

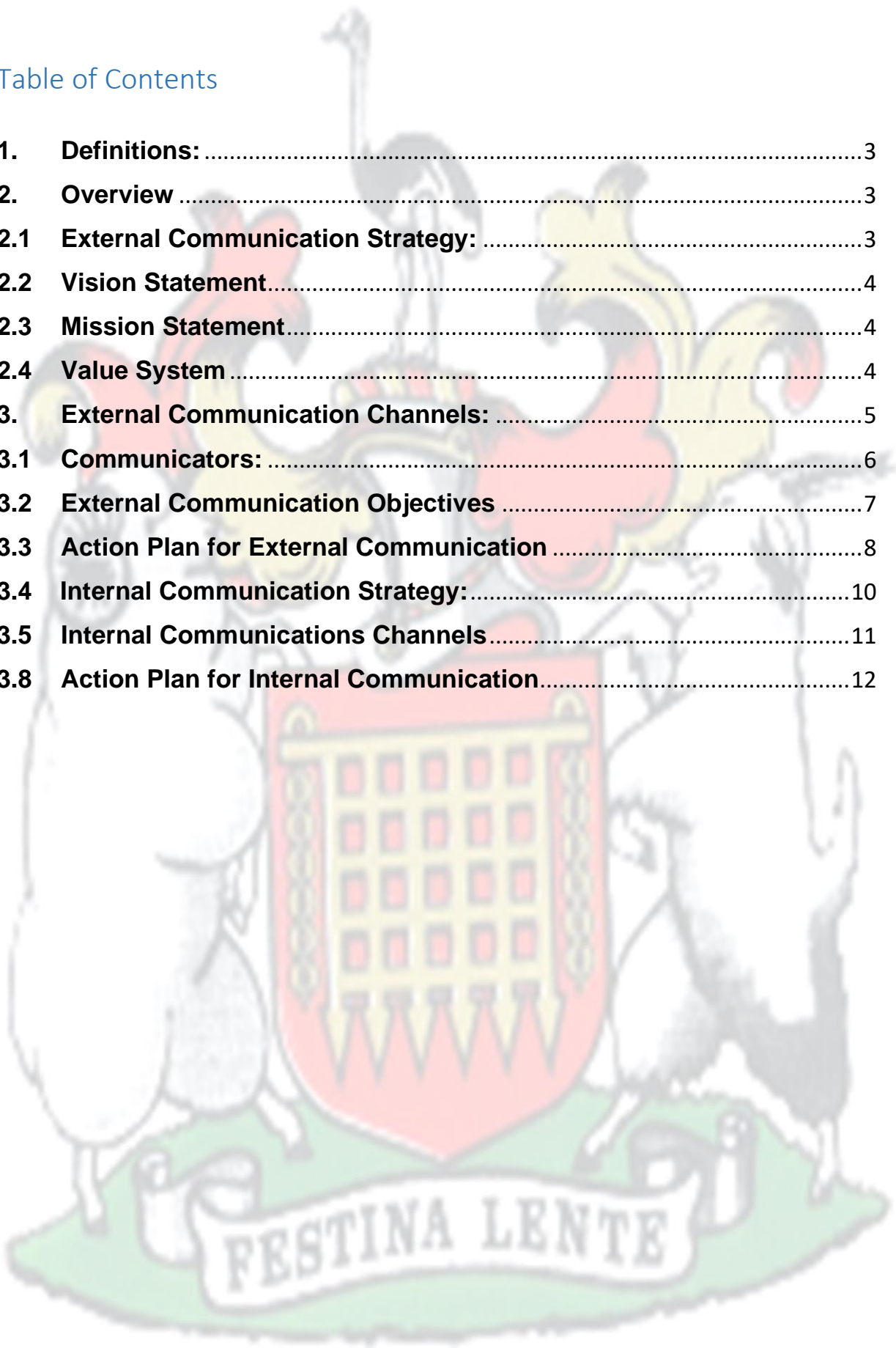
# BEAUFORT WEST MUNICIPALITY

## COMMUNICATION STRATEGY



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## 1. Definitions:

In this document:

**Communication:** Refers to two-way communication with the purpose of sharing and exchanging information between the public, the press and employees and the Municipality through the various communication methods as stipulated by this document.

