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MATATIELE LOCAL MUNICIPALITY COMMUNICATIONS STRATEGY

BACKGROUND

Matatiele Local Municipality is situated under the foot of the Drakensburg Mountain. It borders Lesotho, Kwa-Zulu Natal and Joe Gqabi District Municipality. It is one of the four Local Municipalities that form Alfred Nzo District Municipality, in the Province of the Eastern Cape. After the demarcation processes of 2011, the Matatiele Local Municipality has increased its wards from twenty four (24) wards to twenty six (26) wards. Matatiele Local Municipality is about 59.5 P/Km2 in size, with the population of approximately 203 846, with diverse cultures.

Developmental Local Government as prescribed by Legislation seeks to forge a Partnership between Government and the Citizenry for effective Service Delivery. Communication therefore becomes central to the work of Local Government, the sphere of Government closest to the People. Local Government has been entrusted with the responsibility to deliver basic Services and implementation of Programmes aimed at enhancing Local Economic Development in line with IDP priorities.

For the Local Sphere to fulfil this mandate effectively; Consultative, Democratic, Integrated, Participatory and Developmental Communication become central to the Developmental agenda of Local Government.

A number of various Legislations have been taken into consideration, particularly those that have a direct bearing on Communication, Public Participation, Integration and Coordination, among those are: Constitution of the Republic of South Africa, Act 108 Of 1996, Promotion of access to information, Act No 2 of 2000, Municipal Systems Act No 32 Of 2000, Municipal Structures Act 117 Of 1998 and Intergovernmental Relations Framework Act 13 Of 2005.

Reference has also been made on SALGA Communication Conference Resolutions of 2006 on Local Government Communication System, National Communication Strategy Framework 2014 - 2019, Matatiele Local Economic Development Summit 2014, National Development Plan vision 2030, Integrated and Development Plan (IDP), State of the Nation Address (SONA) State of the Province Address (SOPA), State of the Municipal Address Local Government Back to Basics concept and the District Communication Strategy.

CONTEXT AND SCOPE

- Government as a whole has a responsibility to communicate to the citizens on its implementation of the five electoral priorities which are: employment, health, education, fight against crime and corruption, rural development and land reform, access to housing and basic services, building a developmental and capable state, social cohesion and better Africa and a better world.
- Matatiele Local Municipality has a legal obligation to communicate regularly its programmes to all the communities within its area of jurisdiction.
- The context of the end of the first decade of freedom and the beginning of the second decade pose a critical challenge to communicators of government to ensure that people are informed of how far the nation has gone and how far it is going. The services are fundamental to ensuring profound social transformation and total development. There is also a need to strengthen communication structures and government communication system to ensure implementation and integration of all programmes across all spheres of government (unitary state).
- Institutional challenges to be addressed by this strategy include ensuring that the Provincial Department of Local government, Office of the Premier and GCIS are always giving needy/strategic assistance to the Matatiele Local Municipality at any given time. Office of the Premier and GCIS at a provincial level must always ensure smooth functioning of communications at all levels. (LCF)

1. The Municipal Vision

“Where Nature, Agriculture and Tourism are investments of choice”

2. Mission Statement

To create awareness on nature conservation, to promote and support agricultural activities, to promote, market Local Tourism Organisations and Small, Medium, and Micro Enterprises, to create an environment conducive for investment.

3. Communication Objectives

- Intensify communication in partnership with government sector priorities in the context of the IDP.
- To promote transparency in the Municipality

- To communicate successes and challenges in service delivery
- To coordinate internal communication
- To strengthen external communication through Intergovernmental Relations Forum (IGR)
- To Ensure Compliance to Communication Policy and Protocol
- To brand and market the Municipality

4. Public Perception

4.1 Positive Perceptions

- Business Opportunities
- Tourism Potential
- Cleanest Town
- Continuously unqualified Audit opinion
- Job creation through EPWP
- Agricultural development potential
- Good working relations with stakeholders

4.2 Negative Perceptions

- Slow service delivery
- Lack of quick feedback /response to people's needs
- Politicians are only interested in people's votes
- Lack of Local Economic Development support from Municipality
- Nepotism
- High crime rate
- Poverty
- Corrupt and lazy officials

5. Media Assessment

- Improvement of relations with local media (print and electronic) and SABC Radio

- Minimal coverage on electronic i.e. television
- Maximum utilization of Community Radio (Alfred Nzo Community Radio)

6. Internal Communication Assessment

- Lack of understanding of the functions of Communications within the Municipality
- Poor flow of information within Municipal Departments

7. External Communication Assessment

- Increasing number of community protests leading to the 2016 Local Government elections. Key issues raised were: electricity, provincial roads and water.
- Lack of knowledge on powers and functions of the Municipality by other external partners.
- Lack of communication officers for other partners at a District level.
- Maximal utilization of CDWs and Ward Committees as development communication agents.

