

MBHASHE COMMUNICATION STRATEGY



THEME:

"Back to Basics by putting our people first and engaging with our communities, to build better and sustainable communities"

APPROVED BY:

MR M NAKO
MUNICIPAL MANAGER

DATE: 17/06/22

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DATE: 17/06/22

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1. INTRODUCTION

Communication is a strategic tool for any institution that provides the public with timely, accurate and clear information about its policies, procedures, programmes and services. Our democratic government is committed to the principle of BathoPele (People must come first). The National Government Communication Framework promotes an informed citizenry for the creation of enabling environment within which better and sustainable communities can be built. The Integrated Development Plan (IDP) of Mbhashe Local Municipality also promotes effective communication of the institution's business to its stakeholders by 2021. This Strategy takes cognisance of the recently launched operation Masiphathisane by the Eastern Cape Premier as one of the communication tools aimed at improving service delivery.

This strategy also promotes regular interaction with citizens at all times to reduce the level of frustration and anger among people who demand service delivery. When there is a delay, they should be informed.

2. BACKGROUND

Developmental communication is one of the ways of communicating to local communities, as local government is the corner stone of service delivery and the sphere of government that is closest to communities. It is therefore critical that municipalities develop and sustain adequate communication structures that will give them an effective platform for engaging them in a proactive basis with citizens.

Mbhashe Municipality (EC 121) a category C municipality falls within the Amathole District Municipality (ADM) and consists of 32 wards and 62 Councillors. The municipality is strategically allocated in the south eastern part of the Eastern Cape Province, and is bound by the Qhora River in the south to Mncwasa River in the north along the Indian Ocean. Mbhashe occupies a strategic geographic position within the Amathole District municipality and covers approximately 3200 km² in extent (after the last national elections). It is estimated that the new additions of few villages from Intsika Yethu and Mnquma could be estimated to about 200 square kilometres of land. There are three main urban centres, namely Idutywa, Willowvale (Gatyana) and Elliotdale (Xhora). Idutywa is the administrative head centre of the municipality.

3. GUIDING FRAMEWORK

The local communication strategy will be reviewed by utilizing the Legislative guidelines outlined in the Constitution of South Africa:

- Constitution of the Republic of South Africa 1996 Section 32, gives a right to everyone to access any information held by state.
- Local Government: Municipal Systems Act 32 of 2000, as amended in Chapter 4, which requires public participation of community members and stakeholders
- Promotion of Access to Information Act No.14 of 2000 which indicates how communities can access information. This strategy is also guided by the prescripts of the Local Government Communication System, the National Communication Strategy; the Back to Basics Programme, municipal Integrated Development Plan (IDP) and SALGA National Communications Conference Resolutions (May 2006)
- Section 75 of the Local Government Municipal Finance Management Act 56 of 2003 which stipulates the documents that must be placed published on the municipal website.

Why strategize for Communication?

A thousand voices speaking without a common message and single purpose will in the end just make an indistinct noise that few will hear. We communicate in a noisy world, competing for attention with voices that have objectives that are different and often opposing and we do so in a world made up of a vast array of interests and concerns, and a world in which everyday concerns weigh heavily on most people. Government considers communication to be a strategic element of service delivery.

4. COMMUNICATION OBJECTIVES

- To promote and preserve the corporate identity of Mbhashe LM.
- To encourage community participation within the Mbhashe Local municipality to partake in government programmes.
- Promote understanding of Mbhashe municipal policies and raise awareness of the achievements of municipality, future plans and programmes.
- Communicate IDP processes, Budget and Performance management system of the municipality.
- To strengthen and improve internal and external communication systems.

- To strengthen relations between Mphashe and its stakeholders (internal and external)
- To create and maintain sound relations with the media, community media in particular.
- To ensure maximum use of war rooms to bridge information gap.
- To communicate successes and challenges in service delivery.

5. INTERNAL ENVIRONMENT

Mphashe Local Municipality councillors and employees are the ambassadors of the local municipality and therefore they should be able to articulate all government programs, plans, achievements, challenges and policies. Internal Communication has improved as there are monthly and quarterly staff meetings as well as a calendar of events that is circulated weekly amongst staff. Introduction of intranet is also envisaged to bridge information gap.

6. EXTERNAL ENVIRONMENT

6.1. Community Environment

- Understanding community environment within the Mphashe Local Municipality is imperative so as to be conversant with current atmosphere and be able to structure communication in a more relevant manner. Environmental assessment is based on IDP and Budget Road Shows, door to door programmes, Environmental assessment reports, and Surveys, (GCIS), Presidential Hotline, Public and Media enquiries. Further assessment will be done through war rooms. Generally public mood has positive attitude about Mphashe Municipality, but they feel that service delivery is slow in terms of Roads infrastructure and electrification historical backlog, especially in Elliotdale.
- They have mixed feelings about the maintenance of provincial and municipal roads within Mphashe and general infrastructure development.
- lack of jobs and substance abuse contributes to crime and despondency about the future.
- Outcomes and achievements of government are not properly profiled, properly communicated and understood by communities due to the limited budget in Communications Unit.

7. Media

Media is segmented into three categories viz. National, Regional and Local, each of them has a different agenda.

- a) **Local Media** (Isolomzi Express, Isolezwe lesixhosa, Khanya FM, UCR FM and Vukani FM etc.)

Local media is more supportive of government programs but is not maximally used due to limited budget allocation. Under Mbhashe jurisdiction there are three local radio stations (Khanya FM, Vukanifm FM and UCR FM) each covers a certain portion of the municipal area which therefore implies that, media slots should be secured on all three of the stations, respectively to ensure that all communities are covered.

b) Regional Media (Daily Dispatch)

Tends to set the agenda by reporting what they think is important as they fail to see the comprehensiveness of government programmes, instead of highlighting achievements of local government they only capitalize on challenges experienced.

Regional print media only publishes in English whilst the majority of communities reading the paper speak IsiXhosa.

c) National Media (SABC)

- They are not developmental in nature as they set the agenda on the message that they want to convey about local government and the revenue that they want to make. The national broadcaster SABC is selective in covering local government issues.
- They cover service delivery programmes when paid for.
- Their advantage is that they cover the entire Mbhashe jurisdiction.

8. COMMUNICATION CHANNELS

Councillors and ward committees need to be empowered in terms of their roles as communication agents; regular training of these stakeholders on importance of communication could greatly benefit communities and the municipality.

9. MESSAGES AND THEMES

- Together we move South Africa forward.
- Together we move Mbhashe Municipality forward
- Good governance and Accountability, Teamwork, Public Participation
- Making democracy work through community involvement.
- This is my government-be the eyes and Ears
- Your feedback is important to us –Talk to your Government through War rooms, IDP Budget, Facebook, Ward meetings

10. MESSENGERS

10.1. Primary Messengers

- **Executive Mayor:** is the principal communicator
- **Municipal Manager:** The Accounting Officer of the institution is the Information Officer in Terms of Promotion of Access to Information Act (PAIA) (Act 2 of 2000). He/she is responsible for any area of municipal administration including all media enquiries and any matter that related to the running of the municipality.
- **Communications Manager:** He/she is the official spokesperson as delegated by the Municipal Manager. He/she is a point of entry/exit for all public and media enquiries excluding requests for information in terms of the PAIA which prescribes that the Municipal Manager is the Information and Accounting Officer. He/she is responsible for coordination of media communication, media briefings, press conferences and media statements. The Official Spokesperson responds to all media enquiries subject to approval by Municipal Manager or designee.
- **Senior Managers on delegation by the Municipal Manager:** are responsible for all aspects of their service areas. Queries from journalists will be referred to HoDs/Managers for comment / clarification / information. All responses to media queries are coordinated by the Communications Manager and approved by Municipal Manager.
- **Council Speaker:** He/she is the Chairperson of council speaks on all the decisions, processes and rules of the legislature.
- **Executive Committee members ONLY** speak on delegation by the Honourable Executive Mayor
- **Ward Councillors:** ONLY speak in media through consultation and approval by the office of the Executive Mayor prior any media engagement regarding matters of the ward. Ward Councillors are the elected representatives of their respective Wards and are part of the ambassadors of Mphashe Local Municipality, therefore, whatever is communicated in media should be accurate with facts and should benefit the needs of the communities. A Ward Councillors will be personally liable for any media comments that may put the image of the municipality in disrepute. In the case where the municipality has been compromised, Code of Conduct must apply.
- No other municipal employee should in any case talk to the media on institutional issues without being delegated by the Municipal Manager or Communications Manager in cases where the employee is a specialist in the area concerned.