**IDP:** Integrated Development Plan as approved by the Beaufort West Municipal Council

**KPA:** Key Performance Area

**LED:** Local Economic Development

**SOP:** Standard Operation Procedure as approved by relevant Executive Manager

**SDBIPS:** Service Delivery Budget Implementation Process

## 2. Overview

The Communication Section is responsible for almost all internal and external communication. This includes communication by council members, Mayco, the Executive Mayor, Municipal Manager and Managers reporting directly to the Municipal Manager.

All forms of communication are channelled, monitored and/ or compiled and edited by the Communication office and communicated via various systems and channels. The objective of the communication determines if it is external or internal and what method is used to broadcast the message.

The objective of the communication must therefore be determined to follow the appropriate SOP (Standard Operating Procedure) and achieve the desired result. The Communication Strategy must therefore be divided into an external strategy and an internal strategy.

### 2.1 External Communication Strategy:

The external strategy refers to any message being communicated to the public on behalf the Municipality by any of the following: the Executive Mayor, Municipal Manager or as designated by the Executive Mayor or Municipal Manager on their behalf. The aims of the communication will vary depending on the objective and

aim of the person/persons communicating the message. All communications must however satisfy/adhere to municipal objectives and prescribed legislation.

External Communication must be guided by the following legislative framework:

- Promotion of Access to Information Act, 2000 (Act 2 of 2000)
- Municipal Systems Act (Act 32 of 2000)
- Intergovernmental Relations Framework (Act 13 of 2005)
- Constitution of the Republic of South Africa ( Act 108 of 1993)
- Chapter 2 of the Bill of Rights.

External Communication must always strive to honour the Vision and Mission of the Beaufort West Municipality.

## **2.2 Vision Statement**

Beaufort West in the Central Karoo, the economic gateway to the Western Cape, where people are developed and living together in harmony.

## **2.3 Mission Statement**

To reflect the will of the South African people as reflected in the Constitution and by Parliament:

- Service Delivery: To provide excellent services to the residents of Beaufort West Municipality
- Growing the economy: To implement infrastructure to grow the economy and create jobs;
- Staff: To have an equipped, skilled and motivated staff establishment;
- Well-run administration: establish a sound, efficient and effective administration for the Municipality;
- Financial Sustainability: Collecting all debtors and paying creditors in time;
- Sport centre: To become the sport and recreational mecca of the Karoo, creating harmony and unity
- Safe place: To create a crime-free, safe and healthy environment
- Reduce Poverty: To reduce poverty and promote the empowerment of women, youth and people living with disabilities

The Municipality's mission responds to the objectives of government stipulated in Section 152 of the Constitution of the Republic of South Africa (1996) and is represented in the IDP.

## **2.4 Value System**

The Core Values of the Municipality are -

- Integrity which includes honesty, fairness and respect
- Trust
- Responsibility and accountability
- Harnessing diversity
- Participative decision-making
- Transparency
- Professionalism including friendliness, and
- Efficient service delivery.

**External Communication must be in line with the Strategic objectives of the Beaufort West Municipality:**

Strategic Focus Area	National Key Performance Area	Strategic Objectives
Service to the people	Infrastructure Development and Basic Service Delivery	<b>SO1:</b> Provide, maintain and expand basic services to all people in the municipal area.
		<b>SO2:</b> Sustainable, safe and healthy environment.
Sustainable Economic Growth	Local Economic Development (LED)	<b>SO3:</b> Promote broad-based growth and development.
Transparent Organisation	Good Governance and Public Participation	<b>SO4:</b> Maintain an ethical, accountable and transparent administration.
Well-run Administration	Municipal Transformation and Organisational Development	<b>SO5:</b> Enabling a diverse and capacitated workforce.
Financial Sustainability	Municipal Financial Viability	<b>SO6:</b> Uphold sound financial management principles and practices.

External Communication must reflect the values of corporate culture of Beaufort West Municipality:

- Honest, open and accurate
- Accessible to all members of the community
- Clear, simple and user-friendly
- Consistent and relevant
- Timely and current
- Legitimate — in accordance with relevant legislation and Council's own protocols and guidelines
- Monitored and reviewed on a regular basis
- Cost-effective

### 3. External Communication Channels:

Depending on the nature and objective of a specific message, various communication channels are available to inform the public and/or the media.

Communication channels must be separated into direct communication and media communication.

Media Communication is information that will be communicated to the public via the various professional media platforms.

Print Media	Press Releases Media Responses to enquiries Direct Interviews with print media journalists
Radio and Media	Interviews Paid for advertising Pre -recorded programs

Direct Communication is information that will be communicated to the public directly.