8. Communication challenges

- Non availability of electricity in most wards minimize the flow of information dissemination (electronic)
- Communicating in sign language is a challenge in the Municipality.
- Lack of communicators in government departments at a local level
- Inconsistence in the flow of information between government and Communities

9. KEY MESSAGE

9.2 PROPOSED CORE MESSAGE

TOGETHER WE MOVE MATATIELE FORWARD

10. Messengers

Primary Messengers

- Mayor
- Speaker
- Executive Committee Members
- Municipal Manager
- Head of Communications

Secondary Messengers

- Ward Councillors
- Municipal and government officials
- Ward Committee members
- Traditional Leaders
- Community Development Workers
- Civil Society Structure
- FBOs
- NGOs
- CBOs

11. Channels

- ❖ Media esp. community and mainstream media (print and electronic)
- ❖ Izimbizo, Workshops, Meetings.
- ❖ Outreach campaigns
- ❖ Social Media Networks
- ❖ Newsletters
- ❖ Ward committees
- ❖ Community Dev. Workers
- ❖ Exhibitions
- ❖ Live Big Screen
- ❖ Billboards
- ❖ Telephone conferences
- ❖ Posters
- ❖ Pamphlets

- ❖ Brochures
- ❖ Road shows
- ❖ Notice boards
- ❖ Information days
- ❖ Suggestion boxes
- ❖ Correspondences
- ❖ Speeches (SONA, SOPA, State of the Municipal Address)
- ❖ Awareness Campaigns
- ❖ Public meetings
- ❖ Seminars
- ❖ Dialogues
- ❖ Symposiums
- ❖ Memorial lectures
- ❖ IDP & Budget processes
- ❖ Media briefing sessions/Media Breakfast
- ❖ Business Breakfast sessions
- ❖ Various Fora e.g. Gender, Youth, Disabled, LED, AIDS council, Council of churches, people with disabilities, community safety forum, DCF, LCF, IGCF etc.
- ❖ Corporate Publications (Strategic Plans, Annual Report, Brochures, leaflets, fliers, promotional material – i.e. Diaries & Calendars etc.)
- ❖ ICT's: intranet, Webster, Internet, Social media networks, Computer prompts, SMS etc.
- ❖ Policy speeches

12. COMMUNICATION PLATFORMS

- ❖ Budget and IDP Road shows
- ❖ Mayoral Outreach programmes
- ❖ Stakeholders meetings
- ❖ Public awareness campaigns
- ❖ Workshops, Seminars
- ❖ Izimbizo
- ❖ Sports tournaments
- ❖ Gala Events
- ❖ Music festivals

- ❖ Investments Conferences
- ❖ Budget/Policy speeches (SONA/SOPA/State of the Municipal Address)
- ❖ Institutionalized Days e.g. Freedom Day, Youth Day etc.
- ❖ Open council Meetings
- ❖ Awareness campaigns
- ❖ Media briefings
- ❖ Information days
- ❖ Cultural festivals
- ❖ Registration drives e.g. ID documents, Child support grants; Disability grants, pensions etc.
- ❖ LED programmes, agriculture programmes, Héritage programmes, Tourism Programmes etc.
- ❖ Clean up Campaigns
- ❖ HIV programmes and other diseases

13. Audiences

- Communities
- Tourists
- Investors
- Stakeholders
- Media

14. STRUCTURES AND PROCESSES

The development of coherent, Coordinated and integrated Local Government Communication system, structures and processes need to exist. These must respond to Communication Challenges and needs of communities within Matatiele Local Municipality. The strategy will be tabled on the Standing Committee, and recommendation will be made to EXCO to endorse the Strategy and Council to adopt the strategy. Communication's Manager will ensure the implementation of the strategy. This strategy will be reviewed annually.