10.2. Secondary Messengers to communities not Media

Councillors, Ward Committee, Community Development Workers (CDWs), and Traditional Leaders, Heads of Departments, Project Managers, Project Steering Committees, Community leaders and Communicators are secondary messengers who address the public, NOT the media.

11. TARGET AUDIENCE

- Youth, Women, Children, People living with disability, Councillors, Employees, Communities, Rural and Urban Communities, NGOs, Faith based organisations, other spheres of government, Business people, Traditional Leaders, Traditional Healers, Ward committees, Community Development Workers (CDWs), Media (Local, Regional and National, Labour Unions, Donors.

12. CHANNELS

12.1. Unmediated

- Information days and Exhibitions
- Ward meetings
- Outreach programmes (IDP and Budget Road shows)
- Project Launches
- Speeches: SONA, SOPA, SODA, SOMA, Opening of Council, Budget speeches
- Awareness campaigns
- Public meetings
- Social meetings
- National calendar days/Constitutionalised days (e.g. National Women's Day, Youth day celebrations, Human rights day, Children's day)
- Business breakfast

12.2. Electronic

- Website
- E-mails
- Intranet
- Bulk short message system (SMS bundle)
- Digital Media Platforms (Social media network, virtual platforms etc.)

12.3. Print

- Media briefing sessions
- Media tours

- Media networking session
- Advertorials
- Advertisement
- Editorial articles
- Municipal publications (Newsletters, brochures, pamphlets, posters, press statements, service delivery booklet)

13. KEY COMMUNICATION CAMPAIGNS

- Launching of projects
- 16 Days of activism
- Nelson Mandela day, 67 minutes
- MAYORAL COMMITTEE outreach programme
- Public Participation week
- Executive Mayoral outreach programme
- IDP and Budget road shows
- Imbizo Focus week
- Information sharing days on government services
- HIV/AIDS programmes and Disability programmes
- LED programmes, Agricultural, Heritage programmes

14. MESSENGERS AND THEIR ROLES

- All employees are ambassadors of Mphashe Local Municipality however they do not address the Media. The Chief Communicator is the Executive Mayor, then Municipal Manager and Communications Manager. It is important that the Municipal Manager signs off on all that is to be communicated. Communications Manager Coordinates the messages for the Messengers at all times. The point of entry and exit for media inquiries is communications unit approved by Municipal Manager.
- Media queries are to be dealt within the stipulated deadline or otherwise within four hours of receipt.
- Inquiries received after hours will only be dealt with during office hours unless there is obvious urgency or Instruction to do so.
- Inquiries from the media should always be in writing.

- Responses should always be supplied in writing except for Radio and Television interviews.
- Media queries must always be treated as top priority.

14.1. Senior Managers

Senior Manager are responsible for:

- Ensuring compliance with the Municipal Communication Policy and Procedures
- Attending to media inquiries through the Communications Unit.
- Ensuring that key communication issues and priorities are identified annually in line with the municipal communication Strategy.
- Ensuring that programmes in their directorates have communication action plans which are prepared in consultation with communications unit.

15. COMMUNICATIONS UNIT

The Communications Unit is responsible for coordinating all communication activities in the Municipality.

- In this regard the Communications Unit, shall support and coordinate all communication efforts with the main aim of enabling the Executive Mayor and Municipal Manager to perform their function as Chief Communicators; shall provide strategic advice and 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.
- Communications Unit is the Municipality's first line of contact with the media and is responsible for co-ordinating all media relations

16.LOCAL COMMUNICATORS FORUM

A local communicators forum should be comprised of local municipal communications staff, CDWs, government departments, ward committees, ADM, parastatals, GCIS, Office of the Premier and Media (by invitation) in the area.

- Meetings should be held on quarterly basis.
- The forum is a strategic platform to information sharing and communication co-ordination in the local municipality that seeks to empower communities with knowledge

that will enable them to make informed decisions on service delivery related issues and government policies.

- These Meetings must be chaired by Portfolio Head Communications in his/her absence must delegate another Cllr.

17. STAKEHOLDER ENGAGEMENT

Internal Stakeholders

- Councillors
- Employees
- Traditional Leaders

External Stakeholders

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

18. MEDIA LIAISON

Liaison with the media is key in forging healthy working relations with the media. Under no circumstances must the media be mistaken for public relations agents of the municipality. The Communications Unit has a mandate to constantly liaise with the media so as to ensure that Mphashe swiftly responds to media inquiries and creation of a conducive environment for the media to perform their duties. It is incumbent upon the communicator to always respond to reasonable information needs of the media to ensure that the voice of government is always reflected in media reports so as to avoid one sided reporting. Over and above issuing of media invites, advisories, alerts, management of media contact list, media must be treated with high levels of professionalism and courtesy. The policy also prescribes that media queries must be responded to within 24 hours.

19. MEDIA ENGAGEMENT PLAN

Mbhashe Local Municipality will engage the media as follows;

- Media Briefings/Breakfast Meetings
- Interviews
- Informal meetings with the media
- Media Releases
- Media tours

20. MEDIA BUYING/ADVERTISING & MARKETING

In terms of the Communications Policy, the Communications Manager is responsible for coordination of all corporate advertising and media buying excluding tender adverts. Media buying is an integral part of the institution's marketing and communications programme and as such provides a strategic platform for the positioning of Mbhashe's corporate identity and public image. The Communications Manager must facilitate the designing of all adverts and/or procurement of all corporate adverts for approval by the Municipal Manager. The following channels will be used when procuring media space:

- Community Radio Stations
- Community Newspapers
- Commercial Newspapers
- Commercial Radio
- Corporate & Government Publications
- TV
- Online Media
- SMS
- Billboards
- Social Media
- Corporate Exhibitions
- EXPOs
- Corporate Events
- Sports & Tourism Events Activity Frequency Responsibility

To maximise marketing and advertising the use of:

- Outdoor LED Video Wall / LED Displays for real time awareness, marketing, advertising and revenue generation; e.g. Pilot project of acquiring a video wall/ display to be placed in one of the municipal town
- Indoor LED displays for marketing and advertising of municipal products / services and other relevant content.

21. CRISIS COMMUNICATION

- By definition a crisis is an unexpected and detrimental situation or event. Crisis communication can play a significant role by transforming the unexpected into the anticipated and responding accordingly.
- Crisis situations include natural disasters (fires, tornado, floods etc.), disease outbreaks, disruption of essential services (refuse collection, access roads, housing ect), disruption of municipal functioning and any other event that may damage the reputation and image of the municipality. In the event of any of the above staff should inform their Senior Managers who in turn must bring the matter to the attention of the Municipal Manager. If necessary, the Municipal Manager must set up and convene a Crisis Communication Management Committee which consists of the relevant Portfolio Head, Senior Manager concerned, and Senior Manager: Operations and Communications Manager.