SMS	Notifications Emergency Communication
Email	Notifications Emergency Communication Information
Website	Information Emergency Communication Notification
External Newsletter	Information Communication
IDP Roadshows and Ward Meetings	Information Communication Notification Public Participation
Advertising	Notification Public Participation
Branding	Create awareness Build brand pride
Social Media	Twitter Facebook YouTube
Mobile Communication	Creation of an App/Application Public Participation Communication

### 3.1 Communicators:

The messengers of the various communication are as follows:

<b>Executive Mayor</b>	All aspects of Council policy and programmes. Matters of policy yet to be adopted/enacted. Matters of Service Delivery
<b>Speaker</b>	All comment relating to Council Rules of Order must come from the Speaker Key person for all public participation, unless delegated otherwise
<b>Mayco</b>	Matters as delegated by the Executive Mayor
<b>Municipal Manager</b>	Comment on all activities of the Municipality, except for matters that are policy still to be adopted/enacted.
<b>Directors / Communication Officer</b>	Communicate on matters as delegated by the Municipal Manager or Executive Mayor
<b>Customer Care Section / Public Participation</b>	Appointed employees who interact directly with the purpose of enhancing the level of service delivery, done in accordance with an SOP

### 3.2 External Communication Objectives

The overall objective of external communication will be to:

- Keep the public informed on matters that affect them directly
- Inform the public on how local government operates/functions
- Inform the public on how to correctly and efficiently access local government
- Ensure transparency at local government level
- Inform public on how municipal budgets are spent
- Raise awareness of public participation platforms
- Encourage maximum constructive public participation takes place
- Ensure the best possible standards of service delivery
- Raise awareness of basic municipal services, support and initiatives
- Ensure a united single message is communicated from the Beaufort West Municipality
- Report on outcomes of all activities, projects and developments by the Beaufort West Municipality
- Raise awareness, promote and provide feedback regarding infrastructure and energy efficient initiatives/projects of the Municipality
- Ensure proactive media relations
- Communicate ward committee system activities to role players
- Utilise awareness campaigns to ensure communities are aware of what municipal services are available to them and how to access them

- Promote and communicate effective complaints handling system and customer friendly services available to citizens
- Ensure feedback mechanisms for all stakeholders
- Support and enhance investment promotion and tourism activities within the Beaufort West municipal area
- Ensure informative, professional, and regular communication is directed and sustained with civic structures and organisations
- Promote communication activities aimed at investors and local business in the area
- Raise awareness and provide feedback of Beaufort West's LED initiatives/projects.
- Promote and create awareness of municipal initiatives such as health programmes, educational opportunities, safety & security, and programmes specific to vulnerable groups
- Promote and create awareness of waste management/recycling initiatives
- Promote and create awareness of the beautification of towns/wards and the preservation thereof
- Promote Vision, Mission and Batho Pele principles
- Support revenue enhancement initiatives of the Municipality, manage public perception of revenue collection
- Promote revenue collection within Beaufort West municipal area

### 3.3 Action Plan for External Communication

In order to guide implementation of this Communication Strategy, Beaufort West Municipality will develop an annual Action Plan for each respective year of the 2023-2027 period. Subsequent to adoption by Council, this Communication Strategy will be reviewed/updated when necessary. The Action Plan however will be developed on an annual basis to ensure alignment with any revisions to Beaufort West's IDP.

A review of the IDP, projects and programmes of the Service Delivery Budget Implementation Process (SDBIP), and other municipal processes should form the basis of the communication planning. The SDBIP is an important source of information as the budget gives effect to the strategic priorities of the Municipality.

