b>	<ul style="list-style-type: none"> <li>- Indigent and poor household support</li> </ul>
<b>Organisational Performance Management</b>	<ul style="list-style-type: none"> <li>- Senior managers performance agreements.</li> <li>- Quarterly and mid- year performance reports</li> <li>- SDBIP and SDBIP amendments</li> <li>- Staff member of the month recognition system / recognition of exceptional performance.</li> </ul>
<b>Fire and Disaster Management</b>	<ul style="list-style-type: none"> <li>- Emergency numbers and how to prevent fires and act during a fire.</li> <li>- Disaster management plan</li> </ul>
<b>Vandalism Awareness</b>	<ul style="list-style-type: none"> <li>- Encourage the community to become whistle blowers when they see vandalism in their neighbourhood.</li> </ul>
<b>Gather Public comments on published documents, specifically the Annual Report, Budget, IDP and SDF</b>	<ul style="list-style-type: none"> <li>- Utilise all the relevant communication platforms to ensure the community is informed how to access and provide input on documents.</li> <li>- Summarise pertinent parts of these documents into smaller posts, to give a better understanding of the importance of viewing and commenting on these documents.</li> <li>- Communicate ward meetings scheduled for input and development of key strategic documents.</li> <li>- Communicate public meetings and engagements.</li> <li>- Annual audit outcomes</li> </ul>
<b>Customer care</b>	<ul style="list-style-type: none"> <li>- Explain the role of the call centre (future)</li> <li>- Explain how to complain, where to complain and the referencing system.</li> <li>- Inform the community of the office hours and after-hours phone numbers and contact details.</li> <li>- Inform the community of the Client Services Charter</li> <li>- Internal training on charter and complaints system</li> </ul>
<b>Top complaints</b>	<ul style="list-style-type: none"> <li>- Identify the top issues complained about and communicate on the topic - challenges, progress and envisaged resolution</li> </ul>
<b>Thusong centre</b>	<ul style="list-style-type: none"> <li>- Explain the various services offered at the Thusong Centre, operating hours, etc.</li> </ul>
<b>Libraries</b>	<ul style="list-style-type: none"> <li>- Inform the community of services at their libraries.</li> <li>- Memberships fees, rules of using the facility, special programmes, after school support.</li> <li>- Library week programmes</li> </ul>
<b>Electricity</b>	<ul style="list-style-type: none"> <li>- How to apply for a connection</li> <li>- How to save electricity</li> <li>- Impacts of load shedding on the municipality</li> <li>- Small Scale Embedded Generation policy and procedures</li> <li>- Tariffs (Block system)</li> <li>- How to report electrical faults – Municipality and ESKOM.</li> <li>- Illegal electrical connections, particularly the risks.</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>- Water savings campaign to sensitise the public to use water sparingly.</li> <li>- Dam and reservoir levels.</li> <li>- Water restrictions</li> </ul>

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	<ul style="list-style-type: none"> <li>- Water quality laboratory results</li> </ul>
<b>Waste Removal / Illegal Dumping</b>	<ul style="list-style-type: none"> <li>- Encourage residents' involvement and ownership to get involved in community clean-up campaigns.</li> <li>- Address illegal dumping of waste/ how and why to report it (incentives whistle blowing).</li> <li>- Tariffs</li> <li>- The various landfill sites, their services and operating hours.</li> <li>- How to enquire and complain on services in this regard.</li> <li>- Inform of pest control matters.</li> </ul>
<b>Recycling</b>	<ul style="list-style-type: none"> <li>- Encourage a mind-shift amongst community members to recycle, interesting statistics, how the process of recycling works, community involvement and feel-good community stories of reused materials, the bag and wheelie bin system.</li> <li>- Report on waste reduction and recycling statistics.</li> </ul>
<b>Information pieces on facilities: (Cemeteries Community Halls, Parks, Sport facilities and resorts)</b>	<ul style="list-style-type: none"> <li>- Tariffs, booking process and rules.</li> <li>- Vandalism and community ownership of facilities as well as incentives on whistle blowing.</li> <li>- Communicate the various facilities that are available</li> </ul>
<b>Town planning</b>	<ul style="list-style-type: none"> <li>- The Spatial Development Framework, and amendments thereto and how to participate.</li> <li>- Planning By-law and zoning scheme</li> <li>- House shop applications</li> <li>- Business licences</li> </ul>
<b>Building control</b>	<ul style="list-style-type: none"> <li>- Submission and approval of building plans process and costs</li> <li>- Process if you want to build a second dwelling in your yard etc.</li> <li>- How to report illegal building activities</li> </ul>
<b>Traffic Services</b>	<ul style="list-style-type: none"> <li>- The various offices and contact information, how to apply for a learners and license, registration of motor vehicles, how to pay your fine. The importance to check if your public transport has an operating license. The duties of the Law enforcement department.</li> </ul>
<b>Local economic development and tourism</b>	<ul style="list-style-type: none"> <li>- Trade and investment promotion and activities</li> <li>- LED Strategies and incentives</li> <li>- LED events – eg investment summits</li> <li>- Funding opportunities</li> <li>- Entrepreneurship opportunities and workshops</li> <li>- Access to business services eg SARS visits etc</li> <li>- Informal trading licences</li> <li>- Activities and events in the area – eg Patatfees</li> <li>- General tourist information</li> <li>- Tourism offices</li> <li>- Tourist road signage application procedure</li> </ul>
<b>Housing Administration</b>	<ul style="list-style-type: none"> <li>- Application process for low-cost housing subsidies. Who can apply for housing benefits, subsidies, maintaining your house, etc.</li> <li>- Keeping information updated.</li> <li>- Housing projects</li> <li>- Informal settlements – how to apply for a site, services etc.</li> <li>- Reporting land invasions</li> </ul>
<b>Supply Chain Management</b>	<ul style="list-style-type: none"> <li>- Registration on the data base</li> <li>- Supply Chain policy</li> <li>- Access to advertised Quotations and Tenders</li> </ul>
<b>Capital projects progress</b>	<ul style="list-style-type: none"> <li>- Report on the capital projects identified in the budget and update on the progress.</li> </ul>