22. SOCIAL MEDIA

The phenomenal growth in digital technology and the rise of social media platforms over the past few years has revolutionised the way in which people communicate and share information. The use of social media tools in government around the world has rapidly been gaining acceptance in all spheres of government. This provides an opportunity for two-way communication between government and citizens, partners and stakeholders thereby increasing the frequency and speed of engagement.

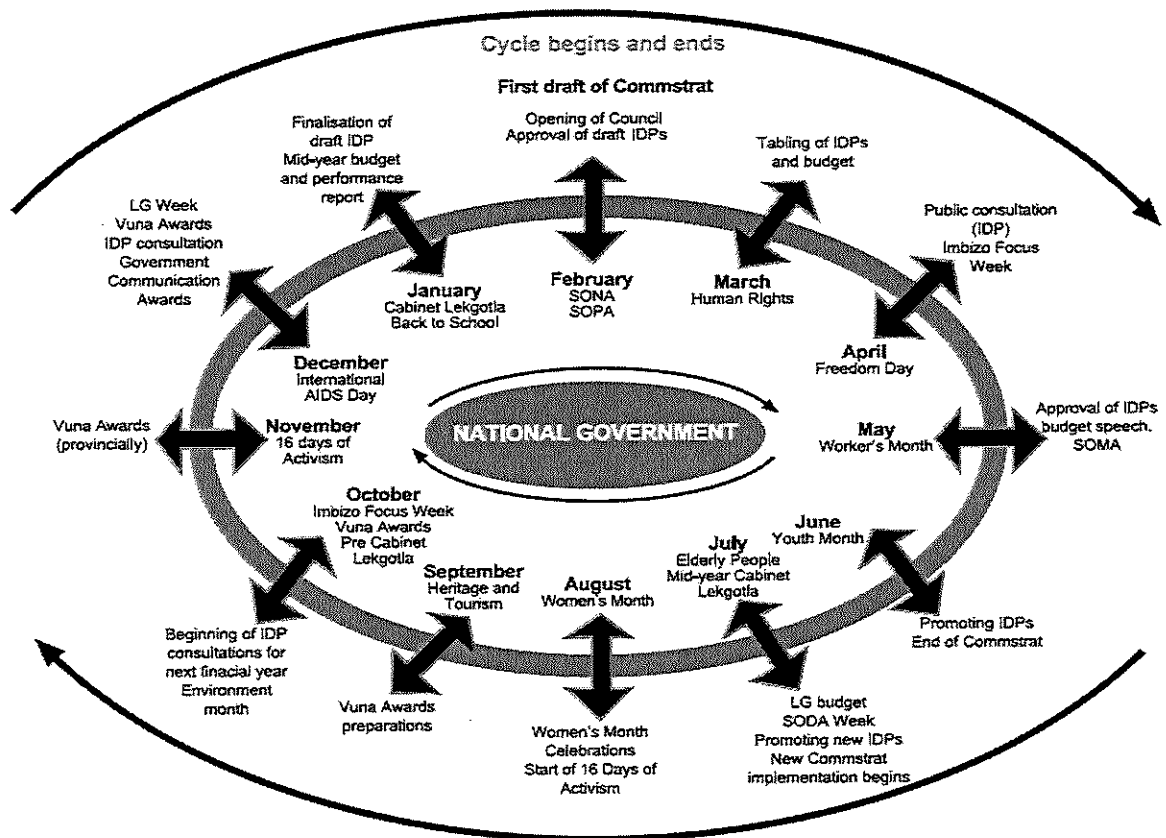
Social media includes platforms that can be used by the general public using highly accessible digital technologies such as Facebook, twitter, Blogs, Podcasts, wikis, micro-blogs, WhatsApp, and message boards. The following are some benefits to the municipality for using social media:

- Increasing government's access to its audiences
- Improving the accessibility of government communication;
- Allowing government to adjust or refocus communications quickly, where necessary;
- Improving the long-term cost effectiveness of government communication;
- Increasing the speed of constituent feedback and input;

- Rapid response to service delivery complaints/queries;
- Reaching specific audiences on specific issues;
- Reducing government's dependence on traditional media channels to communicate with constituents.

In terms of the Department of Communications (Government Communications and Information Systems, GCIS) has prescribed acceptable social media guidelines as a control for this exercise. All Social Media platforms will be used within prescripts of Mphashe approved IT, Communications and Social media Policies.

23. COMMUNICATIONS CYCLE



24. STRUCTURES AND PROCESSES

The development of a coherent, coordinated and integrated Local Government Communication System, structures and processes needs to exist. These must respond to Communication challenges and needs of communities within Mphashe Local Municipality. This strategy will be tabled to Council for adoption, the Communications Manager will ensure the implementation of the strategy. This is a 5 year Communications Strategy, with its Action Plan to be reviewed annually.

25. CALENDAR OF EVENTS

Municipality is aligning its events with the National calendar of events; as a result, each Month has key government campaigns.

MONTH	FOCUS AREA	EVENT
January	Education Month	Back to School Programmes
February	Policy pronouncements HIV and Aids	State of the Nation Address (SONA) State of the Provincial Address (SOPA) Provincial Budget Speech Condom Week
March	Human Rights Month Draft IDP/Budget	Human Rights Day Library Week National Water Week Tabling of draft IDP/Budget for the municipality
April	Freedom Month IDP/Budget Outreaches	Freedom Day IDP/Budget Community engagement – presentation for the community
May	Public Participation Adoption of IDP/Budget	Workers Day Open Council Day Adoption of IDP and budget
June	Youth Month Media Briefing	Youth Day Children's Protection Week
July	Mandela Month	National Arts Festival Mandela Day (67 Minutes)
August	Women's Month	Women's Day
September	Heritage Month Situational analysis for IDP	National Arbour Week Heritage Day IDP Outreach – Needs analysis (Sep –Nov period)
October	Social Development Month	Elderly Week World Mental Health.
November	16 Days of Activism	Children's Rights 16 Days of Activism International Day of Persons with disabilities

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December	World AIDS Day	World AIDS Day

26. CONCLUSION

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

27. COMMUNICATION ACTION PLAN ANNEXURE

FIVE- YEAR COMMUNICATION ACTION PLAN 2022/2027

Province: Eastern Cape

Communication Plan for Mbhashe Local Municipality 2022/2027

Responsible Communicator- Communications Manager

Communication Activity	Responsible person	Target Audience	Channel	Time Frame	Budget	Outcome
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Stakeholder Engagement Plan (Internal)

Staff engagement on policy pronouncements, Awareness sessions and progress on the implementation of Municipal Programme of Action.	Executive Mayor, Mayoral Committee, Chief Whip, Municipal Manager and Manager Corporate Services	Staff	Face to Face interaction Staff e-mails	On going	Nil	To have motivated staff.
Support on major Municipal Events (Music Festivals, Tenza Beach Festival, Makhanda A Festival Mbhashe Heritage, Human Rights Month and Africa Day)	Municipal Manager, Communications Unit, Developmental Planning- LED	Staff and community	Face to Face interactions	Annually	R	To profile "Brand Mbhashe"

Stakeholders Engagement Plan (Good Governance)

Stakeholders Engagements: Traditional Leaders Business Sector	Executive Mayor, MAYORAL COMMITTEE, Speaker, Chief Whip, MM and General Managers	External Stakeholders	Face to Face interactions	Bi- Annually		Communications of Government plans and Progress on the Implementation of
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Faith Based Organisations						Municipal Programme Of Action.
Rate Payers						
Operation Masiphathisane	Executive Mayor, Mayoral Committee, Speaker, Chief Whip, Ward Councillors, MM, General Managers, CDWs and Ward Committees	External Stakeholders and community	Face to Face interactions	Bi-Annually		Communications of Government plans and Progress on the Implementation of Municipal Programme Of Action.
Programmes for Designated groups (Youth, Women, Children, Elderly and People living with Disability), Religious Based Organisations, Moral regeneration movement	Executive Mayor, Mayoral Committee, Chief Whip, MM	External Stakeholders	Face to Face interactions	By June		Informed and participative communities about Government's programme of action

Media Engagement plan

Structured media engagement sessions	Executive Mayor, Mayoral Committee, MM	Media	Face to Face interactions	Quarterly		Strengthening working relations
Structured radio programmes on Government achievements and service delivery progress	Communications Unit	Community	Electronic media	Quarterly		Profiling of Government programme of action.