15. 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 IDP/Budget Outreaches	Human Rights Day Library Week National Water Week IDP/Budget Community engagement
April	Freedom Month IDP/Budget Outreaches	Freedom Day IDP/Budget Community engagement
May	Public Participation IDP/Budget Outreaches	Workers Day Open Council Day
June	Youth Month Media Briefing	Youth Day Children's Protection Week

July		National Arts Festival Mandela Day (67 Minutes)
August	Women's Month	Women's Day
September	Heritage Month	National Arbour Week Heritage Day
October	Social Development Month	Elderly Week World Mental Health.
November		Children's Rights 16 Days of Activism International Day of persons with disabilities
December		World Aids Day

16. MEDIA ENGAGEMENT PROTOCOL

Chief spokesperson

- Mayor
- Executive Committee Members *delegated* by the Mayor

Other Spokesperson

- EXCO
- Municipal Manger
- Head of Communication

MEDIA ENGAGEMENT CHANNELS

- Media Briefing and or Media Engagements
- Media Breakfast and Lunch
- Facebook
- Website
- Press Statement and Releases
- Radio slots and interviews
- Newspaper articles
- Local Communicators Forum

MEDIA PROTOCOL

- Mayor should speak or pronounce on policy relation matters
- Speaker should speak on *Council* matters
- Other political principals must be *delegated* by the Mayor
- Municipal Manager and Head of Communication speak on daily municipal activities (administration)

- Municipal Manager and Head of Communication where possible should supply info or and notes to the Political Principals
- No other Municipal employee should in any case talk to media on institutional issues without being delegated by the Municipal Manager

MEDIA IMPACT ASSESMENT

- Communication must perform surveys that will evaluate the impact of our communication
- Impact assessments should be used to improve communications and manage perceptions

PROPOSED COMMUNICATION STRUCTURE

For the successful and effective implementation of the Communications Strategy, the Municipality must have fully functional Communications Unit with human and capital resources.

- Manager Communications
- Communications and Research Officer
- **Community liaison officer**
- Events, Branding and Marketing Officer

Head of Communications (Manager, Communications & Special Programmes Unit) reports to the Mayor politically and account to Municipal Manager.

17. STRUCTURES AND PROCESSES

Development of coherent, structured, coordinated and integrated Local government communication system, structures and processes need to exist. These must respond to the communication challenges and needs of communities within Alfred Nzo District Municipality.

The Communication & SPU Standing Committee must endorse the strategy for the EXCO to approve the strategy. Municipal Council must adopt the strategy and there after the Communications Manager must oversee the implementation of the strategy. This strategy must be reviewed annually.

PROPOSED 5 YEAR COMMUNICATION ACTION PLAN 2016/2021

Taking into account and considering the fact that Communication at this level will be a shared function with minimal budget and capacity constraints, this strategy must be implemented and perfect as from the date of approved by Council.

Province: Eastern Cape

Communication Plan for Local Municipalities 2016/2021

Name of the Municipality: Matatiele Local Municipality

Responsible Communicator: Ms Olwetu Gwanya: Manager, Communications, Special Programmes & Customer Care

Communication Activity	Responsible person	Target Audience	Channel	Time Frame		Outcome
Stakeholder Engagement Plan (Internal)						
Staff engagement on policy pronouncements, progress on the implementation of Municipal Programme of Action.	Mayor, EXCO, Chief Whip, Municipal Manager and Manager Corporate Services	Staff	Face to Face interaction Staff e-mails	On going		To have motivated staff.
Support on major Municipal Events (Music Festival, Matat Fees, Ced – Matat Heritage,	Municipal Manager and Communications Unit	Staff and community	Face to Face interactions	By June 2017		To profile “Brand Matatiele”

Human Rights Month and Africa Day)						
Stakeholders Engagement Plan (Good governance)						
Stakeholders Engagements: Traditional Leaders Business Sector Faith Based Organisations Rate Payers	Mayor, EXCO , 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 Municipal Programme Of Action.
Operation Masiphathisane	Mayor, EXCO , 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.

Special groups (Youth, Women, elderly and people living with disability) Religious Based Organisations	Mayor, EXCO, Chief Whip, MM	External Stakeholders	Face to Face interactions	By June		Informed and participative communities about Government's programme of action
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Media Engagement plan						
Structured media engagement sessions	Mayor, EXCO MM	Media	Face to Face interactions	Quarterly		Strengthening working relations
Structured radio programmes on Government achievements	Communications Unit	Community	Electronic media	Bi-Annually		Profiling of Government programme of action.
Talk to your Portfolio Head Radio Programme	EXCO Members and Senior Managers	Community	Radio Slots	Bi-Annually		To encourage public participation and communicating government programmes
Matat Hour Radio Programme	EXCO Members & Managers	Community	Radio Slots	Weekly		To encourage public participation and communicating government programmes