<p><b>Municipal Website</b></p>	<p>The Municipal Website is a tool to keep the public informed of all municipal activities, opportunities, news, notices and legally mandated information. It is a real time communication tool making it possible to communicate information immediately. The website ensures that the local, national and international communities, business and visitors, stakeholders and all other spheres of government are informed on all services provided by the Municipality to their clients. The website also provides space</p>
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	<p>for the community to make contact with the Municipality via the Ombudsman or the Customer Care section, where any issues received via the website are logged and sent on to relevant departments for resolution.</p> <p><b>Activity</b></p> <p>Continuous monitoring and updating of information on the website, ensuring all information is current and correct. Publishing direct and indirect forms of communication on the website. Making sure all legislative requirements as stated in the MFMA Act are met.</p> <p><b>Target Audience</b></p> <p>External and internal stakeholders and clients of the Municipality.</p> <p><b>Type of messages</b></p> <p>Service delivery and administrative messages and information, external direct communication.</p> <p><b>Time Frame</b></p> <p>Daily/immediately</p> <p><b>Strengths</b></p> <p>Excellent promotion and marketing tool.  Cost effective.  Massive audience reach including across the globe.</p> <p><b>How to build on strengths</b></p> <p>Make sure information is updated regularly, new information added regularly, create interactive platform with regular monitoring.</p> <p><b>Weaknesses</b></p> <p>Limited access — Not all people have regular access to computers or devices with internet access in certain communities. Lack of capacity and skills to update the website daily. Problems with maintaining website with updated information.</p> <p><b>How to improve on weaknesses</b></p> <p>To increase the capacity and skills to update the website daily. Train all communication staff to assist and monitor website information and communication. Identify set person in each directorate to regularly feed information for website update. Create set templates for directorates to make provision of information easy and uploading it more efficient. Gain information from public to ensure website is user friendly for all intended audiences.</p>
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<p><b>External Newsletter</b></p>	<p>The monthly distribution of the External Newsletter ensures that the communities and taxpayers of Beaufort West area are informed regarding service delivery within the Municipality. It's been distributed with the municipal accounts.</p>
	<p><b>Activity</b> Assembling of external newsletter. Providing and promoting news items relevant to ratepayers and community as a whole.</p> <p><b>Target Audience</b> External and Internal stakeholders.</p> <p><b>Type of messages</b> Service delivery and administrative messages and important information communicated in a simplified and digestible format for ratepayers. Informing people how local government and the municipality functions and how to optimally utilise services provided.</p> <p><b>Time Frame</b> Monthly</p> <p><b>Strengths</b> Excellent information and educational tool for communities and ratepayers.</p> <p><b>How to build on strengths</b> To source relevant contributions every month.</p> <p><b>Weaknesses</b> Cooperation from departments within the municipality to provide information regarding service delivery within the different departments. Lack of capacity to write pieces that are grammatically correct and neatly edited.</p> <p><b>How to improve on weaknesses</b> To identify an official in every department to provide information regarding the department's service delivery. To enhance the capacity of Unit by attracting appropriately skilled staff.</p>

### 3.4 Internal Communication Strategy:

The Internal Communication strategy refers to any formal internal communication being communicated to the staff as indicated by channels stipulated in 2.1. Any and all internal communication runs via the communication office. The aims of the communication is more specific. The purpose is to inform and communicate to staff necessary information affecting their work environment, the day to day

working activities and decisions. The internal communication strategy are guided by the same vision, mission, strategic objectives and values that guides the external Communication Strategy.

### 3.5 Internal Communications Channels

Internal Communication Channels are as follows:

Internal Newsletter	News and information relevant to all staff in municipality
Intranet	Information Emergency Communication Notification
Notices Printed on Payslips	Information Emergency Communication Notification
Notice Boards	Information Emergency Communication Notification
Communication via Email	Information Emergency Communication Notification
Municipal Communication Forum	Information sharing Best practice sharing

### 3.6 Communicators

The messengers are the Mayor and the Municipal Manager or any person they assign the task to.

### 3.7 Internal Communication Objectives

The objectives of internal communications are:

- Raise awareness, promote and provide feedback regarding initiatives/projects of the Municipality.
- Ensure informative, professional, and regular communication is directed and sustained with employees.
- Ensure transparency at local government level.
- Ensure the best possible standards of service delivery.
- Promote Vision, Mission and Batho Pele principles.
- Ensure employees are informed to provide best levels of service to public.
- Create environment where staff are informed and satisfied.
- Share accomplishments of staff for motivational purposes.

### 3.8 Action Plan for Internal Communication

In order to guide implementation of this Communication Strategy, Beaufort West Municipality will develop an annual Action Plan for each respective year of the 2023-2027 period. Subsequent to adoption by Council, this Communication Strategy will be reviewed/updated when necessary. The Action Plan however will be developed on an annual basis to ensure alignment with any revisions to Beaufort West 's IDP.

A review of the IDP, projects and programmes of the Service Delivery Budget Implementation Process (SDBIP), and other municipal processes should form the basis of the communication planning. The SDBIP is an important source of information as the budget gives effect to the strategic priorities of the Municipality.