Talk to your Portfolio Head Radio Programme	Mayoral Committee Members and Senior Managers	Community	Radio Slots	Bi-Annually		To encourage public participation and communicating government programmes
Mbhashe Hour Radio Programme	Mayoral Committee Members & Managers	Community	Radio Slots	Weekly		To encourage public participation and communicating government programmes
Media Tour	Executive Mayor, Mayoral Committee, Speaker and Chief Whip	Media Houses		Quarterly		To popularise service delivery initiatives and progress and its impact to communities.

Public Participation Communication Plan (Basic service delivery)

Talk to your Executive Mayor	Executive Mayors and MM	Community	Radio Slots	Quarterly		To encourage public participation and communicating government programmes
Mayoral Committee Outreaches	Executive Mayor, Mayoral Committee, Speaker and Chief Whip	Community	Face to Face interactions	Quarterly		To encourage public participation and communicating government programmes
State of the Ward Address	Executive Mayor, Mayoral Committee, Speaker Chief Whip and Ward Councillors	Community	Face to Face interactions	Quarterly		To encourage public participation and communicating government programmes
State of the Municipality Address (Open Council Day)	Executive Mayor, Speaker, Chief Whip and Management	Community	Face to Face interactions, Live transmission, print, publications and website	Once a year		To encourage public participation and communicating government programmes

Ward community engagement	Executive Mayor Mayoral Committee Ward councillor, Speaker, Chief Whip ADM, Sector Departments, Public Participation	Community	Face to Face interactions	Quarterly		Provide feedback to the community on service delivery
Executive Mayor / Mayoral Committee Outreaches	Executive Mayor, Mayoral Committee, Speaker and Chief Whip	Community	Face to Face interactions	Quarterly		To encourage public participation and communicating government programmes
Project launches / so tting	Executive Mayor, Mayoral Committee, Chief Whip, Management and Communications Unit	Community	Face to face	As the need arise		Profiling government projects
Project handovers / adopt a project campaign	Executive Mayor, Mayoral Committee, Chief Whip, Speaker, Management and Communications Unit	Community	Face to face	Quarterly		Profiling government projects
Project Walkabouts	Executive Mayor, Mayoral Committee, Chief Whip, Speaker, Management and Communications Unit	Community	Face to face	As the need arise		Profiling government projects

Media Training / Public speaking	Communications Unit	All councillors	Workshop	Bi – annually		Well capacitated political principals on media management & public speaking
Protocol Training	Communications Unit	All councillors	Workshop	Bi – annually		Well capacitated political principals on state protocol services
Training of SMMEs & Cooperatives on Financial, Business & Project Management	Local Economic Development Unit & Communications Unit	SMMEs & Cooperatives	Training workshop	3 times a year		Capacitate local businesses to manage their systems properly
Agricultural LED Support	Local Economic Development Unit & Communications Unit	Agricultural Farmers and Cooperatives	Information Days and Roadshows	Annually		To capacitate Farmers on food security and animal farming programs

Communication Research

Conducting communication environmental assessment	Communications Unit and members of LCF	Community	Face to face interactions	on-going		Identification of hotspots and development of rapid response approach
Media Monitoring	Communications Unit	Media	Print and electronic media	Print and electronic media		Proper analysis on media coverage

New Media

Social Media Monitoring	Communications Unit	New media platforms	Social media platforms	On-going		Proper analysis on social media platforms
Graphic design						
Product development for all platforms	Communications Unit					
Uploading products	Communications Unit					
Videography	Communications Unit					

LGSC

Communication Action Plan reviews	Communications Unit and Municipal Manager	Municipality	Workshops	Annually		Development of a clear communication action plan
Coordination of Communication	Communication Unit	Municipality	DCF meetings	Quarterly		Functional communication structures

structures (LCF, District Core team, LGCF						
Communication Assessment/Audit	DCF core team	Municipality	DCF meetings	Quarterly		Assessment implementation of the LGSC of

Government Publications

Newspaper column	Communications Unit	Community	Print media	Twice per Quarter		Profiling Municipal and government programmes and interventions
Newsletters	Communication Unit	Community	Print	Quarterly		Profiling Municipal programmes and interventions
Ward base newsletter	Communications Unit	Community	Print	As the need arise		Profiling Government programmes
Service Delivery Booklet	Communications Unit	Community	Print	Within 5-year period		Profile progress on municipal programmes
Booklets/ tourism brochure (Destination Marketing)	LED & Communication Unit	Community	Print	Annually		Profile and market the municipality as the investment of choice

Municipal Projects: Basic Services creating decent living conditions (Project Handovers, Launches)

Communication Activity	Responsible person	Target Audience	Channel	Time Frame	Budget	Outcome
Electricity	Executive Mayor, Speaker, Chief Whip, Mayoral Committee , Councillors and Management	Community	Community engagement s/ Imbizo	Quarterly		Direct interaction between government and communities
Human Settlements (Housing Projects)	Executive Mayor, Speaker, Chief Whip, Mayoral Committee , Councillors and Management	Community	Community engagements/ Imbizo	Quarterly		Direct interaction between government and communities
Waste Management, Environment, Animal and Stock Control	Executive Mayor, Speaker, Chief Whip, Mayoral Committee , Councillors and Management	Community	Awareness Campaign	Quarterly		Well informed communities about waste management issues

Roads Projects	Executive Mayor, Speaker, Chief Whip, Mayoral Committee , Councillors and Management	Community	Project visits and project handovers	Quarterly		Direct interaction between government and communities
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National Calendar Days (Older persons month, 16 days of activism, women's month, World Aids Day, June 16, Child Protection Week)	Awareness Campaigns Programs	Executive Mayor, Speaker, Chief Whip, Mayoral Committee ,	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Business Sector and civil society partners.	Ongoing	
Elderly Programmes	Awareness Campaigns Programs	Executive Mayor, Councillors, Youth Councils, Traditional Councils, Civil Society, Business Sector.	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities and civil society partners.	Ongoing	
Children's Awareness Programmes	Awareness Campaigns Programs	Executive Mayor, Speaker, Chief Whip, Mayoral Committee, Councillors, Youth Councils, Traditional Councils, Civil Society, Business Sector.	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Civil Society Partners	Ongoing	
Disability and HIV Programmes	Awareness Campaigns Programs	Executive Mayor, Speaker, Chief Whip, Mayoral Committee , Councillors, Youth Councils, Traditional Councils, Traditional Healers, Community Health Workers,	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Civil Society Partners	Ongoing	

		Civil Society, Business Sector.				
Gender Programmes (Men & Women)	Awareness Campaigns Programs	Mayor, Speaker, Chief Whip, Mayoral Committee Councillors, Youth Councils, Traditional Councils, Traditional Healers, Community Health Workers, Civil Society, Business Sector.	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Civil society Partners	Ongoing	



MBHASHE COMMUNICATION STRATEGY

THEME:

"Back to Basics by putting our people first and engaging with our communities, to build better and sustainable communities"

APPROVED BY:

MR M NAKO
MUNICIPAL MANAGER

DATE:

APPROVED BY:

CLLR JANDA
EXECUTIVE MAYOR

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22. Conclusion

1. INTRODUCTION

Communication is a strategic tool for any institution that provides the public with timely, accurate and clear information about its policies, procedures, programmes and services. Our democratic government is committed to the principle of BathoPele (People must come first). The National Government Communication Framework promotes an informed citizenry for the creation of enabling environment within which better and sustainable communities can be built. The Integrated Development Plan (IDP) of Mbhashe Local Municipality also promotes effective communication of the institution's business to its stakeholders by 2021. This Strategy takes cognisance of the recently launched operation Masiphathisane by the Eastern Cape Premier as one of the communication tools aimed at improving service delivery.