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<b>Environmental matters</b>	<ul style="list-style-type: none"><li>- Communicate air pollution matters.</li><li>- Communicate noise pollution matters.</li><li>- Environmental plans and policies (future)</li><li>- How to report environmental transgressions</li></ul>
<b>Risk, anti-fraud and anti-corruption</b>	<ul style="list-style-type: none"><li>- How to report fraud and corruption</li><li>- Code of ethics</li></ul>
<b>Communication</b>	<ul style="list-style-type: none"><li>- How to communicate with your Municipality and the platforms the municipality will communicate with you.</li></ul>

### 8.2. ANNUAL ACTION PLAN

Every Communication Strategy should have an action plan that clearly outlines the actions that are required to give effect to the communication strategy. This action plan should be developed annually and should contain sufficient information to budget effectively for implementation. It is very important to ensure that the plan is developed collaboratively. The plan will be reviewed quarterly to ensure that it remains relevant and applicable and that new campaigns can be added in an orderly manner.

The table below comprises a draft action plan for the remainder of 2023 which is developed with due cognisance of the existing capacity constraints. A back-to-basics approach needs to be adopted for communications in the first year of the strategy, and much focus will be put on the governance issues such as policy development, operating procedures etc. The establishment and integration of our communications platforms is also very important as is the development of a corporate branding policy. It must be ensured that there is a logic to the prioritisation of the different steps in the action plan.

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Table 13 Draft Action Plan 2023

Action Plan	Description of Activities	Timing	Role Players
<b>IDP / Budget Imbizos and input meetings</b>	<ul style="list-style-type: none"> <li>- Advertising and mobilizing (loud hailing, notices, posters, social media, website, radio)</li> <li>- Meeting logistics (attendance, branding, sound, photography and collation of inputs)</li> <li>- Publication of summaries of approved budget / IDP</li> </ul>	<p>April – May 2023</p> <p>September - October 2023</p>	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Public Participation</li> <li>- IDP</li> <li>- Office of the Mayor</li> <li>- BTO</li> <li>- Directors and managers</li> </ul>
<b>SDF Interested and affected party engagements</b>	<ul style="list-style-type: none"> <li>- Advertising and mobilizing (notices, press, social media, website, radio)</li> <li>- Meeting logistics (attendance, branding, sound, photography and collation of inputs)</li> </ul>	April – May 2023	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Public Participation</li> <li>- Town Planning</li> </ul>
<b>Masakhane registration</b>	<ul style="list-style-type: none"> <li>- Advertising and mobilizing (loud hailing, notices, posters, social media, website, radio)</li> </ul>	April - June 2023	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Masakhane Office</li> <li>- Manager Revenue</li> </ul>
<b>Internal newsletters</b>	<ul style="list-style-type: none"> <li>- Internal Newsletter (Die Kammetjie) quarterly and Die Kammetjie Lite as needed)</li> </ul>	April 2023 July 2023	<ul style="list-style-type: none"> <li>- Communication</li> <li>- All directorates and departments</li> </ul>
<b>External newsletters</b>	<ul style="list-style-type: none"> <li>- External Newsletter (Municipal Matters) bi- annually.</li> </ul>	June / July 2023 December 2023	<ul style="list-style-type: none"> <li>- Communication</li> <li>- All directorates and departments</li> </ul>
<b>Establish a communication forum internally</b>	<ul style="list-style-type: none"> <li>- Draft terms of reference that define membership, roles and responsibilities for approval by the MM.</li> <li>- First meeting to review communication plan for first quarter of new financial year</li> </ul>	June 2023	<ul style="list-style-type: none"> <li>- Communication</li> <li>- MM</li> <li>- All directorates</li> </ul>
<b>Launch and promotion of App</b>	<ul style="list-style-type: none"> <li>- Launch of app</li> <li>- Ongoing campaign to encourage people to use it.</li> <li>- Report on usage</li> <li>- Graphics for standard notices</li> </ul>	May 2023 (Launch) Monthly thereafter	<ul style="list-style-type: none"> <li>- Communication</li> </ul>
<b>Website Management</b>	<ul style="list-style-type: none"> <li>- Update and maintenance of the website</li> <li>- Assessment and Audit of the Website</li> <li>- Website launch</li> <li>- Website policy and SOP</li> <li>- Graphics for standard notices</li> </ul>	<p>Daily Activity</p> <p>Annual (according to RBAP) July 2023 June 2023</p>	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Mayor's office</li> <li>- Communication, Internal Audit</li> </ul>
<b>Media and Press Releases</b>	<ul style="list-style-type: none"> <li>- Selected issues of interest that have an impact on the Municipality as approved by the Municipality</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Executive Mayor's Office / Council</li> <li>- Municipal Manager</li> <li>- Directors</li> </ul>
<b>Service delivery messages</b>	<ul style="list-style-type: none"> <li>- Notices on all platforms as and when required</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>-</li> </ul>