<p><b>Internal Newsletter</b></p>	<p>The Internal Newsletter transmits messages in a synchronized manner with the intranet. This is to ensure that all staff members get relevant and updated messages and information. The monthly distribution of the Internal Newsletter promoting the corporate image, culture and information needs of employees.</p> <p><b>Activity</b> Production of an Internal Newsletter. Sourcing of information from various departments, planning ahead to give all contributors sufficient time to prepare newsletter contributions.</p> <p><b>Target Audience</b> Municipal Officials</p> <p><b>Type of messages</b> Staff related messages and information.</p> <p><b>Time Frame</b> Monthly or Quarterly</p> <p><b>Strengths</b> Excellent information tool for officials. How to build on strengths To feed the staff newsletter with more information. Determine information needs of staff.</p> <p><b>Weaknesses</b> Cooperation from departments within the municipality to provide information regarding activities within the different departments. Currently information not relevant.</p> <p><b>How to improve on weaknesses</b> To identify an official in every department to provide information regarding the department's activities. Set cut off dates for contributions. To source more relevant information from all departments.</p>
<p><b>Intranet</b></p>	<p>The Intranet transmits messages in a synchronized manner with the Internal Newsletter and the Municipal website. This is to ensure that all staff members get relevant and updated</p>

	<p>messages and information. The Intranet promotes the corporate image, culture and information needs of employees.</p> <p><b>Activity</b> Updating the Intranet.</p> <p><b>Target Audience</b> Municipal Officials</p> <p><b>Type of messages</b> Staff related messages and information.</p> <p><b>Time Frame</b> Daily</p> <p><b>Strengths</b> Excellent information tool for officials.</p> <p><b>How to build on strengths</b> To feed the Intranet with more information.</p> <p><b>Weaknesses</b> Cooperation from departments within the municipality to provide information regarding activities within the different departments.</p> <p><b>How to improve on weaknesses</b> To identify an official in every department to provide information regarding the department's activities.</p>
<p><b>Notice Boards</b></p>	<p>Notices on municipal Notice boards are placed to inform the staff regarding staff related information and events.</p> <p><b>Activity</b> Placing notices on municipal notice boards.</p> <p><b>Target Audience</b> Municipal Officials</p> <p><b>Type of messages</b> Staff related messages and information.</p> <p><b>Time Frame</b> Weekly or as the need arises.</p> <p><b>Strengths</b> Excellent information tool for officials.</p> <p><b>How to build on strengths</b> To communicate more information on Notice boards.</p> <p><b>Weaknesses</b> Cooperation from departments within the municipality to provide information regarding activities within the different departments.</p>

	<p><b>How to improve on weaknesses</b> To identify an official in every department to provide information regarding the department's activities.</p>
<p><b>Communication</b> <b>Messages via email</b></p>	<p>Communication messages are sent via e-mail to inform staff regarding staff related information and events.</p> <p><b>Activity</b> Sending messages via e-mail.</p> <p><b>Target Audience</b> Municipal Officials</p> <p><b>Type of messages</b> Staff related messages and information.</p> <p><b>Time Frame</b> Daily</p> <p><b>Strengths</b> Excellent information tool for officials.</p> <p><b>How to build on strengths</b> To communicate more information via e-mail.</p> <p><b>Weaknesses</b> Cooperation from departments within the municipality to provide information regarding activities within the different departments.</p> <p><b>How to improve on weaknesses</b> To identify an official in every department to provide information regarding the department's activities.</p>

<p><b>Municipal Communication Forum</b></p>	<p>The Municipal Communication Forum, represented by each directorate within the municipality, meets monthly. This ensures the coordination of communication activities and development of the municipality's communication capacity. Through this forum all municipal activities are brought under the attention of the Media and Communication Unit.</p> <p><b>Activity</b> The facilitation and coordinating of the Municipal Communication Forum.</p> <p><b>Target Audience</b> External and Internal Stakeholders.</p> <p><b>Type of messages</b> Service delivery and administrative messages and information.</p> <p><b>Time Frame</b> Monthly</p> <p><b>Strengths</b> Excellent tool to gather information regarding municipal activities and service delivery.</p> <p><b>How to build on strengths</b> To meet more regularly.</p> <p><b>Weaknesses</b> Lack of cooperation from directorates.</p> <p><b>How to improve on weaknesses</b> To identify an official in every department to provide information regarding the department's service delivery.</p>
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**Policy Approved:**

Authorised by Acting Municipal Manager:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_