This strategy also promotes regular interaction with citizens at all times to reduce the level of frustration and anger among people who demand service delivery. When there is a delay, they should be informed.

2. BACKGROUND

Developmental communication is one of the ways of communicating to local communities, as local government is the corner stone of service delivery and the sphere of government that is closest to communities. It is therefore critical that municipalities develop and sustain adequate communication structures that will give them an effective platform for engaging them in a proactive basis with citizens.

Mbhashe Municipality (EC 121) a category C municipality falls within the Amathole District Municipality (ADM) and consists of 32 wards and 62 Councillors. The municipality is strategically allocated in the south eastern part of the Eastern Cape Province, and is bound by the Qhora River in the south to Mncwasa River in the north along the Indian Ocean. Mbhashe occupies a strategic geographic position within the Amathole District municipality and covers approximately 3200 km² in extent (after the last national elections). It is estimated that the new additions of few villages from Intsika Yethuand Mnquma could be estimated to about 200 square kilometres of land. There are three main urban centres, namely Idutywa, Willowvale (Gatyana) and Elliotdale(Xhora). Idutywa is the administrative head centre of the municipality.

3. GUIDING FRAMEWORK

The local communication strategy will be reviewed by utilizing the Legislative guidelines outlined in the Constitution of South Africa:

- Constitution of the Republic of South Africa 1996 Section 32, gives a right to everyone to access any information held by state.
- Local Government: Municipal Systems Act 32 of 2000, as amended in Chapter 4, which requires public participation of community members and stakeholders
- Promotion of Access to Information Act No.14 of 2000 which indicates how communities can access information. This strategy is also guided by the prescripts of the Local Government Communication System, the National Communication Strategy; the Back to Basics Programme, municipal Integrated Development Plan (IDP) and SALGA National Communications Conference Resolutions (May 2006)
- Section 75 of the Local Government Municipal Finance Management Act 56 of 2003 which stipulates the documents that must be placed published on the municipal website.

Why strategize for Communication?

A thousand voices speaking without a common message and single purpose will in the end just make an indistinct noise that few will hear. We communicate in a noisy world, competing for attention with voices that have objectives that are different and often opposing and we do so in a world made up of a vast array of interests and concerns, and a world in which everyday concerns weigh heavily on most people. Government considers communication to be a strategic element of service delivery.

4. COMMUNICATION OBJECTIVES

- To promote and preserve the corporate identity of Mbhashe LM.
- To encourage community participation within the Mbhashe Local municipality to partake in government programmes.
- Promote understanding of Mbhashe municipal policies and raise awareness of the achievements of municipality, future plans and programmes.
- Communicate IDP processes, Budget and Performance management system of the municipality.
- To strengthen and improve internal and external communication systems.

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- To strengthen relations between Mbhashe and its stakeholders (internal and external)
- To create and maintain sound relations with the media, community media in particular.
- To ensure maximum use of war rooms to bridge information gap.
- To communicate successes and challenges in service delivery.

5. INTERNAL ENVIRONMENT

Mbhashe Local Municipality councillors and employees are the ambassadors of the local municipality and therefore they should be able to articulate all government programs, plans, achievements, challenges and policies. Internal Communication has improved as there are monthly and quarterly staff meetings as well as a calendar of events that is circulated weekly amongst staff. Introduction of intranet is also envisaged to bridge information gap.

6. EXTERNAL ENVIRONMENT

6.1. Community Environment

- Understanding community environment within the Mbhashe Local Municipality is imperative so as to be conversant with current atmosphere and be able to structure communication in a more relevant manner. Environmental assessment is based on IDP and Budget Road Shows, door to door programmes, Environmental assessment reports, and Surveys, (GCIS), Presidential Hotline, Public and Media enquiries. Further assessment will be done through war rooms. Generally public mood has positive attitude about Mbhashe Municipality, but they feel that service delivery is slow in terms of Roads infrastructure and electrification historical backlog, especially in Elliotdale.
- They have mixed feelings about the maintenance of provincial and municipal roads within Mbhashe and general infrastructure development.
- lack of jobs and substance abuse contributes to crime and despondency about the future.
- Outcomes and achievements of government are not properly profiled, properly communicated and understood by communities due to the limited budget in Communications Unit.

7. Media

Media is segmented into three categories viz. National, Regional and Local, each of them has a different agenda.

- a) Local Media** (Isolomzi Express, Isolezwe lesixhosa, Khanya FM, UCR FM and Vukani FM etc.)

Local media is more supportive of government programs but is not maximally used due to limited budget allocation. Under Mbhashe jurisdiction there are three local radio stations (Khanya FM, Vukanifm FM and UCR FM) each covers a certain portion of the municipal area which therefore implies that, media slots should be secured on all three of the stations, respectively to ensure that all communities are covered.

b) Regional Media (Daily Dispatch)

Tends to set the agenda by reporting what they think is important as they fail to see the comprehensiveness of government programmes, instead of highlighting achievements of local government they only capitalize on challenges experienced.

Regional print media only publishes in English whilst the majority of communities reading the paper speak IsiXhosa.

c) National Media (SABC)

- They are not developmental in nature as they set the agenda on the message that they want to convey about local government and the revenue that they want to make. The national broadcaster SABC is selective in covering local government issues.
- They cover service delivery programmes when paid for.
- Their advantage is that they cover the entire Mbhashe jurisdiction.

8. COMMUNICATION CHANNELS

Councillors and ward committees need to be empowered in terms of their roles as communication agents; regular training of these stakeholders on importance of communication could greatly benefit communities and the municipality.

9. MESSAGES AND THEMES

- Together we move South Africa forward.
- Together we move Mbhashe Municipality forward
- Good governance and Accountability, Teamwork, Public Participation
- Making democracy work through community involvement.
- This is my government-be the eyes and Ears
- Your feedback is important to us –Talk to your Government through War rooms, IDP Budget, Facebook, Ward meetings

10. MESSENGERS

10.1. Primary Messengers

- **Executive Mayor:** is the principal communicator
- **Municipal Manager:** The Accounting Officer of the institution is the Information Officer in Terms of Promotion of Access to Information Act (PAIA) (Act 2 of 2000). He/she is responsible for any area of municipal administration including all media enquiries and any matter that related to the running of the municipality.
- **Communications Manager:** He/she is the official spokesperson as delegated by the Municipal Manager. He/she is a point of entry/exit for all public and media enquiries excluding requests for information in terms of the PAIA which prescribes that the Municipal Manager is the Information and Accounting Officer. He/she is responsible for coordination of media communication, media briefings, press conferences and media statements. The Official Spokesperson responds to all media enquiries subject to approval by Municipal Manager or designee.
- **Senior Managers on delegation by the Municipal Manager:** are responsible for all aspects of their service areas. Queries from journalists will be referred to HoDs/Managers for comment / clarification / information. All responses to media queries are coordinated by the Communications Manager and approved by Municipal Manager.
- **Council Speaker:** He/she is the Chairperson of council speaks on all the decisions, processes and rules of the legislature.
- **Executive Committee members ONLY** speak on delegation by the Honourable Executive Mayor
- **Ward Councillors:** ONLY speak in media through consultation and approval by the office of the Executive Mayor prior any media engagement regarding matters of the ward. Ward Councillors are the elected representatives of their respective Wards and are part of the ambassadors of Mbhashe Local Municipality, therefore, whatever is communicated in media should be accurate with facts and should benefit the needs of the communities. A Ward Councillors will be personally liable for any media comments that may put the image of the municipality in disrepute. In the case where the municipality has been compromised, Code of Conduct must apply.
- No other municipal employee should in any case talk to the media on institutional issues without being delegated by the Municipal Manager or Communications Manager in cases where the employee is a specialist in the area concerned.