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<b>Customer Care Outreach</b>	-		-
<b>Live Streaming</b>	<ul style="list-style-type: none"> <li>- Council Meetings</li> <li>- Other Meetings and public engagements that can be live streamed as required.</li> </ul>	<p>Council Meetings as per Schedule Others as per importance to Council</p>	<ul style="list-style-type: none"> <li>- Communications</li> <li>- ICT</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>- Various events – refer to annual events plan to be developed</li> </ul>	ongoing	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Mayor’s office</li> <li>- All Directors and Management</li> </ul>
<b>Executive Mayors Special Statements and tributes</b>	<ul style="list-style-type: none"> <li>- Includes but not limited to                             <ul style="list-style-type: none"> <li>o Festive Season Message</li> <li>o Arrive Alive Message</li> <li>o Schools Reopening Message</li> <li>o Matric results Message</li> <li>o Festivals and Sporting events</li> </ul> </li> </ul>	Annually	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Executive Mayor’s Office</li> <li>- Communication</li> </ul>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>- Media Liaison - draft proactive press releases to media</li> <li>- Draft Speeches and presentations</li> <li>- Compile and design communication materials (Brochures &amp; Flyers)</li> <li>- Photograph Municipal events and functions.</li> <li>- Video-graph Municipal events and functions</li> <li>- Establish an interactive and responsive social media presence (Facebook and Twitter).</li> <li>- Promote social media platforms Facebook, Twitter, Instagram and Tik Tok to increase reach.</li> <li>- Place advertisements (tenders, quotations, vacancies, notices)</li> <li>- Communications training and development</li> <li>- Data base development</li> </ul>		-
<b>Communication governance</b>	<ul style="list-style-type: none"> <li>- Brand management policy and associated templates</li> <li>- Media policy</li> <li>- Communication policy</li> <li>- Public participation strategy</li> <li>- Crisis and disaster communications plan (2024)</li> <li>- Social media policy and strategy (2024)</li> <li>- Language policy (2024)</li> <li>- Social media policy and strategy (2024)</li> <li>- Revise communication strategy (2024)</li> </ul>	Dec 2023	<ul style="list-style-type: none"> <li>- Communication</li> <li>- Public participation</li> <li>- Management and Directors</li> </ul>

## 9 PROTOCOL OF THE COMMUNICATION STRATEGY

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

## 10 REFERENCES AND ACKNOWLEDGEMENTS

This Communication Strategy has been formulated by the Cape Agulhas Municipal Communication unit in collaboration with the Western Cape Department of Local Government: Public Participation and Communication Unit and Government Communication Information System's (GCIS).

Sources Consulted:

- Communications 2000: A vision for government communications in South Africa, Report of the Task Group on Government Communication, October 1996.
- GCIS Government Communicators Handbook 2014/17. Available from: [www.gcis.gov.za/files/docs/resourcecentre/guidelines/handbook](http://www.gcis.gov.za/files/docs/resourcecentre/guidelines/handbook)

## 11 STRATEGY DEVELOPMENT AND REVIEW HISTORY

This is the first five-year communication strategy for Cape Agulhas Municipality. The document should be workshopped with Council and management, be refined and submitted to Council for approval. This Communication Strategy should be revised annually before the beginning of each financial year within the current five (5) year term of Council and a detailed monthly and quarterly communication action plans be developed by the Communication Unit.

Status	Council Approval	Resolution Number
First approval	31 May 2023	104/2023
Review		
Review		
Review		
Review		
Review		



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## ACRONYMS AND ABBREVIATIONS

Abbreviation	Meaning
GCIS	Government Communication and Information System
CAMAF	Cape Agulhas Municipal Advisory Forum
CDW	Community Development Worker
COGTA	Cooperative Governance and Traditional Affairs
DCF	District co-ordinating Forum
DLG	Department of Local Government (Provincial)
ECD	Early Childhood Development
IDP	Integrated Development Plan
KPA	Key Performance Areas
LDAC	Local Drug Action Committee
LED	Local Economic Development
NDP	National Development Plan
ODM	Overberg District Municipality
RBAP	Risk Based Audit Plan
SDBIP	Service Delivery Budget Implementation Plan