Media Tour	Mayor, EXCO, 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 Mayor	Mayors and MM	Community	Radio Slots	Quarterly		To encourage public participation and communicating government programmes
Mayoral / EXCO Outreaches	Mayor, EXCO, Speaker and Chief Whip	Community	Face to Face interactions	Quarterly		To encourage public participation and communicating government programmes
State of the Ward Address	Mayor, EXCO, 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)	Mayor, Speaker, Chief Whip and Management	Community	Face to Face interactions,	Once a year		To encourage public participation and communicating government programmes

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

Development Communication Capacity Building Plan (Institutional capacity)						
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 & Coops	Training workshop	3 times a year		Capacitate local businesses to manage their systems properly
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
Social Media Monitoring	Communication Unit	New media platforms	Social media platforms	On-going		Proper analysis on social media platforms
LGCS						
Communication Strategy reviews	Communications Unit and Municipal Manager	Municipality	Workshops	Annually		Development of a clear communication action plan
Coordination of Communication structures (LCF, district Core team, LGCF)	Communication Unit	Municipality	DCF meetings	Quarterly		Functional communication structures
Communication Assessment/Audit	DCF core team	Municipality	DCF meetings	Quarterly		Assessment of implementation of the LGSC

New media platforms						
Uploading information on municipal Facebook page	Communications Unit	Community	Social media platforms	Daily		Well informed communities and provide platforms for interactions
GovChat	Communication Unit / Councillors	Community	Social media platforms	Daily		Well informed communities and provide platforms for interactions
Internal Communications						
Municipal Websites	Communications Unit	Community	Website	Daily		Well informed communities and provide platforms for interactions
Branding and Marketing						

Development of a new Marketing Strategy	Communications Unit	Community and stakeholders	Staff	Once a year		Matatiele being marketed as an investment destination
Market research	Communications Unit	Communities	Research	Once a year		To get feedback from communities to inform the re-branding strategy
Investment Summit	Mayor, EXCO, Chief Whip, Speaker, Management, Economic Development & Planning & Communications Unit	Potential Investors	Summit	Once a year		To engage investors about offers available in Matatiele for investment
Outside Digital Advertising screen & audio visual advertising	Communications Unit	Advertisers	Digital & audio visual advertising	On going		Marketing & advertising platforms and generate revenue

Government Publications						
Newspaper column	Communications Unit	Community	Print media	Weekly		Profiling Municipal and government programmes and interventions
Newsletters	Communication Unit	Community	Print	Bi-annually		Profiling Municipal programmes and interventions
Ward base newsletter	Communications Unit	Community	Print	As the need arise		Profiling Government programmes
Service Delivery pamphlet	Communications Unit	Community	Print	Quarterly		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
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Municipal Projects: Basic Services creating decent living conditions (Project Handovers, Launches)						
Communication Activity	Responsible person	Target Audience	Channel	Time Frame	Budget	Outcome

Electricity	Mayor, Speaker, Chief Whip, EXCO, Councillors and Management	Community	Community engagement s/ Imbizo	Quarterly		Direct interaction between government and communities
Human Settlements (Housing Projects)	Mayor, Speaker, Chief Whip, EXCO, Councillors and Management	Community	Community engagement s/ Imbizo	Quarterly		Direct interaction between government and communities
Waste Management and Animal and Stock Control	Mayor, Speaker, Chief Whip, EXCO, Councillors and Management	Community	Awareness Campaign	Quarterly		Well informed communities about waste management issues
Roads Projects	Mayor, Speaker, Chief Whip, EXCO, Councillors and Management	Community	Project visits and project handovers	Quarterly		Direct interaction between government and communities

SPU							
National Calendar Days (Older persons month, 16 days of activism, women's month, World Aids Day, June 16, Child Protection Week)	Awareness Campaigns	Mayor, Speaker, Chief Whip, EXCO,	Roadshow, Information Days Community Media, Roadshows, Taxi Rank Activations Website	Communities, Business Sector and civil society partners.	Ongoing		
Elderly Programmes	Awareness Campaigns	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	Mayor, Speaker, Chief Whip, EXCO, 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	Mayor, Speaker, Chief Whip, EXCO, 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	
Gender Programmes (Men & Women)	Awareness Campaigns	Mayor, Speaker, Chief Whip, EXCO, 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	

FINANCIAL MANAGEMENT

Operation Clean Audit	Mayor, Speaker, Chief Whip, EXCO, Councillors and Management	Community	Awareness Roadshows	On going		Direct interaction between government and communities
Indigent policy	Mayor, Speaker, Chief Whip, EXCO, Councillors and Management	Community	Awareness Roadshows	On going		Direct interaction between government and communities