10.2. Secondary Messengers to communities not Media

Councillors, Ward Committee, Community Development Workers (CDWs), and Traditional Leaders, Heads of Departments, Project Managers, Project Steering Committees, Community leaders and Communicators are secondary messengers who address the public, NOT the media.

11. TARGET AUDIENCE

- Youth, Women, Children, People living with disability, Councillors, Employees, Communities, Rural and Urban Communities, NGOs, Faith based organisations, other spheres of government, Business people, Traditional Leaders, Traditional Healers, Ward committees, Community Development Workers (CDWs), Media (Local, Regional and National, Labour Unions, Donors.

12. CHANNELS

12.1. Unmediated

- Information days and Exhibitions
- Ward meetings
- Outreach programmes (IDP and Budget Road shows)
- Project Launches
- Speeches: SONA, SOPA, SODA, SOMA, Opening of Council, Budget speeches
- Awareness campaigns
- Public meetings
- Social meetings
- National calendar days/Constitutionalised days (e.g. National Women's Day, Youth day celebrations, Human rights day, Children's day)
- Business breakfast

12.2. Electronic

- Website
- E-mails
- Intranet
- Bulk short message system (SMS bundle)
- Digital Media Platforms (Social media network, virtual platforms etc.)

12.3. Print

- Media briefing sessions
- Media tours

- Media networking session
- Advertorials
- Advertisement
- Editorial articles
- Municipal publications (Newsletters, brochures, pamphlets, posters, press statements, service delivery booklet)

13. KEY COMMUNICATION CAMPAIGNS

- Launching of projects
- 16 Days of activism
- Nelson Mandela day, 67 minutes
- MAYORAL COMMITTEE outreach programme
- Public Participation week
- Executive Mayoral outreach programme
- IDP and Budget road shows
- Imbizo Focus week
- Information sharing days on government services
- HIV/AIDS programmes and Disability programmes
- LED programmes, Agricultural, Heritage programmes

14. MESSENGERS AND THEIR ROLES

- All employees are ambassadors of Mphashe Local Municipality however they do not address the Media. The Chief Communicator is the Executive Mayor, then Municipal Manager and Communications Manager. It is important that the Municipal Manager signs off on all that is to be communicated. Communications Manager Coordinates the messages for the Messengers at all times. The point of entry and exit for media inquiries is communications unit approved by Municipal Manager.
- Media queries are to be dealt within the stipulated deadline or otherwise within four hours of receipt.
- Inquiries received after hours will only be dealt with during office hours unless there is obvious urgency or Instruction to do so.
- Inquiries from the media should always be in writing.

- Responses should always be supplied in writing except for Radio and Television interviews.
- Media queries must always be treated as top priority.

14.1. Senior Managers

Senior Manager are responsible for:

- Ensuring compliance with the Municipal Communication Policy and Procedures
- Attending to media inquiries through the Communications Unit.
- Ensuring that key communication issues and priorities are identified annually in line with the municipal communication Strategy.
- Ensuring that programmes in their directorates have communication action plans which are prepared in consultation with communications unit.

15. COMMUNICATIONS UNIT

The Communications Unit is responsible for coordinating all communication activities in the Municipality.

- In this regard the Communications Unit, shall support and coordinate all communication efforts with the main aim of enabling the Executive Mayor and Municipal Manager to perform their function as Chief Communicators; shall provide strategic advice and 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.
- Communications Unit is the Municipality's first line of contact with the media and is responsible for co-ordinating all media relations

16.LOCAL COMMUNICATORS FORUM

A local communicators forum should be comprised of local municipal communications staff, CDWs, government departments, ward committees, ADM, parastatals, GCIS, Office of the Premier and Media (by invitation) in the area.

- Meetings should be held on quarterly basis.
- The forum is a strategic platform to information sharing and communication co-ordination in the local municipality that seeks to empower communities with knowledge

that will enable them to make informed decisions on service delivery related issues and government policies.

- These Meetings must be chaired by Portfolio Head Communications in his/her absence must delegate another Cllr.

17. STAKEHOLDER ENGAGEMENT

Internal Stakeholders

- Councillors
- Employees
- Traditional Leaders

External Stakeholders

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

18. MEDIA LIAISON

Liaison with the media is key in forging healthy working relations with the media. Under no circumstances must the media be mistaken for public relations agents of the municipality. The Communications Unit has a mandate to constantly liaise with the media so as to ensure that Mbhashe swiftly responds to media inquiries and creation of a conducive environment for the media to perform their duties. It is incumbent upon the communicator to always respond to reasonable information needs of the media to ensure that the voice of government is always reflected in media reports so as to avoid one sided reporting. Over and above issuing of media invites, advisories, alerts, management of media contact list, media must be treated with high levels of professionalism and courtesy. The policy also prescribes that media queries must be responded to within 24 hours.

19. MEDIA ENGAGEMENT PLAN

Mbhashe Local Municipality will engage the media as follows;

- Media Briefings/Breakfast Meetings
- Interviews
- Informal meetings with the media
- Media Releases
- Media tours

20. MEDIA BUYING/ADVERTISING & MARKETING

In terms of the Communications Policy, the Communications Manager is responsible for coordination of all corporate advertising and media buying excluding tender adverts. Media buying is an integral part of the institution's marketing and communications programme and as such provides a strategic platform for the positioning of Mbhashe's corporate identity and public image. The Communications Manager must facilitate the designing of all adverts and/or procurement of all corporate adverts for approval by the Municipal Manager. The following channels will be used when procuring media space:

- Community Radio Stations
- Community Newspapers
- Commercial Newspapers
- Commercial Radio
- Corporate & Government Publications
- TV
- Online Media
- SMS
- Billboards
- Social Media
- Corporate Exhibitions
- EXPOs
- Corporate Events
- Sports & Tourism Events Activity Frequency Responsibility

To maximise marketing and advertising the use of:

- Outdoor LED Video Wall / LED Displays for real time awareness, marketing, advertising and revenue generation; e.g. Pilot project of acquiring a video wall/ display to be placed in one of the municipal town
- Indoor LED displays for marketing and advertising of municipal products / services and other relevant content.

21. CRISIS COMMUNICATION

- By definition a crisis is an unexpected and detrimental situation or event. Crisis communication can play a significant role by transforming the unexpected into the anticipated and responding accordingly.
- Crisis situations include natural disasters (fires, tornado, floods etc.), disease outbreaks, disruption of essential services (refuse collection, access roads, housing ect), disruption of municipal functioning and any other event that may damage the reputation and image of the municipality. In the event of any of the above staff should inform their Senior Managers who in turn must bring the matter to the attention of the Municipal Manager. If necessary, the Municipal Manager must set up and convene a Crisis Communication Management Committee which consists of the relevant Portfolio Head, Senior Manager concerned, and Senior Manager: Operations and Communications Manager.

22. SOCIAL MEDIA

The phenomenal growth in digital technology and the rise of social media platforms over the past few years has revolutionised the way in which people communicate and share information. The use of social media tools in government around the world has rapidly been gaining acceptance in all spheres of government. This provides an opportunity for two-way communication between government and citizens, partners and stakeholders thereby increasing the frequency and speed of engagement.

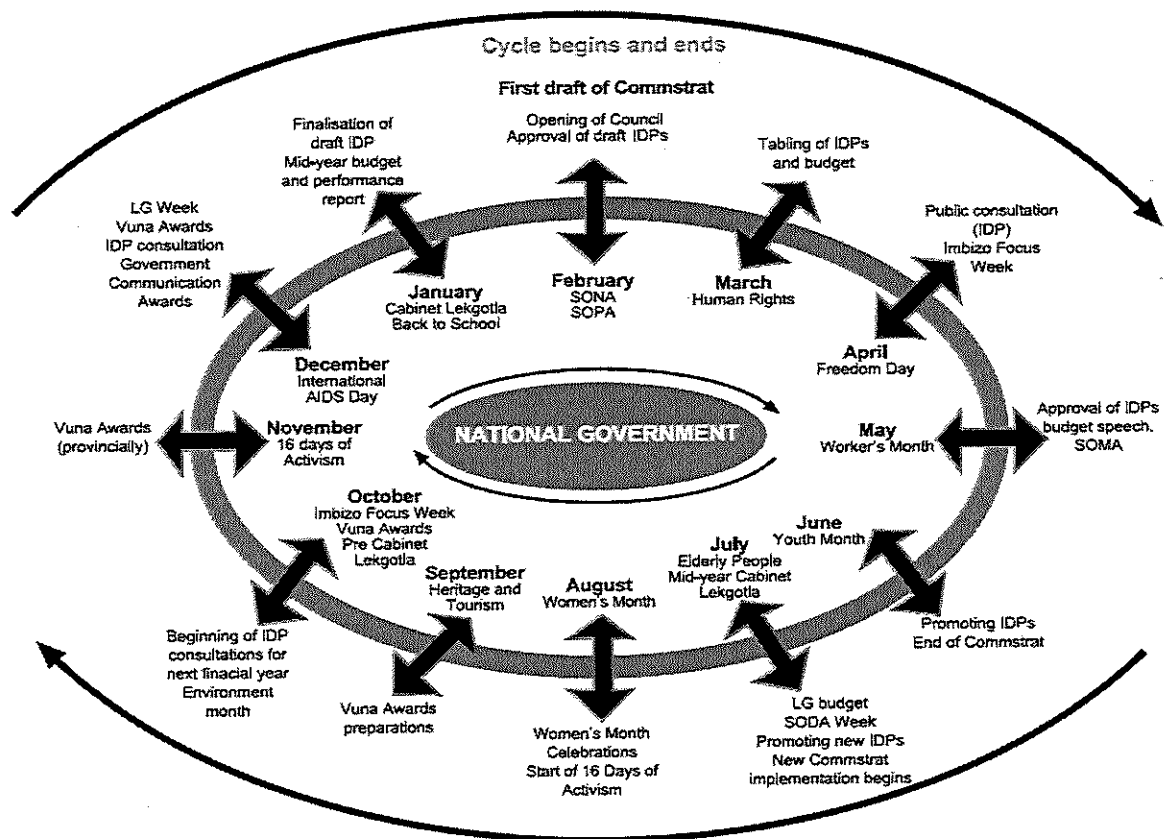
Social media includes platforms that can be used by the general public using highly accessible digital technologies such as Facebook, twitter, Blogs, Podcasts, wikis, micro-blogs, WhatsApp, and message boards. The following are some benefits to the municipality for using social media:

- Increasing government's access to its audiences
- Improving the accessibility of government communication;
- Allowing government to adjust or refocus communications quickly, where necessary;
- Improving the long-term cost effectiveness of government communication;
- Increasing the speed of constituent feedback and input;

- Rapid response to service delivery complaints/queries;
- Reaching specific audiences on specific issues;
- Reducing government's dependence on traditional media channels to communicate with constituents.

In terms of the Department of Communications (Government Communications and Information Systems, GCIS) has prescribed acceptable social media guidelines as a control for this exercise. All Social Media platforms will be used within prescripts of Mbashe approved IT, Communications and Social media Policies.

23. COMMUNICATIONS CYCLE



24. STRUCTURES AND PROCESSES

The development of a coherent, coordinated and integrated Local Government Communication System, structures and processes needs to exist. These must respond to Communication challenges and needs of communities within Mbashe Local Municipality. This strategy will be tabled to Council for adoption, the Communications Manager will ensure the implementation of the strategy. This is a 5 year Communications Strategy, with its Action Plan to be reviewed annually.

25. CALENDAR OF EVENTS

Municipality is aligning its events with the National calendar of events; as a result, each Month has key government campaigns.

MONTH	FOCUS AREA	EVENT
January	Education Month	Back to School Programmes
February	Policy pronouncements HIV and Aids	State of the Nation Address (SONA) State of the Provincial Address (SOPA) Provincial Budget Speech Condom Week
March	Human Rights Month Draft IDP/Budget	Human Rights Day Library Week National Water Week Tabling of draft IDP/Budget for the municipality
April	Freedom Month IDP/Budget Outreaches	Freedom Day IDP/Budget Community engagement – presentation for the community
May	Public Participation Adoption of IDP/Budget	Workers Day Open Council Day Adoption of IDP and budget
June	Youth Month Media Briefing	Youth Day Children's Protection Week
July	Mandela Month	National Arts Festival Mandela Day (67 Minutes)
August	Women's Month	Women's Day
September	Heritage Month Situational analysis for IDP	National Arbour Week Heritage Day IDP Outreach – Needs analysis (Sep –Nov period)
October	Social Development Month	Elderly Week World Mental Health.
November	16 Days of Activism	Children's Rights 16 Days of Activism International Day of Persons with disabilities

December	World AIDS Day	World AIDS Day

26. CONCLUSION

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

27. COMMUNICATION ACTION PLAN ANNEXURE

FIVE- YEAR COMMUNICATION ACTION PLAN 2022/2027

Province: Eastern Cape

Communication Plan for Mbhashe Local Municipality 2022/2027

Responsible Communicator- Communications Manager

Communication Activity	Responsible person	Target Audience	Channel	Time Frame	Budget	Outcome
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Stakeholder Engagement Plan (Internal)

Staff engagement on policy pronouncements, Awareness sessions and progress on the implementation of Municipal Programme of Action.	Executive Mayor, Mayoral Committee, Chief Whip, Municipal Manager and Manager Corporate Services	Staff	Face to Face interaction Staff e-mails	On going	Nil	To have motivated staff.
Support on major Municipal Events (Music Festivals, Tenza Beach Festival, Makhanda Arts Festival Mbhashe Heritage, Human Rights Month and Africa Day)	Municipal Manager, Communications Unit, Developmental Planning- LED	Staff and community	Face to Face interactions	Annually	R	To profile "Brand Mbhashe"

Stakeholders Engagement Plan (Good Governance)

Stakeholders Engagements: Traditional Leaders Business Sector	Executive Mayor, MAYORAL COMMITTEE, Speaker, Chief Whip, MM and General Managers	External Stakeholders	Face to Face interactions	Bi- Annually		Communications of Government plans and Progress on the Implementation of
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Faith Based Organisations						Municipal Programme Of Action.
Rate Payers						
Operation Masiphathisane	Executive Mayor, Mayoral Committee, Speaker, Chief Whip, Ward Councillors, MM, General Managers, CDWs and Ward Committees	External Stakeholders and community	Face to Face interactions	Bi-Annually		Communications of Government plans and Progress on the Implementation of Municipal Programme Of Action.
Programmes for Designated groups (Youth, Women, Children, Elderly and People living with Disability), Religious Based Organisations, Moral regeneration movement	Executive Mayor, Mayoral Committee, Chief Whip, MM	External Stakeholders	Face to Face interactions	By June		Informed and participative communities about Government's programme of action

Media Engagement plan

Structured media engagement sessions	Executive Mayor, Mayoral Committee, MM	Media	Face to Face interactions	Quarterly		Strengthening working relations
Structured radio programmes on Government achievements and service delivery progress	Communications Unit	Community	Electronic media	Quarterly		Profiling of Government programme of action.

Talk to your Portfolio Head Radio Programme	Mayoral Committee Members and Senior Managers	Community	Radio Slots	Bi-Annually		To encourage public participation and communicating government programmes
Mbhashe Hour Radio Programme	Mayoral Committee Members & Managers	Community	Radio Slots	Weekly		To encourage public participation and communicating government programmes
Media Tour	Executive Mayor, Mayoral Committee, Speaker and Chief Whip	Media Houses		Quarterly		To popularise service delivery initiatives and progress and its impact to communities.

Public Participation Communication Plan (Basic service delivery)

Talk to your Executive Mayor	Executive Mayors and MM	Community	Radio Slots	Quarterly		To encourage public participation and communicating government programmes
Mayoral Committee Outreaches	Executive Mayor, Mayoral Committee, Speaker and Chief Whip	Community	Face to Face interactions	Quarterly		To encourage public participation and communicating government programmes
State of the Ward Address	Executive Mayor, Mayoral Committee, Speaker Chief Whip and Ward Councillors	Community	Face to Face interactions	Quarterly		To encourage public participation and communicating government programmes
State of the Municipality Address (Open Council Day)	Executive Mayor, Speaker, Chief Whip and Management	Community	Face to Face interactions, Live transmission, print, publications and website	Once a year		To encourage public participation and communicating government programmes

Ward community engagement	Executive Mayor Mayoral Committee , Ward councillor, Speaker , Chief Whip ADM, Sector Departments , Public Participation	Community	Face to Face interactions	Quarterly		Provide feedback to the community on service delivery
Executive Mayor / Mayoral Committee Outreaches	Executive Mayor, Mayoral Committee , Speaker and Chief Whip	Community	Face to Face interactions	Quarterly		To encourage public participation and communicating government programmes
Project launches / sod turning	Executive Mayor, Mayoral Committee , Chief Whip, Management and Communications Unit	Community	Face to face	As the need arise		Profiling government projects
Project handovers / adopt a project campaign	Executive Mayor, Mayoral Committee , Chief Whip, Speaker, Management and Communications Unit	Community	Face to face	Quarterly		Profiling government projects
Project Walkabouts	Executive Mayor, Mayoral Committee, Chief Whip, Speaker, Management and Communications Unit	Community	Face to face	As the need arise		Profiling government projects

Media Training / Public speaking	Communications Unit	All councillors	Workshop	Bi – annually		Well capacitated political principals on media management & public speaking
Protocol Training	Communications Unit	All councillors	Workshop	Bi – annually		Well capacitated political principals on state protocol services
Training of SMMEs & Cooperatives on Financial, Business & Project Management	Local Economic Development Unit & Communications Unit	SMMEs & Cooperatives	Training workshop	3 times a year		Capacitate local businesses to manage their systems properly
Agricultural Support LED	Local Economic Development Unit & Communications Unit	Agricultural Farmers and Cooperatives	Information Days and Roadshows	Annually		To capacitate Farmers on food security and animal farming programs

Communication Research

Conducting communication environmental assessment	Communications Unit and members of LCF	Community	Face to face interactions	on-going		Identification of hotspots and development of rapid response approach
Media Monitoring	Communications Unit	Media	Print and electronic media	Print and electronic media		Proper analysis on media coverage

New Media

Social Media Monitoring	Communications Unit	New media platforms	Social media platforms	On-going		Proper analysis on social media platforms
Graphic design						
Product development for all platforms	Communications Unit					
Uploading products	Communications Unit					
Videography	Communications Unit					

LGSC

Communication Action Plan reviews	Communications Unit and Municipal Manager	Municipality	Workshops	Annually		Development of a clear communication action plan
Coordination of Communication	Communication Unit	Municipality	DCF meetings	Quarterly		Functional communication structures

structures (LCF, District Core team, LGCF						
Communication Assessment/Audit	DCF core team	Municipality	DCF meetings	Quarterly		Assessment implementation of the LGSC

Government Publications

Newspaper column	Communications Unit	Community	Print media	Twice per Quarter		Profiling Municipal and government programmes and interventions
Newsletters	Communication Unit	Community	Print	Quarterly		Profiling Municipal programmes and interventions
Ward base newsletter	Communications Unit	Community	Print	As the need arise		Profiling Government programmes
Service Delivery Booklet	Communications Unit	Community	Print	Within 5-year period		Profile progress on municipal programmes
Booklets/ tourism brochure (Destination Marketing)	LED & Communication Unit	Community	Print	Annually		Profile and market the municipality as the investment of choice

Municipal Projects: Basic Services creating decent living conditions (Project Handovers, Launches)

Communication Activity	Responsible person	Target Audience	Channel	Time Frame	Budget	Outcome
Electricity	Executive Mayor, Speaker, Chief Whip, Mayoral Committee, Councillors and Management	Community	Community engagement s/ Imbizo	Quarterly		Direct interaction between government and communities
Human Settlements (Housing Projects)	Executive Mayor, Speaker, Chief Whip, Mayoral Committee, Councillors and Management	Community	Community engagements/ Imbizo	Quarterly		Direct interaction between government and communities
Waste Management, Environment, Animal and Stock Control	Executive Mayor, Speaker, Chief Whip, Mayoral Committee, Councillors and Management	Community	Awareness Campaign	Quarterly		Well informed communities about waste management issues

Roads Projects	Executive Mayor, Speaker, Chief Whip, Mayoral Committee , Councillors and Management	Community	Project visits and project handovers	Quarterly		Direct interaction between government and communities
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National Calendar Days (Older persons month, 16 days of activism, women's month, World Aids Day, June 16, Child Protection Week)	Awareness Campaigns Programs	Executive Mayor, Speaker, Chief Whip, Mayoral Committee ,	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Business Sector and civil society partners.	Ongoing	
Elderly Programmes	Awareness Campaigns Programs	Executive Mayor, Councillors, Youth Councils, Traditional Councils, Civil Society, Business Sector.	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities and civil society partners.	Ongoing	
Children's Awareness Programmes	Awareness Campaigns Programs	Executive Mayor, Speaker, Chief Whip, Mayoral Committee, Councillors, Youth Councils, Traditional Councils, Civil Society, Business Sector.	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Civil Society Partners	Ongoing	
Disability and HIV Programmes	Awareness Campaigns Programs	Executive Mayor, Speaker, Chief Whip, Mayoral Committee , Councillors, Youth Councils, Traditional Councils, Traditional Healers, Community Health Workers,	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Civil Society Partners	Ongoing	

		Civil Society, Business Sector.				
Gender Programmes (Men & Women)	Awareness Campaigns Programs	Mayor, Speaker, Chief Whip, Mayoral Committee, Councillors, Youth Councils, Traditional Councils, Traditional Healers, Community Health Workers, Civil Society, Business Sector.	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities , Civil society Partners	Ongoing	